

STAFFORDSHIRE MOORLANDS DISTRICT COUNCIL

Service Delivery Overview & Scrutiny Panel

17 March 2021

TITLE:	Cheadle Town Centre Projects
PORTFOLIO HOLDER:	Councillor Ralphs - Council Leader SMDC
CONTACT OFFICER:	Sarah Porru – Head of Regeneration
WARDS INVOLVED:	Cheadle North East, Cheadle South East, Cheadle West

Appendices Attached –

Appendix 1: Minutes of the Stakeholder Panel held 25th January 2021

Appendix 2: Minutes of the Stakeholder Panel held 26th February 2021 (to follow)

1. Reason for the Report

- 1.1 This report sets out progress on Cheadle town centre projects since December 2020, including progress with procurement of a consultation programme on options for the regeneration of Cheadle town centre.

2. Recommendation

- 2.1 That the Panel notes the progress on Cheadle town centre projects.

3. Executive Summary

- 3.1 Meetings of the Cheadle Stakeholder Panel have been held at the end of January and February this year. The meetings have mapped a route to identifying any further options for Cheadle town centre and for ensuring a full public engagement with all issues and options for the town. This timeline of steps is set out at paragraph 7.26 of this report.
- 3.2 A Stakeholder Workshop, facilitated by the Consultation Institute, will be held on 17th March. Outcomes from the Workshop will help to identify any alternatives to those options for Cheadle town centre set out in the Cushman & Wakefield study of May 2020.

- 3.3 A public consultation exercise and survey, overseen by the Stakeholder Panel, is being commissioned to seek the views of local people, businesses and organisations of Cheadle on all the regeneration issues and opportunities for the town centre. The contract is expected to be awarded at the start of April.
- 3.4 Following analysis of options, consultation responses and other public feedback in relation to car parking and the Leisure Centre, a report will be taken to Cabinet proposing a way forward, including the recommendation of a preferred option.
- 3.5 The Council has secured funding under the One Public Estate programme to help deliver the preferred option once agreed.

4. How this report links to Corporate Priorities

- 4.1 Delivery of Cheadle town centre projects will have implications for the following aims of the Corporate Plan:
- Aim One – To help create a safer and healthier environment for our communities to live and work.
 - Aim Three – To help create a strong economy by supporting further regeneration of towns and villages.

5. Alternative Options

- 5.1 The Council is asked to note progress. There are no alternative options to consider at this time.

6. Implications

6.1 Community Safety - (Crime and Disorder Act 1998)

Any potential impact on crime and disorder will be considered throughout the process.

6.2 Workforce

Officer time is required to service the Cheadle Town Centre Delivery Board and Panel of Stakeholders. This time is drawn from existing resources.

6.3 Equality and Diversity/Equality Impact Assessment

The report has been prepared in accordance with the Council's Diversity and Equality Policies.

6.4 Financial Considerations

Work undertaken under the direction of the Delivery Board and Stakeholder Panel would be grant funded or assisted by contributions from the partners. The cost for the facilitated workshop, appraisal of additional options and community engagement programme is to be met from Regeneration Service town centres budget.

6.5 Legal

Legal advice will be sought as appropriate.

6.6 Climate Change

The delivery of new facilities to replace ageing buildings will have a positive effect on reducing carbon emissions.

6.7 Consultation

Consultation is addressed in the body of the report.

6.8 Risk Assessment

Risks have been addressed in the body of the report.

Neil Rodgers
Executive Director (Place)

Web Links and Background Papers

Cabinet, 1st December 2020
Service Delivery Overview and Scrutiny Panel, 18th
November 2020
Cabinet, 6th October 2020
www.staffsmoorlands.gov.uk/article/6500/Transforming-Cheadle-Town-Centre

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7. **Detail**

- 7.1 A report of progress with Cheadle town centre projects was taken to the Cabinet in October 2020. Subsequently the Cabinet decision in relation to Cheadle town centre projects was called-in by the required number of councillors and reviewed by the Service Delivery Overview and Scrutiny Panel in November 2020. The Panel voted to refer the decision back to Cabinet for reconsideration.
- 7.2 A further report was taken to Cabinet in December 2020. The Cabinet resolved as follows:
1. That the Cabinet Decision made on 6th October 2020 to approve the proposals for establishment of a Cheadle Town Centre Delivery Board and Stakeholder Panel be reaffirmed.

2. That a public consultation exercise and survey, overseen by the Stakeholder Panel, to seek the views of local people, businesses and organisations of Cheadle on all the regeneration issues and opportunities for the town centre, which will inform the priorities for delivering regeneration projects be commissioned.
 3. That a Cabinet Report on the results of the public consultation exercise and to set out the next steps in delivering the regeneration of Cheadle Town Centre be prepared.
- 7.3 This report sets out progress with Cheadle town centre projects since December 2020. The report covers progress relating to:
1. Establishment of a Cheadle Stakeholder Panel
 2. Hosting of a facilitated Stakeholder Workshop
 3. Appointment of consultants to undertake a programme of community engagement
 4. Consultation around a review of the Council's car parking strategy
 5. Contribution of leisure centre users' views to the Council's Leisure Transformation Plan
 6. Future High Street Fund task force
 7. Timetable of steps to enable the recommendation of a preferred option
 8. Support for taking forward a preferred option
 9. SMDC Website page for Cheadle

Cheadle Stakeholder Panel

- 7.4 Due to the scope and complexity of potential project proposals relating to Cheadle town centre, the Council has established a Stakeholder Panel to support a Cheadle Town Centre Delivery Board. These two bodies will oversee the development and delivery of town centre projects in Cheadle, including consultation on options for the emerging Cheadle town centre Masterplan and the High Streets Task Force programme of activity.
- 7.5 Membership of the Stakeholder Panel is drawn from elected members of the County, District and Town Councils, the Chamber of Commerce, the CCG and the voluntary sector. The Panel is chaired by the Mayor of Cheadle. The Stakeholder Panel will ensure that the Town Centre Delivery Board has access to the views and resources of stakeholder groups.
- 7.6 The first meeting of the Stakeholder Panel was held in January 2021. Minutes of the meeting are at Appendix one to this report.
- 7.7 A short follow up meeting was held in February to report on progress. Minutes of the meeting held on 26th February are at Appendix two to this report (to follow).
- 7.8 A number of sub-groups have been established by members of the Panel. The purpose of the sub-groups is to support the work of Panel members in networking with local organisations and the wider community.

Facilitated Stakeholder Workshop

- 7.9 It was agreed that the Council would appoint an independent facilitator to manage a workshop for the Stakeholder Panel to help identify further options for the regeneration of Cheadle town centre.
- 7.10 In February, three organisations were invited to submit a quote to act as facilitator for a Stakeholder Workshop. These organisations were:
- Urban Vision Enterprise
 - The Consultation Institute
 - Commonplace
- 7.11 One fee proposal was received - from the Consultation Institute. The Institute promotes best practice in public engagement and consultation, specialising in support for programmes of change. The body works in particular with the public sector and around issues of planning and infrastructure. The Consultation Institute has been appointed to set up, facilitate and report on the Stakeholder Workshop.
- 7.12 The Stakeholder Workshop is due to be held on Wednesday 17th of March. It will be delivered as a virtual event. A report of the outcomes of the Workshop will be prepared by The Consultation Institute. Any alternative options emerging from the Workshop can be appraised by consultants Cushman & Wakefield in a manner consistent with the appraisal of options undertaken in their May 2020 study.

Programme of community engagement

- 7.13 The Council has resolved to commission a public consultation exercise and survey, overseen by the Stakeholder Panel, to seek the views of local people, businesses and organisations of Cheadle on all the regeneration issues and opportunities for the town centre. A brief for the procurement of consultants to deliver this was agreed at the January Stakeholder Panel meeting.
- 7.14 An invitation to tender for delivering the public consultation exercise is being advertised between 1st March and 24th March. It is intended that award of contract and commencement of the commission will be from early April.

Town centre car parking

- 7.15 The current infrastructure of the Council's car parks is ageing and decisions are required around future capital investment to improve resident and visitor experience in our town centres. To inform these decisions, the Council has commissioned a refreshed car parking strategy for the District. The work will help to identify the areas we should be focusing on to address any issues and ensure we are making best use of our car parks.
- 7.16 The District Council owns car parks at Tape Street and Well Street in Cheadle. Both car parks are well located for access into the town centre. Well Street car park is adjacent to a vacant site (former Lightwood care home) which has developer interest for the delivery of new homes. Tape Street is a large site

offering good access to the High Street and has opportunities to contribute to the Council's ambitions for revitalising the town centre.

- 7.17 Residents and businesses were asked to share their views on how parking could be improved across the Staffordshire Moorlands with an online survey that was available for completion between 8th and 28th February.
- 7.18 The responses to the survey will be considered by the Council and any proposed revisions to the car parking strategy will be made available later this year.

Leisure Centre

- 7.19 The District Council owns South Moorlands Leisure Centre. The Centre was built in 1967 and extended in 1984. Further investment is now required to deliver modern facilities appropriate for the town. The option to just refurbish the Leisure Centre has been discounted, on the basis that the building is considered to be old, over-specified for its catchment population, and with a poor layout and facility mix, that are not well aligned with Cheadle's population profile.
- 7.20 The Council's current physical activity and sport strategy was approved in 2017/18. The document is being refreshed currently to ensure that the Council's approach remains fit for purpose, includes new priorities, and enables the Council and its partners to achieve better health and well-being outcomes. This work is supported by the preparation of a Leisure Transformation Plan that will include a capital investment and future management appraisal for the Council's Leisure Centres. The work is due to be completed in summer 2021. FMG Consulting provided a progress briefing on these issues at the January Stakeholder Panel meeting.
- 7.21 The work of FMG Consulting includes undertaking stakeholder consultations in order to ensure that the views of leisure centre users, and those who are currently less active, are taken into account. It is anticipated that the work of a leisure subgroup of the Stakeholder Panel will feed into this process.

High Streets Task Force

- 7.22 In December 2019 Cheadle town centre was named as one of the first pilot towns to receive expert advice and support from the Ministry of Housing Communities and Local Government (MHCLG) High Streets Task Force. The support is designed to help build local capacity with a view to reviving Cheadle High Street.
- 7.23 The original one-day Task Force visit to Cheadle was proposed last spring and was to include a presentation on the challenges facing the town, a site visit to the high street and a presentation from the Task Force on support on offer. This would be based on the Institute of Place Management's 4Rs of Regeneration: Repositioning; Reinventing; Rebranding and Restructuring.

- 7.24 Due to the COVID-19 lockdown, this meeting/visit was postponed and subsequently held as a two-hour virtual meeting on 17th February. A follow up discussion was held as part of the Stakeholder Panel progress update on 26th February.
- 7.25 The Council will receive a formal report of the meeting with recommendations for a strategy considered to be effective for “unlocking your place potential”. Recommendations of the report are also expected to assist the Council submit an expression of interest for any later rounds of the Future High Street Fund.

Timetable of steps to enable the recommendation of a preferred option

- 7.26 A timeline of actual and proposed steps for Cheadle town centre project work is set out in the table below, with dates where these can be confirmed:

Initiative	Date
Meeting with High Street Task Force	17 th February
Consultation on review of car parking strategy	8 th February - 28 th February
FMG Consulting contacting key users of the Leisure Centre (via Parkwood) for virtual meetings to discuss their individual needs	February / March
Invitation to tender published for consultants to assist with public engagement over all issues and options for Cheadle	1 st March – 24 th March
Stakeholder Workshop to develop any alternative options	2pm Wednesday 17 th March
Appraisal of alternative options to be undertaken by Cushman & Wakefield	To be completed by 15 th April
Appointment of consultants to undertake public engagement	Contract awarded 9 th April
Approval of methodology and materials to be used by consultants to deliver the required consultation and survey	Mid April
Public consultation on a range of options for Cheadle town centre, including options proposed by the Panel and those set out in the Cushman & Wakefield May 2020 report. Public survey conducted.	April / May
Analysis of options, consultation responses and other public feedback to advise SMDC Cabinet on a way forward, including the recommendation of a preferred option.	May / June
Cabinet approval / scrutiny for preferred option	June 2021
Development of a Business Case for the preferred option.	June 2022

Support for taking forward a preferred option

- 7.27 The Council has secured funding under the One Public Estate programme to assist with taking forward the preferred option. Funding will enable the appointment of consultants from June 2021 to work up proposals and develop a Business Case.

SMDC Website page for Cheadle

- 7.28 In line with the Council's commitment to publishing details of progress with Cheadle town centre projects, a webpage has been created on the Council's website at:

www.staffsmoorlands.gov.uk/article/6500/Transforming-Cheadle-Town-Centre

- 7.29 The page includes minutes of Stakeholder Panel meetings, press releases of relevance to Cheadle and an update on projects.