

# Environment and Regeneration Overview and Scrutiny Committee

## Agenda

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**Date:** Monday, 16th September, 2019  
**Time:** 10.00 am  
**Venue:** Council Chamber - Town Hall, Macclesfield, SK10 1EA

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The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the foot of each report.

It should be noted that Part 1 items of Cheshire East Council decision making and Overview and Scrutiny meetings are audio recorded and the recordings will be uploaded to the Council's website

### **PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT**

1. **Apologies for Absence**

2. **Minutes of the Previous Meeting** (Pages 3 - 8)

To give consideration to the minutes of the meeting held on 15 July 2019.

3. **Declarations of Interest**

To provide an opportunity for Members and Officers to declare any disclosable pecuniary and non-pecuniary interests in any item on the agenda.

4. **Whipping Declarations**

To provide an opportunity for Members to declare the existence of a party whip in relation to any item on the agenda.

5. **Public Speaking/Open Session**

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A total period of 15 minutes is allocated for members of the public to make a statement(s) on any matter that falls within the remit of the Committee.

Individual members of the public may speak for up to 5 minutes, but the Chairman will decide how the period of time allocated for public speaking will be apportioned, where there are a number of speakers.

Note: In order for officers to undertake any background research, it would be helpful if members of the public contacted the Scrutiny officer listed at the foot of the agenda, at least one working day before the meeting to provide brief details of the matter to be covered.

6. **Macclesfield Town Centre Regeneration – Strategic Framework and Future Programme** (Pages 9 - 196)

To give consideration to a report on the development of a Strategic Regeneration Framework (SRF) for Macclesfield town centre.

7. **Flood Risk Management Update** (Pages 197 - 208)

To receive a presentation on the incident response and recovery phase in respect of the flooding that occurred within the Borough on 31 July 2019.

8. **A Local Industrial Strategy for Cheshire & Warrington** (Pages 209 - 262)

To give consideration to the Local Industrial Strategy for Cheshire & Warrington.

9. **Performance Scorecard** (Pages 263 - 268)

To give consideration to the performance scorecard for quarter 1.

10. **Forward Plan** (Pages 269 - 284)

To give consideration to the areas of the forward plan which fall within the remit of the Committee.

11. **Work Programme** (Pages 285 - 292)

To give consideration to the work programme.

## **CHESHIRE EAST COUNCIL**

### **Minutes of a meeting of the Environment and Regeneration Overview and Scrutiny Committee**

held on Monday, 15th July, 2019 at Council Chamber, Municipal Buildings,  
Earle Street, Crewe CW1 2BJ

#### **PRESENT**

Councillor JP Findlow (Chairman)  
Councillor S Brookfield (Vice-Chairman)

Councillors S Akers Smith, J Buckley, L Crane, A Farrall, P Groves, M Hunter,  
D Jefferay, C Leach and K Parkinson

In attendance:

Councillor Q Abel - Deputy Portfolio for Environment  
Councillor N Mannion - Portfolio Holder for Environment and Regeneration  
R Barnett - Performance Strategy & Reporting Manager  
P Bayley - Director of Environment and Neighbourhood Services  
G Bubb - General Manager, Transport Service Solutions  
M Davenhill - Contract Asset Manager  
S Davies - Operation Manager  
C Griffin - Transport Service Solutions  
R Hibbert - Interim Head of Transport  
F Jordan - Executive Director Place  
A Ross - Director of Highways and Infrastructure  
P Traynor - Head of Highways  
J Wise - Strategic Regeneration Manager - North

#### **12 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor T Dean.

#### **13 MINUTES OF THE PREVIOUS TWO MEETINGS**

##### **RESOLVED**

That the minutes of the meeting held on 18 March 2019 be received and the minutes of the meeting held on 17 June 2019 be approved as a correct record and signed by the Chairman subject to the inclusion of the following points raised at the meeting which related to Minute No. 69 'Economic Strategy';

- (a) 'Objective 5 - Action 2 simply stated "effective management of the highway network". This was vague with no metrics or way of measuring whether it had been done.

- (b) Objective 11 - There was no reference about proactively identifying additional opportunities for visitor attractions that could be developed e.g. Lindow Moss.

Subject to the following point from Minute No. 71 'Updates on A500 Dual Carriageway and Middlewich Eastern Bypass including the following comment':-

- (c) 'Whether or not the latent defect could be a systematic error and therefore could be present elsewhere thus posing a risk for other projects or requiring remedial action to address defects elsewhere'.

And subject to the inclusion of the letter 'K' in Councillor K Parkinson's name in the list of those present.

### **14 DECLARATIONS OF INTEREST**

In respect of agenda item 8-Supported Local Bus Service Review-Proposals for Little Bus Service, Councillor L Crane declared a pecuniary interest by virtue of the fact that she was a Director of Transport Service Solutions and therefore in accordance with the Code of Conduct she would leave the room prior to consideration of the item.

### **15 WHIPPING DECLARATIONS**

No declarations of a party whip were received.

### **16 PUBLIC SPEAKING/OPEN SESSION**

Councillor H Faddes and Phoenix Morrissey attended the meeting and spoke in respect of the proposals for the Little Bus Service.

Carol Jones attended the meeting and spoke in respect of matters relating to the health and safety of Crewe bus station.

### **17 OVERVIEW OF THE COUNCIL'S DRAFT ENVIRONMENT STRATEGY**

The Director of Environment and Neighbourhood Services attended the meeting and gave a presentation on the Council's draft Environment Strategy.

Highlighted within the presentation was information on the following:-

- Why the Strategy was important;
- The Strategic Goals;
- Priority Actions including those relating to air quality, transport and travel, new development and enhancement of the local environment; and
- Measuring Progress made.



Members made comments/asked questions in respect of the following:-

- Possibility of adopting a plastic free policy and how this could be part of a joined up approach by working more closely with schools;
- Include within the policy the introduction of wild planting on road side verges;
- Possibility of establishing an education programme for schools and the Council to look at decreasing consumption;
- Possibility of composting dog waste;
- Possibility of offering a discount on better composting bins;
- Possibility of introducing better recycling opportunities for residents living in flats;
- Possibility of introducing of key performance indicators in respect of those people using bus services. It was felt increasing numbers of bus users could help to eliminate carbon;
- What was being done to improve the air quality management area in Congleton;
- The Local Plan was taking plots of land out of the green belt and the next Local Plan would have an even greater impact and how would this be addressed;
- The role of HS2 in the Local Plan; and
- Consultation with local environment groups in order to assist in producing a list of how carbon could be reduced.

### **RESOLVED**

That the presentation be noted.

#### **18 BRIEFING NOTE UPDATE - WELL MANAGED HIGHWAY INFRASTRUCTURE**

Consideration was given to a report outlining the reasons behind moving to a risk based approach to delivering highways services alongside an update on the revisions to the Highways Policy and Winter Service Policy along with their supporting documents following the public consultation representations.

Further to this Officers gave a presentation to Members which provided information on the following:-

- The Council's role in maintaining the highway;
- Information on Industry Guidance;
- Legislation guidance and local documents;
- Policies and Codes;
- Definition of a risk based approach;
- The consultation process;
- Network hierarchy footways and carriageways;
- Highway Safety Inspection Policy & Code of Practice;
- Winter and Adverse Weather Policy and Plan;
- Hill Farmer Routes; and

- Next Steps.

Members made the following questions/comments:-

- Speed limits and when they would be reviewed;
- Were verges and cycle paths included in shared spaces?
- Could temporary highways repairs be sprayed with a 'T'?
- What other forms of social media did the Council use besides Twitter?
- What could residents do to self help?
- Consultation questions were worded in a way which didn't allow for detailed responses to given;
- Who policed the activities of the service?
- There was nothing in the plan in respect of footways and footpaths;
- Reduction in spending on highways meant some pot holes were repaired and others were left, how did the new rules risk assess what would or would not be repaired;
- Important to know which area would be treated in the Winter; and
- Gritting on cycle paths was not joined up.

### **RESOLVED**

That the report and presentation be noted.

#### **19 SUPPORTED LOCAL BUS SERVICE REVIEW - PROPOSALS FOR LITTLE BUS SERVICE**

Members gave consideration to a report setting out proposals for the Little Bus service to be operated by the Council through its contract with Transport Service Solutions Ltd.

Included within the presentation was information on the bus service review, including the background to the changes, the challenges, the consultation process, the Cabinet resolution, information on the Implementation Plan, passengers using the service, the staff involved, the vehicles and branding and how the FlexiLink system would work.

Comments were made in respect of the following:-

- Central Government should be encouraged to provide funding for the service;
- The possibility of working collaboratively with other local authorities and whether or not this been investigated further;
- The time the bus service operated to and from should not be reduced.

In addition to this further comments were made in respect of what the criteria was for being able to access the service, the lack of flexibility within the service as a result of the reduction in hours, the fact that less than 1%

of people were using the service to access. A further comment was made in respect of public health matters and the lack of publicity surrounding the service.

**RESOLVED**

- (1) That the report be noted.
- (2) That the Deputy Leader be invited to consider any further measures that may be necessary to mitigate the impacts of reducing Little Bus operational hours on service users.
- (3) That the Deputy Leader be invited to consider a more effective way of marketing the Little Bus Service.
- (4) That the comments made by the Committee and as outlined above be reported to the Deputy Leader for information.

**20 MACCLESFIELD TOWN CENTRE REGENERATION - STRATEGIC FRAMEWORK AND FUTURE PROGRAMME**

Consideration of this item was deferred to the September meeting.

**21 PERFORMANCE SCORECARD**

Due to the meeting over running it was agreed that should Members have any questions or comments on the performance scorecard they should email the Performance Strategy & Reporting Manager directly.

**22 FORWARD PLAN**

Consideration was given to the areas of the Forward Plan which fell within the remit of the Committee.

**RESOLVED**

That the Forward Plan be noted.

**23 WORK PROGRAMME**

Consideration was given to the work programme.

It was agreed that the Macclesfield Town Centre Regeneration - Strategic Framework and Future Programme be deferred to the meeting in September.

It was further agreed that dates for future items be agreed by Officers in consultation with the Chairman and Vice Chairman.

**RESOLVED**

- (1) That the Macclesfield Town Centre Regeneration - Strategic Framework and Future Programme be deferred to the meeting in September and that dates for future items to be considered by the Committee be agreed by Officers in consultation with the Chairman and Vice Chairman.
- (2) That the dates regarding when future items should be considered by the Committee should be agreed by Officers in consultation with the Chairman and Vice Chairman.

The meeting commenced at 10.00 am and concluded at 1.29 pm

Councillor JP Findlow (Chairman)



*Working for a brighter future together*

## **Environment and Regeneration Overview and Scrutiny**

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**Date of Meeting:** 16 September 2019

**Report Title:** Macclesfield Town Centre Regeneration – Strategic Framework and Future Programme

**Portfolio Holder:** Cllr Nick Mannion – Portfolio Holder for Environment and Regeneration

**Senior Officer:** Frank Jordan – Executive Director - Place

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### **1. Report Summary**

- 1.1. This report provides an update on the development of a Strategic Regeneration Framework (SRF) for Macclesfield town centre, outlines the process undertaken in its development including the outcome of a public consultation exercise on the draft document, and requests consideration of the recommended final draft version prior to the document being taken to Cabinet.

### **2. Recommendations**

- 2.1 That the intent behind the development of a Strategic Regeneration Framework (SRF) for Macclesfield Town Centre and the process undertaken in its development is considered.
- 2.2 That the draft SRF and draft Delivery Plan and associated reports on consultation are reviewed.
- 2.2 That feedback is provided for the Portfolio Holder for Environment and Regeneration to consider prior to the document being taken to Cabinet for formal consideration and approval.

### **3. Reasons for Recommendations**

- 3.1. The attached draft Strategic Regeneration Framework (SRF) and associated draft Delivery Plan have been developed by external consultants to provide

clear direction for the delivery of regeneration ambitions for Macclesfield Town Centre.

- 3.2. The draft SRF has been refined by the consultant team to take account of views raised in a 4 week public consultation which ran from 13<sup>th</sup> February to 13<sup>th</sup> March 2019.
- 3.3. It is intended to take a report to Cabinet on October 8<sup>th</sup> 2019 recommending approval of the SRF and associated Delivery Plan and recommending actions to progress the delivery of priority projects stemming from the SRF.
- 3.4. It is considered appropriate to give the Environment and Regeneration Overview and Scrutiny Committee an opportunity to scrutinise the SRF development process and the draft documents, prior to consideration by Cabinet.

#### **4. Other Options Considered**

- 4.1 There is no statutory requirement for Local Authorities to produce Strategic Regeneration Frameworks. However, the need for an SRF is outlined in Section 5 of this report.
- 4.2 Proceeding with no specific regeneration strategy for the town centre has been considered but this is likely to result in:
  - 4.2.1 Attempts to secure external funding being undermined;
  - 4.2.2 Promotion of uncoordinated proposals which fail to create potential synergy and at worse are contradictory and counterproductive;
  - 4.2.3 Residents, businesses, developers and potential investors lacking confidence in the Council's commitment to support the regeneration of Macclesfield town centre;
  - 4.2.4 Potential opportunities for growth, including any opportunities associated with HS2, remaining unrealised.

#### **5. Background**

- 5.1 Macclesfield is one of only two recognised 'Principal Towns' in the borough as set out in the adopted Cheshire East Local Plan Strategy of 2017 (CELPS). Macclesfield is the principal centre serving the north, whilst its counterpart Crewe is the principal centre serving the south. Crewe and Macclesfield, as the boroughs two Principal Towns, are key to the Council's aspirations for growth and prosperity. The success of the borough is dependent on the success of both these centres.

- 5.2 A number of strategic Council documents including the Sustainable Community Strategy: Ambition for All, the Local Plan, and the emerging Economic Strategy, recognise the opportunities Macclesfield presents for supporting Council strategic priorities. Central Macclesfield is identified in the Local Plan (LPS 12), as a location where the Council will look to maximise opportunities for improvement and regeneration through a range of mechanisms including:
- Supporting or delivering new dwellings, in-centre retail and leisure development, offices, restaurants, cafes, and an enhanced cultural offer;
  - Improving highways and pedestrian and cycle links;
  - Ensuring appropriate car parking;
  - Improving the public realm and green infrastructure;
  - Promoting local markets;
  - Maximising opportunities to bring disused and underused buildings back into use.
- 5.3 Furthermore the Local Plan states that, inter alia:
- The retail and leisure sectors must be strengthened with a focus on quality and variety;
  - There are numerous opportunities to rationalise and consolidate existing car parks to unlock regeneration opportunities;
  - The area around the station in particular offers significant opportunity to create a hub of activity with commercial, residential and leisure development;
  - Land to the north of the retail core (around Jordangate) would benefit from enlivening via small scale development and reintegration with the town centre;
  - Sensitive infill residential development is appropriate around the historic centre and there must be a focus on offering a mix of residential accommodation;
  - There are opportunities to deliver high quality public open space throughout the town centre.
- 5.4 Macclesfield town centre - the commercial, retail, social and cultural heart of the town, faces a number of challenges. Being outside the top 100 towns, but large enough to have historically attracted multiple retailers, it has suffered as these have reduced their high street presence. Recently many key stores have vacated Macclesfield's primary shopping area including: Dorothy Perkins, Burtons, Mothercare, Argos, New Look, Early Learning Centre and Thorntons. Additionally data shows that Macclesfield's market share has been decreasing over a number of years, and zone A rents have fallen, demonstrating a lack of retailer confidence. With an out of town retail park (Barracks Mill) granted planning permission (at appeal) only c.1km/0.6 miles from the town centre, competition from out of town retail is set to increase, presenting further challenge.

- 5.5 The town centre is a source of concern to many local stakeholders. In 2011, in the early stages of the development of the CELPS, the 'Place Shaping Survey' was undertaken to gather local stakeholder's views on local development priorities. This survey identified the town centre as local people's number one priority for improvement. More recent stakeholder engagement suggests the town centre remains a key priority for local stakeholders today. This is not just local residents. Businesses critical to the NW economy, such as AstraZeneca and Alderley Park Ltd, have highlighted that the talented young professionals they need to attract for their businesses to thrive, look to live in locations with aspirational town centres. They have highlighted that Macclesfield town centre is currently failing to fulfill its potential to attract such talent and that this is an issue they would like to see addressed.
- 5.6 Taking into account the above, the importance of prioritising the regeneration of Macclesfield town centre to fulfill its potential is clear.
- 5.7 Moving from agreement that something needs to be done, to agreement over what should be done, is important, but difficult.
- 5.8 Firstly, there are very many different potential options for intervention. The Institute of Place Management identified no fewer than 201 factors affecting the vitality and viability of town centres, and, for each factor, there will be a number of different views as to its importance, and the priority which should be placed upon it. Not all factors affecting vitality and viability can be readily influenced at the local level. For example, business rates are set nationally and are realistically very difficult to influence locally. This fact is, understandably often not appreciated. Even focusing on those factors which can be influenced locally, many may be outside the Council's control, for example rents charged by private landlords.
- 5.9 Secondly, town centres are complex places with multiple ownerships, and many vested interests. This means that any proposal can be controversial and can lead to resistance from one quarter or another.
- 5.10 To have maximum impact on the town centre it is therefore important to first develop a clear strategy which both focuses on the things that can be changed at the local level and which has buy in from the various stakeholders who can effect change, and secondly, once that strategy is set out, to be committed to pursuing it and sticking to the principles it sets out.
- 5.11 In an effort to identify the best strategy for Macclesfield town centre the Council has sought external expert advice from a multi-disciplinary team. A team was found with experience in developing regeneration strategies in other areas. The lead consultants, Cushman and Wakefield have for example, advised Trafford Council in developing their strategy for Altrincham Town Centre.



5.12 The consultant team was commissioned to develop an initial draft SRF which:

- Ensured 'strategic fit' with existing key strategies and policy documents such as LPS12 of the Local Plan (CELPS);
- Was evidence based;
- Took account of local stakeholders views;
- Sought to enable opportunities which might arise from HS2 to be realised;
- Drew on the professional expertise, knowledge and experience of the team to ensure realism and deliverability; and,
- Was sufficiently flexible to allow responsiveness to ever changing market conditions and emerging opportunities.

5.13 The consultant team began development of a Strategic Regeneration Framework (SRF) by undertaking a desk top analysis of the wealth of existing policy and strategy relevant to the town centre. This encompassed not just developing a clear understanding of the planning policy context but also other relevant strategies such as the Macclesfield Heritage and Culture Strategy, the Cheshire East Housing Strategy and the Macclesfield Public Realm Strategy. The consultant team then proceeded to develop an understanding of local stakeholders views commencing with reviewing all the responses submitted in response to a public consultation undertaken in 2017 on a draft 5 year regeneration plan – 'There's no Place like Macclesfield'. Building on this they then sought additional focused stakeholder input from a limited number of selected stakeholders. Drawing on their extensive professional knowledge, the consultant team then developed a 'Consultation Draft Strategic Regeneration Framework' for public consultation purposes.

5.14 On 31<sup>st</sup> January 2019, the Portfolio Holder for Housing, Planning and Regeneration approved the draft document for public consultation. A public consultation subsequently followed, launched with significant local publicity including press notice, media release, posters erected around the town centre, information banners installed in the Macclesfield Grosvenor Centre, sharing of the documentation and media material with local organisations, email to 1,100 members of the Cheshire East Digital Influence Panel in surrounding wards, officer visits to Macclesfield College, Kings School and Cheshire Eye Society, an entry in the 'In Focus' section of the Council's homepage, and the running of a Saturday drop in event in the town centre. The public consultation ran from 13<sup>th</sup> February to 13<sup>th</sup> March 2019. Fuller details of the process undertaken to engage stakeholders and in running the public consultation are set out in the Statement of Consultation at **Appendix A**.

5.15 The public consultation resulted in the submission of 264 responses. This was an 66% increase in the number of responses received in response to the previous consultation on the draft 5 year vision indicating the influence of the publicity undertaken. Respondents were asked a series of closed

questions to understand views around a draft vision, draft objectives, draft aspirations for identified character areas, to understand which of those areas stakeholders regard as priority for regeneration, and to gain feedback on provisional actions and a draft illustrative framework. The consultation also allowed opportunity for more open feedback, for example suggestions for additional ideas and issues for consideration by the consultant team.

- 5.16 Following the close of the public consultation, the consultant team took a period of several weeks to review individually each of the 264 responses received. They considered all issues raised and reviewed whether changes should be made to the draft SRF having regard to other representations as well as the wider policy and strategy context and drawing on the professional expertise of the team. A report provided by the consultants, summarises the key issues raised by the consultation and the changes they have made to the draft document in response. This is set out for Members consideration at **Appendix B** and should be taken into account alongside the verbatim responses to the consultation available to view [here](#).
- 5.17 A brief overview of some of the key findings from the consultation and some of the more important changes made as a result of the consultation to the draft document are set out in paragraphs 5.18 – 5.30 which follow. This overview is provided for information but is not intended to be comprehensive. The consultants suggested post consultation version of the Strategic Regeneration Framework, is set out at **Appendix C**. Changes made since the document was put out to public consultation are identified for transparency. Officers are still working through this document and it is possible it may be slightly revised prior to presentation to Cabinet.

### **Overview of consultation responses and consequential changes**

- 5.18 Respondents were asked how strongly they agreed or disagreed with a draft vision for the town centre. A large proportion (79%) '*strongly agreed*' or '*tended to agree*' that the draft vision was a good vision for the town centre, with just 12% in disagreement. After consideration of the suggestions received the draft vision has now been amended with the additional text in green:

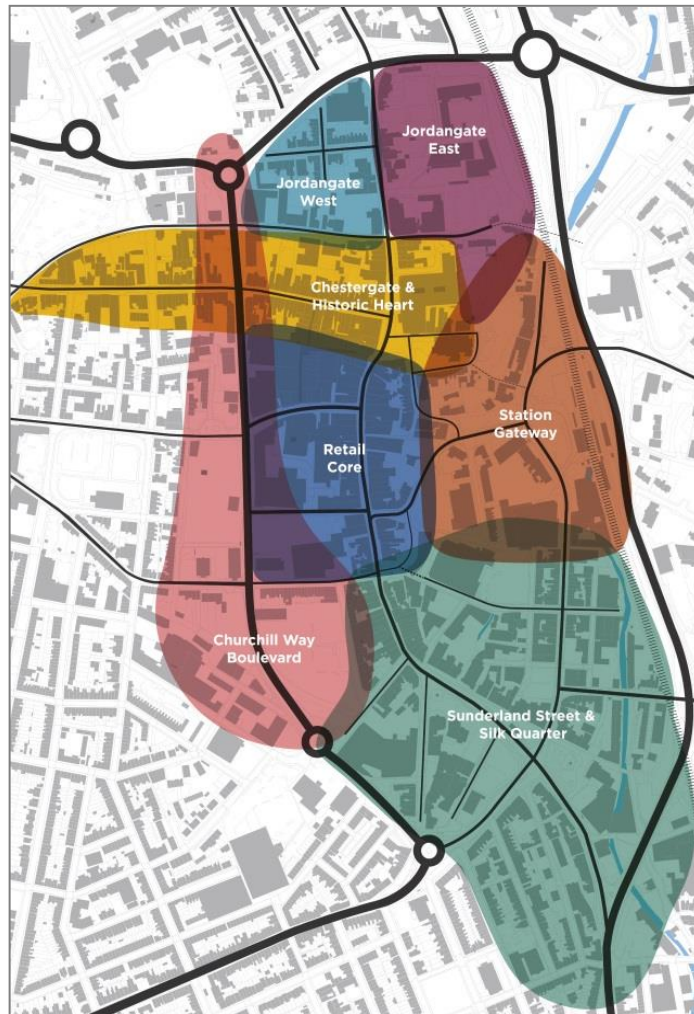
<p><b>Macclesfield - a town that celebrates its quirkiness.</b></p> <p><b>Green, creative, connected and social. A home to innovators, entrepreneurs and independents.</b></p> <p><b>Thriving, diverse, distinctive and inclusive. Rich in heritage and culture, with outstanding employment opportunities and nestled in stunning countryside.</b></p> <p><b>Cherishing its past, striving for a sustainable future</b></p>
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- 5.19 Eight draft objectives for the town centre were set out and respondents asked to rank these in order of priority. The following list orders those objectives as ranked by respondents from most to least important and

shows key changes to text resulting from suggestions received via the public consultation in green including the addition of a further objective.

1. **Enhance the town centre environment** - making it greener, more distinctive and a celebration of local creativity through our high quality and sustainable blue and green infrastructure, green spaces and public realm.
2. **Cherish historic buildings and repurpose underutilised assets** - to diversify our offer, celebrate our distinctiveness and attract a wide range of occupiers to the town.
3. **Grow and diversify the leisure, cultural and evening economy** - to balance the existing retail dominated central offer and attract a wider audience and support new resident desires. Encourage people to spend more time and money in the town through new leisure uses including food and drink. Building upon our existing impressive events calendar and proximity and views to the Peak District.
4. **Support businesses to create jobs and develop skills** - Maximise Macclesfield's strategic location and create the right business environment for small and medium sized businesses to co-locate and collaborate with each other and the world class organisations in our hinterland.
5. **Raise aspirations and change perceptions** - get better at promoting all that the town has to offer and encourage new entrants to invest
6. **Harness distinctiveness** - make better use of our assets - such as town and country, rivers and canals, Georgian architecture. Provide reasons, services and experiences that can only be found in Macclesfield.
7. **Grow the town centre population** - building the right mix of quality residential accommodation of appropriate design to attract and sustain a diverse community
8. **Make more of connectivity** - to attract residents, workers and visitors who want a base from which to access our local world class businesses as well as those who want access to the Peak District, London and Manchester. Capitalise on strategic opportunities such as HS2 to unlock and accelerate growth.
9. **Enhance the retail offer** – striving for an uplift in quality, independents and diversity, supporting existing retailers and encouraging new

- 5.20 The draft SRF identified a number of character areas within the town centre as shown in the plan below. The public ranked these in order of importance for regeneration as shown in the column to the right of the plan.



- |     |   |
|-----|---|
| 1st | Chestergate & Historic Heart                  |
| 2nd | Retail Core & Station Gateway (equal ranking) |
| 4th | Sunderland St & Silk Quarter                  |
| 5th | Churchill Way Boulevard                       |
| 6th | Jordangate East & West                        |

5.21 Additionally the public was asked to consider draft aspirations for these areas. These aspirations are summarised below together with some relevant key points of note raised through the consultation.

### **Chestergate & Historic Heart**

5.21.1 Key aspirations suggested for this area were:

- Enhancing what is already there through refurbishment and re-use of historic buildings, including conversion and reutilisation of upper floors for apartments.
- Promoting and supporting independent retail and café businesses which make Macclesfield distinctive, to encourage further investment in independent businesses particularly those that extend the evening and cultural economy and dwell time.
- Market Place should continue to be the heart of the town centre & opportunities for further culture & event activities in this location explored.

5.21.2 87% of respondents agreed with these aspirations and no key changes are proposed in the latest draft.

### **Retail Core**

5.21.3 Key aspirations suggested for this area were:

- Continuing to function as the main retail core, but recognising that consolidation of retail & reuse of existing units & voids for alternative uses such as food and drink and introduction of residential on upper floors or via conversion of buildings on the periphery will enhance this offer.
- Enhancing legibility along key routes via reducing car dominance, enhancing cycling and pedestrian movement, and improving way finding and signage.
- Improving the physical environment to ensure the area is more appealing to town centre users, for example providing more attractive public realm, greening, and shop front improvements to transform the look and feel of the area.
- Unlocking development potential on Exchange Street Car Park and creating new open space to enhance the setting of the Sunday School if possible.

5.21.4 74% of respondents agreed with these aspirations. Changes are proposed in the latest draft SRF recognising the current importance of Exchange St car park in serving key retailers, and to the aspiration to enhance the public realm and add more tree planting and greenery etc.

### **Station Gateway**

5.21.5 Key aspirations suggested for this area were:

- Rationalisation and consolidation of the existing proliferation of surface parking with decked or multi-storey provision explored, either in existing car parks or alternative locations in this locality, to unlock opportunities in this area as a focus for leisure whilst ensuring adequate parking remains.
- Exploring potential mechanism to provide a plaza at Waters Green, reinstating public green space and creating opportunities for events and uses to support the evening economy.

5.21.6 76% of respondents agreed with the aspirations for this area but a number of specific suggestions were made which have helped with the refinement of the original suggested aspirations. Clearer reference is now made to the need to ensure sensitivity to the views and character in this area, to make clearer the aspirations around reducing vehicles in this area and clarification that development here would not be solely

focused on leisure but would seek to provide a hub of business, residential and leisure activity all aligned to the Local Plan.

### **Sunderland St & Silk Quarter**

5.21.7 Key aspirations suggested for this area were:

- To grow a vibrant mixed use area incorporating residential, boutique retail, employment, leisure and evening/night time economy uses characterised by distinctive independents.
- To reutilise heritage buildings and include references to the areas rich past within the silk trade in modern uses.
- To seek to reduce the volume of traffic on Sunderland Street redirecting, unnecessary traffic onto the Silk Road if possible.
- To take opportunities to open the River Bollin when new development presents these.

5.21.8 81% of respondents agreed with these aspirations. Minor changes are proposed seeking to ensure new development reinforces links to the areas heritage and to provide additional clarity around aspirations relating to traffic reduction to make it clearer the suggestion is not to completely remove vehicles.

### **Jordangate East & West**

5.21.9 Key aspirations suggested for this area were:

- Enhancement of parking facilities in Jordangate car park, public realm, signage and infill development along the Jordangate axis.
- Continued predominance of employment uses to the west of Jordangate, with refurbishment of existing property, and if viable new development for employment uses.
- The development of a residential area to the east of Jordangate should the existing employment uses become surplus to requirements.

5.21.10 74% of respondents agreed with these aspirations and no changes are currently proposed.

### **Churchill Way Boulevard**

5.21.11 Key aspirations suggested for this area were:

- Creating a greener 'boulevard' with reduced car dominance, greater pedestrian priority at junctions, and improved legibility and wayfinding, to enhance first impressions on this primary route.
- Supporting new residential infill development to boost in town living opportunities whilst enhancing the 'broken' frontage to Churchill Way.
- Consolidation of existing parking in this area, considering options such as decking on Duke Street car park.



5.21.12 74% of respondents agreed with these aspirations. No changes are currently proposed in the latest draft.

5.22 The draft SRF further sets out an Illustrative Framework, seeking to demonstrate how the SRF could manifest physically. Together with the character area aspirations, this Illustrative Framework identifies key locations within the town centre where public realm enhancements, pedestrian crossing improvements, a different approach to pedestrian/vehicle integration, and enhanced linkages should be pursued and progressed as resources allow. This plan also identifies sites where there is potential for improvement in the built form when new development comes forward, and those Council owned car parks which offer potential for providing intensified/modernised parking alongside new development, all in line with the development principles set out in the Local Plan at LPS 12.

5.23 As part of the public consultation respondents were asked to identify their level of agreement with a range of potential interventions in the physical environment and connectivity of the town centre. Responses to all suggestions were broadly supportive with between 73% and 90% of those respondents answering this question being in strong agreement or tending to agree as set out below in order of agreement achieved:

Spatial ambition	% in agreement
Green space and planting	90%
Public realm	85%
Optimising the topography	82%
Improved pedestrian crossings	82%
Enhanced existing linkages	80%
Car Park rationalisation	79%
Potential new linkages	73%

5.24 Before agreeing to approve the SRF, Cabinet will be asked to particularly consider the final recommendations of the consultant team with regard to developing a refreshed regeneration programme for Macclesfield Town Centre. Recommended Strategic Actions are set out in the draft SRF and further detail is given in the accompanying Delivery Plan, produced following the consultation and set out at Appendix D to this report. Again, some of the draft actions set out in the consultation version of the report have been amended following the responses for the consultation. For example, further detail has been added about what is suggested should be covered by the suggested parking strategy and an additional suggestion to consider the development of a 'green plan' has been added.

5.25 The consultants are very clear that actions recommended for consideration should not be viewed as a 'to do' list for the Council and that the Council will simply not be able to deliver many actions. The strategic actions and Delivery Plan should therefore be viewed as a guide to all those wishing to

contribute to driving forward the regeneration of the town centre, including public, private, community and voluntary organisations.

- 5.26 Whilst members can see the detail of the recommendations set out in the SRF and Delivery Plan in the appended documents, some of the key recommendations are:

- 5.26.1 Setting a clear vision and driving the agenda - having worked up the SRF, the team advise that Cheshire East now both drive the overall direction of travel for all stakeholders but also focus on action on the ground, developing key projects including public realm improvements and new development on Council owned land.
- 5.26.2 Land Assembly – Giving consideration to whether the Council or its partners such as Homes England should acquire sites or buildings in order to be able to unlock a larger opportunity or to tackle an existing eyesore that is distracting from the town centre
- 5.26.3 Site Preparation – Recognising that if sites are to be brought forward additional works may be required such as demolition, acquisition, relocation of tenants, land reclamation, due diligence and gaining planning permission
- 5.26.4 Seeking Funding - Establishing appropriate resources to support the implementation of the projects. This will include fronting bids for funding and lobbying as has already commenced with recent bids being submitted for both Future High Street Funding and High Street Heritage Action Zone funds.
- 5.26.5 Engagement and lobbying - Local, regional and national lobbying by Cheshire East Council to raise the profile of Macclesfield and its potential. This will be in both the public and private sector. The importance of harnessing the passion of the local community is also recognised and ongoing engagement with all stakeholders to keep them update on what's happening in Macclesfield suggested including a programme to launch the actions that the Council is going to take to support delivery of the SRF to local residential, businesses and developers/investors.
- 5.26.6 Working with the private sector - To support them to deliver proposals which align with the agreed SRF. This could include efficient consideration of planning applications, joint funding bids, support engagement with key partners such as Homes England or Historic England. It could also include targeting developers to promote opportunities they could get involved in as well as seeking partners to support delivery on site in the Council's ownership
- 5.26.7 Bidding for resources - The Council has already started to bid for sources of funding to support the delivery of the SRF. An Expression of Interest was made in the Future High Street Fund in March 2019. Although, Macclesfield was not selected to progress to the next stage



of bidding, a further Expression of Interest has now also been submitted for a High Streets Heritage Action Zone in the town centre. As other potential sources of funding arise the consultants recommend the Council continue to consider opportunities where Macclesfield meets the criteria.

- 5.27 Additionally, the Delivery Plan sets out additional approaches which have been successful in other area and recommended for consideration by the Council in moving forward in Macclesfield:

5.27.1 Identifying 'go-to' person for the town centre - the person would be known by developers and investors as someone to engage with when they identify opportunities and then they could point interested parties to the right person within the Council or external partners in order to progress their ideas efficiently. This would demonstrate that Macclesfield not only has a vision, but it is a place to do business.

5.27.2 Establishing a delivery team made up of representatives from key departments - who would meet on a regular basis to discuss progress and unlock barriers to progress. Consideration could be given as to whether a series of working groups need to be established to drive delivery and maintain momentum, or whether existing groups can take responsibility for the tasks. Clear outcomes for the groups would be required and timescales.

5.27.3 Creating a place-led/project based action group - recognising the benefits of joint working between the public and private sector. This could draw upon some of the partners who are already active in the town and have supported the preparation of the SRF.

- 5.28 Having set out many actions to be considered, both by the Council and other stakeholders, the Delivery Plan then recommends a number of priority next steps to move the delivery of the SRF forward. These are specifically identified below for clarity.

5.28.1 Car Parking Review and Regeneration focused Car Parking Strategy – Subject to suitable resources being identified, it is recommended that a detailed car parking review and strategy for car parking across the town centre is commissioned to include, inter alia:

- identification of the current quantum, location, function and pricing provision of car parking (including disabled parking, resident permit parking, on street as well as off street provision, signage etc.);
- recommendations on appropriate quantum, location, and pricing mechanism for different types of parking to meet the needs of visitors, workers and residents moving forward;
- identification of opportunities for releasing any car parking sites for redevelopment whilst taking full account of the needs of existing residents, visitors and workers and future anticipated demand;
- identification of other ways parking management can better support

the vitality of the town centre.

5.28.2 Town Centre Movement Strategy - Subject to suitable resources being identified, it is recommended that a town centre focused movement strategy is commissioned. This would identify ways to support enhanced movement through the town by foot, cycle and motor vehicles, to ensure that everyone is able to move around the town efficiently focusing on decreasing the dominance of vehicles, and encouraging walking and cycling, including reconsideration of TROs in the central area to reclaim more of the public arena for people to enjoy. This would not duplicate the existing Macclesfield Movement Strategy which is more focused on vehicle movement and congestion pinch points on the highway network.

5.28.3 Development of public realm/greening projects - Subject to suitable resources being identified, it is recommended that public realm/greening designs are developed for key streets which focus on pedestrian experience, greening and enhancing sustainability, taking account of potential increases in longer term maintenance costs, and the preparation of business cases for delivery funding.

5.28.4 Market Options Appraisal - Subject to suitable resources being identified it is recommended that work is commissioned to appraise options to address the existing underperforming town centre market offer (indoor and outdoor).

5.28.5 Design Guidance - If existing sites are identified as suitable for release for development, to commission design guidance/development frameworks to set out the Council's expectations around new development quality, materials, massing, heights etc. to potential investors.

5.28.6 Town Hall Appraisal – Subject to suitable resources being identified, it is recommended that options to enable greater use of the space in the Old Town Hall are considered.

5.29 Cabinet will be asked to approve the post consultation version of the SRF for publication.

## **6. Implications of the Recommendations**

### **6.1. Legal Implications**

6.1.1. There is no statutory requirement to produce a Strategic Regeneration Framework and there should not be any direct legal implications arising from its approval.

### **6.2. Finance Implications**

6.2.1. Cabinet will not be asked to commit to the delivery of specific major capital projects stemming from the SRF, rather they will be asked to agree to officers pursuing the recommendations in the Delivery Plan.

Funding will need to be applied for following normal Council budget setting procedures.

### **6.3. Policy Implications**

6.3.1. The development of the Strategic Regeneration Framework supports the delivery of Objectives 1, 2, 4 and 5 of the Corporate Plan. More specifically it supports the delivery of the regeneration ambitions for Central Macclesfield set out in LPS 12 in the CELPS.

### **6.4. Equality Implications**

6.4.1. An Equality Impact Assessment screening has been undertaken. A link to that assessment is provided in Section 9. Any individual proposals stemming from the strategy will be subjected to Equality Impact Assessments where appropriate.

### **6.5. Human Resources Implications**

6.5.1. There are no identified implications as a result of this report.

### **6.6. Risk Management Implications**

6.6.1. The approval of a strategy will raise expectations that the Council will commit resources to the regeneration of Macclesfield Town Centre in the form of future capital projects and work which may generate revenue funding. Whilst each project and initiative would be considered in more detail as part of normal funding allocation processes, it must be understood that stakeholders will anticipate financial support for projects going forward. Dependant on other financial commitments, it may not be possible to finance projects from Council resources and the Council cannot ensure funding from other sources. There are therefore risks around reputation if stakeholders' expectations are raised.

6.6.2. To mitigate risks associated with this it is important to be clear of the level of commitment at every stage and to seek to ensure expectations are managed and not raised unrealistically.

### **6.7. Rural Communities Implications**

6.7.1. Macclesfield town centre, being one of largest in the borough, serves not only the residents of Macclesfield but many of the villages and rural populations that live in the surrounding rural areas. Securing the regeneration of the town centre therefore indirectly supports the rural communities in the north east of the borough.

### **6.8. Implications for Children & Young People/Cared for Children**

6.8.1. There are no direct implications for children and young people.

## 6.9. Public Health Implications

6.9.1. There are no direct implications for public health although in pursuing projects which will increase walking in the town centre and reduce vehicle dominance, positive health implications could result..

## 6.10. Climate Change Implications

6.10.1. The Council has committed to becoming Carbon Neutral by 2025 and to encourage all businesses, residents and organisations in Cheshire East to reduce their carbon footprint. Supporting strong and healthy town centres is key to minimising the need to travel by private motor vehicle. Town Centres are generally, relatively well served by public transport compared to alternative destinations such as out of town retail parks. Additionally town centres act as a hub for a wide range of facilities and services in one location, facilitating people to combine activities without unnecessary travel. The Town Centre Movement Strategy recommended as a next step flowing from the SRF would be focused on discouraging driving through the town centre and encouraging walking and cycling.

## 7. Ward Members Affected

- 7.1 The geographical focus of the Macclesfield Town Centre SRF falls within Macclesfield Central Ward. Ward councillors are Cllr Liz Braithwaite and Cllr Ashley Farrall.
- 7.2 Macclesfield town centre is however used by residents and visitors from a far wider area and the prosperity of the town centre has implications for the wider economy. This report thus has implications for many of the wards across the north of the borough.
- 7.3 Local Members were invited to a briefing during the development of the pre-consultation SRF in December 2018 and their views taken into account at that time.
- 7.4 A further all Members briefing was held in July 2019 on Macclesfield regeneration particularly focused on briefing new members. Additionally a specific meeting with Central Macclesfield ward members focused on the SRF was held in late July 2019. Further minor changes have been made to the draft SRF following that meeting.

## 8. Consultation & Engagement

- 8.1 The draft Strategic Regeneration Framework was developed having regard to views of local stakeholders gathered via a variety of means. The draft document has been subjected to a full public consultation exercise whilst still at a formative stage. The process of engagement and consultation in developing this document are set out in some detail in **Appendix A**.
- 8.2 The consultants have carefully considered each response received and produced a report outlining how representations have informed the final

form of the document. The consultants report on the consultation is set out at **Appendix B**.

- 8.3 Any proposals stemming from the SRF would be subject to separate public consultation if required following normal procedure.

## 9. Access to Information

### Appended Documents:

Appendix A: CEC Statement of Consultation

Appendix B: Cushman and Wakefield Report on Consultation

Appendix C: Macclesfield Town Centre Strategic Regeneration Framework  
(post consultation current version showing tracked changes  
from consultation draft)

Appendix D: Recommended Delivery Plan

### Links:

[2011 Place Shaping Consultation Headline Results](#)

[CELPS 2017](#)

[SADPD \(Consultation Draft\) 2018](#)

[Cabinet Report 12<sup>th</sup> September 2017](#)

[PH Decision 16<sup>th</sup> August 2018](#)

[PH Decision 31<sup>st</sup> January 2019](#)

[Equality Impact Assessment](#)

## 10. Contact Information

- 10.1. Any questions relating to this report should be directed to the following officer:

Name: Jo Wise

Job Title: Strategic Regeneration Manager (North)

Email: [jo.wise@cheshireeast.gov.uk](mailto:jo.wise@cheshireeast.gov.uk)





# **Macclesfield Town Centre Strategic Regeneration Framework**

## **Statement of Consultation and Engagement**

**June 2019**

## 1. Introduction

- 1.1 This Statement of Consultation and Engagement sets out the details of engagement, publicity and consultation undertaken to prepare the document 'Strategic Regeneration Framework for Macclesfield Town Centre' to date. Since that document has not yet been finalised and adopted, it is possible this statement will be updated. This is however a record of the position at June 2019.
- 1.2 Strategic Regeneration Frameworks (SRF's) are recognised as a core enabling vehicle for delivering successful regeneration. In summary, the SRF for Macclesfield Town Centre is intended to establish a vision, core principles and key objectives within which regeneration efforts can respond strategically. It will facilitate the development of long term area based plans that enable all stakeholders to understand the sequencing of investment decisions. Importantly, an SRF provides a credible and powerful platform for the Council to articulate and exercise its community leadership function in securing and delivering investment, jobs and economic growth. In tandem, it gives all local communities and stakeholders a focus for meaningful engagement in shaping the future of their town.

## 2. Background

- 2.1 In 2017 a draft 5 year plan for regeneration activity in Macclesfield Town Centre was produced and subjected to a public consultation. Following the close of that consultation, in light of the government's response to the HS2 Crewe Hub Consultation suggesting that the potential of an HS2 service to Macclesfield was to be explored, the decision was taken to halt the development of the 5 year plan, and to develop instead a longer term vision, strategy and route map forward for regeneration activity in the town centre, which could better capitalise on any opportunities arising from HS2.
- 2.2 In October 2018 a team of consultants headed up by Cushman and Wakefield were appointed to take forward this piece of work. Before commencing on drafting the document, the team were asked to take on board all representations submitted in response to the consultation on the draft 5 year plan undertaken in 2017, to ensure the views of local stakeholders could form a key part of the background evidence base for the SRF.

## 3. Stakeholder engagement on SRF to date

- 3.1 An explanation of the objectives of the SRF and the planned work programme for its production was included on the regeneration pages of the Council's website from the appointment of the consultant team. That brief explanation is set out at **Appendix A**.
- 3.2 Following an initial inception meeting with the CEC Regeneration Team, and after consideration of the wealth of stakeholder comments submitted in response to the earlier relevant consultation in 2017, the consultant team, assisted by a representative from the Institute of Place Management, ran two workshops (6<sup>th</sup> November 2018 and 4<sup>th</sup> December 2018) with a selection of local stakeholders from a variety of sectors, to gain a snap shot of local views to further aid them in formulating an initial draft of the SRF.
- 3.3 Following this, on the 12<sup>th</sup> December 2018, the consultant team presented emerging ideas to local elected Members including Town Councillors and representatives from surrounding



Parishes. On 18<sup>th</sup> December the team presented a similar briefing at a meeting of local stakeholder groups, before finalising the Strategic Regeneration Framework Consultation Draft. The organisations invited to those briefing meetings are set out at **Appendix B**.

## 4. Consultation

4.1 Following approval of the draft SRF for public consultation, a four week public consultation exercise was carried out.

4.2 The consultation was publicised as follows:

- Press Notice in the Macclesfield Express on 13 February 2019 (see Fig 1)
- Media release sent to media resulting in coverage in outlets such as Place North west, Cheshire Live, Macclesfield Express (See **Appendix C** for further details).
- Posters erected at sites around the town centre including: Macclesfield Library, Macclesfield Customer Centre, Grosvenor Centre, Macclesfield Visitor Information Centre, Macclesfield Leisure Centre, on lampposts in key streets within the town centre.(Fig 2)
- Information banners erected in Macclesfield Grosvenor Centre (see Fig 3)
- Local organisations sent media release, copy of SRF, posters and images and link to consultation on website and asked to raise awareness via their communication channels e.g. websites, social media, notice boards etc. (**Appendix D**)
- Email to 1,100 Cheshire East residents as members of the Cheshire East Digital Influence Panel in surrounding wards.
- CEC media team raising awareness via social media.

4.3 This publicity led to a number of media articles, tweets etc. Some examples of the coverage are set out at **Appendix E**.

4.3 Drop in sessions were held during the consultation period as follows:

- 16<sup>th</sup> February 2019 (Saturday) – Drop in session for the general public, Unit 8 Grosvenor Centre, Macclesfield Town Centre 10am-3pm (Fig 4);
- 26<sup>th</sup> February 2019 – Lunchtime drop in session Macclesfield College (Fig 5);
- 27<sup>th</sup> February 2019 – Lunchtime drop in session Kings School (Fig 6).

4.4 In addition to the above, on 27<sup>th</sup> February 2019 officers visited the Cheshire East Eye Society to present an overview of the SRF.

4.5 Views on the draft SRF were gathered via questionnaires made available on the CEC website with links from the Home page, the Regeneration page and the Consultation page. Hard copy questionnaires were available on request and at drop in sessions. A copy of the questionnaire is set out at **Appendix F**.



Fig 1: Formal notice in press (13.2.19)



Fig 2: Posters publicising consultation



Fig 3: Banners- Grosvenor Centre



Fig 4: Drop in session (16.2.19)

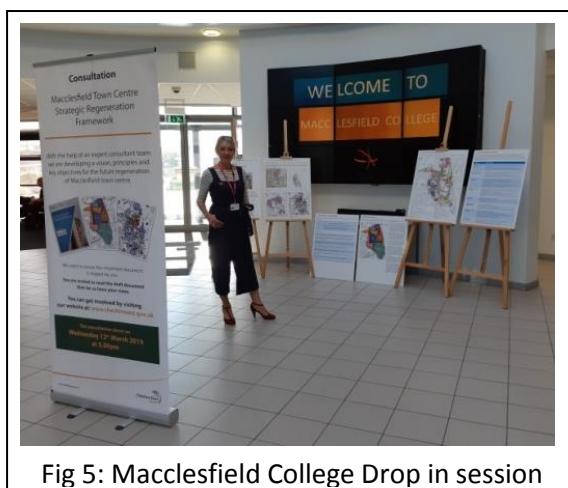


Fig 5: Macclesfield College Drop in session



Fig 6: King's School Drop in Session (27.2.19)

4.6 During the consultation period, copies of the draft document were made available to view in hard copy at both Macclesfield Library and the Customer Service Centre, Town Hall Macclesfield.

4.7 Fig 7 and Fig 8 illustrates the spread of the attendees at the Drop in Session held on 16 February 2019.

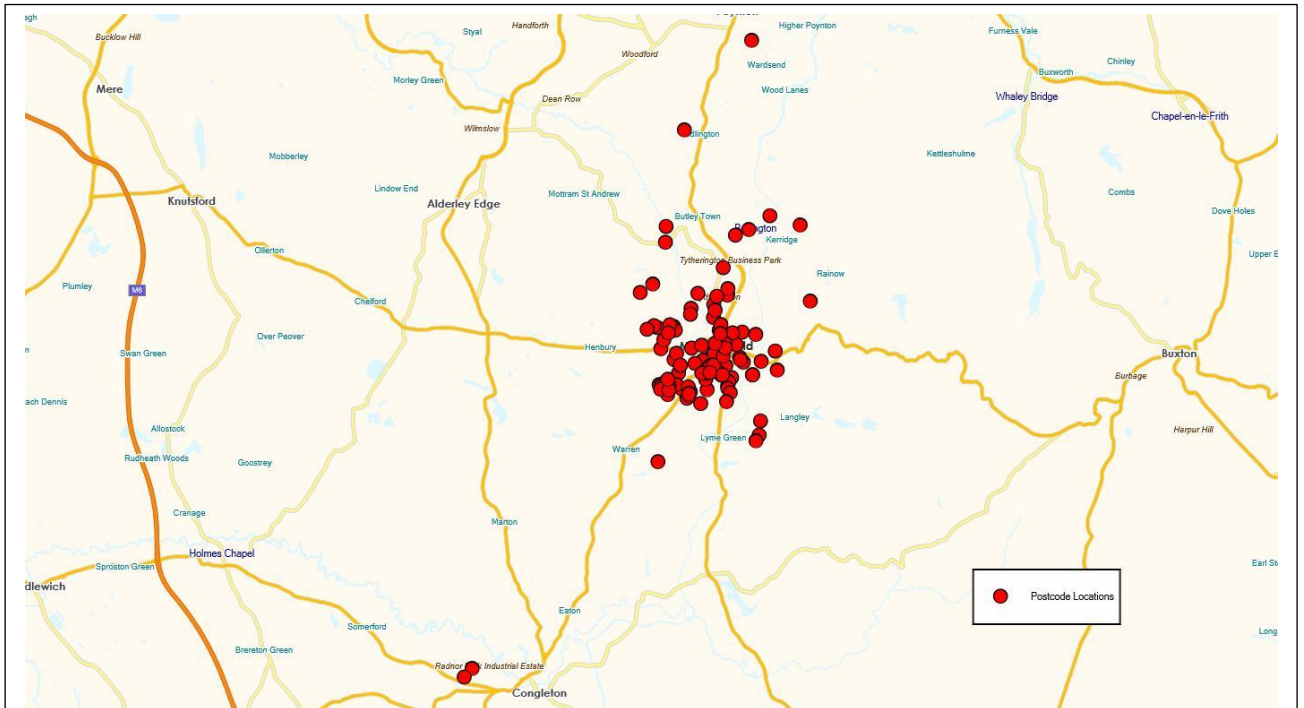


Fig 7 Postcodes of attendees at the drop in session

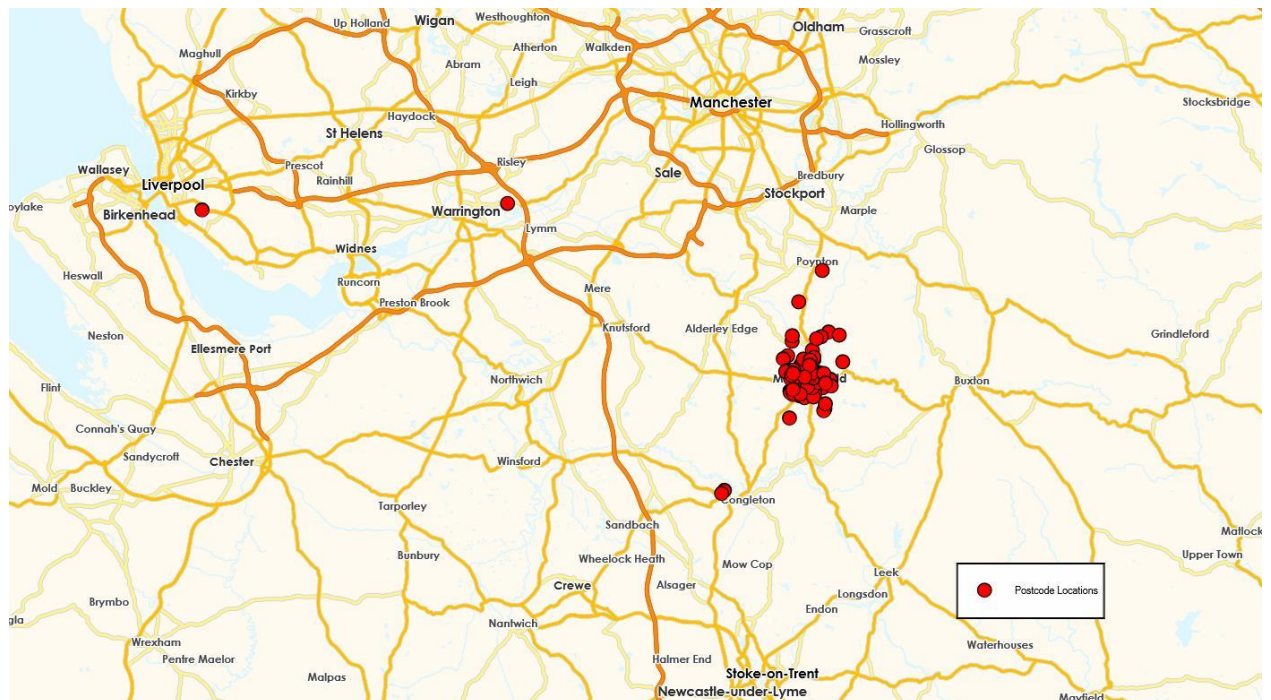


Fig 8 Postcodes of attendees at the drop in session

## **5. Post consultation**

- 5.1 Post the close of the public consultation the consultant team are now reviewing all representations received, and considering how these should inform the final version of the SRF. They will produce a report on the consultation which will outline the key messages emerging from responses and how these have been informed their recommended final version of the SRF. That report on consultation will be considered by CEC alongside their recommended final version of the SRF.



## Appendix A – Brief explanation of intended SRF process made available online

### **Macclesfield Town Centre Strategic Regeneration Framework What? When? How?**

Towns and cities use Strategic Regeneration Frameworks as mechanisms for managing the transformation of defined areas. In August, Cheshire East Councillor Ainsley Arnold, Portfolio Holder for Housing, Planning and Regeneration, confirmed that a Strategic Regeneration Framework would be developed for Macclesfield Town Centre.

The Macclesfield Town Centre Strategic Regeneration Framework will:

- Set out a fresh Vision for the town centre, focused on its key role in driving and underpinning 'Future Macclesfield' while not losing sight of the area's important heritage, sense of place and aspects of its individual character held in high regard by local stakeholders;
- Identify major opportunities for regenerating the town centre, capitalising on Macclesfield's unique character and locational advantages;
- Identify high level objectives for the town centre;
- Consider the need for improved infrastructure as a means of facilitating regeneration, with a focus on achieving the right balance between streets where people can move about easily and safely, with spaces for events and activities, while maintaining good access for vehicles
- Recommend a series of priority next steps for translating the Vision into tangible action

A multi-disciplinary consultant team, comprising experts in property, regeneration, urban planning and transportation from Cushman and Wakefield, WSP and OPEN has been appointed to support the Council in producing the SRF.

Professor Cathy Parker from the Institute of Place Management at MMU has been also been appointed as an independent expert. Cathy will advise and support the consultancy team, particularly in engaging with local stakeholders.

The Council and the consultant team are keen to work with local knowledge and understand the views of local residents, business and other stakeholders and will be engaging with local people at various stages in the process.

The work programme has been planned to ensure momentum and early action ...

**Oct-18** - Work on the SRF will commence with the team undertaking a desk based review of existing contextual data, including relevant consultation responses.

**Nov-mid Dec** - Workshop sessions will be run by the consultants and chaired by Professor Cathy Parker from the Institute of Place Management. These will bring together a small group of stakeholders selected to represent key sectors including: SME's, creative industry, major local employers, town centre landowners, Treacle Market and young people, and will enable the team to add to their understanding of issues and opportunities prior to producing a first draft of the SRF.

**Mid to late Dec** - A First Draft will be presented to local Councillors and established local stakeholder groups such as Make it Macclesfield.

**End Dec 18 to early Jan 19**- Consideration of initial feedback and production of Consultation Draft

**End Jan** - Consultation Draft will be considered for approval for public consultation purposes.

**Mid Feb-Mid March** - Full Public Consultation (four weeks)

**Mid March - Early May** - Consideration of representations & production of suggested final SRF

**June 19** - Final draft of the SRF submitted to Cabinet for consideration and adoption.

## Appendix B

## Invitees to Local Member and stakeholder group presentations, December 2018

Organisation	Ward
Macclesfield TC	Macclesfield Central/South/Broken Cross/West & Ivy/Tytherington/Hurdsfield/East
Bollington TC	Bollington
Higher Hurdsfield PC	Bollington
Rainow PC	Sutton
Macc Forest and Wildbourclough PC	Sutton
Sutton PC	Sutton
Gawsworth PC	Gawsworth
Over Alderley PC	Prestbury
Lower Withington PC	Gawsworth
Henbury PC	Gawsworth
Prestbury PC	Prestbury
Eaton PC	Gawsworth
Siddington PC	Gawsworth
Mottram St Andrew PC	Prestbury
Bosley PC	Gawsworth
North Rode	Gawsworth
Eaton	Gawsworth
Marton	Gawsworth
Barnaby	
Cheshire East Eye Society	
Connected Communities Centre Manager	
Enterprising Macclesfield	
Federation of small businesses	
HOPE	
Kings School	
Macclesfield Chamber of Commerce	
Macclesfield Civic Society	
Macclesfield College	
Macclesfield Culture, Heritage and Arts Forum (via SHT)	
Macclesfield for Business	
Macclesfield Means Business	
Make it Macclesfield	
Roenaissance	
Silk Heritage Trust	
Silk Quarter Traders	
Street Wise	
WEAVE Board	

## Appendix C

## Media Outlets sent release advising of start of planned public consultation

Alderleyedge.com	Region Plus	Move publishing
Alsager in Focus	Granada Reports	Nantwich News
Audlem Online	ITV	The Business Desk
BBC News Online - North West	Heart.co.uk	BBC
BBC Newsround	High Peak Courier	Poynton Post
BBC North West Tonight	Imagine FM	Premier Construction Magazine
BBC Radio Manchester	In Cheshire Magazine	Public Sector Executive Magazine
trinitymirror.com Business Desk	Independent Newspapers.co.uk	Pure Publicity
Canalside Community Radio	Place North West	Radio Stoke
Guardian Group	Knutsford Guardian	Red Shift Radio So-Cheshire
Cavandish Press	Knutsford Times	Profile Communication
C&W Lep	BBC Radio Stoke	Shropshire Star
Cheshire Independent	The Sentinel.co.uk	Signal Radio
Cheshire Life	Living Edge Magazine	Silk FM
Cheshire Media (B2B magazine/website)	Local Life	Village Magazine
Chronicle Series (Congleton, Nantwich, Sandbach)	Macclesfield Express	Wilmslow Guardian
Crewe Blog	Manchester Evening News	Wilmslow.co.uk
Crewe Chronicle	Marketing Cheshire	Poynton Post
Crewe Guardian	Newsco	Premier Construction Magazine
Chester Chronicle	Middlewich Guardian	Public Sector Executive Magazine
newsco.com	Moorlands Radio	Pure Publicity

## Copy of CEC media releases

### News release

4 February 2019

Have your say on the strategic regeneration vision for Macclesfield

Cheshire East Council is launching a public consultation on a future strategic vision for the regeneration of Macclesfield town centre.

The consultation on the 'strategic regeneration framework' starts on February 13 – and will include a drop-in session at the Grosvenor Centre.

The council appointed leading consultants to help develop a new vision, strategy and 'route map' to deliver jobs and economic growth in Macclesfield town centre.

The aim is to provide developers and investors with the confidence and certainty needed to bring forward investment to revitalise Macclesfield. The Macclesfield town centre strategic regeneration framework will:

- Set out a fresh 'vision' for the town centre;
- Identify major opportunities for regeneration of the town centre, capitalising on the town's unique character and advantages;
- Identify high-level objectives for the town centre;
- Consider the need for improved infrastructure to facilitate regeneration; and
- Recommend a series of priority next steps for translating the vision into tangible action.

The council is keen to ensure the framework, via consultation, draws on local knowledge and is informed by the views of local residents, business and other stakeholders.

Councillor Ainsley Arnold, Cheshire East Council cabinet member for housing, planning and regeneration said: "The aim of this strategic regeneration framework is to set out a fresh vision for the town centre, focused on its key role in underpinning and driving an exciting and prosperous future for the whole town. We won't, however, lose sight of the area's important heritage, sense of place and its individual character, which are held in high regard by local people and visitors alike.

"We recognise only too well that town centres and high streets are facing unprecedented challenges as a result of changing consumer behaviour. Macclesfield has many unique advantages – but it is not immune to the difficulties faced by all town centres in the UK.

"The council is responding to this with a clear vision and strategy, so we can direct our efforts and resources where they will be most effective and have the greatest impact.

"Having developed a strategic regeneration framework with an experienced and knowledgeable team, I look forward to seeing and hearing the views and ideas of the public.

"This will enable us to be clear about where our priorities should lie in doing what is within our power to revitalise Macclesfield town centre.

"The council has already been investing significantly in enhancing the public realm across Macclesfield and we will continue to engage with our partners, stakeholders and local MP to support the vitality of Macclesfield as a great place to live, work and visit."

Property experts Cushman and Wakefield led the team which has developed the strategic regeneration framework, with specialist input from renowned engineering firm WSP and Open, which specialises in the design and planning urban environments. The Institute of Place Management at MMU, also advised and supported the team, particularly in engaging with local stakeholders.

- To take part in the consultation, and/or find out more about the regeneration framework, visit the council's website at:

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

The consultation closes at 5pm on 13 March 2019.

- A drop-in session with information about the Macclesfield town centre strategic regeneration framework will take place on February 16 at Unit 8 of the Grosvenor Centre, between 10am and 3pm.

The consultation will inform the final draft of the Macclesfield town centre strategic regeneration framework to be put to the council's cabinet for approval and adoption.

Photo captions:

Views of Macclesfield town centre (x2)

Councillor Ainsley Arnold, Cheshire East Council cabinet member for housing and regeneration



## News Release

**28 February 2019**

Don't miss the chance to have your say on the strategic regeneration vision for Macclesfield

Cheshire East Council is urging people to have their say on a future strategic vision for the regeneration of Macclesfield town centre.

The consultation on the 'strategic regeneration framework' ends in just a few days' time, on 13 March. The council appointed leading consultants to help develop a new vision, strategy and 'route map' to deliver jobs and economic growth in Macclesfield town centre.

The aim is to provide developers and investors with the confidence and certainty needed to bring forward investment to revitalise Macclesfield. The Macclesfield town centre strategic regeneration framework currently being consulted upon will:

- Set out a fresh 'vision' for the town centre;
- Identify major opportunities for regeneration of the town centre, capitalising on the town's unique character and advantages;
- Identify high-level objectives for the town centre;
- Consider the need for improved infrastructure to facilitate regeneration; and
- Recommend a series of priority next steps for translating the vision into tangible action.

Via public consultation, the council aims to ensure the framework draws on local knowledge and is informed by the views of local residents, business and other key stakeholders.

Councillor Ainsley Arnold, Cheshire East Council cabinet member for housing, planning and regeneration said: "It is important that people engage with this consultation and share their views and aspirations for Macclesfield town centre. We want to hear your voice – and the online consultation questionnaire only takes a few minutes to fill in.

"The strategic regeneration framework aims to set out a fresh and re-energised vision for the town centre, focused on its key role in driving forward and underpinning an exciting and prosperous future for the whole town. We will not lose sight of the town's significant and important heritage, sense of place and individual character, however, which are rightly valued by local people and visitors.

"We recognise only too well that town centres and high streets are facing unprecedented challenges – but Cheshire East Council is responding to this with a clear vision and strategy, so we can direct our efforts and resources where they will be most effective and have the greatest impact.

"I look forward to seeing and hearing the views of local people, as these will enable us to get greater clarity around what should be our priorities to help deliver a revitalised Macclesfield town centre – ensuring it is a great place to live, work and visit."

Property experts Cushman and Wakefield led the team which is developing the strategic regeneration framework, with specialist input from renowned engineering firm WSP and Open, which specialises in the design and planning of urban environments. The Institute of Place Management at Manchester Metropolitan University also advised and supported the team.

- To take part in the consultation, and/or find out more about the regeneration framework, visit the council's website at: [www.cheshireeast.gov.uk](http://www.cheshireeast.gov.uk)

The consultation closes at 5pm on 13 March 2019.

The consultation will inform the final draft of the Macclesfield town centre strategic regeneration framework to be put to the council's cabinet for approval and adoption.

## Appendix D


## Local organisations notified of the public consultation in addition to media outlets

Organisation
Activity in Retirement
Age UK
Aldi
All Hallows School
ANSA
Arriva
Ashfield Communications
AstraZeneca
Barnaby
Bollinbrook Primary School
Bollington Town Council
Boots the Chemist
Bosley Parish Council
British Deaf Association
Bruntwood
CEC Adult Social Care
CEC Assets
CEC CCTV
CEC Group Manager Children, Families and Adults
CEC Communities and Partnerships
CEC Conservation
CEC Cultural Economy
CEC Development Management
CEC Engine of the North
CEC Environmental Protection
CEC Facilities Management
CEC Highways
CEC Housing Options
CEC Learning Disabilities Partnership Board
CEC LSTF Project Officer
CEC Property Services
CEC Spatial Planning
CEC Strategic Housing
CEC Strategic Infrastructure
CEC Transport Policy
CEC Councillors for Macclesfield wards: Macclesfield Central, Macclesfield East, Macclesfield Hurdfield, Macclesfield South, Tytherington, Bollington, Prestbury, Sutton, Gawsworth, West and Ivy, Bollington, Broken Cross and Upton.
CEC Portfolio Holders for Housing, Planning and Regeneration and Environment
Cheshire and Warrington LEP
Cheshire East Eye Society
Cheshire Constabulary
Cheshire Cycling Campaign
Cheshire East Rail Users Group
Cheshire Fire Authority
Cheshire Local Access Forum
Church Commissioners of England
Churches Conservation Trust
Connected Communities Centre Manager
East Cheshire NHS
Eaton Parish Council
Electricity North West
English Heritage
Enterprising Macclesfield
Environment Agency
Eskmuir Securities


Fallibroome Academy
Federation of small businesses
Friends of South Park(via Connected Communities team)
Friends and Residents of Upton Priory (via Connected Communities team)
Friends for Leisure Macclesfield Youth Group
Gawsworth PC
GIRES (Gender Identity Research and Education Society)
Greenhams Commercial Property Services
GMPTe
Groundwork Cheshire
Hallams Property Services
Henbury Parish Council
Higher Hurdsfield PC
HIMOR Ltd
Homes and Communities Agency
House Builders Federation
HOPE
Hurdsfield Community Group Members (via Connected Communities team)
Hurdsfield Primary School
Kings School
Just Drop In Youth Information and Advice
Kagyū Buddhist Group
Khandro Ling Buddhist & Meditation Centre
King's School
Ladies Circle
LGBT Support Service
Lower Withington PC
Macclesfield Academy
Macclesfield Access Group
Macclesfield Chamber of Commerce
Macclesfield Christian Mission
Macclesfield Citizens Advice
Macclesfield Civic Society
Macclesfield College
Macclesfield Culture, Heritage and Arts Forum
Macclesfield DIB
Macclesfield for Business
Macc Forest and Wildbourclough PC
Macclesfield Garden Festival
Macclesfield Grosvenor Centre Manager
Macclesfield MIND
Macclesfield Means Business
Macclesfield Pride
Macclesfield Silk Heritage Trust
Macclesfield Town Centre Residents Association
Macclesfield Town Council
Make it Macclesfield
Marketing Cheshire
Marks and Spencer
Marton Parish Council
McCann
Moss Rose Neighbourhood Partnership Members (via Connected Communities)
Mottram St Andrew Parish Council
MP for Macclesfield
Network Rail
North Rode Parish Council
NUPAS
NW Ambulance Service
Over Alderley Parish Council
Peaks and Plains Housing Association
Praesimo
Prestbury Parish Council

Rainow PC
Roe-naissance
Runnymede Trust
Salvation Army (Macclesfield branch)
Siddington Parish Council
Silk Heritage Trust
Silk Quarter Traders
Skills and Growth Company
St Albans
Stonewall
Street Wise
Sustrans
Sutton PC
Tesco Macclesfield
Treacle Market Manager
The Thread
Tytherington School
United Utilities
U3A
Virgin
Wake up Macclesfield
WEAVE Board
Weston neighbourhood Partnership Members (via Connected Communities)
Zuto

## Appendix E: Examples of the SRF coverage in the media




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Reader's comments

Firstly, Folu really is a super talented guy, but this article sits really uncomfortable...


Is the CGI aspirational or do WMBC have definite proposals for the Woodside area...

It sounds great my great uncle, s career stared here, Fred haskins go for it

Quality of architecture / quality of construction aside, this does nothing for the people...

I saw it today (Feb 14) and wondered what it would look like when...

What lovely views - wide eyed poker faced emoji



Ask's proposals for a cinema-led development were shelved last year

### Macclesfield town centre vision heads to consultation

4 Feb 2019, 11:44 Charlie Schouten

Cheshire East Council is inviting public views on its "route map" for growth in Macclesfield, including identifying development opportunities, improved infrastructure, and public realm.

The council picked a team of Cushman & Wakefield, WSP, and Open to draw up the vision last year, supported by the Institute of Place Management at MMU. Cheshire East said the fresh plan for the town would focus on "major opportunities for regeneration" in the town centre and will recommend a series of "priority next steps" to bring forward a masterplan for the area.

The council has already identified [a series of sites for residential development](#) and will look to put special planning measures in place to allow these to come forward. These are divided into two areas: Northside and Whalley Hayes, with all the sites in differing ownership. Some are being proposed as conversions, while others are currently derelict or undeveloped.

Cheshire East identified the need for a five-year regeneration strategy for Macclesfield in 2017 with a report prepared by executive director of place Frank Jordan.

This report suggested expanding and improving public realm, re-purposing under-used buildings, and better promotion of the town's heritage assets.

Some development plans have come forward in Macclesfield, including by Nick Johnson to create an Altrincham-style market in the town's Picturedrome; plans were also approved last year for a Lidl superstore. However, last summer, developer Ask pulled out of plans to build a cinema and leisure-led project on Churchill Way, citing "ongoing challenges with the food and beverage sector".

The council said it "recognised a mismatch between the current town centre offer and the aspirations of local people" and added the framework would "build on the town's existing leisure and cultural sectors". Cheshire East also added the regeneration framework would "provide the development sector with the confidence and certainty needed to bring forward investment, jobs and economic growth".

The plans will now be showcased to the public with a consultation to be held on February 16 at the Grosvenor Centre, running from 10am to 3pm.

Public consultation will also remain open until 5pm on 13 March.

Cllr Ainsley Arnold, Cheshire East Council cabinet member for housing, planning and regeneration said: "The aim of this strategic regeneration framework is to set out a fresh vision for the town centre, focused on its key role in underpinning and driving an exciting and prosperous future for the whole town.

"We won't, however, lose sight of the area's important heritage, sense of place and its individual character, which are held in high regard by local people and visitors alike.

"We recognise only too well that town centres and high streets are facing unprecedented challenges as a result of changing consumer behaviour. Macclesfield has many unique advantages – but it is not immune to the difficulties faced by all town centres in the UK.

"The council is responding to this with a clear vision and strategy, so we can direct our efforts and resources where they will be most effective and have the greatest impact.

"Having developed a strategic regeneration framework with an experienced and knowledgeable team, I look forward to seeing and hearing the views and ideas of the public. This will enable us to be clear about where our priorities should lie in doing what is within our power to revitalise Macclesfield town centre.

"The council has already been investing significantly in enhancing the public realm across Macclesfield and we will continue to engage with our partners, stakeholders and local MP to support the vitality of Macclesfield as a great place to live, work and visit."

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28 Feb 2019, 08:00 - 12:30

**RTPI Logistics & Freight Challenge North West**  
28 Feb 2019, 09:30 - 16:30

**RTPI Planning Law Update North West**  
4 Mar 2019, 09:30 - 16:30

**Transport-Led Development in the North of England**  
5 Mar 2019

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## Month-long consultation into regenerating Macclesfield town centre begins

Cheshire East Council says it wants to create a 'route map' to jobs and economic growth

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By Alex Scapens  
16:38, 13 FEB 2019

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## Have your say on regeneration 'route map'

CONSULTATION into regenerating Macclesfield begins today with Cheshire East Council bidding to create a 'route map' for jobs and economic growth.

The council says it wants a 'strategic regeneration framework' and has appointed consultants to help move this forward.

As part of the process there will be a drop-in session at the Grosvenor Centre on Saturday, from 10am to 3pm, for people to

air their views.

Councillor Ainsley Arnold, cabinet member for regeneration said: "The aim of this strategic regeneration framework is to set out a fresh vision for the town centre, focused on its key role in underpinning and driving an exciting and prosperous future for the whole town.

"We won't, however, lose sight of the area's important heritage, sense of place and its individual character,

which are held in high regard by local people and visitors alike.

"We recognise only too well that town centres and high streets are facing unprecedented challenges as a result of changing consumer behaviour.

"Macclesfield has many unique advantages - but it is not immune to the difficulties faced by all town centres in the UK.

"I look forward to seeing and hearing the views and

ideas of the public. This will enable us to be clear about where our priorities should lie in doing what is within our power to revitalise Macclesfield town centre."

Among areas to be considered within the framework are the overall vision, the steps needed to realise it and improving infrastructure.

Consultation runs from February 13 until March 13 at 5pm. To take part visit [www.cheshireeast.gov.uk](http://www.cheshireeast.gov.uk).



Councillor Ainsley Arnold






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## Macclesfield town centre regeneration

By *Editor* on February 5, 2019



Cheshire East Council is launching a public consultation on a future strategic vision for the regeneration of Macclesfield town centre. The consultation on the 'strategic regeneration framework' starts on February 13 – and will include a drop-in session at the Grosvenor Centre.

The council appointed leading consultants to help develop a new vision, strategy and 'route map' to deliver jobs and economic growth in Macclesfield town centre. The aim is to provide developers and investors with the confidence and certainty needed to bring forward investment to revitalise Macclesfield.

The Macclesfield town centre strategic regeneration framework will:

- Set out a fresh 'vision' for the town centre;
- Identify major opportunities for regeneration of the town centre, capitalising on the town's unique character and advantages;
- Identify high-level objectives for the town centre;
- Consider the need for improved infrastructure to facilitate regeneration; and
- Recommend a series of priority next steps for translating the vision into tangible action.

The council is keen to ensure the framework, via consultation, draws on local knowledge and is informed by the views of local residents, business and other stakeholders.



Councillor Ainsley Arnold, Cheshire East Council cabinet member for housing, planning and regeneration said: "The aim of this strategic regeneration framework is to set out a fresh vision for the town centre, focused on its key role in underpinning and driving an exciting and prosperous future for the whole town. We won't, however, lose sight of the area's important heritage, sense of place and its individual character, which are held in high regard by local people and visitors alike.

"We recognise only too well that town centres and high streets are facing unprecedented challenges as a result of changing consumer behaviour. Macclesfield has many unique advantages – but it is not immune to the difficulties faced by all town centres in the UK. The council is responding to this with a clear vision and strategy, so we can direct our efforts and resources where they will be most effective and have the greatest impact."

"Having developed a strategic regeneration framework with an experienced and knowledgeable team, I look forward to seeing and hearing the views and ideas of the public. This will enable us to be clear about where our priorities should lie in doing what is within our power to revitalise Macclesfield town centre."

"The council has already been investing significantly in enhancing the public realm across Macclesfield and we will continue to engage with our partners, stakeholders and local MP to support the vitality of Macclesfield as a great place to live, work and visit."

Property experts Cushman and Wakefield led the team which has developed the strategic regeneration framework, with specialist input from renowned engineering firm WSP and Open, which specialises in the design and planning urban environments. The Institute of Place Management at MMU, also advised and supported the team, particularly in engaging with local stakeholders.

- Details of the consultation will be live from 13 February. The consultation closes at 5pm on 13 March 2019.
- A drop-in session with information about the Macclesfield town centre strategic regeneration framework will take place on February 16 at Unit 8 of the Grosvenor Centre, between 10am and 3pm.

The consultation will inform the final draft of the Macclesfield town centre strategic regeneration framework to be put to the council's cabinet for approval and adoption.

Share this on Social Media.....







**Macclesfield College**  
@MaccCollegeNews

Following

Two of the team from the Regeneration Service have been in college talking to staff and students about the Macclesfield Regeneration plan.

Have your say by completing the questionnaire 🗳️🗳️🗳️

[surveys.cheshireeast.gov.uk/s/X2WI4/](https://surveys.cheshireeast.gov.uk/s/X2WI4/)

#Macclesfield #LoveOurCommunity



4:08 AM - 26 Feb 2019

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**ConnectedCommunities** @CEC\_Communities · 18h

If you live or work in #Macclesfield - please have your say on the Macclesfield Town Centre Strategic Regeneration Framework Consultation



**Macclesfield Town Centre Strategic Regeneration F...**

Please take the time to complete our survey. Your feedback is important.

[surveys.cheshireeast.gov.uk](https://surveys.cheshireeast.gov.uk)





**ConnectedCommunities** @CEC\_Communities · Feb 22

If you live or work in #Macclesfield - don't forget to have your say



**Cheshire East** @CheshireEast

You can have your say on our vision for #Macclesfield town centre by responding to our consultation. You can find the link to it on our website: [goo.gl/saeZfL](https://goo.gl/saeZfL)  
#MaccHour



**Macc Means Business** @maccmb · Feb 21

Don't forget to have your say on the @CheshireEast consultation on the 'strategic regeneration framework' for #Macclesfield. You can fill out the questionnaire here: [surveys.cheshireeast.gov.uk/s/X2WI4/](https://surveys.cheshireeast.gov.uk/s/X2WI4/)



**Have your say on the strategic regeneration vision for Macclesfield!**

To take part in the consultation and find out more about the regeneration framework, visit [www.cheshireeast.gov.uk](http://www.cheshireeast.gov.uk)

The consultation closes at 5pm on 13 March 2019.

To complete the online questionnaire visit <https://surveys.cheshireeast.gov.uk/s/X2WI4/>



**David Rutley MP** @DavidRutley · Jan 29

Met with @CheshireEast Leader & Acting CEO to discuss important #Macclesfield town centre regeneration plans. A clear community priority – I encourage residents & businesses to take part in the consultation on the Strategic Regeneration Framework in Feb



**MP Supports Council's Town Centre Regeneration Consultation**

Ahead of the forthcoming public consultation Cheshire East Council's Strategic Regeneration Framework (SRF) for Macclesfield Town Centre, ...  
[davidrutley.org.uk](http://davidrutley.org.uk)






Mass Means Business Reconnected

**SeeMacclesfield** @seemacclesfield · Feb 12  
<https://t.co/2tR3OG>

Cheshire East consultation on Macclesfield Town Centre opens today. Follow the link and scroll down to find the information. #Macclesfield #Cheshire #Consultation #TownCentre #HighStreet #Regeneration @enakartmacc @macomb @GrosvenorMacc

### Macclesfield Town Centre Strategic Regeneration Framework

With the help of an expert consultant team Cheshire East Council are developing a vision, principles and key objectives for the future regeneration of Macclesfield town centre.



We want to ensure this important document is shaped by you

You are invited to read the draft document then let us have your views

Source: Macclesfield Town Centre Strategic Regeneration Framework

1 7 3



**The latest news from Frank Jordan**  
 Executive director of place and acting  
 deputy chief executive

**Don't miss the chance to have your say on the strategic  
regeneration vision for Macclesfield**



Through our consultation on the 'strategic regeneration framework' we're urging people to have their say on a future strategic vision for the regeneration of Macclesfield town centre.

This period of consultation will end on 13 March.

The Macclesfield town centre strategic regeneration framework currently being consulted upon will:

- Set out a more strategic approach for the regeneration of the town centre;
- Identify major opportunities for regeneration of the town centre, capitalising on the town's unique character and advantages;
- Identify high-level objectives for the town centre;
- Consider the need for improved infrastructure to facilitate regeneration; and
- Recommend a series of priority next steps for translating the vision into tangible action.

Find out more in our [latest media release](#).

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## HAVING YOUR SAY

### Consultation on new town centre vision

A PUBLIC consultation has been launched to get the people's view on the future strategic vision for the regeneration of Macclesfield town centre.

Cheshire East Council has appointed leading consultants to help develop a new vision, strategy and 'route map' to deliver jobs and economic growth.

The aim is to provide developers and investors with the confidence and certainty needed to bring forward investment to "revitalise" Macclesfield.

The Macclesfield town centre strategic regeneration framework will set out a fresh 'vision' for the town centre.

It will also identify major opportunities for regeneration of the town centre, capitalising on Macclesfield unique character and advantages.

The aim is also to identify high-level objectives for the town centre and consider the need for improved infrastructure to kick-start regeneration.

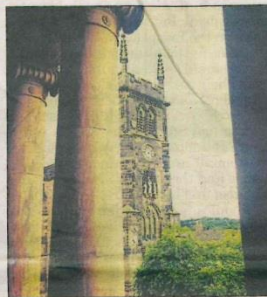
Property experts Cushman and Wakefield led the team which has developed the framework. The consultation closes at 5pm on March 13.

The council says the results of the consultation will "inform" the final draft of the framework to be put to its cabinet for approval and adoption.

The exercise will seek opinions on new options and approaches for 'character areas' within the town centre that will, among other priorities, seek to highlight



MP David Rutley and council chief Kath O'Dyer discussed Macclesfield's regeneration framework vision



the town's rich heritage. Experts were called in to put together the framework after developer Ask pulled out of plans to build a cinema and leisure-led project on Churchill Way.

Ainsley Arnold, council cabinet member for housing, planning and regeneration said: "Having developed a strategic regeneration framework with an experienced and knowledgeable team, I look forward to seeing and hearing the views and ideas of the public.

"This will enable us to be clear about where our priorities should lie in doing what is within our power to revitalise Macclesfield town centre." To take part

in the consultation, and/or find out more about the regeneration framework, visit the council's website at: [www.cheshireeast.gov.uk](http://www.cheshireeast.gov.uk).

Ahead of the consultation, Macclesfield MP David Rutley met council leader Rachel Bailey and acting chief executive Kath O'Dwyer.

They also discussed the £11m investment in the Grosvenor Centre and plans for a new food market in the former Picturehouse building on Chestergate.

Mr Rutley said: "Regenerating Macclesfield town centre continues to be a major priority for me and many local residents, and I welcome a clear focus on this vital issue."



## Dragon roars in New Year

THE Chinese Year of the Pig was welcomed in Macclesfield with a colourful dragon parade that attracted hundreds of families to the town centre. Full story page three



## Appendix F

## Copy of questionnaire



**Cheshire East Council**  
**Macclesfield Town Centre Strategic Regeneration Framework**  
**Consultation**

### Introduction

#### Purpose of this consultation

The way we shop and the way that communities use their high streets is changing. To be successful, town centres need to evolve and adapt to these changes.

Cheshire East Council is committed to securing the sustainable success of Macclesfield Town Centre and has commissioned consultants to draft a Strategic Regeneration Framework (SRF), to guide and co-ordinate its future regeneration.

The purpose of the SRF is to set out a clear vision, principles and key objectives for the future regeneration of the town centre, and to provide the confidence needed to bring forward investment, jobs and economic growth. Copies of the draft Strategic Regeneration Framework (SRF) are available at the event.

#### Listening to past feedback

This draft SRF has been developed based on a wide range of feedback received through past consultation and engagement with stakeholders. In particular, feedback received from the public consultation on the draft 5 year regeneration plan for the town centre 'There's no Place like Macclesfield', produced in late 2017, suggested people wanted to see a longer term more strategic approach to regeneration.

This feedback, combined with the news of a potential HS2 service to Macclesfield, led to the decision to develop this longer term Strategic Regeneration Framework. Given this change in scope of regeneration proposals, it is considered that all stakeholders should have a further chance to feed in their views again. More information about past stakeholder engagement can be found on page 16 of the draft SRF.

#### Submitting your comments

Please submit your consultation response by 5pm on 13th March 2019 by completing this questionnaire. Please place completed questionnaires into the questionnaire return box at the event.

Once the consultation closes we will analyse all responses, and produce a summary report of them. All responses will be considered by the consultant team and used to inform the final content of the SRF. The summary report on consultation responses will be published online on our consultation webpages.

#### Your confidentiality is assured

Any personal information you supply will remain strictly confidential. The information you provide will only be used by Cheshire East Council to analyse results of this consultation. We will not pass on your personal information to any third parties.

We comply with all laws concerning the protection of personal and sensitive information, including the General Data Protection Regulation (GDPR). To find out how we use your information see our privacy policy at [www.cheshireeast.gov.uk/privacy](http://www.cheshireeast.gov.uk/privacy).

## Section 1 – The draft SRF vision

The draft SRF sets out a draft vision for Macclesfield town centre as follows (see page 25 of the SRF document):

Macclesfield - a town that celebrates its quirkiness.

Green, creative and connected. A home to innovators, entrepreneurs and independents.

Thriving, diverse, distinctive and inclusive. Rich in heritage and culture, with outstanding employment opportunities and nestled in stunning countryside.

1. How strongly do you agree or disagree that this is a good vision for Macclesfield Town Centre?  
Please tick one box only

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Not sure / No opinion
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. How do you think this vision could be improved? Please write in below

## Section 2 – The draft SRF objectives

The starting point must be that the basics are done well in Macclesfield and that it must be clean and safe for all users. We must however go beyond these basics if the centre is to thrive. The draft SRF sets out a number of objectives for the town centre which together ultimately seek to ensure that the retail heart of Macclesfield thrives:

**Grow our town centre population** – building the right residential accommodation to attract and sustain a diverse community

**Grow and diversify our leisure and evening economy** – to balance the existing retail dominated central offer and attract a wider audience and support new resident desires. Encouraging people to spend more time and money in the town. Building upon our existing impressive events calendar

**Make more of our connectivity** – to attract residents, workers and visitors who want a base from which to access our local world class businesses as well as those who want access to the Peak District, London and Manchester. Capitalise on strategic opportunities such as HS2 to unlock and accelerate growth

**Support economic growth aspirations** – our strategic location makes Macclesfield a great base for small and medium sized businesses to co-locate and collaborate with each other and the world class businesses

in our hinterland

**Harness our distinctiveness** – make better use of our assets – such as town and country, rivers and canals, Georgian architecture. Provide reasons, services and experiences that can only be found in Macclesfield

**Cherish our historic buildings and repurpose our underutilised assets** – to diversity our offer and attract a wider range of occupiers to the town

**Enhance the town centre environment** – making it greener, more distinctive and a celebration of local creativity

**Raise aspirations and change perceptions** – get better at promoting all that the town has to offer and encourage new entrants to invest

**3. Thinking about how important these objectives are for the regeneration of Macclesfield Town Centre, how do you rank each of the objectives in order of priority from 1 (most important) to 8 (least important)? Please rank options from 1 to 8**

Grow our town centre population	<input type="checkbox"/>
Grow and diversify our leisure and evening economy	<input type="checkbox"/>
Make more of our connectivity	<input type="checkbox"/>
Support economic growth aspirations	<input type="checkbox"/>
Harness our distinctiveness	<input type="checkbox"/>
Cherish our historic buildings and repurpose our underutilised assets	<input type="checkbox"/>
Enhance the town centre environment	<input type="checkbox"/>
Raise aspirations and change perceptions	<input type="checkbox"/>

**4. How do you think these objectives could be improved? Please write in below**

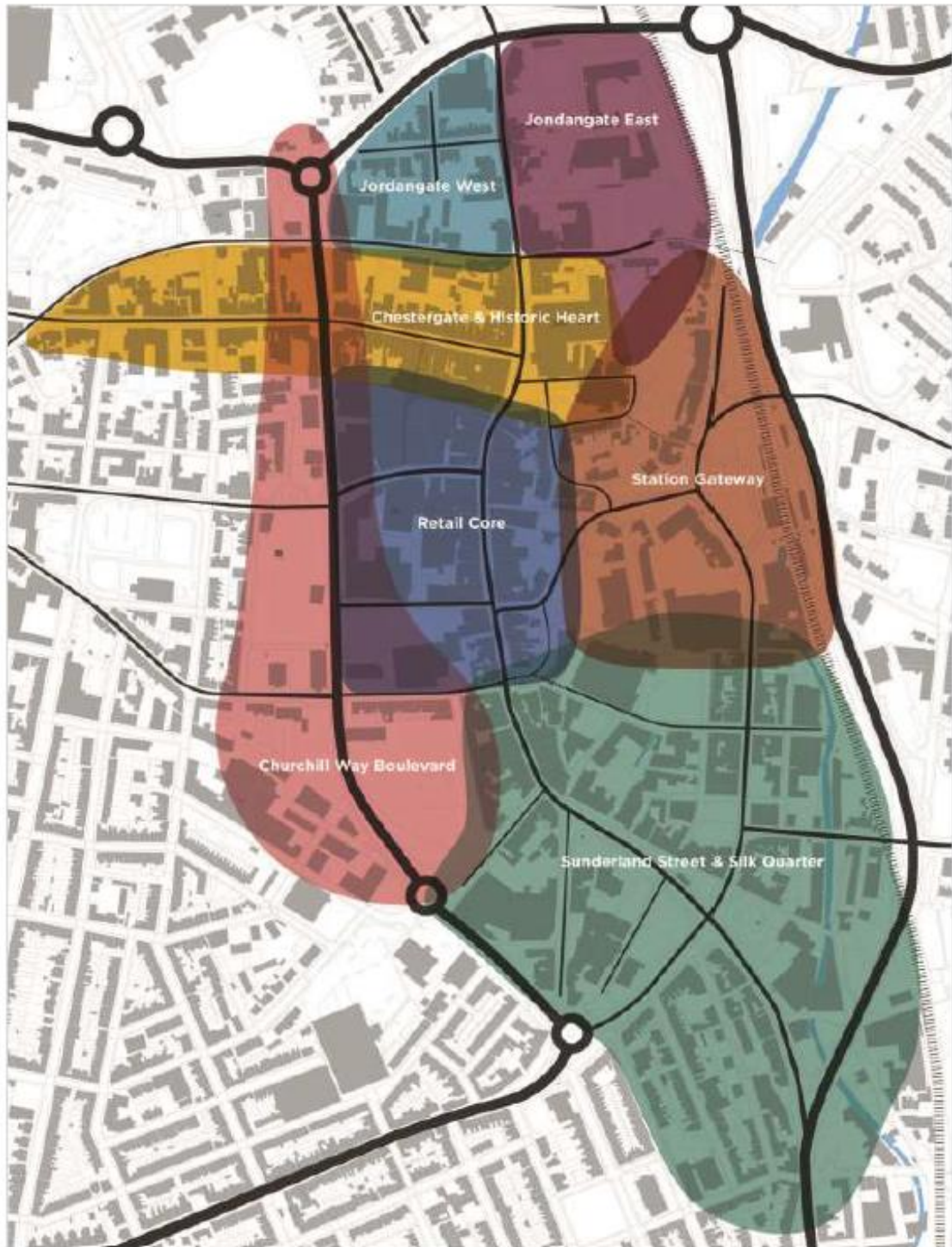
**5. Is there anything you feel is missing from these objectives? Please write in below**



### Section 3 – Character Areas for regeneration

The SRF identifies 7 areas within or adjacent to the town centre with unique characteristics, and suggests aspirations for these 'Character Areas'.

The map and text which follow show these suggested Character Areas, and summarise the suggested aspirations for each. More detail can be found on pages 24-27 of the SRF:



**Chestergate & Historic Heart:** Continuing as the 'heart' of the town with an enhanced focus on the evening and cultural economy and the expansion of cultural and event activities. Refurbishment of existing historic buildings and setting to promote an identity for the area. Promotion of independent businesses. Potential conversion of upper floors to characterful residential apartments. Improving the pedestrian crossing over Churchill Way to better connect the east and west sections of Chestergate.

**Jordangate west and east:** Area to west of Jordangate retained as a local employment area. Refurbishment of existing buildings and if viable in the future new development for business uses should be the focus. Along Jordangate itself improving the setting of existing historical buildings through infill development. Area to east of Jordangate – should any of existing larger employment sites become available this area would make an attractive residential area benefiting from elevated position and rural views.

**Station Gateway:** Improving the environment outside the station and sense of arrival. Parking retained associated with the station area but exploring the potential to do this more efficiently through decked or multi-storey provision. Potentially re-instating a public space at Waters Green and if opportunities allow creating a leisure focus in this area. Improving wayfinding and connectivity to the town centre.

**Retail core:** Continuing to function as the shopping area of the town but recognising some alternative uses such as food and drink and residential/office space on the periphery will enhance. Legibility along key routes enhanced. Car dominance reduced. Pedestrian and cycle movement enhanced.

**Churchill Way Boulevard:** As an aspiration this could be transformed to a green boulevard. Creating better pedestrian connections across Churchill Way to integrate the residential area to the west. New infill residential development. Improving the frontage onto Churchill Way. Consolidation of car parking with potential for decked parking.

**Sunderland Street & Silk Quarter:** A vibrant urban mixed use area incorporating residential, live/work, boutique retail, employment, leisure and evening economy night time uses and characterised by unique independent businesses. Improved access to the River Bollin as an aspiration. Traffic reduced on Sunderland Street, redirected via the Silk Road and consideration given to enhanced public realm and consolidation of car parking to the north of Park Green. Enhanced setting and wayfinding for Silk Museum.

**6. How strongly do you agree or disagree with the aspirations for each of these Character Areas?**  
Please tick one box only in each row

	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
Chestergate & Historic Heart	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jordangate west and east	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Station Gateway	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retail core	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Churchill Way Boulevard	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sunderland Street & Silk Quarter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Thinking about how much of a priority each of these Character Areas is for regeneration, how do you rank each area from 1 (top priority for regeneration) to 6 (bottom priority for regeneration)?  
*Please rank options from 1 to 6*

Chestergate & Historic Heart	<input type="checkbox"/>
Jordangate west and east	<input type="checkbox"/>
Station Gateway	<input type="checkbox"/>
Retail core	<input type="checkbox"/>
Churchill Way Boulevard	<input type="checkbox"/>
Sunderland Street & Silk Quarter	<input type="checkbox"/>

8. How do you think these plans for Character Areas could be improved? *Please write in below*

#### Section 4 – Draft Strategic Actions

Draft strategic actions have been suggested and designed to support each of the draft SRF objectives – see pages 32-34 of the SRF document (PDF, 4.1MB, 40 pages).

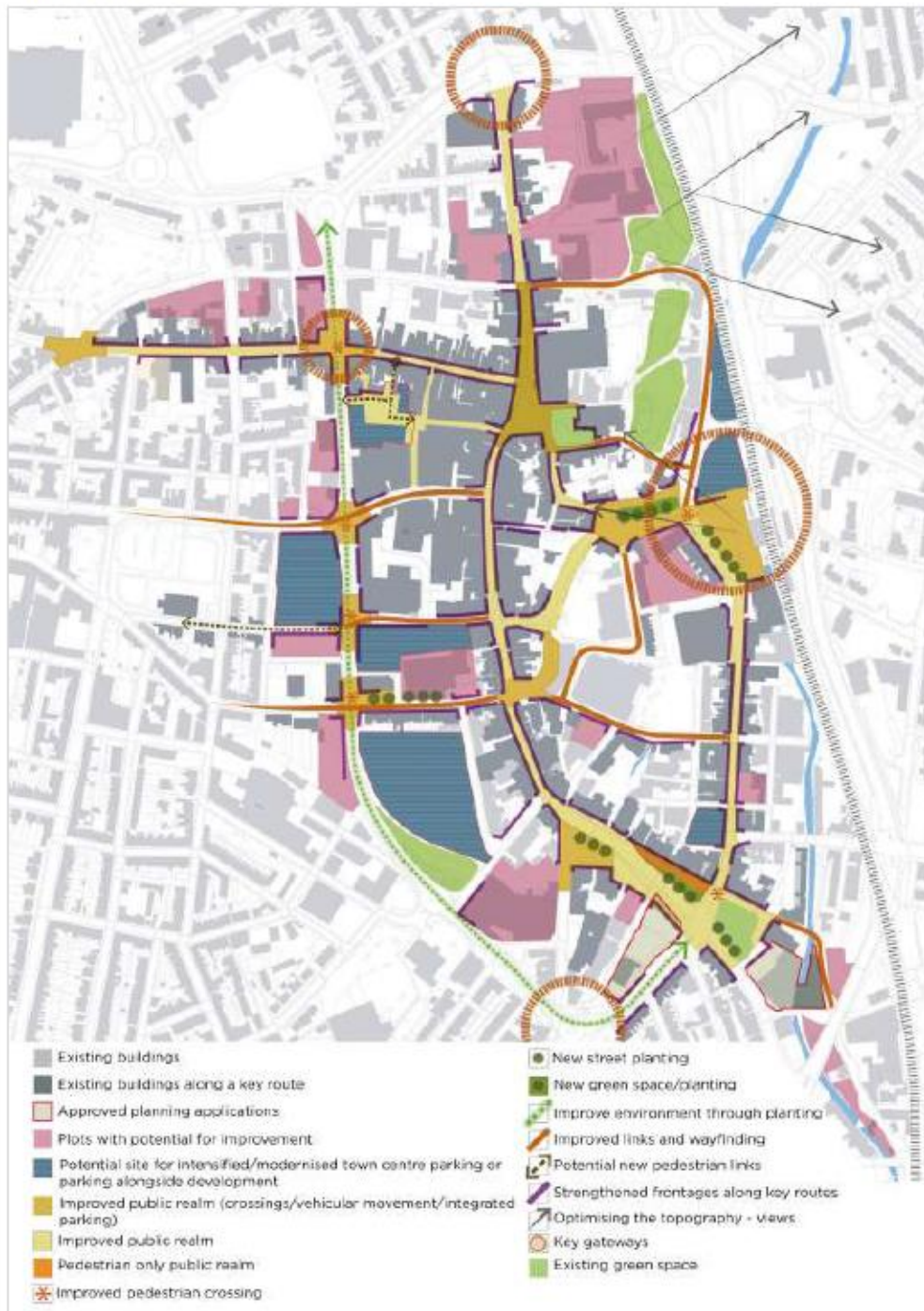
9. If you disagree with any of the draft strategic actions please explain why below (when answering, please list the objective you are referring to)? *Please write in below*

10. Which of the draft strategic actions do you think should be prioritised (when answering, please list the objective(s) you are referring to)? *Please write in below*



## Section 5 – Draft Illustrative Framework

Within the SRF a draft Illustrative Framework has been set out. This seeks to demonstrate how the SRF and proposed actions would manifest physically. A summary of the key spatial ambitions set out in the Illustrative Framework is set out below. Fuller details can be found on pages 35-37 of the SRF document (PDF, 4.1MB, 40 pages).



Page 7 of 11

**Public realm:** Pedestrian focused public realm enhancements prioritised around routes with greatest footfall, key linkages and critical gateways.

**Green space and planting:** A focus on greening key routes/areas such as Churchill Way, Park Green, Waters Green and Roe Street.

**Optimising the topography:** The Illustrative Framework identifies key views out to the surrounding countryside to the east that should be optimised and protected in response to any development proposals.

**Enhanced existing linkages:** Focused on east-west connections to the residential areas to the west of the town centre along Great King Street/Castle Street; Waterloo Street West/Exchange Street; and Roe Street.

Improved links south along Waterside and from the station into the town centre core via Churchside, Brunswick Street and Boden Street. Enhanced connectivity along these routes also incorporates improved wayfinding through signage, sight lines and consistent public realm.

**Potential new linkages:** For example east-west across Churchill way Car park should this be redeveloped.

**Improved pedestrian crossings:** For example at Waters Green to enhance pedestrian movement from the rail station into the town centre core and across key junctions on Churchill Way and Sunderland Street.

**Car Parking Rationalisation:** It is suggested that consideration needs to be given to the amount, location and pricing of parking in the town centre. The illustrative framework suggests locations where car parking capacity could be increased (for example through the addition of decking) to allow other car parks to be unlocked for redevelopment to help increase the amount of town centre living for example.

**11. How strongly do you agree or disagree with each of the spatial ambitions of the Illustrative Framework? Please tick one box only in each row**

	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
Public realm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Green space and planting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Optimising the topography	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhanced existing linkages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Potential new linkages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved pedestrian crossings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Car Parking Rationalisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Section 6 – Views on the overall draft SRF

12. Generally speaking, how strongly do you agree or disagree with each of the following statements about the draft Strategic Regeneration Framework?

The draft Strategic Regeneration Framework is... *Please select one option only in each row*

	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
...good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...clear	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...comprehensive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...ambitious	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...deliverable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. Should any aspects of the proposed SRF be altered, and if so in what way? *Please write in below*

14. What, if any, additions to the document should be considered? *Please write in below*

15. Would any of the proposals in the document adversely affect you directly, if so please explain in what way? *Please write in below*

## Section 7 – About you

16. Which of the following best describes how you are responding to this consultation:

*Please tick one box only*

- |   |                          |
|---|--------------------------|
| On behalf of a group, organisation or club – Go to Section 7a                             | <input type="checkbox"/> |
| On behalf of a local business – Go to Section 7a  | <input type="checkbox"/> |
| As an individual (e.g. local resident) – Go to Section 7b                                 | <input type="checkbox"/> |
| As an elected Cheshire East Ward Councillor, or Town/Parish Councillor – Go to Section 7b | <input type="checkbox"/> |
| Other (please specify below) – Go to Section 7b   | <input type="checkbox"/> |

### Section 7a – About you (Group/Club/Organisation/Business respondents only)

17. If you wish to, please give the name and postcode of the group, organisation, club or business you are responding on behalf of:

*Please write in below – Once you have answered Q17 the survey is complete*

Organisation name:

Postcode:

### Section 7b – About you (Individuals/Councillors/Other respondents only)

Cheshire East Council is committed to the principle that all our customers have the right to equality and fairness in the way they are treated and in the services that they receive. It would help us to check that we are providing services fairly if you would answer the questions below. Information you give will be used to see if there are any differences in views for different groups of people, and to check if services are being delivered in a fair and accessible way. The information in this section will be used for no other purpose.

You do not need to answer any of the following questions if you do not wish to, and you will not be affected in any way if you choose not to answer any, or some, of the questions.

18. What is your home postcode? We ask this so we can be sure we have obtained a range of views from across the borough *Please write in below*

19. What is your gender identity? <i>Please tick one box only</i>			
Male	<input type="checkbox"/>	Female	<input type="checkbox"/>
Prefer not to say		<input type="checkbox"/> Other ( <i>please write in</i> )	

20. What age group do you belong to? <i>Please tick one box only</i>								
16 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75 - 84	85 and over	Prefer not to say
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months? This includes problems related to old age. <i>Please tick one box only</i>		
Yes	<input type="checkbox"/>	No
<input type="checkbox"/>		Prefer not to say
<input type="checkbox"/>		<input type="checkbox"/>

22. What is your ethnic origin? <i>Please tick one box only</i>	
White English/Welsh/Scottish/Northern Irish/Irish	<input type="checkbox"/>
Black/African/Caribbean/Black British	<input type="checkbox"/>
Any other white background	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>
Mixed: White and Black Caribbean/African/Asian	<input type="checkbox"/>
Any other ethnic group, <i>please write in below</i>	<input type="checkbox"/>
Asian/Asian British	<input type="checkbox"/>

Thank you for completing this survey.

Please place completed questionnaires into the questionnaire return box at the event.



# Macclesfield Town Centre

## Strategic Regeneration Framework: Report of Consultation

Prepared for:



June 2019

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## Appendices

- A - Statement of Consultation
- B - Questionnaire
- C - Respondent Profile

## Disclaimer

This report should not be relied upon as a basis for entering into transactions without seeking specific, qualified, professional advice. Whilst facts have been rigorously checked, Cushman & Wakefield can take no responsibility for any damage or loss suffered as a result of any inadvertent inaccuracy within this report. Information contained herein should not, in whole or part, be published, reproduced or referred to without prior approval. Any such reproduction should be credited to Cushman & Wakefield.

In light of the recent Referendum concerning the UK's membership of the EU, we are now in a period of uncertainty in relation to many factors that impact the property investment and letting markets. At this time organisations involved in the industry are reflecting on the potential implications of the UK leaving the EU. Since the Referendum date it has not been possible to gauge the effect of the impact on rental and capital values, along with other elements affecting property appraisal. Cushman & Wakefield continues to closely monitor market developments and trends in order that we can provide clients with the most up to date advice. The views contained in this document are provided in the context of this market uncertainty and as such our estimates and opinions are susceptible to change. Development appraisal results are particularly sensitive to changes in key variables such as cost and values. Accordingly we advise that clients have regard to this risk and may need to commission further advice before acting on the opinions expressed

## 1.0 Introduction

### Purpose of Consultation

- 1.1 Between 13<sup>th</sup> February and 13<sup>th</sup> March 2019 Cheshire East Council, supported by the consultancy team led by Cushman & Wakefield, OPEN and WSP, formally consulted on its newly drafted “Strategic Regeneration Framework” (SRF) for Macclesfield Town Centre.
- 1.2 The purpose of the SRF is to set out a clear vision, principles, key objectives and recommended actions for the future regeneration of the town centre, and to provide the confidence needed to bring forward investment, jobs and economic growth.
- 1.3 The consultation gathered feedback on this draft SRF, to see whether consultees felt it was fit for purpose, and to identify how it could be refined and improved. The comments and responses received have led to direct changes and modifications to the SRF in its final form.

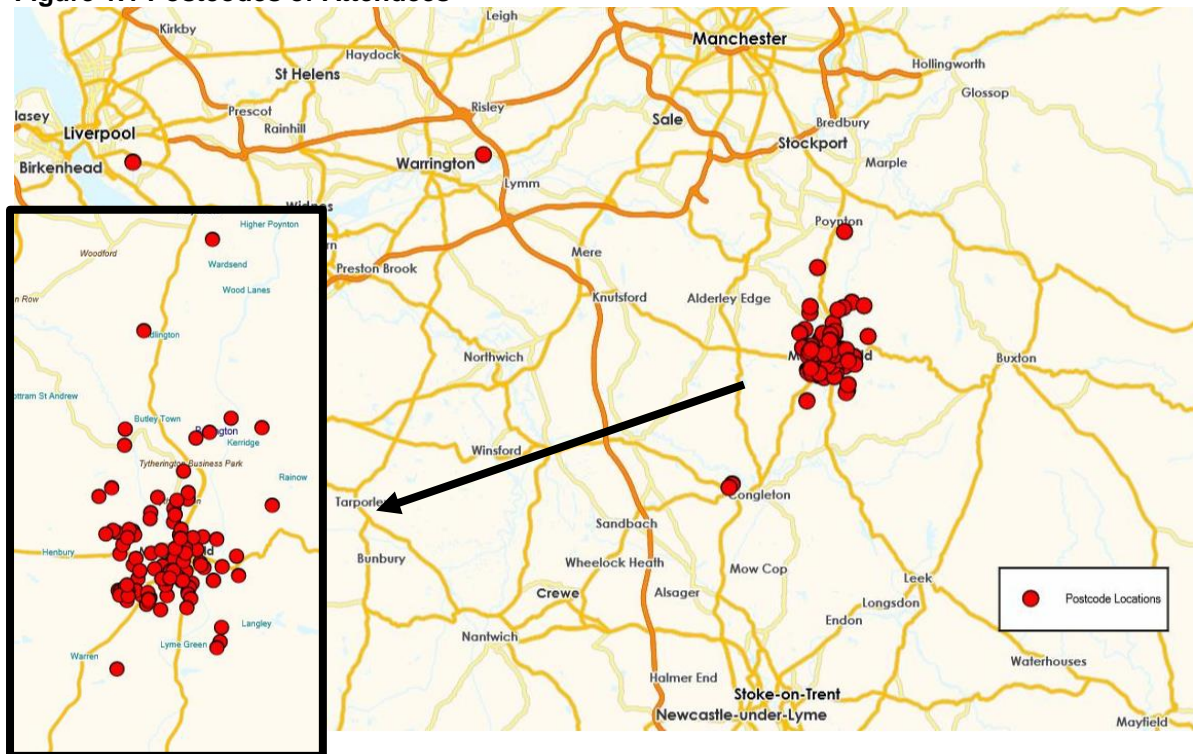
### Consultation Methodology

- 1.4 Responses to the draft SRF were requested via an on-line consultation questionnaire, which asked structured quantitative and qualitative responses to each element of the document including Vision, objectives, character areas, illustrative framework and actions, together with views on the overall document as a whole (see Appendix B).
- 1.5 As set out in the Statement of Consultation (Appendix A) the consultation was widely promoted as follows:
  - Press Notice in the Macclesfield Express on 13 February 2019;
  - Media release resulting in coverage in outlets such as Place North West, Cheshire Live, Macclesfield Express, I Love Macc website, Cheshire East Council Team Voice newsletter, Cheshire Independent, and various Twitter feeds;
  - Posters erected at sites around the town centre including: Macclesfield Library, Macclesfield Customer Centre, Grosvenor Centre, Macclesfield Visitor Information Centre, Macclesfield Leisure Centre and on lampposts in key streets within the town centre;
  - Information banners erected in Macclesfield Grosvenor Centre;
  - Local organisations sent media release, copy of SRF, posters and images and link to consultation on website and asked to raise awareness via their communication channels e.g. websites, social media, notice boards etc;
  - Email to 1,100 Cheshire East residents as members of the Cheshire East Digital Influence Panel in surrounding wards;
  - CEC media team raising awareness via social media;
  - Council officer visits to Macclesfield College (26.2.19), Kings School and East Cheshire Eye Society (27.2.19);
  - In the “In Focus” section on the Council’s website homepage; and
  - On the Council’s consultation webpages.

## Drop In Event

- 1.6 The consultation was supported by a drop-in consultation event at the Grosvenor Shopping Centre on Saturday 16<sup>th</sup> February 2019 attended by the Council and its consultants. The event raised awareness of the Draft SRF, summarised its content via engaging consultation boards, and promoted the opportunity for stakeholders to complete the consultation questionnaire online. It also facilitated the opportunity for people to ask questions and raise concerns directly with the SRF team.
- 1.7 The event was attended by around 130 people<sup>1</sup>. Figure 1.1 shows the postcodes of people who attended. Whilst there are a couple of outliers from Liverpool, Warrington and Congleton, there is clearly a local focus with the vast majority of attendees coming from Macclesfield.

**Figure 1.1 Postcodes of Attendees**



- 1.8 In total, 264 consultation responses were received on the draft SRF, including:
- 238 online survey responses
  - 2 paper survey responses
  - 24 additional formal written responses
- 1.9 Overall, the feedback on the draft SRF through the consultation questionnaire was positive with the large majority of respondents (199-208 responses) agreeing that the draft SRF was good (79%), clear (70%), ambitious (66%) and comprehensive (65%).

<sup>1</sup> Signed in

### Purpose of this Paper

- 1.10 This Report of Consultation provides a summary of all consultation survey responses received and identifies the ways in which it is proposed to refine the SRF document in response.
- 1.11 A revised full draft SRF for the Town Centre will be prepared which, where appropriate, incorporates these suggested amends, ensuring that local views have been taken into account and had a material consideration and impact on the final document.

## 2.0 The Draft SRF Vision

2.1 The draft SRF set out a draft vision for Macclesfield Town Centre as follows:

***Macclesfield - a town that celebrates its quirkiness.***

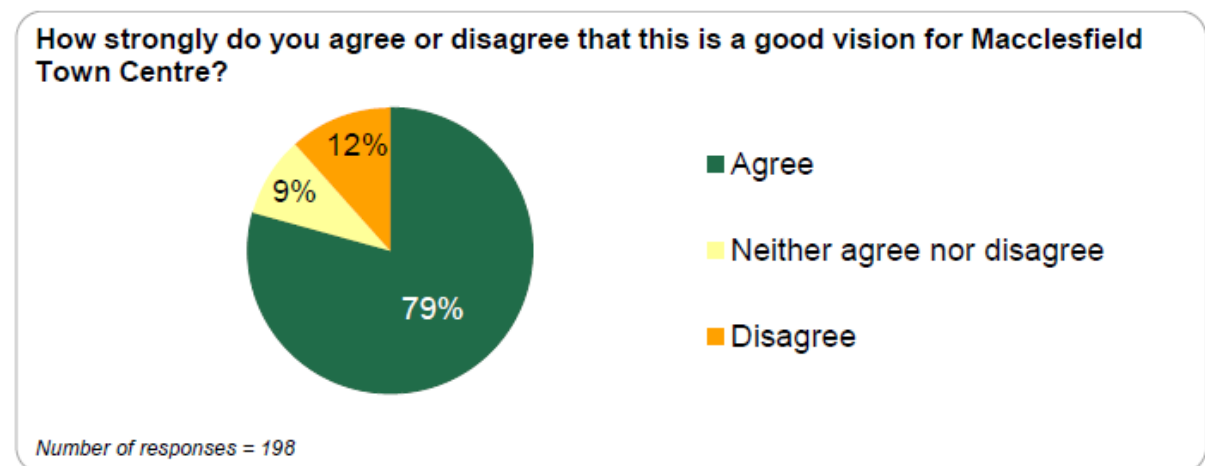
***Green, creative and connected. A home to innovators, entrepreneurs and independents.***

***Thriving, diverse, distinctive and inclusive. Rich in heritage and culture, with outstanding employment opportunities and nestled in stunning countryside.***

### Quantitative Questionnaire Response

2.2 The consultation questionnaire asked respondents ***“how strongly do you agree or disagree that this is a good vision for Macclesfield Town Centre?” (Question 1)***

2.3 A large proportion (79%) ‘strongly agreed’ or ‘tended to agree’ that this is a good vision for the Town Centre, with just 12% in disagreement.



### Qualitative Response and Changes to the SRF

2.4 The questionnaire provided the opportunity for respondents to expand upon ***“How do you think this vision could be improved?” (Question 2)***

2.5 142 people commented via the questionnaire, however only 66 of the responses received related directly to the question regarding the overall vision or specific elements within it:

Overall Vision	
Comments	Response and Change to SRF
Many agreed with or were positive about the draft SRF vision indication that it does not need improving (14 comments)	Positive response supported by the 79% stated to be in agreement that this is a good vision for Macclesfield. <b>No change - vision broadly supported</b>
The main concern surrounds the ability to deliver the vision (12 comments) with issues around funding, clear actions and previous disappointment raised	Understandable concerns, which will be picked up within the SRF actions and delivery plan. The Vision is intended to be aspirational and not focussed on delivery. This is covered in the Delivery Plan. <b>No change to vision but ensure delivery is covered in actions and delivery plan.</b>

Overall Vision	
Some felt the vision was too generic or vague, or should be bolder (5 comments)	Numerous stakeholder consultations have sought to identify a vision that is distinctive to Macclesfield. <b>No change to vision</b>
Others questioned the value of having a vision at all (3 comments)	A vision is an appropriate means to guide future strategy and ensure all stakeholders are focused on the same aspirations for the town centre <b>No change to vision</b>
A small number found the vision hard to relate to or difficult to understand (3 comments)	<b>Provide greater introduction to the Vision</b>
The vision must be flexible in order to respond to future structural change (2 comments)	The draft vision for Macclesfield provides an aspiration for the future of the town centre regardless of structural changes in the market or wider economy. This issue is covered in the other aspects of the SRF. <b>No change to vision</b>
The vision could be replaced with a Neighbourhood Plan (1 comment)	The SRF and its vision does not form part of the Local Development Plan nor does it in any way preclude the preparation of a separate Neighbourhood Plan. <b>No change to vision</b>

2.6 Comments related to more specific elements of the draft SRF vision were as follows:

Specific Elements of the Vision	
Comments	Response and Change to SRF
A notable number of respondents did not like the adjective “quirkiness” (13 comments). Some were unsure what it means, considered it to be a subjective word or considered it to have negative connotations of being peculiar, odd, ad hoc, unintentional, bloody minded, backward looking or reluctant to move with the times. Suggestions for an alternative included “unique”, “originality”, “individuality”, “progressive”, “radical” or “singularity”.	“Quirky” was an adjective that was frequently used as a positive reference to Macclesfield throughout the previous stakeholder engagements. Quirky is defined in the Cambridge Dictionary as “unusual in an attractive and interesting way”. However, it is clear from the consultation that it divides opinion and may not be interpreted as intended. Given the scale of response to this single word within the SRF vision, the case for a more agreeable alternative was considered, but suggestions including ‘individuality’ and ‘original’ were deemed too bland and go against the aspiration for Macclesfield to be distinctive. <b>No change to vision but definition of ‘quirky’ added as footnote</b>

Specific Elements of the Vision	
Comments	Response and Change to SRF
<p>“Connected” was the second most commented upon element of the draft vision (9 comments). It was suggested that Macclesfield is too focused on rail connectivity and there is a need to strengthen connectivity by road, public transport, walking and cycling. One felt that ‘connected’ was too ambiguous - does relate to transport links or many stakeholders and networks? Along this theme there was also calls to improve connectivity for local communities and surrounding countryside.</p>	<p>The word “connected” is intended to encompass all of these elements. The vision aspires for Macclesfield to be well connected by all transport modes and to all users and surrounding destinations. It is recognised that aspects of connectivity do need to be improved but this is dealt with in other aspects of the SRF.</p> <p><b>No change to vision</b></p>
<p>The theme of “green” (7 comments) was considered ambiguous by some, or to have been included out of expectation. A few mentioned the need for stronger emphasis around ‘sustainability’ or the ‘green economy’ particularly when considering future development.</p>	<p>The word “green” is intended to incorporate not just the theme of sustainability but the recognition that Macclesfield is surrounded by beautiful countryside and green spaces within the Town Centre.</p> <p><b>No change to vision but mention of sustainability picked up in next point.</b></p>
<p>A number considered that the vision could be improved through greater emphasis of the “traditional and modern” theme (7 comments). Comments centred around “complementing the traditional but inspired by the new”, “modernisation without losing heritage feel”, “celebrate past while moving to a sustainable future” and “inspired by the past but connected to the future.”</p>	<p>These are valid and constructive comments.</p> <p><b>Revise vision to include an additional line ‘Cherishing its past, striving for a sustainable future’</b></p>
<p>Some commented that the vision should be more people focused (4 comments), both recognising the strong community and social capital of Macclesfield and that it must appeal to all groups.</p>	<p>These are valid and constructive comments. People are at the heart of the vision and drawn out explicitly within the objectives.</p> <p><b>Add ‘social’ to the vision – ‘green, creative, connected and social’</b></p>



## 3.0 The Draft SRF Objectives

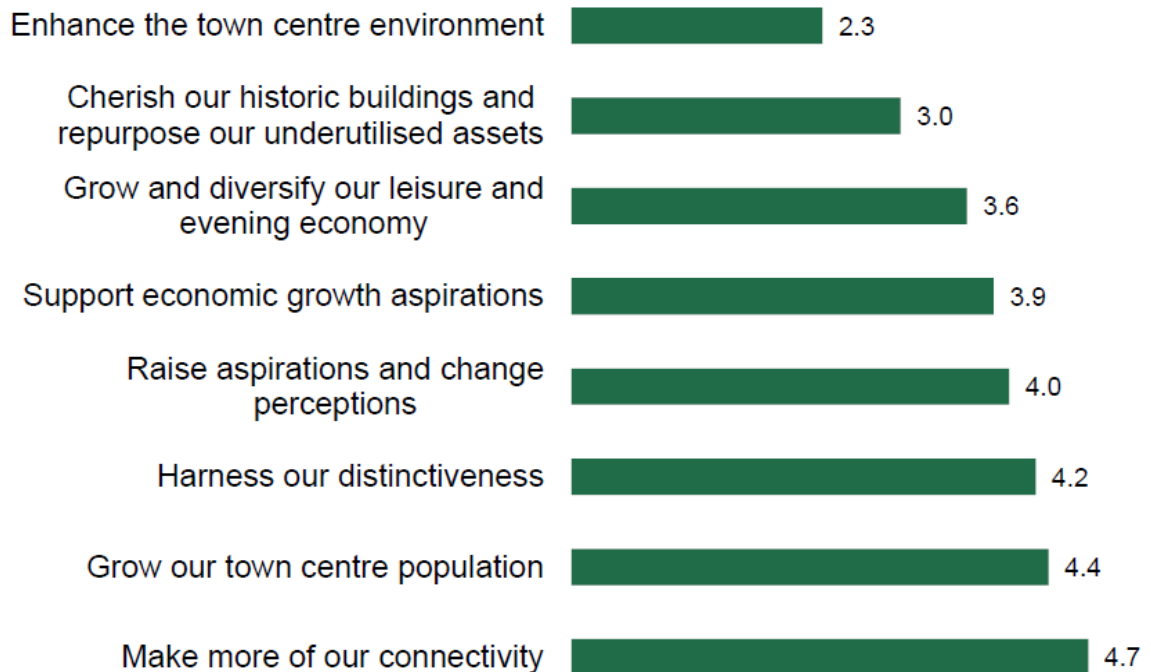
- 3.1 The starting point must be that the basics are done well in Macclesfield and that it must be clean and safe for all users. We must however go beyond these basics if the centre is to thrive. The Draft SRF sets out 8 objectives for the town centre which together ultimately seek to ensure that the retail heart of Macclesfield thrives:

- **Grow our town centre population** - building the right residential accommodation to attract and sustain a diverse community
- **Grow and diversify our leisure and evening economy** - to balance the existing retail dominated central offer and attract a wider audience and support new resident desires. Encouraging people to spend more time and money in the town. Building upon our existing impressive events calendar
- **Make more of our connectivity** - to attract residents, workers and visitors who want a base from which to access our local world class businesses as well as those who want access to the Peak District, London and Manchester. Capitalise on strategic opportunities such as HS2 to unlock and accelerate growth
- **Support economic growth aspirations** - our strategic location makes Macclesfield a great base for small and medium sized businesses to co-locate and collaborate with each other and the world class businesses in our hinterland
- **Harness our distinctiveness** - make better use of our assets - such as town and country, rivers and canals, Georgian architecture. Provide reasons, services and experiences that can only be found in Macclesfield
- **Cherish our historic buildings and repurpose our underutilised assets** - to diversify our offer and attract a wider range of occupiers to the town
- **Enhance the town centre environment** - making it greener, more distinctive and a celebration of local creativity
- **Raise aspirations and change perceptions** - get better at promoting all that the town has to offer and encourage new entrants to invest

## Quantitative Questionnaire Response

- 3.2 Respondents were asked ***“thinking about how important these objectives are for the regeneration of Macclesfield Town Centre, how do you rank each of the objectives in order of priority from 1 (most important) to 8 (Least important)?” (Question 3)***
- 3.3 “Enhance the town centre environment” was ranked as the most important objective by the 199 consultees that responded with an average rank of 2.3 out of 8 (where 1 is the most important). Thereafter, respondents ranked “cherish our historic buildings and repurpose our underutilised assets” as second most important with a rank of 3.0 out of 8.
- 3.4 “Make more of our connectivity” and “grow our town centre population” ranked 4.7 and 4.4 out of 8 respectively, placing them as the lowest priority objectives of the respondents.

**Average rank of each of the draft SRF objectives in order of priority from 1 (most important) to 8 (least important)?**



Number of responses = 199

## Qualitative Response and Changes to the SRF

- 3.5 Consultees were asked **“how do you think these objectives could be improved?” (Question 4)** and **“is there anything you feel is missing from these objectives?” (Question 5)**. A total of 119 and 121 responses respectively were received to these questions. However, the responses received generally overlapped in their commentary and so they have been combined in order to glean a more coherent analysis and response:

Improving Objectives - Overall	
Comments	Response and Change to SRF
Responses confirming agreement with draft objectives (9 comments) including recognition of challenges in respect of limited budgets.	Positive response <b>No change to SRF objectives</b>
A further 20 comments stated that nothing was missing from the objectives, or that the comments had been noted within the previous question.	Positive response <b>No change to SRF objectives</b>
A number of responses felt that the objectives could be improved by making them more specific and identifying how they can be achieved (14 comments) including adding clear measures; setting out the capital, skills and resources required; focusing on specific areas; delivery strategy and considering how the objectives are interlinked.	Understandable concerns, which will be picked up within the SRF actions and delivery plan. The Vision and Objectives are intended to be aspirational and not focussed on delivery. <b>No change to objectives but ensure delivery plan is clear in respect of actions, resources and measures of success</b>

Improving Objectives - Overall	
Comments	Response and Change to SRF
Some considered the objectives difficult to understand (5 comments) owing to the use of jargon or a belief that they are meaningless. Simplifying the objectives was suggested.	<b>Objectives to be revisited to consider if any 'jargon' can be removed without losing the essence of the message.</b>
A total of 6 comments referenced greater consultation or local democracy to enhance the objectives.	Both the draft SRF and the previous 5 year vision and strategy for Macclesfield have been consulted upon with all comments taken on board through the SRF process. <b>No change to SRF objectives</b>
2 comments challenged the overarching statement that 'all the objectives ultimately seek to ensure that the retail heart of Macclesfield thrives' on the basis that modern town centres require social, cultural and leisure experiences to be as important as retail, not just in respect of footfall but in creating identity and character.	The vision and objectives seek to be flexible to future market trends and promote the success of the town centre as a whole. The detail within the 8 identified objectives expand upon this but this is a constructive point on which to be clarified. <b>Update SRF to read "Recognising that whilst retail needs to continue to play a key role in the town centre, fundamental changes to the sector means less retail floor space is needed in going forward. The purpose of this SRF is to create a town centre where social, cultural, leisure, business and other uses and experiences not only support the retail function but are seen as equally important."</b>

3.6 Comments deemed to relate to specific draft SRF objectives are considered as follows:

Improving Objectives - Specific Objectives	
Comments	Response and Change to SRF
<p>Despite being the lowest ranking in terms of priority, the objective to <b>'make more of our connectivity'</b> received the most comments (59) in specific reference to:</p> <p><b>Public transport (20 comments)</b> - The need to link Macclesfield to surrounding local villages and in the evening via extended and more frequent bus and rail services was considered vital to attracting people to the town centre and supporting the local and evening economy. This could also reduce congestion and parking needs. One respondent recognised that there is currently no incentive for bus or rail operators to extend the service and so intervention will be required. A couple also suggested park and ride facilities. A few respondents did not agree with the HS2 reference, fearing that it could marginalise Macclesfield at the expense of Crewe.</p>	<p>The number of comments received in respect of improving public transport, road connectivity and parking suggests that this is of greater importance to local stakeholders than the ranking of objectives has suggested.</p> <p>The challenges in respect of local public transport provision has been well documented within the SRF and local providers have been engaged.</p> <p>Transport experts WSP are tasked with reviewing connectivity and movement across the town centre as part of the SRF. They will be identifying actions to improve road accessibility within the delivery strategy. The importance of local bus and rail connectivity will also be covered within the delivery strategy together with that of more pedestrian and cycling friendly routes and facilities.</p>

Improving Objectives - Specific Objectives	
Comments	Response and Change to SRF
<p><b>Parking (16 comments)</b> - Parking responses sought to encourage town centre footfall through adequate cheap or free parking in convenient locations. The importance of providing/retaining disabled parking was also raised and the need for a clear parking strategy was identified by one.</p> <p><b>Road accessibility (14 comments)</b> - Comments included the need to improve connectivity to Greater Manchester, enhance signage and reduce traffic and congestion within the town centre, particularly for large vehicles and during the day.</p> <p><b>Cycling and walking (9 comments)</b> - The need to give greater priority of movement to pedestrian and cyclist was raised by some including safer road crossings, cycle lanes and more pedestrian areas making this the first choice for short journeys.</p>	<p>The need for a town centre wide parking strategy has been identified within the delivery plan of the SRF. This will consider and try to address those concerns raised.</p> <p>The objectives are seeking to consider connectivity at the strategic level and are not intended to identify how they will be delivered at this stage – <b>no change to objectives</b></p> <p><b>Ensure delivery plan adequately considers road, public transport, walking and cycling, and the requirement for a parking strategy which considers location, price, quality, type and usage including resident and disabled parking, charging points and car pools.</b></p>
<p>The <b>‘grow and diversify our leisure and evening economy’</b> objective attracted many comments (40) despite ranking third in order of priority.</p> <p>Almost all comments (32) were to identify the type of leisure facility sought by the respondent including cinema; youth facilities; food and drink; more events; sport facilities; theatre; museum; 5* hotel; public toilets; and community space.</p> <p>Further comments (8) sought to raise awareness of the wider leisure and tourism offer including making the most of the Peak District (including views), National Trust properties and Macclesfield Forest.</p>	<p>The comments and ideas in respect of the leisure and evening economy are welcomed and it is clear that there is broad support for the objective of growing and enhancing this sector in Macclesfield. Whilst, the objectives are not intended to provide a list of specific uses, those suggested will inform future thinking.</p> <p>Revise object to <b>‘grow and diversify our leisure, <i>cultural</i> and evening economy’</b></p> <p><b>Events are already specifically mentioned within the objectives, but could include mention of leisure facilities - “Encouraging people to spend more time and money in the town <i>through new leisure uses including food and drink</i>”</b></p> <p>The SRF is focused on the town centre rather than wider attractions, but the importance of proximity and views to the Peak District is not underestimated - <b>“Build upon our impressive events calendar <i>and proximity and views to the Peak District</i>”</b></p> <p><b>The Delivery Plan will advise on steps required to support the delivery of more leisure investment in the town.</b></p>

Improving Objectives - Specific Objectives	
Comments	Response and Change to SRF
<p>Comments in respect of the objective to <b>‘enhance the town centre environment’</b>, which was the highest ranking priority objective, totalled 34 comments and covered three broad themes:</p> <p><b>Green space and public realm (15 comments)</b> - Considered important to enhancing the town centre environment. Suggestions focused on more trees, planting and green spaces in which to sit and meet. This could also serve to attract visitors, improve wellbeing and air quality. Green space and public realm must keep pace with proposed development and be high quality. ‘Make it greener’ was not considered specific enough objective which should also reference ‘green/blue infrastructure’.</p> <p><b>Providing a safe environment (10 comments)</b> - Some felt unsafe within the town centre, especially in the evening with key concerns being anti-social behaviour, homelessness and drinking.</p> <p><b>Cleanliness (9 comments)</b> - Street cleaning, litter and weeds were mentioned as contributing to dirty streets and poor impressions, particularly around Silk Street. Car parks and shop fronts were also considered to require greater cleaning and maintenance.</p>	<p>Many of these comments in respect of providing a safe and clean environment are about ‘getting the basics’ right in Macclesfield Town Centre. The draft SRF is clear that the <i>“starting point must be that the basics are done well... that it must be clean and safe for all users”</i>. However, the draft objectives seek to go beyond these basics, and must do so if the centre is to thrive. Notwithstanding this, the comments are a reflection of the current perceptions of the town and the importance of attaining and maintaining a clean and safe environment should not be taken for granted. The actions to support this will be addressed within the delivery strategy.</p> <p>The creation of new and enhanced green spaces and public realm are considered by OPEN throughout the emerging SRF but could be expanded upon within the objectives.</p> <p><b>Expand upon this objective - ‘making it greener, more distinctive and a celebration of local creativity through our high quality blue and green infrastructure, green spaces and public realm’</b></p> <p>The delivery strategy will set out where this is to be targeted and how this is to be implemented and could include the recommendation of a Green Streets Plan but must also acknowledge the on-going cost and delivery of maintenance of any new public realm or green infrastructure.</p>
<p><b>‘Grow our town centre population’</b> attracted 15 comments. A couple stated it was essential for Macclesfield’s future but another that new housing was irrelevant without the facilities to support it. Requests were made for the consideration of housing needs of overlooked groups including older people, singles, working couples and young families. Social housing and live-work accommodation was also mentioned. Some raised the need for housing to be affordable and suggested the conversion of retail voids. Ensuring energy efficiency was also suggested. One highlighted the contribution South West Macclesfield could play and another the importance of considering the existing population as well as the new.</p>	<p>The responses indicate that the principle of growing the town centre population is generally supported. The objective seeks to respond to the comments identifying the need to diversify the local housing offer through “building the right residential accommodation to attract and sustain a diverse community.” Different housing types, tenures and target markets are implicit in this statement and the product delivered will largely be determined by the market, financial viability and practicalities of individual site/premises, but must be of good quality and appropriate design.</p> <p><b>Update objective to “building the right mix of high quality residential accommodation of appropriate design to attract and sustain a diverse community”</b></p>

Improving Objectives - Specific Objectives	
Comments	Response and Change to SRF
Despite the objective to <b>‘cherish our historic buildings and repurpose our underutilised assets’</b> ranking second highest in order of priority, relatively few comments (16) were received in response. Comments made sought to ensure good quality new and refurbished buildings, or compelled action in response to derelict buildings through repurposing, demolition or CPO. Planning policy should be adhered to when protecting Macclesfield’s unique historic environment and decision making timescales reduced to allow sites to be cleared quickly.	<p>The relative lack of comments in respect of improving or missing elements of this objective imply stakeholder support. Further, comments received seek to strengthen the aspirations established and will be picked up within the delivery strategy.</p> <p><b>The reference to unique assets could strengthen this objective – “to diversify our offer, celebrate our distinctiveness and attract a wider range of occupiers to the town”</b></p>
Comments (8) in respect of the objective to <b>‘support economic growth aspirations’</b> were focused on supporting local businesses through the creation of new jobs and an attractive business environment, provision of office space and support to start up and independents, including within the creative and digital sectors.	<p>Broad support for this objective with comments seeking to strengthen or deliver its aspirations, although there is potential to simplify the wording of this objective:</p> <p><b>Simplify objective to “Support businesses, create jobs and develop skills – Maximise Macclesfield’s strategic location and create the right business environment for small and medium sized businesses to co-locate and collaborate with each other and the world class organisations in our hinterland”</b></p> <p>The way in which economic growth can be supported will be considered within the delivery strategy.</p>
No direct comments were made in respect of the objective to <b>‘raise aspirations and change perceptions’</b> . However, it’s purpose to ‘get better at promoting all that the town has to offer and encourage new entrants to invest’ did receive a small number of comments (6). More specifically, identifying the need for funding and investment to deliver the SRF and for investment to be of the ‘right kind’.	<p>Whilst this objective ranked mid table in terms of stakeholder priorities, there were a lack of comments.</p> <p>This is likely to be because those who responded and engaged with the consultation exercise are already passionate about the town. Action is needed to focus on those who are not yet engaged in the town centre.</p> <p><b>No change to this objective</b></p>
No direct comments were made in reference to the objective to <b>‘harness our distinctiveness’</b> , although elements of its aspiration to make better use of our assets and to be distinctive were picked up in comments to the other cross-cutting objectives.	<b>No change to this objective</b>



- 3.7 In addition to the comments considered above, a series of comments were received that do not directly relate to one of the existing objectives, but provide an indication of some of the themes that stakeholders would like to see considered:

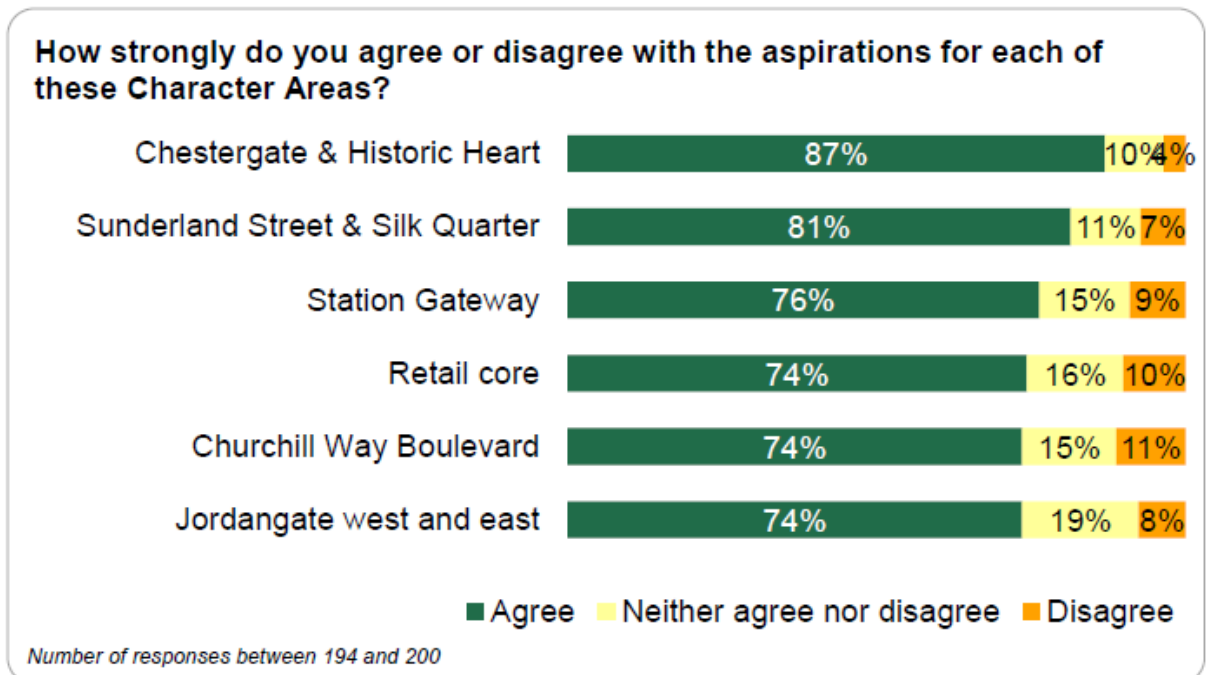
Improving Objectives - Other Comments	
Comments	Response and Change to SRF
12 comments were made in respect <b>sustainability</b> . Some stated that sustainability should be 'at the heart of' or 'the central theme' of all of the objectives. Other comments were more specific including energy efficient development; maximising renewable energy; reducing carbon footprint; improving air quality; waste management schemes; electric vehicle charging points; SUDS, retention ponds, green walls and roofs; waste management schemes and celebrating local produce.	<p>Sustainability is of increasing importance and awareness. Whilst the objectives are not designed to identify specific sustainability actions, which will be picked up within the delivery plan, they should reflect upon the theme of sustainability if they are to be relevant both now and in the future.</p> <p>Sustainability is at the heart of the strategy and this aspiration is now picked up within the overarching vision "striving for a sustainable future."</p> <p><b>Sustainability added to the overarching vision to woven through the wording of the objectives</b></p>
Reducing retail <b>rental levels and/or Business Rates</b> for small businesses or all received 10 comments.	<p>Whilst the impact of high rates and rents is recognised, particularly within the challenged retail sector, the setting of rates and rents is beyond the control of the Council or the SRF. There have been some changes to small business rate relief recently, but the focus will be on lobbying Government to support access to funding to deliver change and support businesses.</p> <p><b>No change to SRF objectives</b></p>
A number of respondents (10 comments) suggested that the objectives <b>should 'put people first'</b> and recognise the importance and value of Macclesfield's strong local community and voluntary groups. This could include local stakeholders working together or encouraging diversity to enhance the social and community profile.	<p>This consultation process has sought to engage Macclesfield's many and varied stakeholders to ensure views are considered and there is local buy-in to the delivery of the vision and objectives. The principle of being involved/engaged will come out further within the Delivery Plan.</p> <p><b>The word 'social' has been added to the vision to reflect the importance of local people.</b></p>

## 4.0 Character Areas for Regeneration

- 4.1 The draft SRF identifies 6 character areas within or adjacent to the town centre with unique characteristics, and sets out brief aspirations for each.

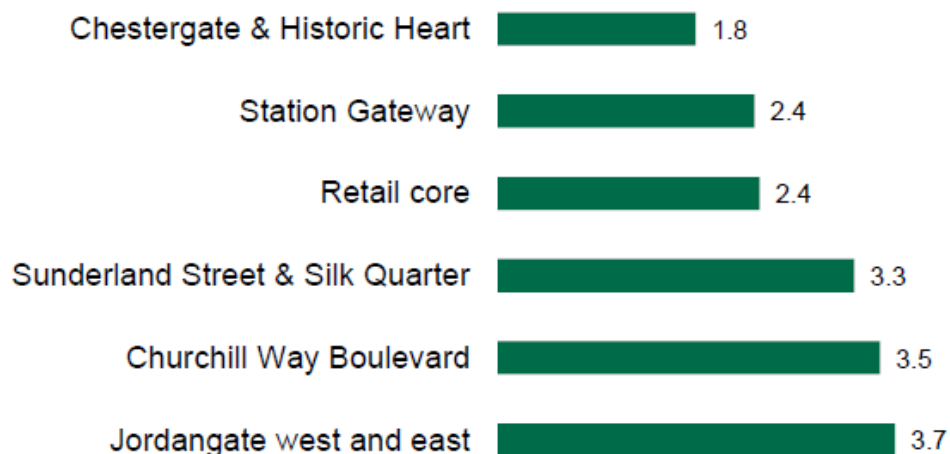
### Questionnaire Response

- 4.2 The questionnaire asked respondents ***“how strongly do you agree or disagree with the aspirations for each of these character areas?” (Question 6).***
- 4.3 Overall, the majority (74%-87%) of the 194-200 respondents to this question ‘strongly agreed’ or ‘tend to agree’ with the aspirations for all of the identified character areas. The aspirations for ‘Chestergate and Historic Heart’ received the greatest proportion of positive responses (87%) and least in disagreement (4%), followed by ‘Sunderland Street and Silk Quarter’ with 81% in agreement and just 7% disagreeing.
- 4.4 Whilst still largely supported, the ‘Retail Core’ and ‘Churchill Way Boulevard’ character areas received the lowest proportion of responses in agreement with the aspirations (74% each) and the highest in disagreement (11% and 10% respectively).



- 4.5 Respondents were also asked ***“thinking about how much of a priority each of these character areas is for regeneration, how do you rank each area from 1 (top priority for regeneration) to 6 (bottom priority for regeneration)?” (Question 7)***
- 4.6 Aligned with the responses above, ‘Chestergate and Historic Heart’ was ranked the most important character area for regeneration by the 193 respondents, with an average rank of 1.8 out of 6 (where 1 is the top priority). Thereafter, respondents ranked ‘Station Gateway’ and ‘Retail Core’ as the second most important priority character area for regeneration, with an average rank of 2.4 out of 6 in both cases.

Average rank of each of the character areas for regeneration in order of priority from 1 (most important) to 8 (least important)?



Number of responses = 193

## Qualitative Response and Changes to the SRF

- 4.7 Finally, respondents were asked **“how do you think these plans for the character areas could be improved?” (Question 8)**, providing an opportunity for a more descriptive response.
- 4.8 A total of 114 responses were received to this qualitative question. Positively, 18 responses (16%) were supportive of the aspirations for the identified character areas. Such comments included “there are some very strong, well considered ideas here”; “they are well articulated, thoughtful, hang together well and are coherent”; “All great ideas”; “they are fine...let’s hope some of them get done”. These comments suggest no further changes to the character areas are required.
- 4.9 However, 2 negative comments were received suggesting to “scrap them and start again” and “the areas should focus much more on how and why they will be used by residents and visitors”. The purpose of the character areas is to support the preparation of the illustrative framework. Actions will focus on how residents and visitors will interact in different parts of the town.
- 4.10 6 comments raised concerns that the character areas cover too broad an area of the town centre and that there should be greater focus on a single core or ‘flagship’ area that has the greatest potential to attract and retain businesses and footfall. Once this is achieved, attention can be turned to more peripheral areas in order to prevent focus and initiatives being spread too thinly. In response, we would argue that the character areas help to identify and define the different roles each area of the town centre performs, both now and as the focus in the future. They are not intended to dilute the aspirations for the town centre as a whole and the importance of the central ‘core’ areas are appreciated. It also supports the thinking on the actions which will be prioritised in terms of key areas.
- 4.11 Comments in respect of each individual character area are summarised below. The Station Gateway and Retail Core character areas attracted the greatest level of response, indicative of their importance to stakeholders as also identified in the prioritisation question.
- 4.12 A number of more general comments were also received which do not relate specifically to any of the individually identified character areas. These are therefore picked separately and incorporated in to the responses to Question 14.

Improvements to Character Areas	
Comments	Response and Change to SRF
<p><b><u>Station Gateway</u></b></p> <p>18 comments were received in respect of the station gateway around the following themes:</p> <p><b>Multi-storey parking (7 comments)</b> - This proposal was not popular with respondents owing to concerns that it would “attract even more cars and look hideous”; be “potentially out of character”; “at odds with improving the station environment”; “would spoil the initial view looking up to the town”; and would spoil the “iconic view”. Some also commented that multi-storey car parks are generally unpopular, particularly with older people.</p> <p><b>Waters Green (7 comments)</b> - Comments were generally supportive of the proposals for public space at Waters Green with some commenting that it is “a vital gateway for the town” where unattractive car parking currently dominates. It could form a “natural amphitheatre” with views of St Michaels Church and the hills, encouraging people to “linger”. A couple highlighted that the space should be “green” but one wished to retain the area as parking and another stated that traffic must still be able to traverse the Green to access the Surgery and bus station.</p> <p><b>Station improvements (4 comments)</b> - Some sought improvements to the station including an eastern access, a high level pedestrian route to the retail core and enhancing the Victorian style.</p>	<p><b>Amend SRF to make clear that any proposal for multi-storey car parking will be sensitive to the views and character of the area and consider options for screening such as green walls.</b></p> <p>Comments are generally supportive of the proposal to “re-instate a public space at Waters Green” within the SRF.</p> <p><b>Update SRF to add public ‘green’ space and reference importance of continued access in response to comments.</b></p> <p>The aspirations for the Station Gateway include ‘improving the environment outside the station and sense of arrival’. However, these comments concern improvements to the station itself. Whilst this is an aspiration, it is reliant upon the very limited funds of Network Rail and cannot be implemented by the Council itself. The change in operator of the West Coast Main Line may present an opportunity to lobby for some spend and improvements. The Delivery Strategy will include this action.</p>
<p><b><u>Retail Core</u></b></p> <p>This character area received 13 comments:</p> <p><b>Residential (5 comments)</b> - A number sought to encourage more residential within the retail core through use of upper floors and conversion of existing buildings, with a couple even suggesting it should take priority over retail.</p> <p><b>Retail (4 comments)</b> - There was a keenness to “retain and encourage new national retailers” within the retail core and ensure that “there are no empty shops” with suggestions including lowering business rates, removing retail voids, improving shop fronts and attracting small independent retail outlets.</p> <p><b>Physical environment (4 comments)</b> - The need to renew, regenerate and modernise the retail core was raised by some as important in order to attract occupiers and appeal to visitors. This may require re-</p>	<p>The SRF recognises ‘some alternative uses such as food and drink and residential/office space on the periphery’. The comments received suggest the potential to strengthen the messaging around housing within the retail core - <b>replace ‘on the periphery’ with ‘on upper floors and through conversion of existing buildings on the periphery’</b></p> <p>Comments support the aspiration for the retail core to continue to ‘function as the shopping area of the town’ - <b>no change to SRF</b></p> <p>The importance of the physical environment to this area of the town centre is noted. <b>Update the SRF, drawing out the need to enhance the town centre environment within the Retail Core through attractive public</b></p>

Improvements to Character Areas	
Comments	Response and Change to SRF
configuration. Making best use of the town's heritage will also support.	<b>realm, greening and shop front improvements.</b>
<p><b><u>Sunderland Street and Silk Quarter</u></b></p> <p>10 comments were received in respect of this character area:</p> <p><b>Traffic reduction (7 comments)</b> - Proposals to reduce traffic on Sunderland Street via redirection to Silk Street were unpopular with some. Concerns related to access to the train and bus station, Aldi and Waters Green Medical Centre; increased traffic on London Road/Mill Lane/Park Green; the narrowness of the road; and impact on attracting interest.</p> <p><b>Identity (3 comments)</b> – One commented that they would like to see a greater sense of identity in this area linked to the 'Silk Quarter'. The conversion of existing mills to residential or other uses and utilising the area around the War Memorial.</p>	<p>This element of the SRF appears to have been misinterpreted by some. The proposal is to divert unnecessary traffic via signage etc. rather than all traffic on Sunderland Street - <b>change to 'reduce volume of unnecessary traffic on Sunderland Street' and reference importance of retained access.</b></p> <p>The character of this area is indeed reliant upon its history and heritage assets. More could be made of this identity within the SRF – <b>update to include reference to the silk trade and use of heritage assets.</b></p>
<p><b><u>Churchill Way Boulevard</u></b></p> <p>A total of 6 comments were received covering:</p> <p><b>Green Boulevard (5 comments)</b> - This aspiration provoked a mixed response with some liking the idea but others questioning its deliverability.</p> <p>Remaining comments included "the area west of Churchill Way should be deleted from the SRF" and "no new infill development".</p>	<p>The challenge of deliverability will be covered within the Delivery Strategy but the indication from the comments received is that of general support for all initiatives that support the 'greening' of the town centre – <b>no change to SRF.</b></p> <p>The area west of Churchill Way is an important part of the boundary to the town centre and infill development will contribute to reinvigorating this area. As such, both should remain within the SRF - <b>no change to SRF.</b></p>
<p><b><u>Chestergate and Historic Heart</u></b></p> <p>Despite this being the most highly prioritised character area, it only received 6 comments:</p> <p><b>Part of the Core (2 comments)</b> - Some suggested that this area should form the true 'retail core' or be extended to include the southern part of Jordangate East, behind the Town Hall and Sparrow Park.</p> <p><b>Use of the Area (2 comments)</b> - A couple raised the aspiration to make better use of the Butter Market, Market Place, the Town Hall and market area in the Chestergate Precinct.</p> <p><b>Pedestrianisation (2 comments)</b> - Pedestrianisation of this area was an aspiration for a couple.</p>	<p>Parts of this area are different in characteristic to the traditional retail core but there is scope to extend this area – <b>extend Chestergate and Historic Heart character area east on Character Area map.</b></p> <p>The SRF meets this aspiration through its "focus on the evening and cultural economy and the expansion of cultural and event activities" and the "refurbishment of existing historic buildings" - <b>no change to SRF</b></p> <p>The SRF seeks to support the prioritisation of walking and cycling throughout the Town Centre. An action within the Delivery Strategy will be a review of the Town Centre TRO and</p>

Improvements to Character Areas	
Comments	Response and Change to SRF
	circulation across the town to support this aspiration – <b>no change to SRF.</b>
<p><b><u>Jordangate West and East</u></b></p> <p>4 comments were received in respect of the future use this area with respondents keen to witness the removal of the “large, ugly modern buildings” and a residential focus. However, the area should also develop naturally and therefore dependent on cessation of employment uses.</p>	<p>These comments are broadly aligned with the existing aspirations for this character area as set out within the draft SRF - <b>no change to SRF.</b></p>
<p><b><u>Christ Church</u></b></p> <p>Whilst not included within the identified character areas, 4 comments were made to consider the inclusion of Christ Church and its Conservation Area based on heritage and housing uses and need for further investment.</p>	<p>Christ Church is an important heritage asset but outside of the physical focus of the town centre SRF and emerging Local Plan Site Allocations document. Further, many comments have been received throughout the consultation seeking even greater focus on the core area of the town centre. The wider area is highlighted in the illustrative framework component plan - <b>No change to SRF</b></p>



## 5.0 Draft Strategic Actions

- 5.1 Draft strategic actions have been suggested and designed to support each of the draft SRF objectives. These have been tested through the consultation process.

### Questionnaire Responses and Changes to SRF

- 5.2 Respondents were asked ***“if you disagree with any of the draft strategic actions please explain why” (Question 9).***
- 5.3 A total of 62 responses were received in respect of this question, around a third of which (20 responses) did not disagree with any of the identified actions. A summary of the responses and any proposed changes to the SRF are as follows:

Disagreement with Draft Strategic Actions	
Comments	Response and Change to SRF
A total of 20 people stated that they did not disagree with the identified actions. Some added further positive messages including “all positive ideas”; each action “is well defined, realistic, sufficiently flexible and interdependent”; and “covers all aspects”. However, a small number who agreed with the actions raised concerns around deliverability, funding and felt that they do not optimise the vision for Macclesfield.	Positive response to the identified draft actions. The actions seek to overcome issues of deliverability.  <b>No change to actions.</b>
<p><b><u>Objective: Enhance the town centre environment</u></b></p> <p><b>Action: Rationalisation of surface car parking which currently creates visual blight</b></p> <p>7 comments responded directly to this action with key concerns being the need to retain existing surface car parks in order to aid accessibility and enable many of the other objectives in the SRF to succeed, at least until provisions are made for public non-polluting transport. One stated that existing surface car parking is often very busy and therefore justified, whilst another suggested that the appearance could be improved through planting, selective fencing and trees.</p> <p>Some felt that the alternative of multi-storey or decked car parking could cause visual blight of equal or greater measure to that of surface parking. Others indicated that many ‘do not like’ multi-storeys; people feel safer at night on a surface car park; and that they do not suit those wanting a quick ‘nip into town’.</p> <p><b>Action: Ensure all development proposals conform to high quality design principles</b></p> <p>Two comments did not disagree with this action but felt that it is too vague and requires a definition of high quality e.g. a design guide and energy efficiency standards.</p>	<p>The SRF includes an additional action to ‘consider a car parking strategy’. <b>This needs to be strengthened to a requirement and should include consideration of utilisation, location, quality, cost, movement and public transport links across the town centre as a whole.</b></p> <p>The car parking strategy will identify the opportunities for different types of parking including resident and disabled provision. Multi-storey and decked car parks play an important role in some locations e.g. commuter parking. There are ways in which to reduce the visual impact of such facilities and the SRF states must ‘conform to high quality design principles – <b>no change to action</b></p> <p>The SRF is not intended to be prescriptive in respect of design – <b>no change to action</b></p>

Disagreement with Draft Strategic Actions	
Comments	Response and Change to SRF
<p><b><u>Objective: Grow the town centre population</u></b></p> <p><b>Action: Ensure town centre meets ‘everyday’ needs of a resident population including local services, health care and education provision</b></p> <p>Several comments (4) were received questioning if the town centre could cope with an influx of population in terms of parking, public transport, waste collection, amenities, hospitality and retail, schools and health.</p> <p><b>Action: Improve housing choice in terms of type and tenure to attract and sustain a more diverse community of occupiers attracted to town centre living</b></p> <p>One commented that any housing which is built must include affordable homes.</p> <p><b>Action: Consider the delivery of specialist housing for older people given accessible and well served location</b></p> <p>One respondent mentioned that well designed housing can be suitable for a diverse market and doesn't have to be 'specialist'</p> <p><b>Action: Exploit the opportunities presented by an enlarged catchment through large scale housing and population growth at SMDA by ensuring Macclesfield becomes their local shopping destination of choice</b></p> <p>Reference must be included to the use of 'safeguarded land' SW of the town.</p>	<p>This action seeks to ensure that the town is prepared to support a growing town centre population and picks up on these concerns - <b>add ‘local amenities’ to action.</b></p> <p>Valid comment in respect of affordable homes which will be dictated by planning policy rather than the SRF. <b>Add action - ‘Ensure appropriate provision of affordable homes within the town centre’</b></p> <p>Older person housing is a diverse and fragmented market incorporating numerous sub-sectors dependent upon scale of care required, some of which require ‘specialist’ facilities that are well suited to town centre locations - <b>no change to action</b></p> <p>The SMDA area is already picked up within this action but could be made clearer through its full name - <b>change to ‘safeguarded land at South Macclesfield Development Area (SMDA)’.</b></p> <p>In response to previous comments regarding over-reliance on retail - <b>amend to ‘local centre of choice’</b></p>
<p><b><u>Objective: Grow and diversify our leisure and evening economy</u></b></p> <p><b>Action: Consider the potential for a new and accessible events space around the station gateway</b></p> <p>The comments received in respect of this action (4 comments) disagreed with the location of the proposed event space near the station. It was suggested that any events should take place in the town centre in/around the Town Hall so as to draw people into the town; increase the frequency of use of Market Place; raise the impact of events; and avoid bottlenecks around the station. There was also concern that an accessible event space around the station would clash with the need for more parking in response to HS2. One commented on liking the fair in its current location.</p>	<p>The aim is to identify a range of spaces in the town that could be made available for events, in addition to Market Place. The station gateway is an important area to ‘attract’ visitors due to its high visibility but could continue to be used at other times as green open space with some parking for example – <b>add ‘multi-functional events space which complements Market Place’</b></p> <p>The focus of encouraging a café</p>

Disagreement with Draft Strategic Actions	
Comments	Response and Change to SRF
<p><b>Action: Grow the food and drink offer to support existing retail and create a café culture/evening economy</b></p> <p>One respondent was concerned if this meant ‘cheap bars’ and ‘pavement drinking’</p>	<p>culture/evening economy is on quality food and drink establishments in the early evening rather than the ‘night time’ economy that is the focus of concern here - <b>no change to action</b></p>
<p><b><u>Objective: Cherish our historic buildings and repurpose underutilised assets</u></b></p> <p><b>Action: Protect and maintain distinctive heritage buildings including but not limited to Town Hall, Police Station and Buttermarket and poor quality buildings such as the former Three Pigeons Public House</b></p> <p>5 comments were received in respect of this action. There was some disagreement with the element of this action which seeks to protect and maintain poor quality buildings with respondents stating that they should be knocked down to make way for new buildings which enhance rather than detract from the town centre (2 comments).</p> <p>In terms of implementation, one felt enforcement or CPO is required and another mentioned the need to work with all owners of heritage buildings to ensure they are all maintained and protected.</p> <p>Two commented that Christ Church should be included in the list of distinctive heritage buildings. Another felt that this action was too wide and needs to focus on a couple of individual assets that are in the key Churchgate and Market Place core areas.</p>	<p>There is merit to considering an alternative approach to heritage buildings in a poor state of repair - <b>reword action to ‘consider future potential of poor quality buildings such as the former Three Pigeons Public House on a case by case basis’</b></p> <p>Methods of implementation for challenging sites and premises are picked up in other actions including enforcement of Listed Building and Conservation Area status requirements, engagement with land/property owners and CPO - <b>no change to actions</b></p> <p><b>Add Christ Church to list of historic cherished buildings</b></p>
<p><b><u>Objective: Make more of our connectivity</u></b></p> <p><b>Action: Maximize opportunities presented by HS2 proposals to drive future growth and regeneration</b></p> <p>Two respondents disagreed with this action considering it to be too long a time coming, if at all, to benefit Macclesfield within this SRF.</p> <p><b>Action: Redevelopment of station gateway to enhance first perceptions of arrival and provide clear routes into the town centre</b></p> <p>One stakeholder commented that deck or multi-storey car parking would actually negatively impact upon both the view from the station up to the town centre and wayfinding.</p> <p><b>Action: Lobby public transport operators to expand scope of destinations and timetable for bus and rail users</b></p>	<p>Delivery of HS2 is beyond the control of the Council. However the opportunity it presents should be harnessed.</p> <p>As stated, any redevelopment of the Station Gateway will seek to enhance perceptions and routes into the town centre. As such, care will be taken to ensure any proposals, for parking or otherwise, will not detract from the current position. Alternative parking locations may be considered - <b>no change to action.</b></p>

Disagreement with Draft Strategic Actions	
Comments	Response and Change to SRF
<p>Whilst in agreement with this action, two commented that it requires funding commitment in order to implement, with one suggesting that this should come from the Council as part of a strategy to ensure good public transport links for all and an integrated time-table for rail and bus services.</p> <p><b>Action: Encourage greater pedestrian and cycle movement through enhanced routes</b></p> <p>3 comments in respect of this action included that this should not be at the expense of parking provision; that the action is too vague and should reference the need to increase funding to implement; and that cars should be removed from Churchill Way.</p>	<p>As commercially operated the greatest scope to lobby for improved public transport will come from the increased footfall and spend generated through the implementation of the other actions. Council subsidies do not often represent good value for money – <b>no change to SRF</b></p> <p>Churchill Way is a primary route through the town centre from which it will not be possible to remove traffic, however the SRF does propose ways in which car dominance can be reduced - <b>no change to actions</b></p>
<p><b><u>Objective: Harness our distinctiveness</u></b></p> <p><b>Action: Support independent retail and leisure businesses to set up and thrive</b></p> <p>Concerns remain regarding the over reliance on retail (3 comments) which some felt is no longer viable in light of changing trends as evidenced by empty shopping arcades and precincts. The suggestion is to do 'something new' or include a mix of uses including businesses.</p>	<p>Whilst retail trends have indeed changed, and the sector is likely to continue to face challenges, it remains an important contributor to our town centres. As such the action to support retail, alongside other uses as identified in other actions, remains valid – <b>refine action to “support a wide range of independent, distinctive businesses”</b></p>
<p><b><u>Objective: Raise aspirations and change perceptions</u></b></p> <p><b>Action: Continue to engage and work collaboratively with key local stakeholder groups to support delivery of actions</b></p> <p>One respondent felt that there is 'no collaborative working with any of the cultural and community stakeholders, and no forums where the mix is brought together to see who varied actors can support and build partnerships'.</p>	<p>This SRF consultation exercise has sought to engage local stakeholders and the aspiration identified within this action is to continue to do so - <b>no change to action</b></p> <p>The delivery plan will identify new opportunities for collaboration</p>

- 5.4 Following on the questions around the actions, respondents were asked ***“Which of the draft strategic actions do you think should be prioritised?” (Question 10).***
- 5.5 A total of 90 responses were received for this question, 13 (or 14%) of which were unable to prioritise any actions with 3 stating that it depends on which is easiest to implement, would have the most immediate impact or had funds available; and a further 3 stating that they are all equally important.

- 5.6 Many respondents chose to rank the objectives rather than the actions which sit below them. Of the 64 comments prioritising objectives, over a third (34% or 22 comments) prioritised 'enhance the town centre environment', followed by 'grow our town centre population' (15 comments), and 'cherish our historic buildings and reutilise underutilised assets' (11 comments). 'Raise aspirations and change perceptions' (1 comment) and 'harness our distinctiveness' (2 comments) were the least prioritised objectives. Interestingly, this represents a slight shift in the prioritisation of objectives established in Question 3, but given the more limited volume of responses and indirect interpretation of this question, it is not proposed to consider this to represent a change in the overall priority of the objectives.
- 5.7 Within the objectives, specific actions have been prioritised through the consultation process. Those that have attracted the greatest number of responses by far are in respect of 'supporting independent retail and leisure' (14 prioritised or 18%) and 'redevelopment of the Station Gateway' (13 prioritised or 17%). This indicates some alignment with the priority character areas being the more central retail focused areas of 'Chestergate and the Historic Heat' and the 'Station Gateway'.

Objective	Action	Responses to Prioritise
<b>Enhance the town centre environment</b>	Rationalisation of surface car parking which currently creates visual blight	7
	Support the 'greening' of the town centre through increased planting	3
	Ensure basics are delivered well - streets are clean and tidy	1
	Prioritise the physical enhancement of key gateways and corridors including the station and major car parks	1
<b>Grow town centre population</b>	Engaging with the private sector and social housing providers to deliver new high quality homes within the town centre through new build, infill development and refurbishment of underutilised and vacant buildings	3
	Following the recent announcement for a food hall in the former Picturedrome, grow the food and drink offer to support existing retail and create a café culture/evening economy that encourages increased spend and dwell time and appeals to the town's affluent catchment population	2
	Ensure town centre meets 'everyday' needs of a resident population including local services, health care and education provision	1
	Improve housing choice in terms of type and tenure to attract and sustain a more diverse community of occupiers attracted to town centre living - employees (particularly young professionals) from the highly skilled businesses in the local catchment (e.g. Alderley Park) first homes, singles, young families, downsizers, retired and older people etc.	1
<b>Grown and diversify our leisure and evening economy</b>	Explore scope to provide new leisure destination within the town centre but with flexibility to adapt to future changing trends	3
	An extended events strategy that builds upon existing success and the Town's distinctive and cultural assets	2
<b>Support economic growth aspirations</b>	Target SMEs in sectors of strength including science, finance, creative and digital and promote opportunities for collaboration	2
	Provide refurbished quality workspaces with appeal to smaller local occupiers across a mix of sectors within existing buildings recognising the viability challenges associated with new build	2

Objective	Action	Responses to Prioritise
	Work with existing major occupiers to understand their requirements and role they could play in supporting new investment	1
	Promote the excellent skills and labour market credentials of Macclesfield to inward investors	1
	Support establishment of creative and digital start up - potentially by supporting reuse of heritage buildings potentially on a temporary basis	1
<b>Harness our distinctiveness</b>	Support independent retail and leisure businesses to set up and thrive	14
	Build on and promote cultural, arts and heritage assets to encourage local tourism including the Silk Museum, Heritage Centre and the proposed Picturedrome	1
<b>Raise aspirations and change perceptions</b>	Continue to engage and work collaboratively with key local stakeholder groups to support delivery of actions	2
	Utilise key gateways to change perceptions for those who usually 'pass through' Macclesfield, for example through enhanced signage and physical environment at station and along key road corridors	1
<b>Cherish our historic buildings and repurpose underutilised assets</b>	Engage with land/property owners to encourage underutilised buildings and sites to be repurposed to attract new investment and occupiers into the town including residential, employment and cultural uses	2
	Protect and maintain distinctive heritage buildings including but not limited to Town Hall, Police Station and Buttermarket and poor quality buildings such as the former Three Pigeons Public House	1
<b>Make more of our connectivity</b>	Redevelopment of station gateway to enhance first perceptions of arrival and provide clear routes into the town centre	13
	Lobby public transport operators to expand scope of destinations and timetable for bus and rail users	6
	Encourage greater pedestrian and cycle movement through enhanced routes	5
	Consider a parking strategy which includes pay on exit and clear signage to guide visitors to the best place to park relative to their arrival point and purpose of visit	1
	Ensure good legibility into and around the town centre through improved signage and wayfinding both on foot and by road from the motorway	1
<b>Total:</b>		<b>78</b>

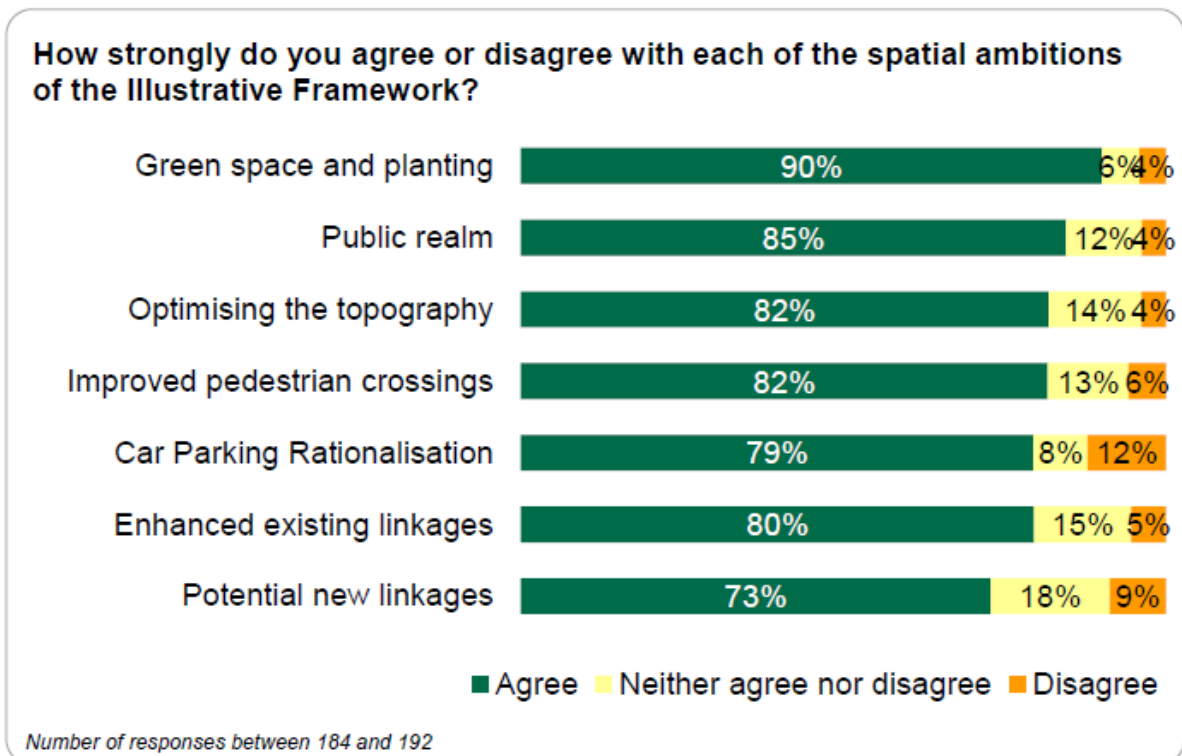


## 6.0 Draft Illustrative Framework

- 6.1 A draft Illustrative Framework is set out within the draft SRF which seeks to demonstrate how the proposed objectives and actions would manifest physically within the town centre. A summary of the 7 key spatial ambitions was also set out within the illustrative framework.

### Questionnaire Responses

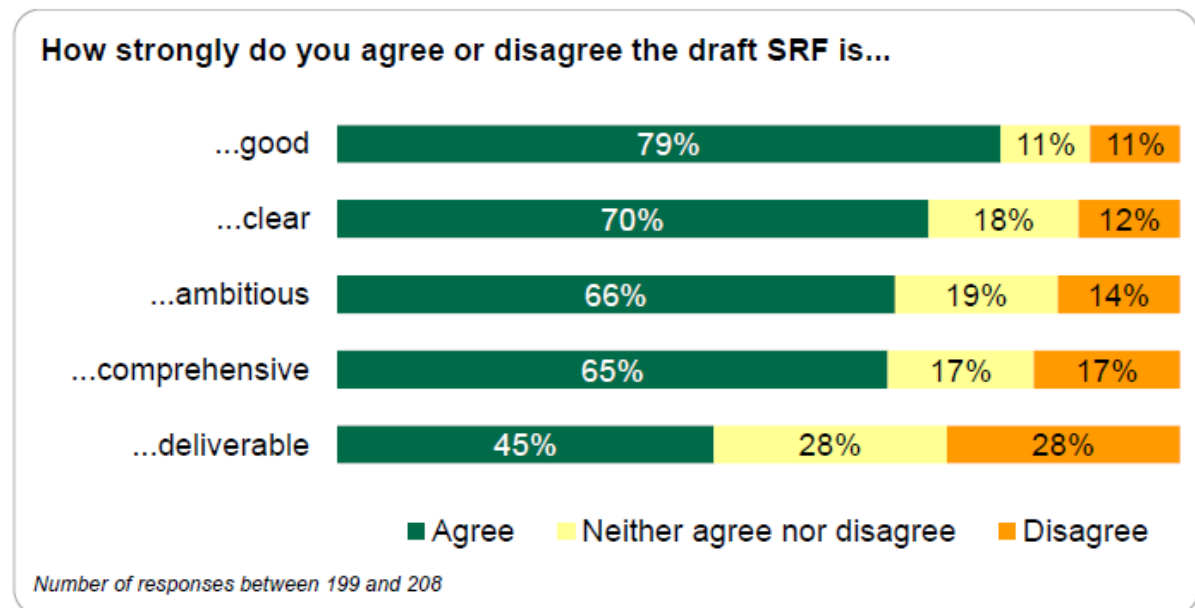
- 6.2 Respondents were asked ***“how strongly do you agree or disagree with each of the spatial ambitions of the Illustrative Framework?” (Question 11).***
- 6.3 The response was broadly supportive for all of the spatial ambitions of the Illustrative Framework with 73% to 90% of the 184-192 respondents being ‘strongly agreed’ or ‘tend to agree’ with each. Enhancements to ‘green space and planting’ was most strongly agreed (90%), followed by ‘public realm’ (85%) and ‘optimising the topography’ (82%), each of which only received 4% of responses in disagreement.
- 6.4 ‘Car parking rationalisation’ was largely supported (79% in agreement), but also received the largest proportion of those in disagreement (12%), although this is still a relatively small proportion.



## 7.0 Views on the Overall Draft SRF

### Questionnaire Responses

- 7.1 Respondents to the consultation were asked ***“generally speaking, how strongly do you agree or disagree with each of the following statements about the draft Strategic Regeneration Framework? The draft Strategic Regeneration Framework is good; clear; ambitious; comprehensive; and deliverable” (Question 12).***
- 7.2 Overall, the feedback on the draft SRF through the consultation questionnaire was positive with the large majority of respondents to this question (199-208 responses) agreeing that it was good (79%), clear (70%), ambitious (66%) and comprehensive (65%).
- 7.3 However, there was clear concern as to the deliverability of the SRF, with less than half (45%) agreeing that it was deliverable and 28% responding that it was not deliverable. This clear but understandable concern will be responded to within the delivery strategy of the SRF at the next stage of its preparation.



### Questionnaire Responses and Changes to SRF

- 7.4 The consultation questionnaire asked respondents ***“should any aspect of the proposed SRF be altered, and if so in what way?” (Question 13)***
- 7.5 96 responses were received to this question. However, just 40 comments (42%) responded to the questions with comments specifically related to the overall structure or content of the SRF. The remainder raised or reiterated individual points picked up elsewhere within the consultation e.g. need a cinema or improve cycling routes. Those comments that do relate to the SRF as a whole are considered below:

Alterations to the SRF	
Comments	Response and Change to SRF
16 comments were received stating that no alterations to the SRF are required with some expanding that 'it represents a well thought through, well informed analysis of the issues, with some intelligent, ambitious but realistic solutions' and that it is 'making the most of what we have given budgetary constraints'. However, another reported that there is 'no point in commenting, no one ever listens'.	<b>Positive response - no change to SRF</b>
<p>The greatest number of responses (10 comments) concerned deliverability and the need for the SRF to identify and provide more detail as to how and when its vision, objectives and actions will be delivered. The lack of delivery mechanism is currently considered 'a weakness in the document'.</p> <p>Whilst a number determined the intentions of the SRF to be good, some commented that without securing funding support, it will not be deliverable. The availability and commitment of funding needs to be considered within the objectives and their prioritisation for delivery.</p> <p>Another delivery constraint mentioned is the need for the SRF to better articulate the strategy for who and how stakeholders (owners, landlords, tenants, Council, Government and local groups) will be engaged and incentivised to action.</p>	<p>Whilst these concerns are valid, the Consultation Draft SRF makes clear that "once these emerging actions have been consulting upon, they will be worked up in more detail to set out who needs to drive specific actions forward, how and when (immediately or in the short, medium or long term)". This should address these comments.</p> <p><b>Update delivery strategy in revised SRF</b></p>
Some commented (4 responses) that the SRF is currently too 'vague' or 'wide ranging'. Suggestions included making 'clearer what is proposed and how will be delivered' and focusing on achieving aspirations 'solely on the core areas' first before considering and consulting upon wider strategy. Stronger links to the Vision are required to make the SRF 'more bold and specific' but also recognise the importance of existing assets which are not then referred to throughout the remainder of the document e.g. getting the basics right, heritage and supporting events.	<p>Ensure actions and delivery strategy all relate back to the Vision and are clearly informed by the priorities emerging from the consultation process. The delivery strategy will also start to identify the specifics of implementation, making the SRF less 'vague' and more focused</p> <p><b>Revised Delivery Strategy</b></p>
4 comments reported that the SRF process should be informed by greater consultation. Comments included the need for the document to be 'inclusive and community led' and 'less disingenuous'. It should help local people 'achieve new things for the good of their town' for example through 'imaginative leadership' and a 'stakeholder forum for collaboration, partnership and delivery' without which the 'best plans will flounder.'	<p>Extensive consultation has taken place in respect of the SRF (as demonstrated by this document) and the previous Draft 5 year vision and strategy which has also been taken into account.</p> <p><b>Ensure consultation and engagement is a clear action within Delivery Strategy</b></p>
A few questioned the spatial extent of the current SRF (3 comments), more specifically - 'the boundary to the East of Sunderland Street does not make sense... would make	The spatial focus of the Macclesfield Town Centre SRF was agreed at the onset of the

Alterations to the SRF	
Comments	Response and Change to SRF
sense for it follow the natural boundary of the river'; the SRF 'should include the Christ Church conservation area' given that no agreement has been reached to redraw the town centre boundaries'; and that the SRF should 'consider wider population of Macclesfield beyond the town centre'.	project and has been informed by existing legislative and planning boundaries. Additionally, the suggestion of expanding the boundary to the east contradicts the more numerous other views suggesting the geographical focus of the SRF should be narrower - <b>no change to SRF</b>
A small number of comments (3) suggested that work on the SRF should cease to avoid 'any more money being wasted' on another attempt at regeneration; to replace with a 'Neighbourhood Development Plan that is truly inclusive'; or to 'start again with Macclesfield in mind, not history but future'.	The SRF is a holistic framework to guide future development and support investment in the centre. Indeed, it has already been used to support a bid to the Future High Street Fund.
One comment was received requesting the SRF to simplify its use of language	The SRF is intended to be a public document that is easy to read and understand.  <b>In finalising the SRF consideration should be made to ensure terminology is as accessible as possible</b>

- 7.6 Respondents were also asked ***“what, if any, additions to the document should be considered?”*** (**Question 14**)
- 7.7 A total of 97 consultees responded to this question. The comments received to this question, more than any other, covered a wide range of topics and enabled the respondent to elaborate on their thoughts and ideas.
- 7.8 Throughout the consultation questionnaire, respondents fed back comments on what they would like to see in Macclesfield and other areas of consideration for the SRF. In some cases, these comments did not directly relate to the question being asked, and as such these have been combined here to provide a more comprehensive overview of additional comments received. This approach seeks to ensure that all comments are reviewed but not double counted and allows emerging 'themes' to be identified.
- 7.9 Together with the direct responses to question 14, these were 222 responses analysed here, often with multiple comments on varying themes. These have been reviewed and sorted into 'themes' with the number of comments in respect of each theme identified below, allowing the topics of greatest importance of those consulted to be identified.
- 7.10 Suggestions for town centre uses received a significant number of comments (31), which when combined with those received in respect of residential (22) and retail (22), makes a strong case for the future of Macclesfield Town Centre to be repositioned and diversified to create a mixed use destination that caters for a wide variety of needs. This is subject to ensuring that there is an appropriate car parking strategy for the town in place, which a recommendation of the SRF, with this emotive topic attracting a high number of comments (31).

- 7.11 Numerous comments were concerned about deliverability of the SRF (23). The consultation document made clear that a Delivery Plan will be put in place at the next stage to support implementation of the vision, objectives and actions set out within the SRF. Linked to deliverability, 12 comments concerned consultation, with most seeking more engagement and openness, but some illustrating 'consultation fatigue' and a desire for more 'action'.
- 7.12 Improving walking and cycling and the creation of green spaces (both 21 comments) were of equal interest to consultees, closely followed by ensuring a safe, clean and tidy environment (19). These comments all seek to create a town centre that is welcoming, people focused and encourages increased dwell time.

Theme	No. of Responses
<b>Town Centre Uses</b> – cinema, cafes, restaurants, sports, theatre, town hall, retail, youth, events, markets, community groups and space	31
<b>Improve Car Parking</b> – cost, location, volume, type, quality, disabled, charging points	31
<b>Delivery</b> – ability, speed, actions, funding, delivery strategy, BID, Neighbourhood Plan, planning, resources, partnership	23
<b>Residential</b> – for and against, brownfield sites, conversion, above retail, affordable housing, social housing, older people, supporting amenities	22
<b>Retail</b> – fill voids, quality, multiples Vs independents, experience, rents and rates, hours, market challenges, indoor and outdoor markets	22
<b>Walking and cycling</b> – access, routes, signage, bike storage, crossing points, pedestrianisation, bikes on buses	21
<b>Green</b> – green spaces, new and existing, outdoor seating, planting and trees, landscape plan, covered areas, SUDS, air quality, biodiversity, public art	21
<b>Safe, clean and tidy</b> – general appearance, litter, dog fouling, wardens, lighting, security and CCTV, homelessness	19
<b>Consultation</b> – too much Vs too little, young people, communication, openness, experience from elsewhere, community led, forum	12
<b>Business</b> – encourage investment, local businesses, start ups, employment, incentives, modern workspace, offices, rents and rates	10
<b>Peak District</b> – branding, Cheshire Peak Town, Gateway to the Peaks, utilising views, promotion	9
<b>Heritage Buildings</b> – Restore Vs demolish, heritage signs, limit time vacant	7
<b>Public Transport</b> – bus times, destinations, links to villages, park & ride	6
<b>Highways</b> – traffic, safety, to support development, created by development, connectivity, links to communities	6
<b>Promotion</b> – raise image and profile, destinations, tourism, signage, SRF launch	6
<b>Culture</b> – performing arts, local history, heritage, events	5
<b>Sustainability</b> – environmental focus, all aspects, carbon footprint	3
<b>Evening Economy</b> – not nigh time/drinking, extend opening hours	2

- 7.13 Finally, respondents were given the opportunity to identify if ***“any of the proposals in the document would adversely affect you directly, if so please explain in what way?” (Question 15).***
- 7.14 66 people responded to this question, however a large proportion of these were to state “no impact” (29 responses or 44%). An additional 2 were unsure at this stage owing to the SRF being ‘too vague’.
- 7.15 6 respondents stated that the SRF would impact upon almost all town centre users in some way, be that positively or negatively. Others noted positive impacts including spending more time in the town; easier commute; and supporting local businesses more.
- 7.16 However, very few of the comments received related to direct adverse impacts of implementing the SRF. The only ones that did related to movement and parking:
- **Disabled parking and access** - blue badge parking is currently inadequate and removal of car parks will further restrict my access to the town centre (4 responses)
  - **Parking** - lack of accessible, reasonably priced parking will continue to discourage me to visit (4 responses)
  - **Congestion** - new housing and other development will make town centre congestion worse for me (3 responses)
- 7.17 Given the scale of responses to the consultation, very few state that the proposals within the SRF would adversely affect them. Those that do, include concerns that cannot be directly evidenced to the SRF which ultimately seeks to ensure that Macclesfield town centre works better for everyone in the future. As such, no changes to the SRF are proposed in response to this question.



## 8.0 Additional Responses

- 8.1 In addition to the consultation questionnaire responses, a further 26 formal written responses to the Macclesfield Town Centre Draft SRF were received within the consultation timeframe. However, some were multiple submissions, reducing the number of unique representations to 20.
- 8.2 Given that these responses do not all 'fit' with the requested consultation questionnaire response making direct comparison challenging, and also to avoid any double counting from those that also completed the questionnaire, these responses have been considered separately.
- 8.3 These additional responses were predominantly from established organisations and groups representing a number of stakeholders (14 responses). The majority welcomed the opportunity to comment on the draft SRF and were supportive of the emerging framework.
- 8.4 Many of the comments received have already been picked up within Sections 1-7 above, but the additional responses and any resulting in changes to the SRF can be summarised as follows:

Theme	Responses	Response and Change to SRF
<b>Vision and Objectives</b>	Almost all additional responses were supportive of the draft vision and objectives established within the draft SRF with comments including "clear vision and bold and ambitious objectives"; "welcomed and... commended"; and "founded on a thorough understanding of the history and character of the town, whilst aiming to capitalise on its merits". However, one was "disappointed" and another unsure what 'quirky' means.	Broadly positive response to the draft vision – no change to the SRF vision but definition of quirky added as footnote
<b>Character Areas</b>	<p>Comments in respect of the identified character areas included:</p> <p><b>Jordangate</b> – need to recognise the presence of valued and valuable housing of various types on Cumberland Street which should be retained. A hotel would form a better use of the views in the eastern area than residential.</p> <p><b>Retail Core</b> – this area should be the priority and a town centre first approach is required (including no mention of Barracks Mill impacts). The conversion of retail voids should be encouraged and investment made in the indoor market and Grosvenor Centre car park. Events should be placed on an equal footing to retail in this area</p> <p><b>Chestergate</b> – need to invest in the public realm and consider this area in respect of any retail related actions.</p> <p><b>Sunderland Street</b> – the only character area to explicitly mention residential</p> <p><b>Station Gateway</b> – leisure, food or drink uses</p>	<p>Importance of existing residential within the Jordangate area added to SRF.</p> <p>Text expanded to reference town centre first approach to new retail uses in retail core and suggested investment in indoor market and Grosvenor Centre Car Park.</p> <p>Reference to public realm improvements in Chestergate area added to SRF.</p> <p>Other Character Areas now reference residential.</p> <p>Focus for Station Gateway</p>

Theme	Responses	Response and Change to SRF
	in this location would detract from the retail core. Residential and employment considered more appropriate.	realigned within the SRF to residential and employment development.
<b>Enhance the town centre environment</b>	<p>6 commented on this objective with a focus on new and enhanced green spaces including more planting, trees, biodiversity plus water fountains and public toilets to support, but being aware of the maintenance of such spaces required. Park Green, Waters Green and Castle Street were identified as areas of focus for improvement. Some of these 'pocket parks' are not identified in the SRF but create important green links.</p> <p>The suggestion of a Business Improvement District (BID) was also made.</p>	<p>Creation of new and enhanced green spaces are considered throughout the SRF but objective expanded upon and Delivery Strategy will set out how this will be targeted. Reference to green links now made within Illustrative Framework.</p> <p>Investigate support for creating a BID added to Strategic Actions and Delivery Plan.</p>
<b>Grow town centre population</b>	<p>Most welcomed this objective (13 comments) and the benefits provided to town centre footfall, supporting staff retention, reuse of brownfield and underutilised assets, and satisfying housing need. The new offer should support diverse communities including first time buyers, young families and older people by providing a mix of tenures including affordable housing. However, thought should be given to impact on traffic, conflicting uses with retail and evening economy and ensuring high quality and sustainable design. The exclusion of the Christ Church area and other large allocations to SMDA as an important contributors to residential growth was also noted.</p>	<p>Caution of residential impacts on existing businesses added to relevant Character Areas and Strategic Actions.</p> <p>Reference to other housing allocations made.</p>
<b>Grow and diversify our leisure and evening economy</b>	<p>Numerous comments (17) suggested ways in which the leisure and evening economy could be diversified including a good sized event space and full programme of events including activity based experiences that are of high quality and distinctive to Macclesfield, although reference to 'event space' within the SRF was considered vague by one. A few (3) were keen to open up the Town Hall as a heritage, cultural and emotional asset. New leisure, sporting, cinema and food and beverage uses were also proposed, particularly where they can be closely linked to the retail core and utilise views. Developing the evening economy raised concerns by one in respect of resourcing the increased demands for CCTV, street cleaning etc. and units being 'shuttered' during the day creating 'dead spots'.</p>	<p>Importance of linking new uses with retail core; exploring options for opening up the Town Hall to community; and creation of events information pack added to Strategic Actions.</p>
<b>Support</b>	<p>5 comments received supporting this aspiration, particularly the nurturing of SMEs and creative</p>	<p>Importance of promoting a mix of workspace types of</p>

Theme	Responses	Response and Change to SRF
<b>economic growth aspirations</b>	and digital businesses. This could be supported through business support and the provision of appropriate workspaces with suggestions including innovation incubator, business centre in library and high quality repurposing of underutilised assets. In turn, increased skill levels will act as an incentive to inward investment and further business growth.	high quality expanded upon within SRF.
<b>Harness our distinctiveness</b>	2 comments were received in support of this aspiration with suggestions including maximising Macclesfield's position as the 'gateway to the Peaks' and the western end of the Silk Road. Investment in the Silk Museum and Christ Church were also mentioned.	Promote Macclesfield's positioning at the 'Gateway to the Peaks' and the western end of The Silk Road added as a Strategic Action.
<b>Cherish our historic buildings and repurpose underutilised assets</b>	12 comments received. The focus included intervention in problem sites and buildings including the Three Pigeons and Kings Head sites through enforcement or CPO for example. Redevelopment of Craven House was considered preferable to conversion by a couple. Other sites suggested for redevelopment included Sutton Castings Car Park and the former Halle Models site. Retention of Butter Market given its links to Market Place events was also raised. Other points included suggestion of a 'town trail' highlighting buildings of interest; encouraging schools to use educational visits of heritage/cultural sites and recognising the cost of sustaining heritage faith assets which also act as community spaces.	Enforcement and CPO already referenced in Strategic Actions – no change to SRF.
<b>Make more of our connectivity</b>	23 comments responded to the theme of movement and connectivity: <b>Parking</b> – a strategy is required to identify the quantum, quality and location needed to inform development, but preference to retain in central locations including Exchange Street. Duke Street and Grosvenor multi-storey were considered to have redevelopment potential but Churchill Way divided opinion. Consideration should also be given to retaining views (if decked); disabled spaces; shoppers with trolleys; resurfacing and remarking, and 'sprucing up'. In contrast to the questionnaire, only one response sought cheaper car parking. <b>Public Transport</b> – bus and rail stations on periphery of town with large gradients, further the SRF does not mention the bus station. There is a need to invest in the bus network particularly links to surrounding villages and in the evening. Reference to HS2 needs elaboration given uncertainties.	Expanded upon content of Parking Strategy within Strategic Actions. The Delivery Plan will provide more detail. SRF amended to retain and enhance Exchange Street Car Park.  The importance of local bus and rail connectivity will be covered in Delivery Strategy. Bus station now referenced within Transport and Movement section of SRF.

Theme	Responses	Response and Change to SRF
	<p><b>Traffic flow</b> – into and around Macclesfield is extremely poor at peak times. Congestion and routes need to be considered before significant investment in new development is implemented. New link road to south and west could provide a solution. The current objectives and actions do not address traffic congestion or parking capacity.</p> <p><b>Walking and cycling</b> – Silk Road and Churchill Way act as barriers to the town centre, particularly the residential areas to the west. Safe crossings, priority of movement, resurfacing and cycle routes will help to make walking and cycling the natural choice. Route from the station and River Bollin needs improving. The TRO should be reviewed to enhance the pedestrian environment. One suggested “improved connectivity to surrounding villages” should be an identified outcome of the SRF.</p>	<p>The need for a comprehensive movement strategy identified.</p> <p>An action within the Delivery Strategy will be a review of the Town Centre TRO.</p> <p>Prioritisation of pedestrian and cycle movement already raised within SRF including enhanced crossing points – no change to SRF.</p> <p>Improved connectivity to surrounding villages will be covered in proposed Movement Strategy.</p>
<b>Other Objectives</b>	<p><b>Sustainability</b> – 5 respondents considered there to be greater consideration of sustainability required within the SRF including energy efficiency, low carbon, air quality, low carbon, public transport, local energy schemes, and smart technologies such as EV points.</p> <p><b>Retail</b> – one suggested the need for a retail focused objective such as “supporting and enhancing the retail offering – to support existing retailers and encourage new retail proposals within MTC while resisting edge and out of centre retail schemes”</p>	<p>Sustainability added to the overarching vision and the wording of the objectives.</p> <p>New strategic action to ensure proposals future-proofed for emerging connectivity trends.</p> <p>‘Enhance the retail offer’ added as a new objective within the SRF.</p>
<b>Illustrative Framework</b>	2 comments related directly to the Illustrative Framework and noted the need to action the physical enhancements identified, particularly some early action sites that could give confidence.	The Delivery Plan will guide the implementation of the Illustrative Framework.
<b>Consultation</b>	7 raised the desire for greater or more comprehensive consultation both through the SRF and in respect of the town centre generally. A couple felt that the existing stakeholder workshop groups were not open or inclusive and felt greater community, business, voluntary and faith sector engagement is required to implement the SRF. A collaborative forum could be an appropriate approach.	<p>The SRF consultation undertaken has met formal statutory requirements and been held at a stage allowing genuine change and influence as a result of comments received. This can be evidenced through this Report of Consultation.</p> <p>The SRF is a strategic level document and there will be opportunities for wider engagement with a range of</p>

Theme	Responses	Response and Change to SRF
		stakeholders as specific projects and initiatives are progressed.
<b>Delivery and Funding</b>	<p>Whilst there was broad support for the draft SRF, 15 raised comments with regard to delivery and funding. Specifically, asking what tactical measures can be devised to action the SRF within a reasonable timescale. There is a clear need to ensure adequate funding to deliver the SRF. It is not clear what the Council's commitment is in terms of capital investment and resources but considered to be a lack of parity with Crewe. Opportunities include HSF and use of CIC to bid for funds the Council cannot. The need for a dedicated town centre resource/nominated officer to deal with minor town centre planning applications, act as town centre manager and promote Macclesfield was also raised.</p>	<p>The Delivery Plan will pick up on funding and implementation including the identification of a 'go-to person' for developers and investors.</p>

## Appendix A - Statement of Consultation



## Appendix B - Questionnaire

## Appendix C - Respondent Profile

The below tables show number of responses to the consultation questionnaire, by gender and age of respondent.

What is your gender identity?	Count	Percentage
Male	113	47%
Female	92	39%
Prefer not to say	7	3%
Not answered	26	11%
Total	238	100%

What age group do you belong to?	Count	Percentage
16-24	2	1%
25-34	11	5%
35-44	28	12%
45-54	41	17%
55-64	46	19%
65-74	58	24%
75-84	16	7%
85 and over	1	0%
Prefer not to say	8	3%
Not answered	27	11%
Total	238	100%



# Macclesfield Town Centre

## Strategic Regeneration Framework

### ~~Consultation~~ Final Draft

Prepared for:



~~January-June~~ 2019



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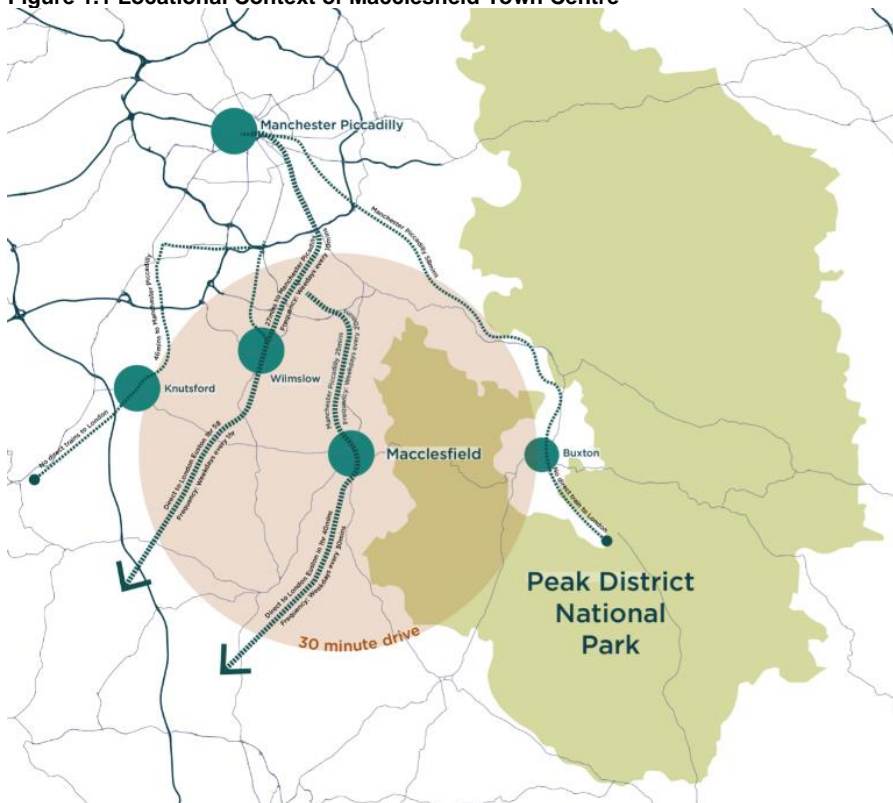
In light of the recent Referendum concerning the UK's membership of the EU, we are now in a period of uncertainty in relation to many factors that impact the property investment and letting markets. At this time organisations involved in the industry are reflecting on the potential implications of the UK leaving the EU. Since the Referendum date it has not been possible to gauge the effect of the impact on rental and capital values, along with other elements affecting property appraisal. Cushman & Wakefield continues to closely monitor market developments and trends in order that we can provide clients with the most up to date advice. The views contained in this document are provided in the context of this market uncertainty and as such our estimates and opinions are susceptible to change. Development appraisal results are particularly sensitive to changes in key variables such as cost and values. Accordingly we advise that clients have regard to this risk and may need to commission further advice before acting on the opinions expressed

## 1.0 Introduction

### Introducing Macclesfield Town Centre

- 1.1 Macclesfield town centre is a principal retail, commercial and administrative centre of the Cheshire East Borough. The market town has a large rural population of over 50,000, is the second largest town-centre in Cheshire East and is surrounded by attractive rolling countryside. Macclesfield has strong links to the other nearby key towns and cities of Congleton (9 miles), Crewe (17 miles), Stockport (18 miles) and Manchester (21 miles), with Manchester Airport within 10 miles of the town centre. Macclesfield also has good connections to Sheffield, Derby and Nottingham across the Pennines via major A road routes (A537/A6/A623).
- 1.2 The town is located on the edge of the Peak District and nestles in the foothills of the southern Pennines on the eastern fringe of the Cheshire Plain. The historic heart of Macclesfield enjoys an elevated aspect with stunning views eastwards towards the Peak District National Park. Owing to the town's location, as well as falling within the Cheshire market, Macclesfield can also draw upon the South Manchester, Staffordshire and Peak District market catchments.
- 1.3 Despite its rural hinterland, Macclesfield benefits from direct rail linkages to key employment destinations including Manchester (22 mins), Birmingham (1h 5min) and London (1h 45 min), plus future potential for HS2 linkages; a rich heritage displayed by its built assets and links to the silk industry; distinctive retail offer owing to its independent retailers and vibrant festivals and events including the Barnaby Festival and monthly Treacle Market; and an affluent surrounding population.

**Figure 1.1 Locational Context of Macclesfield Town Centre**



- 1.4 Notwithstanding these strategic advantages, Macclesfield is facing some challenges due to the fundamental changes which have affected the role of town centres over the last decade owing to shifting socio-demographic and market trends including the growth of car based/out of town and online retailing, the rise of the discounters and increased leisure spend, and a resurgence of town centre living. As a result, Macclesfield is currently considered to be 'punching below its weight' as a town centre destination, particularly given its affluent surrounding catchment. The latest Town Centre Health Check (2016) identified a relatively weak leisure offer, rising retail voids and declining day visitors.

### Purpose of the Macclesfield Town Centre Strategic Regeneration Framework (SRF)

- 1.5 In the face of the well documented market forces threatening the vitality and viability of town centres across the UK, Cheshire East Council is committed to securing the future regeneration and sustainable success of Macclesfield Town Centre.
- 1.6 Towards this aim, Cushman & Wakefield, supported by Optimised Environments (OPEN) in respect of urban design and WSP for transport and infrastructure, has been commissioned by Cheshire East Council to prepare a Strategic Regeneration Framework (SRF) to guide and co-ordinate the future regeneration of Macclesfield Town Centre.
- 1.7 The SRF ~~will~~sets out a clear vision, principles and key objectives for the future regeneration of the town centre, provides a credible platform for engaging with local communities and stakeholders and, in articulating the Council's long-term commitment to Macclesfield, provides the development sector with the confidence and certainty needed to bring forward investment, jobs and economic growth.
- 1.8 The SRF ~~will~~provides a holistic strategy and framework for the whole of Macclesfield Town Centre, bringing together the market, spatial and movement opportunities and constraints within the context of the planning framework rather than concentrating on individual sites as previous documents and proposals have done. This integrated town-wide approach should ensure greater prospects of delivery and success.

More specifically, the SRF ~~will~~:

- Sets out a fresh Vision for the town centre, focused on its key role in driving and underpinning 'Future Macclesfield' while not losing sight of the area's important heritage, sense of place and aspects of its individual character held in high regard by local stakeholders;
- Identifies high level objectives for the town centre;
- Identifies major opportunities for regenerating the town centre and provides a spatial vision which illustrates the opportunities for development and establishes the parameters and principles of good design;
- Articulates how development can capitalise on Macclesfield's unique character and locational advantages and support more sustainable communities;
- Considers the need for improved infrastructure as a means of facilitating regeneration, with a focus on achieving the right balance between streets where people can move about easily and safely, with spaces for events and activities, while maintaining good access for vehicles;
- Reflects the views of stakeholders;
- Provides a framework for delivery and an assessment of development options taking into



account site constraints, requirements for delivery, land ownerships, and market demand, and having regard to the desire to unlock potential associated with a proposed potential HS2 link;

- Determines s a viable, deliverable strategy, underpinned by sound market advice and consistent with the policy context such that it may be used as a material consideration in determining planning applications; and
- Advises s on the best route to implementation, initial priorities and next steps to bring forward realisation of the vision set out.

### Geographical Extent of Study

- 1.9 The SRF will focuses on Macclesfield Town Centre as defined within the adopted Cheshire East Local Plan and emerging Draft Site Allocation and Development Policies Document (SADPD) as illustrated in Figure 1.2 below. It is essential however that the principles of the Framework are not limited by defined boundaries, and as such consideration as to how the town centre interacts with the surrounding hinterland and wider spatial context is given.

**Figure 1.2 Provisional Macclesfield Town Centre Boundaries in Draft Site Allocations and Development Policies Document 2018**



Source: Cheshire East Council

## Structure of the Report

1.10 The remainder of this Report is structured as follows:

- Understanding Macclesfield Town Centre (Section 2)
- Analysis of constraints and opportunities (Section 3)
- ~~Draft~~ Vision and objectives (Section 4)
- ~~Draft~~ Spatial Framework (Section 5)
- ~~Draft~~ Strategic Actions (Section 6)
- ~~Next steps~~ Delivering the SRF (Section 7)

## 2.0 Understanding Macclesfield Town Centre

- 2.1 An understanding of the strategic and economic context is important as it provides a clear indication of the key economic opportunities and strategic priorities at the regional, sub-regional and local level and will inform the emerging Vision and positioning in terms of the future role of Macclesfield Town Centre. However, this context must also be set within the realities of the market if the aspirations to regenerate Macclesfield Town Centre are to be deliverable.
- 2.2 This section brings together the document review, property market analysis, spatial and transport analysis to showcase Macclesfield's core assets whilst highlighting the constraints that it must overcome if the Town Centre is to thrive. It covers the following elements:
- Clear strategic priorities
  - Engaged and passionate stakeholders
  - A growing catchment population
  - An attractive labour market and strong business base
  - An affluent catchment
  - Tipping the balance in favour of market dynamics
  - Harnessing the potential of town centre living
  - Current and pipeline investment
  - Spatial analysis
  - Transport and movement
- 2.3 Key messages from the baseline review are summarised here alongside a summary of engagement and testing of the emerging messages with various stakeholder groups which has informed our understanding.

### Clear Strategic Priorities

- 2.4 Ensuring strategic fit will be an important consideration when appraising the emerging development opportunities within the town and is critical to ensuring that the ~~final~~ SRF may be used as a material consideration in determining planning applications.
- 2.5 In planning terms, the adopted Cheshire East Local Plan (2010-2030) provides a clear strategy for the future of 'Central Macclesfield' (Policy LPS12). It reflects a town that is already successful but has yet to fully reach its potential. The Plan's overriding objective for Macclesfield is to create a *"quality of life and urban environment which is attractive to all."*
- 2.6 This aspiration for a vibrant and viable town centre will be achieved through maximising opportunities for regeneration; efficient use of brownfield land and underutilised buildings; and an increase in both the density and mix of central development including housing, retail, leisure, commercial and evening uses. Macclesfield has ambitions for growth that respects the past but reacts to the future, maximising on opportunities such as the role of HS2 in driving demand for more diverse development.
- 2.7 The Cheshire & Warrington Strategic Economic Plan (SEP) also recognises the important service and functional role that Macclesfield plays as a mid-sized market town within the sub-region.

- 2.8 In addition to the strong and supportive strategic planning context, Macclesfield has been the focus of numerous visioning, planning and design studies over recent years. These documents have been reviewed and interpreted, with the key messages incorporated into the ~~emerging~~ vision and objectives for the SRF.
- 2.9 The ~~emerging~~ SRF must integrate the strategic ambitions and objectives of the planning policy context with the messages emerging from the previous studies undertaken to date to prepare a unifying and holistic vision and action plan for Macclesfield Town Centre which is overarching rather than site specific and is built upon a pragmatic realism to ensure deliverability. It must be evidenced based and ensure flexibility to respond to market changes and emerging opportunities; but be set within strong development parameters. It will provide a cohesive long term framework for regeneration which can be used to inform decisions about the development and management of the town centre.

### Engaged and Passionate Stakeholders

- 2.10 Cheshire East Council has evidenced its commitment to the future regeneration of Macclesfield Town Centre through its strategic planning policies, work undertaken to date and commissioning of this SRF. It is a commitment that is shared with numerous other public and private sector stakeholder groups including Macclesfield Town Council; Macclesfield Chamber of Commerce; Macclesfield Civic Society; Make it Macclesfield Community Interest Company (CIC); Enterprising Macclesfield CIC; Macclesfield Culture, Heritage and Arts Forum (MCHAF); Peaks and Plains Housing Trust; Macclesfield College; and Silk Heritage Trust to name but a few.
- 2.11 The scale and detail of consultation responses to the previous visioning and strategy work, and that of the formal public consultation in respect of the draft SRF; together with the range, profile and constructive contribution of the stakeholders engaged via the SRF process to date through the Macclesfield Town Centre Liaison Group further demonstrates the passion and commitment of local people and businesses.
- 2.12 Engaged and passionate stakeholders are a real asset to Macclesfield, and whilst they may not always agree, the ability of the public and private sectors to work collaboratively together towards the shared objective of regenerating the town centre and realising Macclesfield's economic and physical growth potential will be instrumental to its success. The Vision, objectives and actions that will have emerged from this SRF ~~will behave been~~ informed and revised through-by ongoing engagement and discussions with key stakeholders ~~at every stage of the process and through a public consultation exercise~~ to create a sense of ownership and buy-in to its delivery and ensure that Macclesfield's social capital is utilised to its best potential,

### A Growing Catchment Population

- 2.13 The demographic and socio-economic profile of the town centre and its catchment population provides an important indicator as to the future potential, target market and role of the town centre. It informs likely drivers of demand for various uses including residential, employment, retail and leisure.
- 2.14 Macclesfield Town Centre currently has a resident population of c.9,300 people representing just 2.5% of Cheshire East's total figure (379,000 people)<sup>1</sup>. However, the Central Ward's rate of population growth (3% since 2011) has exceeded that of the wider Borough (2.4%). Cheshire East's Local Plan also anticipates further population growth of 15.7% over the plan period to 2030. These figures would suggest both rising demand for housing generally and potential for an increased

<sup>1</sup> ONS 2017 Mid-Year Population Estimates - Macclesfield Central Ward

residential population within Macclesfield Town Centre.

- 2.15 Thinking about how the resident population impacts upon the demand for housing, employment and retail, Cheshire East has an under-representation of working age residents but an over-representation of those of retirement age<sup>2</sup>. Aligned with well documented national trends, Cheshire East's population growth is projected to rise much faster within the over 65 population (up 65% 2010-2030). This is likely to suggest future demand for specialist or older person housing.
- 2.16 However, within Macclesfield Town centre itself, the converse is true with the working age population forming a relatively large share of the population and those aged 65 and over a lower proportion<sup>3</sup>. This suggests greater potential for Macclesfield to provide housing for families and young professionals, which in turn could support job creation, footfall and spend to underpin an enhanced town centre retail, leisure and employment offering.
- 2.17 Within the wider Macclesfield area, ~~a significant~~ new housebuilding is planned including a 53 hectare urban extension known as the South Macclesfield Development Area (SMDA) ~~is proposed~~. The site is allocated within the Local Plan and gained outline planning consent in August 2017 for up to 950 new homes, green open space and supporting social infrastructure including local retail, primary school, employment space and a £19.5 million new link road. The scale of new development just 2 miles south of in relatively close proximity to the town centre has potential to increase the resident population and consequently catchment of Macclesfield.

### An Attractive Labour Market and Strong Business Base

- 2.18 Macclesfield town centre and the wider Cheshire East borough benefits from an attractive and engaged labour market with above average proportions of the working age population being economically active<sup>4</sup> and relatively low rates of unemployment<sup>5</sup>.
- 2.19 The true strength however, is the high value skills and occupations within which the local labour market is employed. Within the Macclesfield Central Ward which covers the SRF study area, the majority are in professional occupations (21%) with many working in science, research, engineering and technology professions (8%). Across Cheshire East 20% of the economically active population are in professional roles, above the national proportion of 17%.
- 2.20 The existing business base reflects the strengths of the local labour market, with Location Quotient (LQ) analysis demonstrating Cheshire East's specialism in high growth high value sectors including professional, scientific and technical activities (LQ 1.45); manufacturing (LQ 1.32); and financial and insurance activities (LQ 1.21)<sup>6</sup>. A LQ score of '1' represents the national average, so an LQ of 1.5 indicates that 50% more people are employed within a specific sector and place than at the national level, and a score of 0.5 would indicate half of that nationally.
- 2.21 The Borough is home to a plethora of international science and technology based businesses including AstraZeneca occupying the largest pharmaceutical manufacturing site in the UK (101 acres) and employing in the region of 2,000 people at Hurdfield under 2km (1.2 miles) north of Macclesfield Town Centre. Slightly further afield, Alderley Park is a UK Centre of Excellence in life sciences R&D and is witnessing significant investment as it is transformed into a multi-let site; Sanofi in Holmes Chapel employs 900 people in one of Europe's largest aerosol drug manufacturers; Waters in Wilmslow is a world leader in mass spectrometry; and Siemens in

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<sup>2</sup> ONS 2017 Mid-Year Population Estimates - Working age (16-64 years) 60% Cheshire East; 63% UK; Retirement (65+ years) 22.5% Cheshire East; 18% UK.

<sup>3</sup> Cheshire East Economic Profile (2018)

<sup>4</sup> ONS Census 2011 - 84% Macclesfield Central Ward; 79% Cheshire East; 77% England and Wales

<sup>5</sup> ONS Census 2011 - 5.2% Macclesfield Central Ward; 5.4% Cheshire East; 7.6% England and Wales

<sup>6</sup> ONS 2011 Business Sector LQ Workplace Analysis



Congleton specialising in electronic components. The existence of these major international companies is testament to the locational advantages of the area. However, it is important to avoid over-reliance on a small number of employers if the strength of the local economy is to remain resilient.

2-242.22 The town also has strong connections, historically and current, to the creative sector. This is a growth sector which can be harnessed by ensuring that there is an appropriate supply of interesting buildings to meet their occupation requirements such as incubator/co-working space.

2-222.23 From a business investment perspective, the prospects for Macclesfield are therefore strong in terms of both the established high value business base and the ability to draw from a skilled labour market. Further, commercial office occupiers are increasingly drawn to vibrant town centre locations that offer amenities and good accessibility to staff. Macclesfield Town Centre is likely to be of greatest appeal to smaller office occupiers with local connections to the area. However, existing rental levels in Macclesfield are likely to be insufficient (£8-£12 psf) to support financially viable new build office development. As such, the focus should be on refurbishing existing unused and underutilised built spaces to provide a higher quality offer to attract employment. This should be considered alongside a new town centre residential offer in recognition that if Cheshire East is to achieve its economic growth aspirations, housing growth will also be required.

### An Affluent Catchment

2-232.24 The relatively high proportions of skilled professional level employees in the local area is reflected in the above average earning power of local people. The most recent ONS Annual Survey of Hours and Earnings (2018) identifies median incomes in the Macclesfield parliamentary constituency to be £30,069 per annum, which is slightly above average earnings in Cheshire East (£29,916 per annum) and nationally (£29,706) and higher than the North West average of £27,492.

2-242.25 CACI Acorn classifications which provide precise information and an in-depth understanding of different consumer types by analysing significant social factors and consumer behaviour shows that Macclesfield's catchment area is dominated by 'Lavish Lifestyles', 'Executive Wealth' and 'Mature Money' consumer groups which indicates an affluent catchment. The majority of households in central Macclesfield are identified as lower level consumer groups such as 'Career Climbers', 'Starting Out' and 'Young Hardship'. Key characteristics of these lower level groups are younger residents as well as smaller household types and rented tenures which can be typical of central locations in urban areas.

2-252.26 The affluence of a catchment population is considered to be more closely correlated to the resilience of the high street than its catchment size<sup>7</sup>. As such, the prospects for Macclesfield Town Centre's future regeneration are positive, provided that the offer and functionality of the town is aligned with the demands and aspirations of the catchment in order to capture their footfall and spend.

### Tipping the Balance in Favour of Market Dynamics

2-262.27 The role of town centres has fundamentally changed over the last decade owing to shifting socio-demographic and market trends including the growth of car based/out of town and online retailing, the rise of the discounters and increased leisure spend. As a result, the

<sup>7</sup> Knight Frank 'Retail News' Issue 4

success of town centre locations has become increasingly polarised between larger destinations with a critical mass of activity and the strategic accessibility capable of attracting and retaining retail, leisure, residential and office investment; and smaller secondary town centres lacking the profile, accessibility and local catchment capacity to drive footfall, dwell time and spend.

2.272.28 As the second largest town centre in Cheshire East, Macclesfield is at the cusp of this market polarisation trend. The town centre is of a scale and critical mass that is too small to compete successfully with the major regional destinations such as Manchester, Chester, Trafford Centre and Cheshire Oaks, and nor should it try. It does however benefit from many of the strategic competitive advantages required to be a successful and sustainable sub-regional town centre of the future which appeals to a broad market mix of uses including strategic accessibility, a rich and attractive built heritage, distinctive retail and event offer and an affluent surrounding population.

2.282.29 Despite these advantages, market analysis indicates that Macclesfield is currently 'punching below its weight' as a town centre destination, particularly in respect of retail and leisure provision given its affluent catchment. The latest Town Centre Health Check identified a relatively weak leisure offer, rising retail voids and declining day visitors.

2.292.30 The town's anchor national multiple retailers including Boots, Marks & Spencer and a new TK Maxx are important to drive footfall but are trading from relatively small units compared to their usual requirements and other branches across the region. It is critical that the town performs to retain their presence but does not dilute the retail offer further with the introduction of additional comparison floorspace which is already considered to be in oversupply in terms of total floorspace and future spend projections<sup>8</sup> and is evidenced by above average retail voids (15% compared to 9% nationally at last count)<sup>9</sup>. The town centre convenience offer will also be well served once the new Lidl at Parsonage Street is completed and adds to the current anchor provision from Tesco Express, Food Hall within M&S Store and Aldi.

2.302.31 Whilst there is no desire for Macclesfield to become a 'clone town', these retail anchors are needed to support a strong and independent retail and leisure mix offering a distinct offer in the town and a reason for visitors to choose Macclesfield over other destinations in the sub region. Over recent years, a number of independent retailers and food and drink providers have emerged and helped to diversify and differentiate the local offer. This has been further underpinned by the hugely successful Treacle Market and Barnaby Festival and recently announced proposals for an 'Altrincham Market' style food hall at the former Picturedrome. There is a recognition that such leisure uses have gone some way to fill the voids left by traditional retailers and play an important role in extending dwell time as structural change on the high street places increasing importance on non-retail attractions and quality of experience not just convenience of access.

2.312.32 Despite this, leisure uses in Macclesfield (including food and drink) continue to be under-represented compared to national trends (18% of floorspace compared to 23% nationally<sup>3</sup>). Proposals by Ask Real Estate to deliver a leisure-led development of a cinema with restaurant, café and bar space on Churchill Way sought to fill this gap in the market but were subsequently abandoned owing to challenges within the food and beverage sector undermining viability. Whilst disappointing, strategically this may turn out to be a good decision for Macclesfield, as significant challenges can persist if the wrong product is delivered at the wrong place and time (as currently being evidenced by continued voids at Cheshire West's new Northwich Barons Quay

<sup>8</sup> Cheshire East Retail Study Update 2018

<sup>9</sup> Macclesfield Town Centre Health Check 2016 (latest available) as at August 2015

scheme).

2.322.33 New leisure provision, including [the potential for a new hotel and](#) an enhanced food and drink offer to support the evening economy and extend dwell time and spend, should be encouraged in Macclesfield, but must [have a strong relationship to the retail heart of the town and](#) be aligned to local demand, in this case for distinctive and independent operators, and retain the flexibility to adapt to ensure future sustainability to changing trends.

2.332.34 Macclesfield should harness and build upon its market advantages and progress to date to continue to diversify and extend the independent retail and leisure offer and ensure that it successfully responds to market drivers to tip the balance towards being an attractive and sustainable sub-regional town centre.

### Harnessing the Potential of Town Centre Living

2.342.35 Housing continues to be a hot topic nationally as we seek to deliver the volume of new housing required to meet demand and meet our economic growth aspirations. The challenges of increasing provision whilst protecting what is special and unique about our individual cities, towns and villages has been played out within the Planning arena. However, there is broad agreement that our urban centres, including Macclesfield, will need to play an ever greater role in answering the housing challenge.

2.352.36 The existing residential offer in Macclesfield Town Centre is predominantly made up of older terrace units typical of historic market towns together with apartments in converted period buildings. However, Macclesfield Town Centre benefits from many of the attributes that are attractive to town centre investors, developers and occupiers. It is well connected (particularly by rail to mainline stations including Manchester and London); home to high value businesses, skilled labour market and an affluent catchment suggesting good levels of affordability; offers outstanding and good rated schools<sup>10</sup> which are a key driver to growing families; a high quality of life through proximity to rural areas; and potential to appeal to those 'priced out' of the very high value areas within the surrounding catchment or in commutable locations such as Manchester City Centre.

2.362.37 From a viability and deliverability point of view, residential values in Macclesfield Town Centre are currently in the order of £160 per sq ft but are likely to be constrained by the current grade of the existing stock. Where new development or refurbishment has been delivered close to the town centre, such as at Waterways 1831 by Bellway on Gunco Lane and Hope Park by Elan Homes adjacent to Macclesfield Hospital, higher values in the order of £240 per sq ft have been achieved. At this level, development will be attractive to developers and investors alike. This can currently be evidenced at the former Kings School site on the edge of the town centre where Bellway and reputable Cheshire developer Hillcrest Homes are proposing to deliver up to 150 new high quality executive family homes through new build housing and conversion of the historic main school building.

2.372.38 Harnessing the potential of town centre living in Macclesfield through new build, infill and refurbishment of underutilised and vacant buildings will not only respond to emerging market trends for urban living and contribute to challenging housing delivery targets, but could also help to make the most efficient use of brownfield land, reduce the supply of vacant retail

<sup>10</sup> Ofsted - Primary: Parkroyal Community School (Good, 2017), Bollinbrook CofE (Good, 2015). Secondary: All Hallows Catholic College (Outstanding, 2014), Fallibroome Academy (Outstanding, 2013)

and underpin mixed-use development value. A growing residential population will enhance the vibrancy of the town centre; generate footfall and spend; and enliven streets and spaces beyond the working day. However, care must be taken to ensure it does not negatively impact on the operations of existing businesses. The new stock must cater for a new form of aspirational housing and lifestyle appealing to young professionals reflecting the generational shift towards ever-increasing demand for more urban forms of living. This is not to say that the focus should be entirely on providing accommodation for young professionals. Town centre living opportunities which cater for all ages, including older people, should be embraced if of appropriate quality and design. The repurposing of Macclesfield's characterful and Georgian buildings are well placed to respond to this.

~~2.38~~2.39 As such, diversifying and expanding the residential offer in Macclesfield Town Centre will be an important contributor to the objectives and delivery of the SRF. Interest is already being seen for this opportunity in the form of planning applications for change of use to residential in the town centre as well as new residential development proposals. Further, Cheshire East Council has already taken steps to facilitate and encourage town centre living by progressing Local Development Orders (LDOs) for residential development and working with private property owners to facilitate conversion of space above shops.

## Current and Pipeline Investment

~~2.39~~2.40 Macclesfield Town Centre is already starting to witness public and private sector investment that will contribute to encouraging footfall and generating market confidence. For example:

- **Public Realm** - Cheshire East has delivered a series of public realm and environmental interventions at the Waters Green Underpass, Middlewood Way, and the historic Sparrow Park (2016-17) and are progressing a significant scheme of enhancements works for Castle Street
- **Shop Front Improvements** - shop front improvement grants have enhanced the appearance of the units on Chestergate and Market Place (2015) with the second phase focused on Mill Street, Park Green and Park Lane.
- **Grosvenor Shopping Centre Expansion** - Eskmuir Group completed the £11 million extension and refurbishment of the Grosvenor Centre in 2018 and has subsequently successfully secured TK Maxx as a new occupier for the town
- **Georgian Mill** - Peaks and Plains Housing Trust secured planning consent in March 2018 to demolish the remaining fire damaged buildings on the Park Green site and deliver 67 new 1 and 2 bedroom apartments. The vision is to create a high density, vibrant and distinctive quarter that appeals to young professionals
- **Lidl** - proposals to deliver a new 14,000 sq ft Lidl on Parsonage Street were granted permission in early 2018. The 1.4 acre site had been vacant for around a decade
- **Macclesfield Picturedrome** - planning was approved in November 2018 for change of use of this iconic vacant building on Chestergate to create a communal food hall housing 8 independent restaurants and bars. The applicant, Market operations, currently operates in Altrincham and Mackie Mayor, Manchester
- **Craven House** - Huntsmere Construction are seeking to convert this former office building with a prominent frontage to Churchill Way to residential use

## Spatial Analysis

~~2.40~~2.41 Macclesfield has a unique topographic setting [\(see Figure 2.1\)](#) which presents opportunities in the form of attractive rural vistas to the [Peak District to the](#) east but also challenges to movement and development.

~~2.41~~2.42 Macclesfield Town Centre is characterised by numerous attractive historic buildings, many of which are from the Georgian period. Conservation Areas serve to protect and enhance these important assets that make Macclesfield unique. [Figure 2.2 identifies Macclesfield's Conservation Area and Listed buildings.](#)

~~2.42~~2.43 The key constraints and opportunities identified from the spatial analysis are provided in Section 3.

**Figure 2.1 Macclesfield Topographical Analysis**




Key:

 Contours - 5m Interval

Landform DTM

Elevation (m)

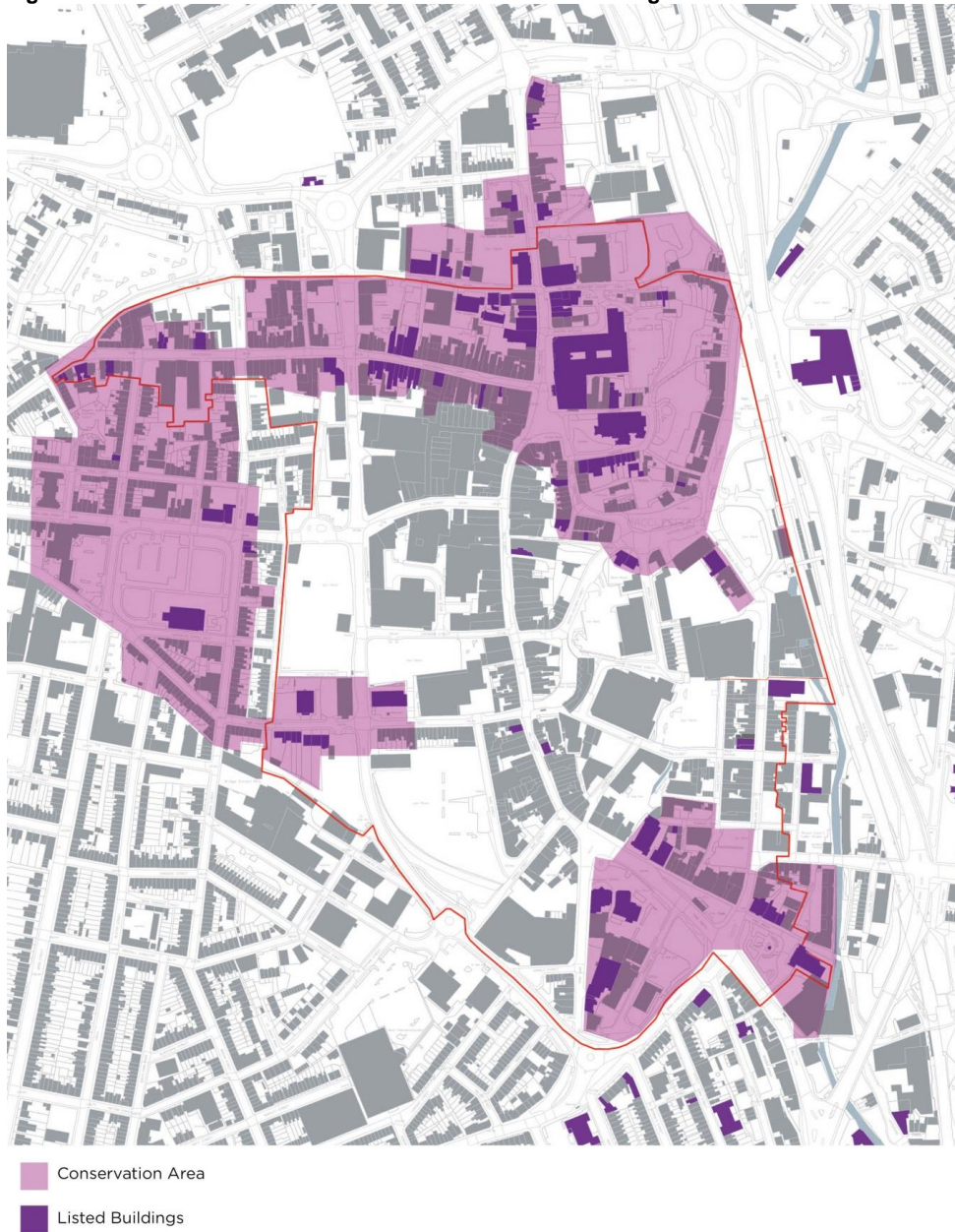
 High : 165.51

 Low : 126.64

Source: OPEN



Figure 2.2 Macclesfield Conservation Areas and Listed Buildings



Source: OPEN

## Transport and Movement

2.44 Macclesfield's transport facilities compare favourably with many sub-regional town centres of a similar size and status. The rail station provides excellent rail access via the West Coast Main Line to London Euston, Manchester Piccadilly and further afield directly to locations such as Bristol Temple Meads and Cardiff Central. Improved rail services and timetabling, particularly in the evenings and to locations within an hour journey time, would help to improve Macclesfield's connectivity and encourage more visitors to the town both during the day and night time.

2.432.45 A modern bus station, close to the retail heart of the town and at a high point relative to the local topography, provides further public transport linkages to surrounding villages. However, as with the train services, a greater range of services in terms of both destination and hours of operation would enhance accessibility to the town centre. Thought should also be given to better integrating linkages between the bus and rail stations in order to encourage interchange.

2.442.46 Existing highway links also provide good access from Macclesfield to Manchester Airport, Wilmslow and Prestbury to the west (A538), Congleton and Leek to the south (A536 and A523), Stockport and Manchester to the North (A523) and Buxton to the east (A537). Furthermore, the construction of the planned South Macclesfield link road would provide an alternative route for vehicles currently passing through Macclesfield town centre from the south and west and enhance improved road connections for the anticipated population growth in the area. However, accessibility to the major motorway network is more remote than comparative market towns such as Knutsford and Wilmslow. Figure 2.3 illustrates Macclesfield's current town centre road hierarchy.

2.452.47 Despite the above, future transport facilities within the town itself require improvement with an emphasis to encourage people to live and work in an attractive and sustainable town centre.

2.462.48 The major points of arrival, the rail station and other major parking facilities in the town (such as Jordangate and Churchill Way car parks) have been identified as areas that require improvement to support this objective. The area fronting onto the station approach could act as a major gateway for the town but does not currently provide a high-quality arrival point. Those who access the station by car or taxi are not currently encouraged to enjoy the space in front of the station and use the local shops and cafés other than the facilities within the station itself.

2.472.49 The town centre itself is characterised by lots of small scale surface parking which currently creates visual blight. Opportunities have therefore been identified to improve existing parking in the town by 'rationalising' parking facilities as part of a town centre strategy that seeks a high quality parking offer at key gateways and could include ~~the~~ reconfiguring the existing facilities. The Local Plan<sup>11</sup> recognises the important regeneration opportunities that could be unlocked through such a rationalisation and consolidation strategy. Furthermore, in some cases it may even be beneficial to intensify parking at specific locations with the intention of improving parking legibility in the town for visitors and allowing development at those sites considered more appropriate for other uses.

2.482.50 As part of this process there is also an opportunity to determine where public and private non-residential parking is best suited and what car park opening times

<sup>11</sup> Cheshire East Local Plan Strategy (2017) Policy LPS12 Site Specific Principles states "there are numerous opportunities to rationalise and consolidate existing car parks – in doing so unlocking important regeneration opportunities."

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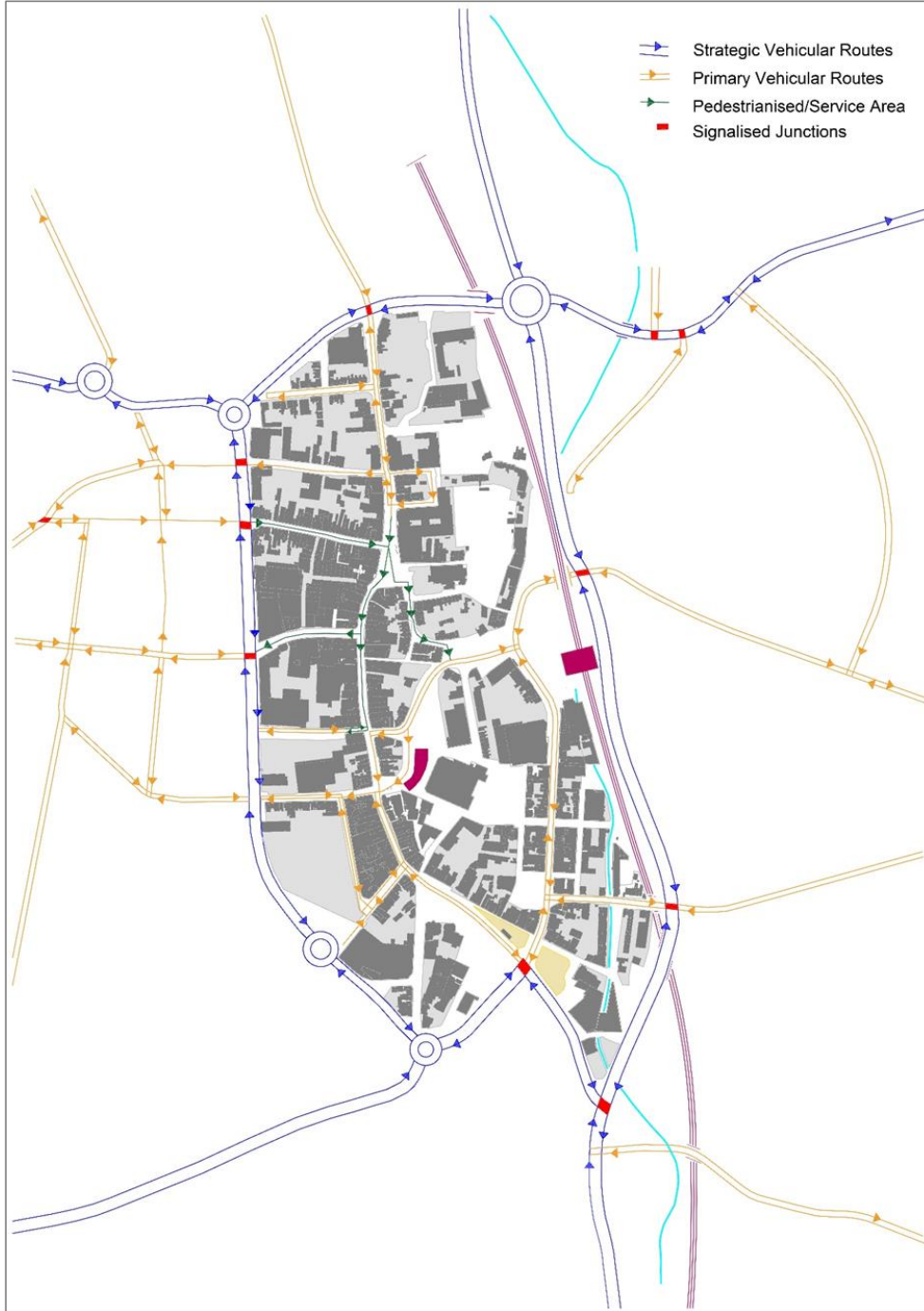
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would best support retail and leisure facilities and events during both the day and night time.

| 2-492.51

However, in order to create a more sustainable sub-regional town centre, pedestrian and cycle journeys must be encouraged as an alternative to the private vehicle. There are a number of locations identified where the introduction of high quality walking and cycling facilities on traffic calmed routes would strengthen the lively street character in the town centre and support specific developments, specifically on Sunderland Street and on either side of Churchill Way. As part of this process it would be important to establish the preferred pedestrian and cycle routes bearing in mind the topography and existing quality of routes as well as the location of specific future developments.

Figure 2.3 Macclesfield Town Centre Road Hierarchy



Source: WSP

2.502.52 Sections of the ring road such as Churchill Way have been identified as places where the introduction of building frontage and public realm/green space improvements could support better pedestrian and cycle links across and along the route. In particular, this intervention should improve cycle/walking permeability between the affluent neighbourhoods beyond the ring road to the town centre, and allow the centre to develop into a more attractive destination for Macclesfield residents living within close proximity of the town.

2.542.53 To support any pedestrian and cycle route enhancement projects, a need has also been identified to improve the legibility of the streetscape within the town and introduce improved signage, possibly as part of a wayfinding strategy for the town centre. This would be especially beneficial for those routes between the major gateways identified and the main retail, civic and recreational locations, for both day and night time use, and help to support Macclesfield as a sustainable community within a unique character destination.

## Stakeholder Engagement

### Consultation on 5 Year Vision, Strategy and Action Plan

2.522.54 In 2017, Cheshire East drafted "There's no place like Macclesfield", a 5 year Vision, Strategy and Action Plan for the revitalisation of Macclesfield Town Centre with the purpose of refreshing and replacing the Macclesfield Town Centre Vision of January 2014. The document was tested through extensive consultation with both organisational and community stakeholder groups and the general public in late 2017 and received substantial feedback.

2.532.55 A number of recurring 'themes' from the comments have been incorporated into the analysis and consideration of opportunities and constraints for Macclesfield Town Centre, the consultation on the 5 year strategy also revealed the following requirements:

- **Vision** - need a clear, ambitious and distinctive/unique vision for Macclesfield.
- **Timescales** - a 5 year strategy was considered too short. The strategy should look ahead over the next 20 years and be 'future proofed' to respond to future trends
- **Outputs and milestones** - should be identified and measurable in order to provide clear goals and a plan for delivery
- **Actions** - should be clearly prioritised and limited resources and investment clearly targeted
- **Governance** - a clearer governance structure should be put in place that includes stakeholders beyond those linked to major financial investment or property development schemes e.g. culture, heritage, events, faith, local business representatives
- **Communication Strategy** - setting out how stakeholders will continue to engage with the wide range of interested parties
- **Branding and marketing** - the approach to branding and marketing needs to be determined

### Macclesfield Town Centre Workshops

2.542.56 ~~A number of interactive w~~Workshops and briefings were held during November and December 2018 with key stakeholder groups to support the preparation of the SRF including gleaning local views on the current perceived positives and negatives of the town centre, considering high level objectives and identifying areas of spatial focus. The workshops were supported by The Institute of Place Management.

2.552.57

The initial findings of these workshops have been incorporated into our understanding and can be summarised as follows:

- **The 'Good'** - A distinctive town centre characterised by attractive urban spaces; independent retailers, pubs, cafes and events; and a rich cultural and built heritage. Great strategic connectivity access to surrounding rural hinterland. 'Quirky' place with committed local people.
- **The 'Bad'** - A town dominated by cars and surface parking, and challenged by congestion, poor wayfinding and legibility, impacting on first impressions, particularly from key gateways. Poor quality physical environment combined with under-utilised and vacant buildings creating blight. A limited offer in terms of evening economy, aspirational retail, leisure and residential. A lack of public transport options to surrounding catchment.

2.58 The latter workshop and briefing s sought to test the emerging vision, objectives and spatial priorities that were developed in response to the initial sessions, each of which ~~have been~~ were subsequently refined ~~to those presented within this Draft SRF as a result. Following approval of the draft SRF for public consultation, a full (4 week) public consultation exercise will be carried out.~~

#### Public Consultation

2.59 Between 13th February and 13th March 2019 Cheshire East Council, supported by the consultancy team led by Cushman & Wakefield, OPEN and WSP, formally consulted on its newly drafted "Strategic Regeneration Framework" (SRF) for Macclesfield Town Centre. The 4 week consultation gathered feedback on the Consultation Draft SRF, to see whether consultees felt it was fit for purpose, and to identify how it could be refined and improved. The comments and responses received have led to direct changes and modifications to the SRF in its final form.

2.60 The consultation was supported by a drop-in consultation event at the Grosvenor Shopping Centre on Saturday 16th February 2019 attended by the Council and its consultants. The event raised awareness of the Draft SRF, summarised its content via engaging consultation boards, and facilitated the opportunity for people to ask questions and raise concerns directly with the SRF team. In the order of 130 people attended the event.

2.61 Responses to the Draft SRF were requested via an on-line consultation questionnaire, which asked structured quantitative and qualitative responses to each element of the document including Vision, objectives, character areas, illustrative framework and actions, together with views on the overall document as a whole.

2.62 A separate Report on Consultation provides a summary of all consultation survey responses received and identifies the ways in which ~~it is proposed to refine the~~ SRF document has been revised in response ensuring that local views have been taken into account and had a material consideration and impact on the final document.

2.56

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## 3.0 Constraints and Opportunities

- 3.1 Bringing together the findings of the initial review work, the following SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis starts to identify the emerging implications and potential future role of Macclesfield Town Centre.

**Table 3.1 Macclesfield Town Centre SWOT Analysis**

Strengths
<ul style="list-style-type: none"> <li>▪ <b>Strategic connections</b> - by rail to Manchester, London, Birmingham and Stoke</li> <li>▪ <b>Rural hinterland</b> - attractive setting and views to the countryside, alongside easy access to the Peak <b>Districts</b> and activities it supports</li> <li>▪ <b>Clear strategic priorities</b> - for the Town Centre established within the adopted Local Plan provides an opportunity to prepare a regeneration framework which can be used to inform decision making</li> <li>▪ <b>Engaged and committed stakeholders</b> - potential to harness the passion, skills and knowledge of numerous town centre stakeholder groups to inform and deliver the SRF</li> <li>▪ <b>Attractive labour market and strong business base</b> - in high value sectors including internationally recognised science based businesses and highly skilled workers</li> <li>▪ <b>Emerging independent offer</b> - especially in respect of cafés, restaurants, pubs and shops helping to diversify and differentiate the local offer</li> <li>▪ <b>Relative affordability</b> - making Macclesfield well positioned to accommodate new residents and businesses</li> <li>▪ <b>Successful culture and events</b> - Barnaby Festival and Treacle Market alongside rich cultural and music heritage that encourage visitors from a wide catchment</li> <li>▪ <b>Active creative scene</b> - including street art galleries, independent cinema, studios etc. and the Macclesfield Culture Heritage and Arts Forum (MCHAF) seeking to coordinate heritage and culture regeneration</li> <li>▪ <b>Built heritage and urban spaces</b> - including quality and architecture of historic buildings and links to silk trade. Need to take advantage of prominent landmarks such as Arighi Bianchi</li> </ul>
Weaknesses
<ul style="list-style-type: none"> <li>▪ <b>Relatively weak retail and leisure offer</b> - relative to affluent catchment including voids and under-represented leisure including food and drink</li> <li>▪ <b>Low commercial property values</b> - limiting the ability to viably deliver new office space within the town centre</li> <li>▪ <b>Poor image and first impressions</b> - both generally and in respect of key gateways into the town-</li> <li>▪ <b>Car dominance</b> - acting as a barrier to pedestrian movement and resulting in congestion-</li> <li>▪ <b>Car parking</b> - surface parking dominates the town particularly around the station. Management and maintenance of town centre car parks and charges including directional signage required</li> <li>▪ <b>Poor way finding and legibility</b> - especially in terms of walking routes from the rail station and vehicular routes through town to car parks. Locational signage would improve</li> <li>▪ <b>Under-utilised and vacant buildings</b> - number of voids blighting the town centre</li> <li>▪ <b>Topography</b> - creating challenges to movement, connectivity and development scope</li> <li>▪ <b>Current residential offer</b> - limited to older and smaller properties within the town centre</li> <li>▪ <b>Mismatch</b> - between affluent town centre catchment and retail and leisure offer</li> <li>▪ <b>Poor interchange</b> - between bus and rail services</li> <li>▪ <b>Limited greenspace</b> - within which to "dwell" in the centre</li> </ul>

Opportunities	
<ul style="list-style-type: none"> <li>▪ <b>Growing working age population</b> - creating opportunities for housing, employment footfall and spend to underpin an enhanced town centre retail, leisure and employment offering</li> <li>▪ <b>Growth in town centre living</b> - could make efficient use of brownfield land and underutilised premises, contribute to housing targets, and enhance the leisure and evening economy through increased footfall and spend. Opportunity to deliver a step change in housing choice</li> <li>▪ <b>Significant Residential Allocations</b> – <u>including, but not limited to, the</u> South Macclesfield Development Area (SMDA) – <del>significant</del> urban extension just 2 miles south of the town centre will expand the market catchment</li> <li>▪ <b>An affluent catchment</b> - can support a resilient town centre through footfall and spend, provided the offer and functionality of the town is aligned with their demands and aspirations</li> <li>▪ <b>Rise of the evening economy</b> - can extend dwell time and spend, and re-purpose retail voids but must be aligned to local demand, in this case for distinctive and independent operators</li> <li>▪ <b>Commutability</b> - providing residential market appeal to young professionals priced out of large employment centres or those who want better access to green spaces</li> <li>▪ <b>Market appeal</b> - to families and individuals seeking attractive life balance through great connectivity, proximity to the Peak District, affordability, good amenities etc</li> <li>▪ <b>Current and pipeline investment</b> - including public realm, Grosvenor Centre, Georgian Mill and Picturedrome will encourage footfall and generate market confidence</li> <li>▪ <b>Facilitate organic growth</b> - create the right conditions to flourish, stimulate and nurture independence</li> <li>▪ <b>Enhanced linkages</b> - including cycling and walking links</li> <li>▪ <b>Quality and character</b> - opportunity to re-use and refurbish attractive underutilised buildings including upper floors</li> <li>▪ <b>Opportunity sites</b> - potential to consolidate existing surface car park sites and redevelop other underused sites and premises</li> <li>▪ <b>Marketing and promotion</b> - to raise the profile and enhance perceptions of Macclesfield-</li> <li>▪ <b>Stakeholders</b> – want change but worried about disruption. Frustration over number of studies but lack of delivered development and changes. Scope to harness this passion</li> </ul>	<div>Formatted: Font: Not Bold</div> <div>Formatted: Font: Not Bold</div>
Threats	
<ul style="list-style-type: none"> <li>▪ <b>Declining retail trends</b> - socio-economic and market shifts are resulting in polarised town centres and a requirement for a critical mass of non-retail attractions and experiences</li> <li>▪ <b>Negative perceptions</b> - gives out wrong message. Social media could help change perceptions</li> <li>▪ <b>Inward looking town</b> - need to get messages out to the development community that Macclesfield is open for business and development will happen!</li> </ul>	

3.2 Figure 3.1 brings together the spatial constraints and opportunities for Macclesfield Town Centre:

**Opportunities Key:**

- Positive gateway/arrival space
- Positive historic building
- Positive environment with active uses
- Diminishing active ground floor uses
- Positive active frontage onto streets
- Views of the historic centre

**Constraints Key:**

- Gateway/arrival space in need of improvement
- Underutilised plot
- Car dominated space
- Road needing improvement

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## 4.0 ~~Draft~~ Vision and Objectives

- 4.1 This section sets out the ~~emerging~~ Vision and Objectives for Macclesfield Town Centre which ~~will have been~~ ~~be~~ tested and refined ~~with the Stakeholder Liaison Group~~ through stakeholder engagement and public consultation.

### ~~Draft~~ Vision for Macclesfield Town Centre

- 4.2 The vision for Macclesfield Town Centre provides an aspirational description of what the Strategic Regeneration Framework and the actions that support it are seeking to achieve in the medium to long-term future. It is intended to inspire all stakeholders and serve as a clear 'destination' ensuring all actions align to this aspiration which will remain unique to Macclesfield.

- 4.24.3 The ~~draft~~ Vision of the Strategic Regeneration Framework is as follows:

**Macclesfield - a town that celebrates its quirkiness<sup>12</sup>.**

**Green, creative, ~~and~~ connected ~~and~~ social. A home to innovators, entrepreneurs and independents.**

**Thriving, diverse, distinctive and inclusive. Rich in heritage and culture, with outstanding employment opportunities and nestled in stunning countryside.**

**Cherishing its past, striving for a sustainable future**

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### ~~Draft~~ Objectives

- 4.34.4 The starting point must be that the basics are done well in Macclesfield. ~~Such things as ensuring that the town centre is clean and safe for all users falls into this definition and are not therefore included as specific objectives. This does not mean that they are not important, and all of the objectives ultimately seek to ensure that the retail heart of Macclesfield thrives. Each of the objectives recognise that whilst retail needs to continue to play a key role in the town centre, fundamental changes to the sector means less retail floor space is needed going forward. The purpose of this SRF is to create a town centre where social, cultural, leisure, business and other uses and experiences not only support the retail function but are seen as important in their own right.~~

- 4.44.5 The Macclesfield Town Centre SRF will be supported by the following objectives:

- **Grow our town centre population** - building the right mix of high quality residential accommodation of appropriate design to attract and sustain a diverse community
- **Grow and diversify our leisure, cultural and evening economy** - to balance the existing retail dominated central offer and attract a wider audience and support new resident desires. Encouraging people to spend more time and money in the town through new leisure uses including food and drink. Building upon our existing impressive events calendar and proximity and views to the Peak District
- **Enhance the retail offer** - striving for an uplift in quality, independents and diversity, supporting existing retailers and encouraging new

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<sup>12</sup> Defined as "unusual in an attractive and interesting way."

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- **Make more of our connectivity** - to attract residents, workers and visitors who want a base from which to access our local world class businesses as well as those who want access to the Peak District, London and Manchester. Capitalise on strategic opportunities such as HS2 to unlock and accelerate growth
- ~~**Support economic growth aspirations** - our strategic location makes Macclesfield a great base for small and medium sized businesses to co-locate and collaborate with each other and the world class businesses in our hinterland~~
- **Support businesses to create jobs and develop skills** - Maximise Macclesfield's strategic location and create the right business environment for small and medium sized businesses to co-locate and collaborate with each other and the world class organisations in our hinterland
- **Harness our distinctiveness** - make better use of our unique and special assets - such as town and country, rivers and canals, Georgian architecture. Provide reasons, services and experiences that can only be found in Macclesfield
- **Cherish our historic buildings and repurpose our underutilised assets** - to diversify our offer, celebrate our distinctiveness and attract a wider range of occupiers to the town
- **Enhance the town centre environment** - making it greener, more distinctive and a celebration of local creativity through our high quality and sustainable blue and green infrastructure, green spaces and public realm
- **Raise aspirations and change perceptions** - get better at promoting all that the town has to offer and encourage new entrants to invest

## Signs of Success

4.54.6 We will know that we have met our objectives through the following:

- More people living in the central wards
- More housing choices - in terms of unit types, tenures, prices
- ~~Reduction in number of vacant units and consolidation of retail units (more "after-five" uses including leisure and residential)~~
- More places to eat, drink and enjoy leisure time including an enhanced family friendly offer and more "after-five" uses including leisure and residential
- More independents
- Increased footfall and spend
- Number of historic buildings and/or under-utilised sites brought back into use
- More trees and soft planting in the town centre
- Better sustainability credentials
- More public art and celebrations of creativity
- Increased private sector investment and business growth

5.0 ~~Draft~~ Spatial Framework

Character Areas

5.1 A series of character areas can be identified across Macclesfield Town Centre and surrounding locality. These are illustrated in Figure 5.1. Each character area has its own unique assets and characteristics which have been considered and interpreted through the ~~Draft~~ Spatial Framework to identify areas of **potential aspirational change**<sup>13</sup>.

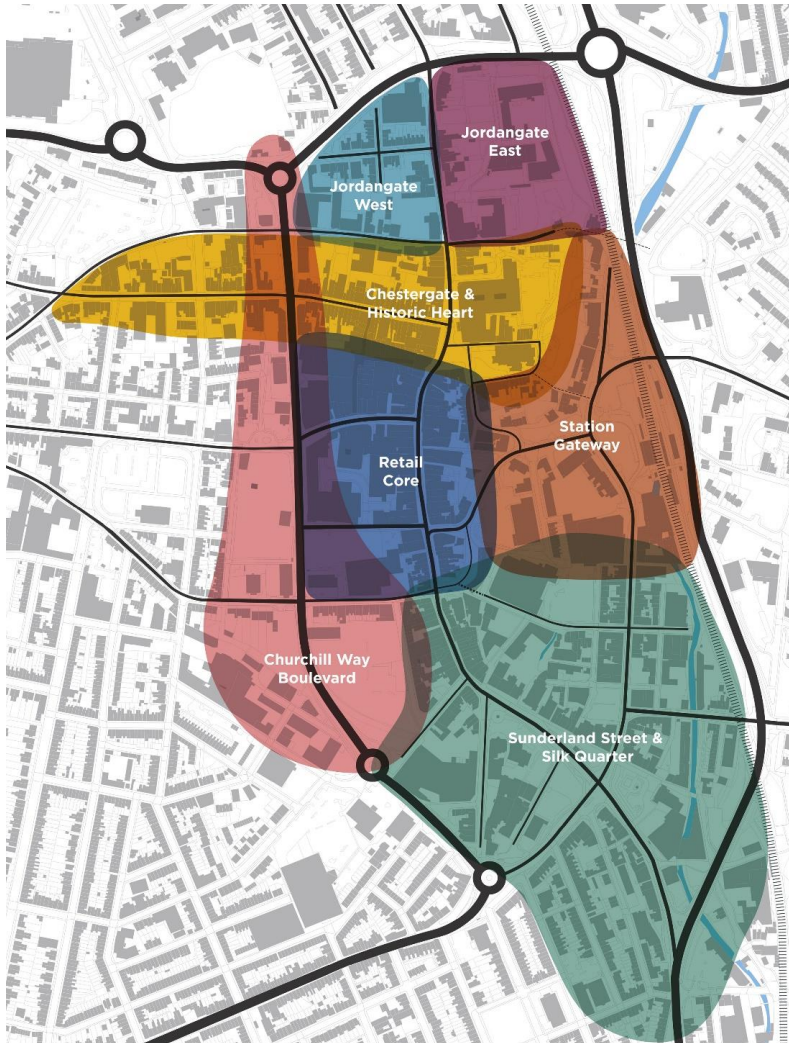
Figure 5.1 Macclesfield Town Centre Character Areas **UPDATE**



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<sup>13</sup> Not in order of priority



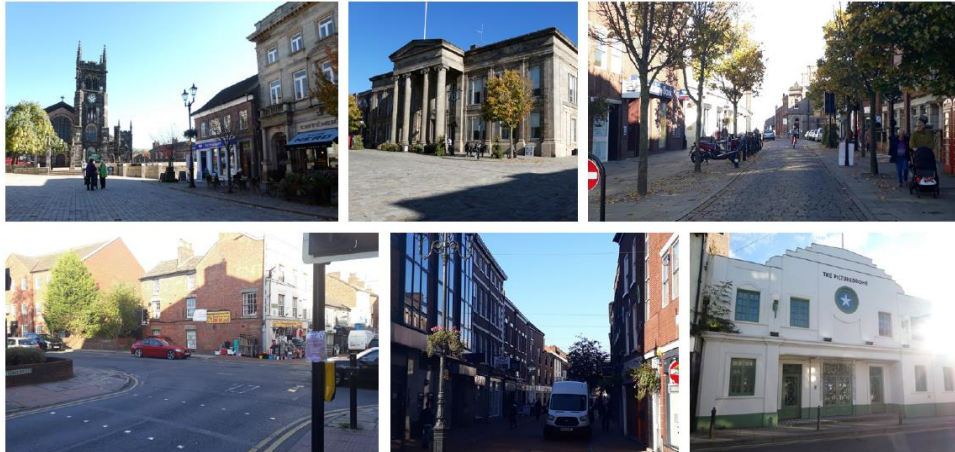


Source: OPEN

### Chestergate and Historic Heart

- 5.2 Chestergate and Market Place form the historic heart of the town centre. The area is characterised by a wealth of attractive and historic buildings and urban spaces and is the focus of cultural events such as the Treacle Market.
- 5.3 The focus in this area should be on enhancing what is already here through [public realm improvements and](#) the refurbishment and re-use of historic buildings including the conversion and reutilisation of upper floors to provide characterful apartments. The area is home to independent retail and café businesses that make Macclesfield distinctive. These uses should be promoted and supported to encourage further investment and start-ups from other independent businesses, particularly those that can contribute to extending the evening and cultural economy, helping to

extend dwell time and spend. Market Place should continue to be the 'heart' of the town. Its events should be celebrated and new opportunities for culture and event activities explored.



### Jordangate West and East

- 5.4 The north-south axis of Jordangate forms an area of potential change within the Town Centre. Starting with the modernisation of Jordangate Car Park into a convenient, light and inviting car park at an important gateway to the town, public realm enhancements and infill development to mend gaps in the frontage along Jordangate itself should, together with an enhanced public realm and signage, draw people into the town centre.
- 5.5 The area to the west of Jordangate forms a local employment area within an attractive historic setting and this should continue to be the predominant use, alongside existing residential. Refurbishment of existing buildings, and if viable in the future, new development for business uses should be the focus. The ~~focus~~priority being ~~onto~~ creating an appropriate supply of employment space which attracts local occupiers who recognise the benefits of a town location whilst also having great rail connections and links to major employers in the wider area. New workspaces should be of high quality and should consider opportunities for small companies, flexible working and clustering.
- 5.6 To the east of Jordangate in the area between Jordongate and the rail line a number of large employment uses dominate including BT, a Royal Mail Delivery Office and the Police Station. Should any of these buildings become surplus to requirements, this area would make an attractive 'town and country' residential area, benefiting from its historic setting and elevated position providing rural views.



|

## Station Gateway

- 5.7 Whilst Macclesfield's strategic rail linkages are a major asset to the town, the area around the main line rail station does not currently create a good first impression of the town to either those disembarking or passing through on their journey. The area is surrounded by a sea of surface car parking and pedestrian routes to the centre are not clear. As such, the Station Gateway is proposed as a key area of change ~~with a leisure focus~~.

5.8 The Local Plan Strategy (LPS 12) references the significant opportunity in this location to create a "hub of activity built around the station with commercial, residential and leisure development." Benefitting from its strong connectivity, the Station Gateway has the potential to be an attractive and accessible destination for those seeking to live, work or visit Macclesfield. New development must be of high quality given its visual prominence to the railway.

~~5.85.9~~ Improvements to car parking provision will be a critical consideration. Parking for the station will need to be retained, but the potential to do this more efficiently through decked or multi-storey provision will be explored. This would then enable opportunities for new build business space, live/work or co-working facilities, residential and/or leisure development to be unlocked and the area in front of the station to be opened up to provide a more pedestrian friendly and welcoming sense of arrival to the town taking into consideration the current change in levels. Any proposals for multi-storey car parking will be sensitive to the views and character of the area and consider options for screening such as green walls, or even alternative parking locations within the locality.

~~5.95.10~~ The historic Waters Green has the potential to form an attractive plaza that draws people in and up into the town centre through enhanced legibility and signage. Reinstating this public green space could even be used for public events or support the evening economy. However, vehicular access to key services including the bus station and Waters Green Medical Centre must be maintained.





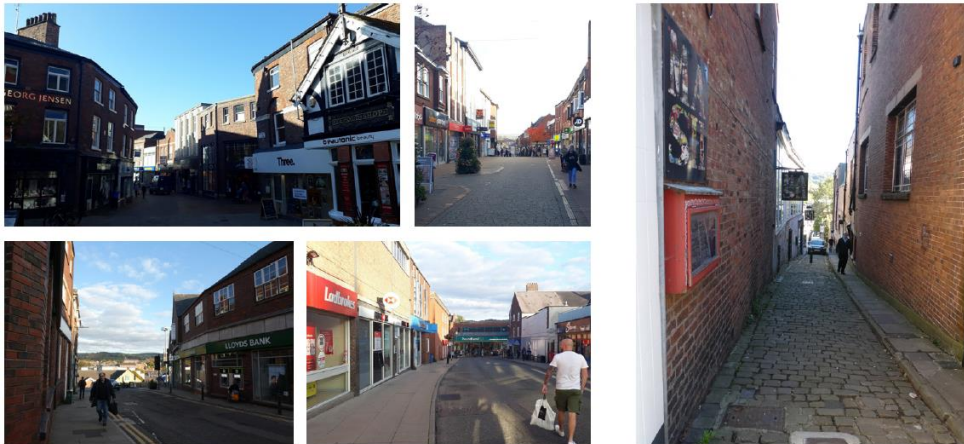
## Retail Core

5.105.11 The main retail centre of Macclesfield along Mill Street, Castle Street and Exchange Street should continue to function as the primary shopping area of the town with a 'town centre first' approach taken in respect of new retail uses, but recognising that some retail consolidation and re-use of existing units and voids for alternative uses such as food and drink, as well as residential on upper floors and through conversion of existing buildings on the periphery will enhance rather than detract from the offer as high streets continue to respond to shifting socio-economic and market trends. However, caution must be taken to ensure no conflicts with the operations of existing businesses within the Retail Core.

5.12 It is critical to reconnect people to the town centre. To this end, legibility along key routes should be enhanced such as from Churchill Way through the Grosvenor Shopping Centre and from the rail and bus stations. This can be achieved through improved way finding and signage, reducing car dominance and enhancing pedestrian and cycle movement.

6.11 There is a need to enhance the physical environment of the Retail Core in order to better appeal to all town centre users. Interventions to support this could include attractive public realm, greening including tree planting, and shop front improvements to transform the look and feel of the town. Investment in enhancing the indoor market and Grosvenor Centre Car Park would also improve the look and feel of the Retail Core.

5.125.13 One area of change ~~if it could be unlocked for development~~ could include Exchange Street Car Park which could provide a more attractive infill residential development and create a new green square in frontage to of the Heritage Centre, enhancing this important focal point and asset through enhancement, refurbishment and repositioning from a long to a short stay car park. This is in recognition of the role this car park plays in supporting local convenience shops and town centre footfall, particularly to those requiring disabled spaces or likely to have numerous or heavy shopping bags and requiring proximity by car (e.g. Tesco, B&M, Iceland).



## Churchill Way Boulevard

5.135.14 Churchill Way forms a primary route through the town centre but currently acts as a barrier between the heart of the town and the residential and business areas to the west. Transforming this key route to create a greener 'boulevard' will enhance first impressions of the town, improve legibility and wayfinding, and reduce car dominance, resulting in pedestrian

prioritisation at key junctions.

5.145.15 New infill residential development will enhance the currently 'broken' frontage to Churchill Way whilst providing new homes that are well connected to the town centre, but must not impact on the operation of existing businesses. This is already starting to appear with proposals to convert the visually prominent former office building Craven House on the corner of Castle Street into apartments.

5.155.16 Consolidation of car parking in this area will be a priority. In the longer term this could include a possible decked car park on Duke Street to increase provision with improved access and partial redevelopment/ enhancement of Churchill Way car park and the redevelopment or upgrading of the poor grade Grosvenor Centre Car Park.



### Sunderland Street and Silk Quarter

5.17 This southern gateway area to the town has the potential to become a vibrant urban mixed use area incorporating residential, boutique retail, employment, leisure and evening/night-time economy uses and characterised by distinctive independent businesses. The traditional historical character and buildings within this area, linked to the heritage of the Silk Trade, lends itself well to such an approach. References to this rich past should be incorporated into modern uses and through the reutilisation of heritage assets as the area seeks to strengthen this distinctive identity. There is an opportunity to open up and enhance the appearance of the River Bollin in this area to provide a waterside aspect to new residential development and conversions and to enhance the area for the benefit of the general public.

5.165.18 Cars continue to dominate on Sunderland Street. Whilst vehicular access should be maintained, Where possible, the volume of traffic on Sunderland Street should be reduced by ~~should be~~ redirecting unnecessary traffic ~~ed~~ back out onto the ring road and consideration ~~given to~~ enhancing the public realm.





## Draft Spatial Framework

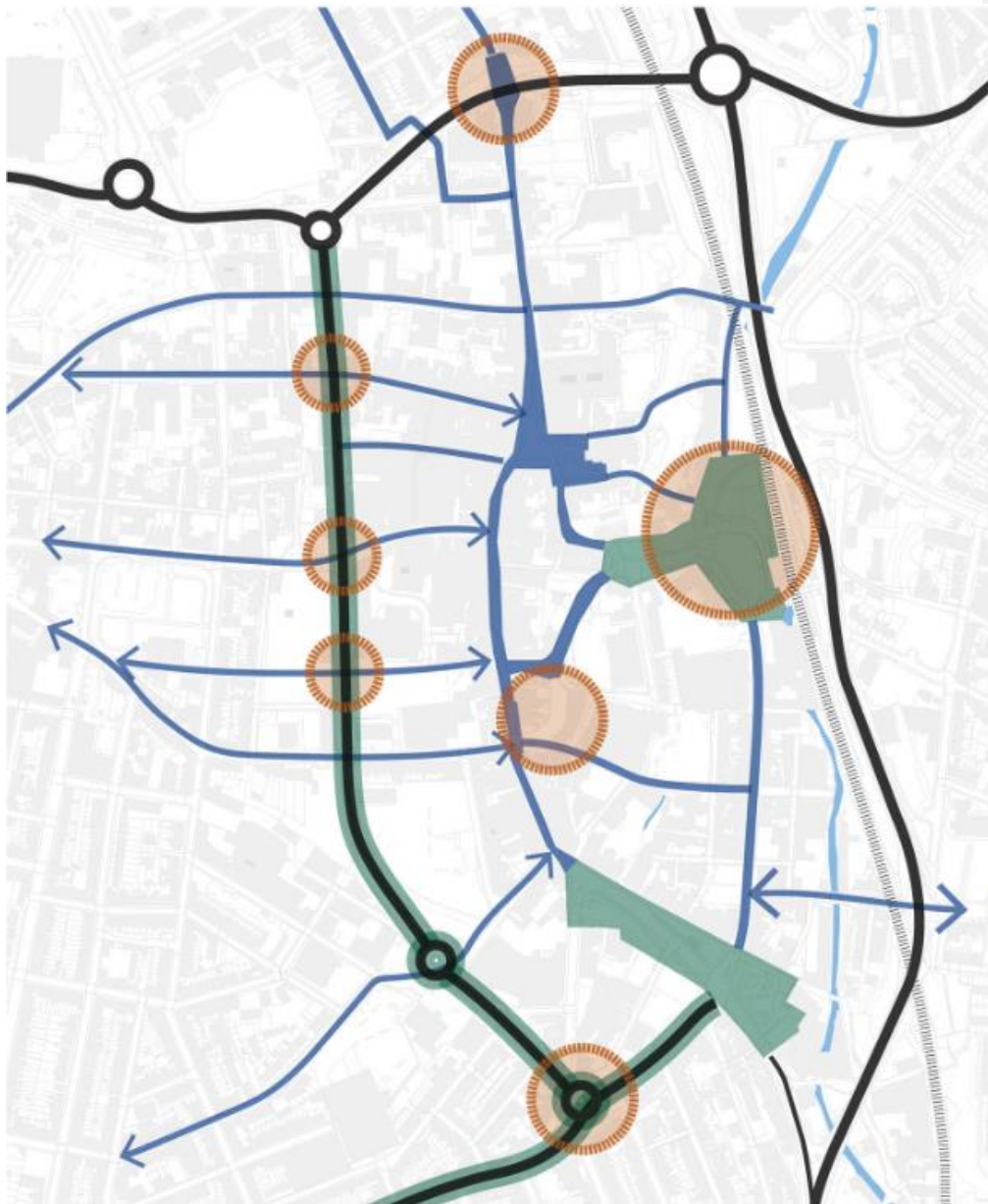
5.175.19 Figures 5.2a to 5.2e4 set out the ~~emerging~~ components of the ~~Draft~~ Spatial Framework for Macclesfield Town Centre including:

- Improved gateways, pedestrian movement and sense of arrival;
- Strengthened ~~eding~~ frontages and revitalising empty plots;
- A sensitive, contextual response to existing buildings and uses; and
- Enhanced public realm.






5.185.20 The ~~emerging-masterplan~~ components of the Spatial Framework represent the aspiration for Macclesfield should the opportunity and resources arise. Implementation would require significant additional development, planning, feasibility and viability testing.

**Figure 5.2a ~~Emerging-Masterplan~~ Spatial Framework Components – Gateways, Pedestrian Movement and Arrival**





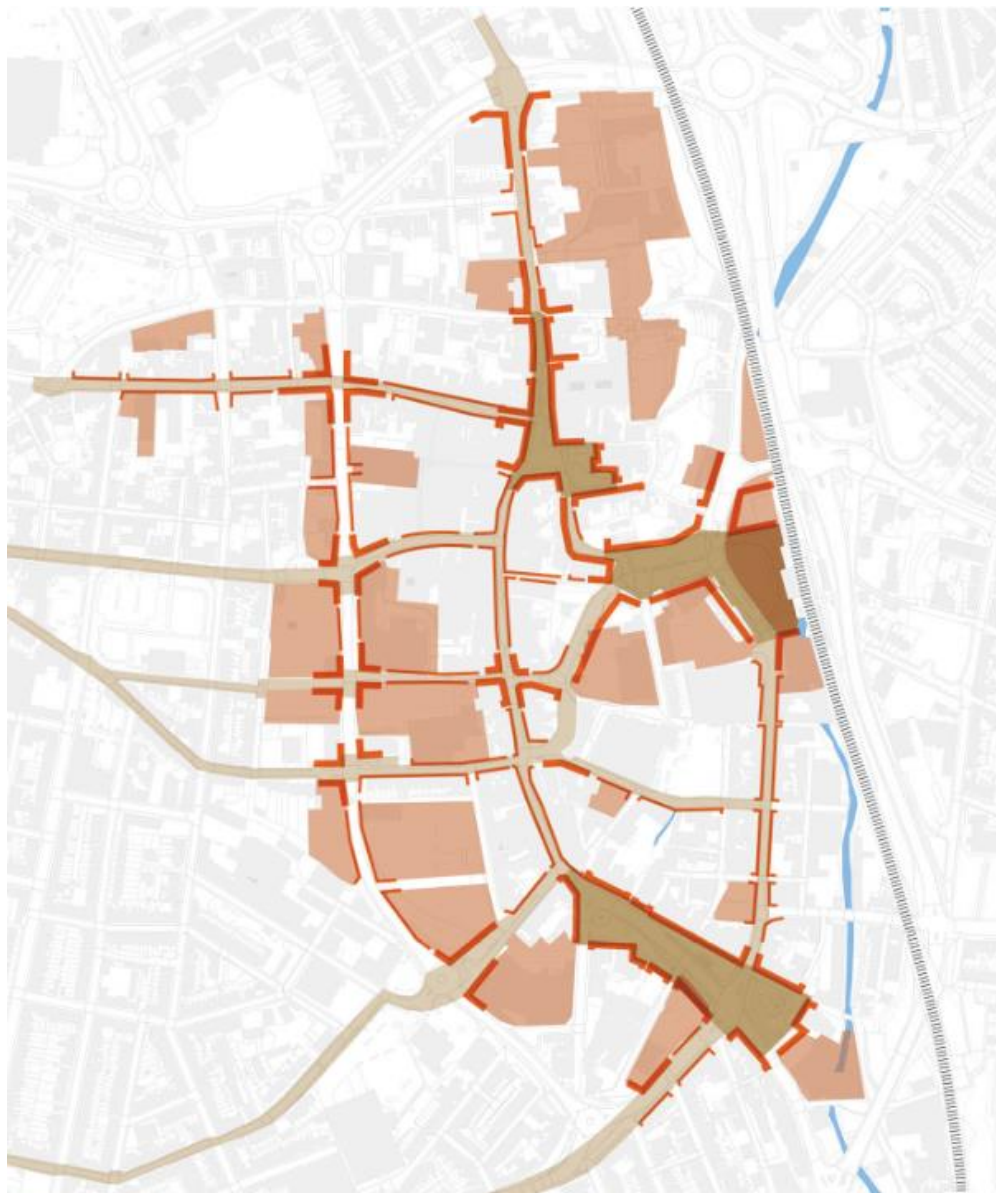
**Improved gateways, pedestrian links and sense of arrival**

-  Improved gateways/junctions
-  Improved pedestrian links
-  Improved public realm quality/frontage onto vehicular routes
-  Existing vehicular routes
-  Existing train line




Source: OPEN

**Figure 5.32b ~~Emerging Masterplan Spatial Framework~~ Components – Strengthened Frontages and Empty Plots**





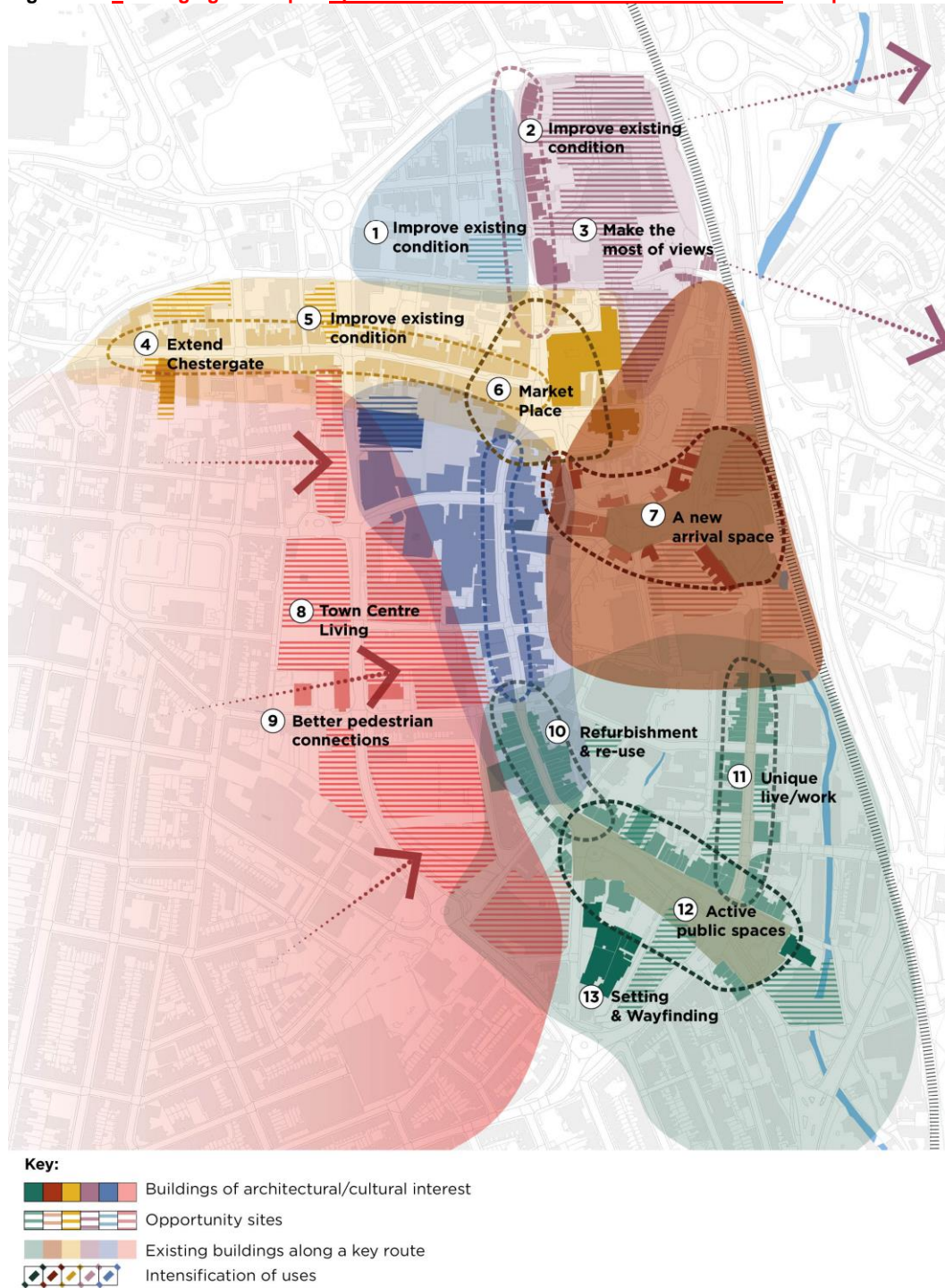
**Strengthened frontages and plots with potential for improvement**

-  Plots with potential for improvement
-  Active/strengthened frontages
-  Improved routes

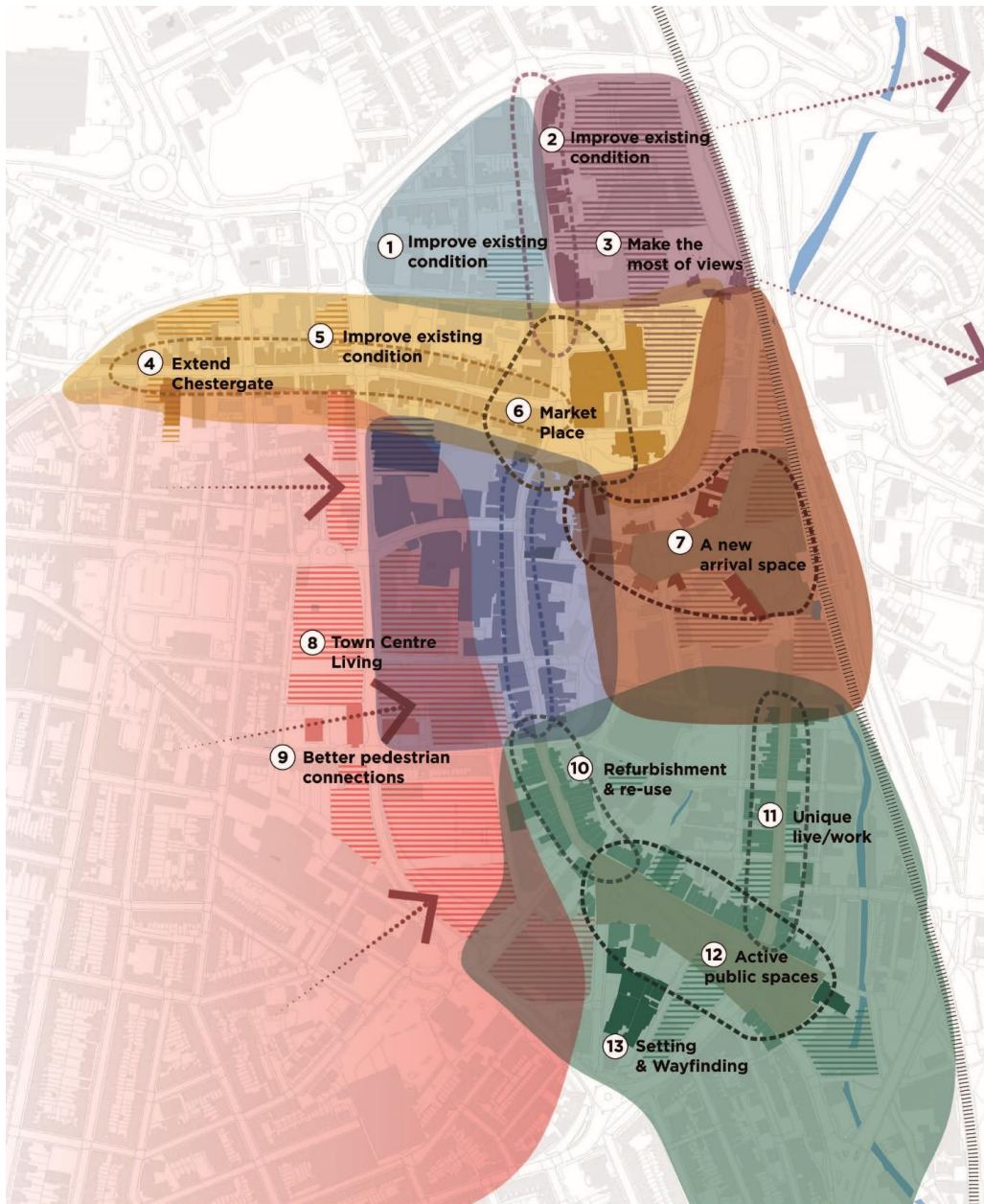
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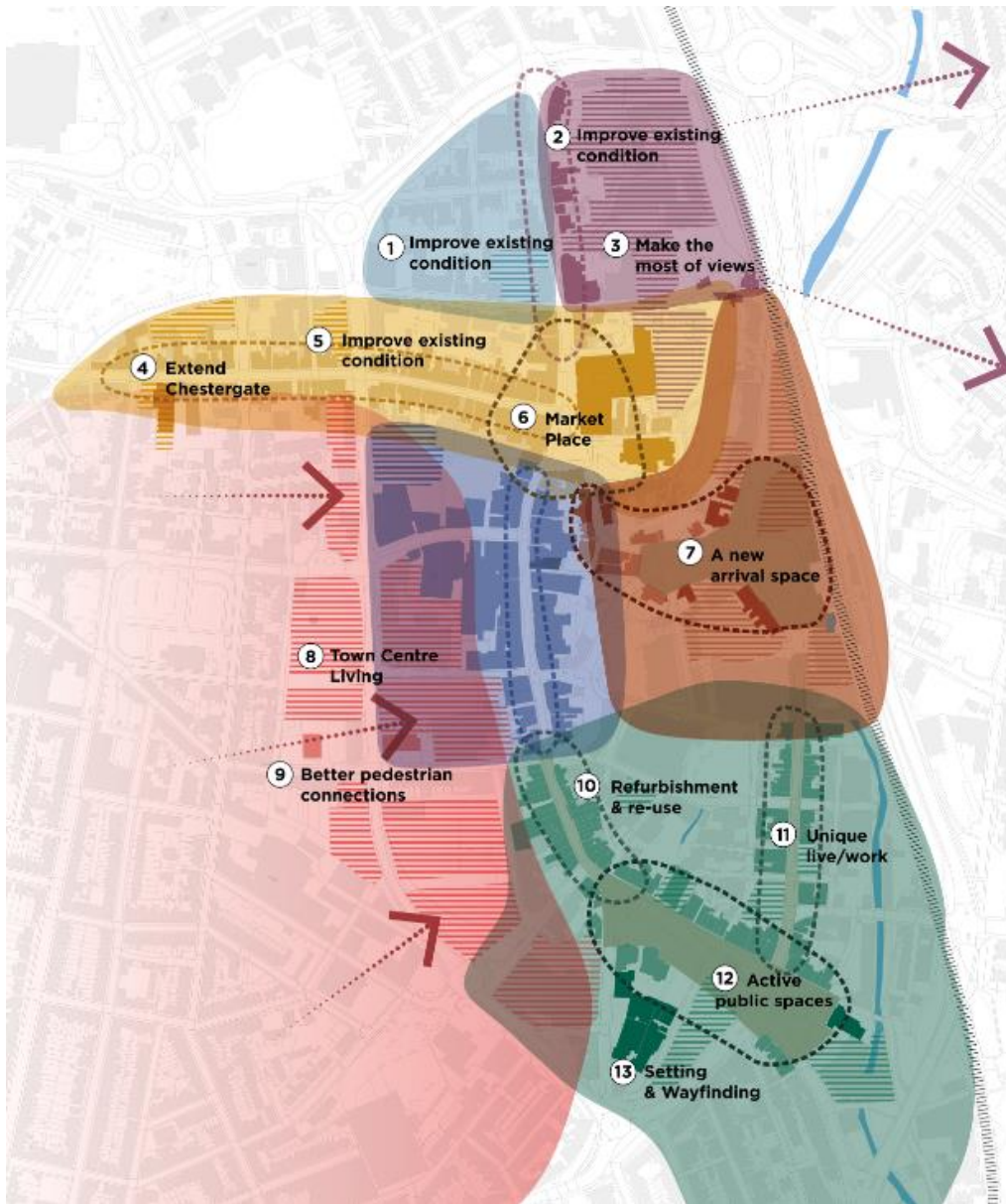


Figure 5.2c4 Emerging Masterplan Spatial Framework for Macclesfield Town Centre Components









**Key:**

-  Buildings of architectural/cultural interest
-  Opportunity sites
-  Existing buildings along a key route
-  Intensification of uses

Source: OPEN

5.195.21

The numbered components of the ~~emerging masterplan~~Spatial Framework for Macclesfield Town Centre identified in Figure 5.2e4 are described in more detail as follows:

1. **Improve existing condition:** Improving the setting of already well established businesses to promote an identity for the area
2. **Improve existing condition:** Improving the setting of existing historical buildings through sensitive infill development
3. **Make the most of views:** The topography here means excellent views over the valley to the ~~peaks~~Peak District
4. **Extend Chestergate:** Improve the pedestrian crossing over Churchill Way to better connect it to the heart of the town
5. **Improve existing condition:** Improving the setting of already well established businesses to promote an identity for the area
6. **Market Place:** The market place is a strong anchor point for the town. New ~~development initiatives~~ can benefit from the strong existing setting and promote alfresco/community/leisure uses including events
7. **~~A new arrival space~~Station Gateway:** Existing group of traditional pubs, independent bars ~~&and~~ cafes. Potential to rationalise parking in order to create a new green public plaza and opportunities for new development to generate a ~~and~~ better arrival experience from the station including leisure opportunities
8. **Town Centre Living:** The residential community to the west of Churchill Way is currently somewhat separated from the town centre. There is an opportunity for a much more mixed-use approach to bring residential into the town centre
9. **Better pedestrian connections:** Pedestrian links to surrounding residential communities can be improved to better connect the residents of Macclesfield to the amenities in the town centre. Better lighting along pedestrian routes at night will also help the local evening and night-time economy
10. **Refurbishment and re-use of existing buildings:** To provide ground floors living space & studio office space
11. **Unique live/work:** Warehouse living and live-work spaces. Views onto the River to be capitalised
12. **Active public spaces:** Consolidation of car parking to the north of Park Green would make space for higher quality public realm outside the bars and restaurants to the north and improve the setting of the buildings around Park Green in general
13. **Setting and wayfinding:** Improve the setting and enhance wayfinding to the Silk Museum from Park Green and Macclesfield centres as part of a wider wayfinding package

## 6.0 Draft Strategic Actions

- 6.1 With the aim of realising the ~~proposed~~ aspirational vision for Macclesfield Town Centre, the following ~~emerging potential~~ strategic actions have been devised to respond to the identified objectives. All of these actions **ultimately seek to ensure that Macclesfield's ~~retail core~~ town centre thrives as the local centre of choice for all uses and users.**
- 6.2 ~~Once these~~ ~~emerging~~ actions have been consulted upon, ~~they will be and~~ worked up into more detail to set out who needs to drive specific actions forward, how and when (immediately or in the short, medium or long term). It is important to note that the ~~emerging strategic~~ actions do not represent a 'to do' list for Cheshire East Council, but will require commitment and collaborative input from all of Macclesfield's stakeholders to be successful – public, private, community and voluntary.

**Table 6.1 Draft Strategic Actions**

Objective	Draft Actions
<b>Grow our town centre population</b>	<ul style="list-style-type: none"> <li>Engaging with the private sector and social housing providers to deliver new high quality homes within the town centre through new build, infill development and refurbishment of underutilised and vacant buildings</li> <li>Improve housing choice in terms of type and tenure to attract and sustain a more diverse community of occupiers attracted to town centre living – employees (particularly young professionals) from the highly skilled businesses in the local catchment (e.g. Alderley Park) first homes, singles, young families, downsizers, retired and older people etc.</li> <li><u>Ensure appropriate provision of affordable homes within the town centre</u></li> <li>Consider the delivery of specialist housing for older people given accessible and well served location</li> <li>Ensure town centre meets 'everyday' needs of a resident population including local services, <u>amenities</u>, health care and education provision <u>and a quality of place which is attractive as a residential location.</u></li> <li><u>Ensure new housing provision within the town centre does not negatively impact upon the operations of existing businesses and maintains good levels of amenity for existing as well as new residents</u></li> <li>Exploit the opportunities presented by an enlarged catchment through large scale housing and population growth at <u>South Macclesfield Development Area (SMDA) and other housing allocations</u> by ensuring Macclesfield becomes their local shopping destination of choice</li> </ul>
<b>Grow and diversify our leisure and evening economy</b>	<ul style="list-style-type: none"> <li>Following the recent announcement for a food hall in the former Picturedrome, grow the food and drink offer to support existing retail and create a café culture/evening economy that encourages increased spend and dwell time and appeals to the town's affluent catchment population</li> <li>An extended events strategy that builds upon existing success and the Town's distinctive and cultural assets</li> <li><u>Work with event organisers to develop an information pack and resources list to inform others seeking to create new events</u></li> <li>Consider the potential for a new and accessible <u>multi-functional events</u> space around the station gateway <u>which could be used for events to complement Market Place</u></li> <li>Explore scope to provide new leisure destination within the town centre but with flexibility to adapt to future changing trends</li> <li><u>Work with the private sector to determine the appetite for delivering a new hotel offer</u></li> <li>Seek to attract walkers and cyclists visiting the surrounding countryside/ Bollin Valley/Canal Network to stop and explore Macclesfield</li> </ul>



Objective	Draft Actions
<b><u>Enhance the retail offer</u></b>	<ul style="list-style-type: none"> <li>▪ <u>All new provision must have a strong relationship with the retail core</u></li> <li>▪ <u>Support proposals to enhance the range and quality of town centre retail uses with a focus independents</u></li> <li>▪ <u>Prioritise the retail core for any new retail provision</u></li> <li>▪ <u>Ensure proposals for residential and alternative uses in the retail core do not negatively impact upon the operation of existing retailers</u></li> <li>▪ <u>Consider options for 'meanwhile' uses and pop ups within retail voids</u></li> </ul>
<b><u>Make more of our connectivity</u></b>	<ul style="list-style-type: none"> <li>▪ Redevelopment of station gateway to enhance first perceptions of arrival and provide clear routes into the town centre <u>as well as providing new opportunities for residential, business and leisure uses which would benefit from the rail line connectivity.</u></li> <li>▪ Promote strategic rail access to world class businesses and labour markets to inward investors</li> <li>▪ Promote access to surrounding countryside (Peak District and Bollin Valley) including increased utilisation of cycle and foot links such as the river and canal network</li> <li>▪ Maximize opportunities presented by HS2 proposals to drive future growth and regeneration</li> <li>▪ <u>Consider a Undertake a comprehensive parking strategy which considers the utilization, location, quality and cost of parking across the town to inform rationalization and redevelopment potential of sites whilst maintaining appropriate parking provision for residents, workers and visitors</u></li> <li>▪ <u>Undertake a Movement Strategy that considers all modes of transport and seeks to enhance linkages, connectivity and way finding &amp; encourages walking, cycling and other sustainable modes of transport</u></li> <li>▪ <u>Consider implementation of residential permits, disabled parking, includes pay on exit and clear signage to guide visitors to the best place to park relative to their arrival point and purpose of visit</u></li> <li>▪ Ensure good legibility into and around the town centre through improved signage and wayfinding both on foot and by road from the motorway</li> <li>▪ Enhance ease of connectivity to/from surrounding residential areas and to points of interest on the periphery e.g. Christ Church, Victoria Park and West Park</li> <li>▪ Lobby public transport operators to expand scope of destinations and timetable for bus and rail users</li> <li>▪ <u>Encourage greater pedestrian and cycle movement through enhanced routes</u></li> <li>▪ <u>Ensure all proposals are future proofed for emerging connectivity trends including EV charging points and autonomous vehicles</u></li> </ul>
<b><u>Support economic growth aspirations businesses to create jobs and develop skills</u></b>	<ul style="list-style-type: none"> <li>▪ Work with existing major occupiers to understand their requirements and role they could play in supporting new investment</li> <li>▪ Target small and medium sized-enterprises in sectors of strength including science, finance, creative and digital and promote opportunities for collaboration and clustering</li> <li>▪ Provide refurbished quality workspaces with appeal to <u>flexible working and</u> smaller local occupiers across a mix of sectors within existing buildings recognizing the viability challenges associated with new build</li> <li>▪ Support and promote the high quality of life and housing offer demanded by high value growth sector employers</li> <li>▪ Promote the excellent skills and labour market credentials of Macclesfield to inward investors</li> <li>▪ Support establishment of creative and digital start up – potentially by supporting reuse of heritage buildings potentially on a temporary basis</li> </ul>

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Objective	Draft Actions
<b>Harness our distinctiveness</b>	<ul style="list-style-type: none"> <li>Promote services and events that are unique to Macclesfield</li> <li>Support <u>a wide range of</u> independent, <u>distinctive</u> <del>retail and leisure</del> businesses to set up and thrive</li> <li>Build on and promote cultural, arts and heritage assets to encourage local tourism including the Silk Museum, Heritage Centre and the proposed Picturedrome.</li> <li>Explore the potential to work alongside the Weave and Silk Trust</li> <li><u>Promote Macclesfield's positioning at the 'Gateway to the Peaks' and the western end of The Silk Road</u></li> </ul>
<b>Cherish our historic buildings and repurpose underutilised assets</b>	<ul style="list-style-type: none"> <li>Protect and maintain distinctive heritage buildings including but not limited to Town Hall, Police Station, <del>and</del> Buttermarket <u>and Christ Church</u> and <u>consider future potential of</u> poor quality buildings such as the former Three Pigeons Public House <u>on a case by case basis</u></li> <li><u>Explore options for opening up the Town Hall to greater community use</u></li> <li>Enforce Listed Building and Conservation Area status requirements</li> <li>Engage with land/property owners to encourage underutilised buildings and sites to be repurposed to attract new investment and occupiers into the town including residential, employment and cultural uses</li> <li>Reduce the negative impact of retail voids through creative or temporary re-use</li> <li>Working with stakeholders, research potential to access funding streams focused on restoring and heritage assets and bringing back into active and viable uses</li> <li>Harnessing interest in local markets support the revitalisation of the existing <u>indoor</u> market to attract a wider range of shoppers</li> </ul>
<b>Enhance the town centre environment</b>	<ul style="list-style-type: none"> <li>Ensure basics are delivered well - streets are clean and tidy <u>and basic needs of visitors are catered for</u></li> <li>Build on public realm and shop front improvements undertaken to date</li> <li>Act on and enforce action by land owners on derelict and/or dangerous buildings which create an eyesore.</li> <li>Compulsory Purchase Orders (CPO) should be a last resort, but can provide a useful tool for persistent problem sites and premises</li> <li>Prioritise the physical enhancement of key gateways and corridors including the station and major car parks</li> <li><u>Rationalisation of surface car parking which currently creates visual blight, subject to a comprehensive car parking strategy for the town</u></li> <li><u>Ensure any new decked or multi-storey car parking provision is well screened and visual impact minimised</u></li> <li>Support the 'greening' of the town centre through increased <u>tree</u> planting <u>and soft landscaping</u></li> <li>Ensure all development proposals conform to high quality design principles</li> <li><u>Consider the preparation of a 'green plan' to bring each of these elements together across the town but recognizing the financial implications of delivery and maintenance</u></li> <li><u>Investigate support for creating a Business Improvement District (BID)</u></li> </ul>
<b>Raise aspirations and change perceptions</b>	<ul style="list-style-type: none"> <li>Develop a comprehensive marketing and communication strategy which raises awareness of the existing offer and promotes the town centre</li> <li>Identification of Macclesfield 'Ambassadors' to utilise existing social capital and informally promote the town</li> <li>Utilise key gateways to change perceptions for those who usually 'pass through' Macclesfield, for example through enhanced signage and physical environment at station and along key road corridors</li> <li>Consider the potential to generate income through advertising of local</li> </ul>



Objective	Draft Actions
	<p>businesses at highly visual locations such as the station</p> <ul style="list-style-type: none"> <li>Continue to engage and work collaboratively with key local stakeholder groups to support delivery of actions</li> </ul>

### Strong Strategic Leadership

~~6.3 The preparation, consultation and publication of the Macclesfield Town Centre SRF establishes a clear vision and strategy for change; which together with the adopted policy framework provides strategic guidelines which consider the future potential and aspirations of the town as a whole. The approach taken to develop this SRF has included significant engagement with key local stakeholder groups and formal statutory consultation with residents and businesses. The outcome is a demonstration of the Council's commitment to the future of Macclesfield Town Centre, buy-in from local stakeholders and enhanced business and investor confidence.~~

~~6.4 However, whilst delivery of the emerging actions will rely upon strong strategic leadership, the Council will not be able to deliver transformational change in isolation but will require the support of numerous stakeholders from across the public, private and voluntary sectors. Actions to support the implementation of the SRF should include:~~

- ~~• Commitment to enforce recommendations of the SRF and wider policy framework~~
- ~~• Identified 'go-to' person for town centre issues and enquiries~~
- ~~• Proactive lobbying by the public sector to prioritise Macclesfield within Cheshire East for intervention and funding~~
- ~~• Utilise Macclesfield's existing significant social capital – local people~~
- ~~• Creation of a place-led/project based action group recognising the benefits of joint working between the public and private sector~~
- ~~• Launch of the SRF with local developers, investors and occupiers to support them to play an active role in the delivery of the Strategy and specific projects~~
- ~~• Support the delivery of proposals which align with the agreed SRF including bidding for funding.~~

## The Outcomes

~~6.5~~ The objectives/themes and proposed actions have been developed to support the delivery of the vision for Macclesfield Town Centre, but will also help attain the following outcomes:

- ~~• Delivery of a wider choice of homes in the central wards~~
- ~~• Attract and sustain a growing and diverse business community~~
- ~~• Increased footfall, spend and vibrancy within the town centre~~
- ~~• Attract a wider audience to Macclesfield including residents, workers and visitors~~
- ~~• Reduced vacant/underutilised sites and premises~~
- ~~• Support increased economic growth and employment~~
- ~~• Increased demand for town centre facilities~~
- ~~• Diversified range of services, facilities and events~~
- ~~• Increased functionality of the town centre~~
- ~~• Enhanced physical environment and 'quality of place' including investment in public realm and art~~
- ~~• Appropriate supply of car parking that serves key destinations~~
- ~~• Improved first impressions and aspirations~~
- ~~• Raised Macclesfield profile within the wider area~~
- ~~• Increased market confidence and attraction of new private sector investment~~
- ~~• Improved sustainability and improvements in air quality~~

## The ~~Draft~~ Illustrative Framework

~~6.6~~6.3 Figure 6.1 sets out the ~~Draft~~ Illustrative Framework for Macclesfield Town Centre which seeks to demonstrate how this SRF and the proposed actions could manifest physically.

### Enhancements to the Physical Environment

6.4 Enhancing the physical environment would be a very visual indication of the successful transformation of the Town Centre. New development on vacant sites and the refurbishment or redevelopment of underutilised or vacant buildings will be fundamental to bringing new investment and uses into the town. Softer actions to support the objective of 'enhancing the town centre environment' should also be progressed as resources and opportunities allow. This could include improved public realm, new green space and street planting to ensure that the whole town benefits from investment not just individual sites.

~~6.7~~6.5 The ~~Draft~~ Illustrative Framework spatially prioritises these interventions as follows:

- **Public realm** – Beyond the improvements already being progressed for Castle Street, pedestrian focused public realm enhancements should be prioritised around routes with greatest footfall including Chestergate, Mill Street, Park Green, Jordangate, Station Gateway and Sunderland Street. There will be some areas that will need to consider integrated vehicular movements, in particular Market Place, Waters Green and at key crossing points on Churchill Way. Focus will also be given to ensuring critical gateways provide a ~~a~~ quality initial welcome to the town centre

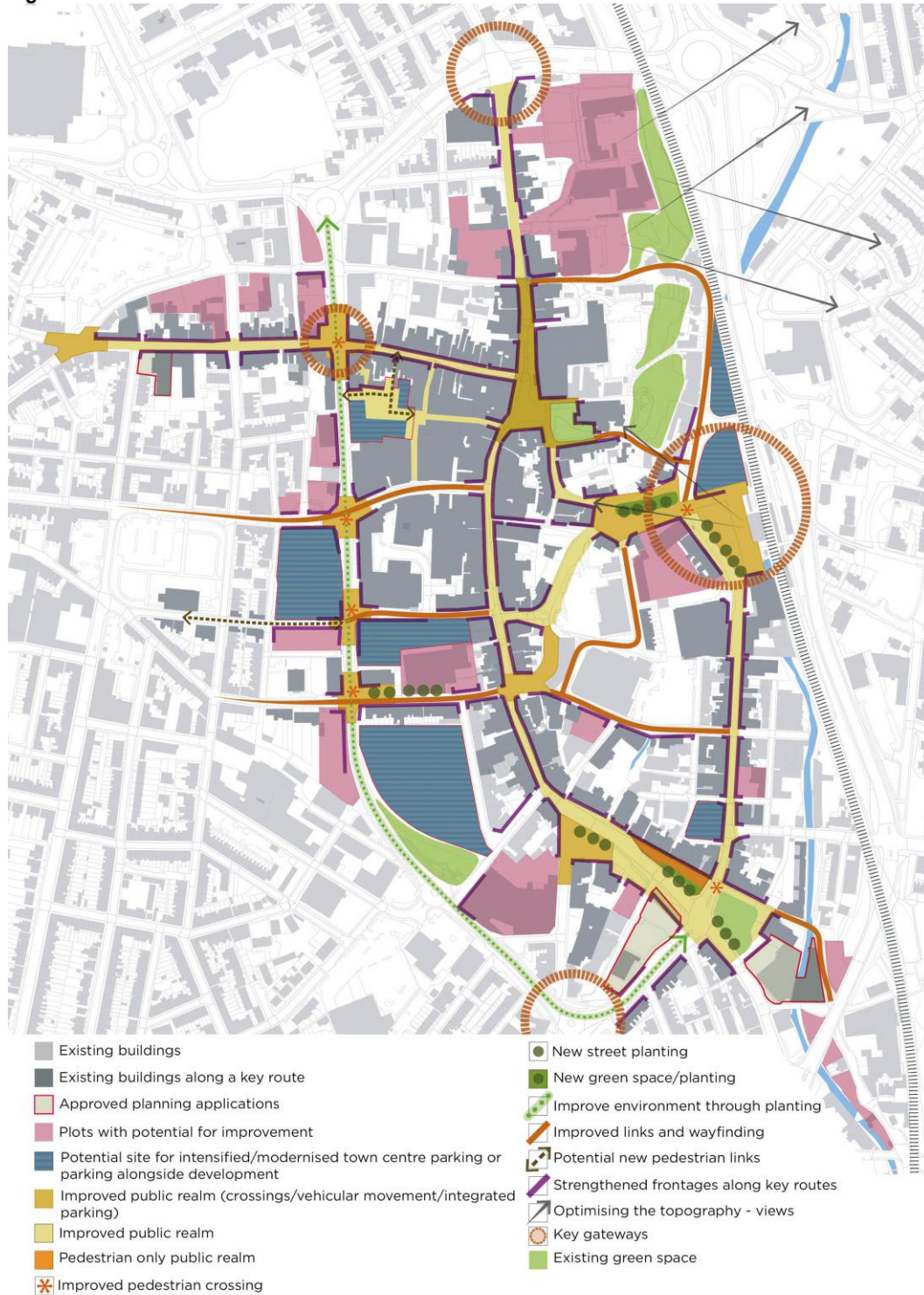
- **Green space and planting** - Churchill Way currently presents a poor quality environment dominated by car use but has the potential to become an attractive 'boulevard' through the town through strategic tree planting. Other areas with potential to create attractive green spaces where people can dwell include Park Green, Waters Green and Roe Street as are other key areas for potential new tree planting.
- **Optimising the topography** - The Illustrative Framework identifies key views out to the surrounding countryside to the east and up to St Michaels Church from the Rail Station that should be optimised and protected in response to any development proposals

### Improved Connectivity

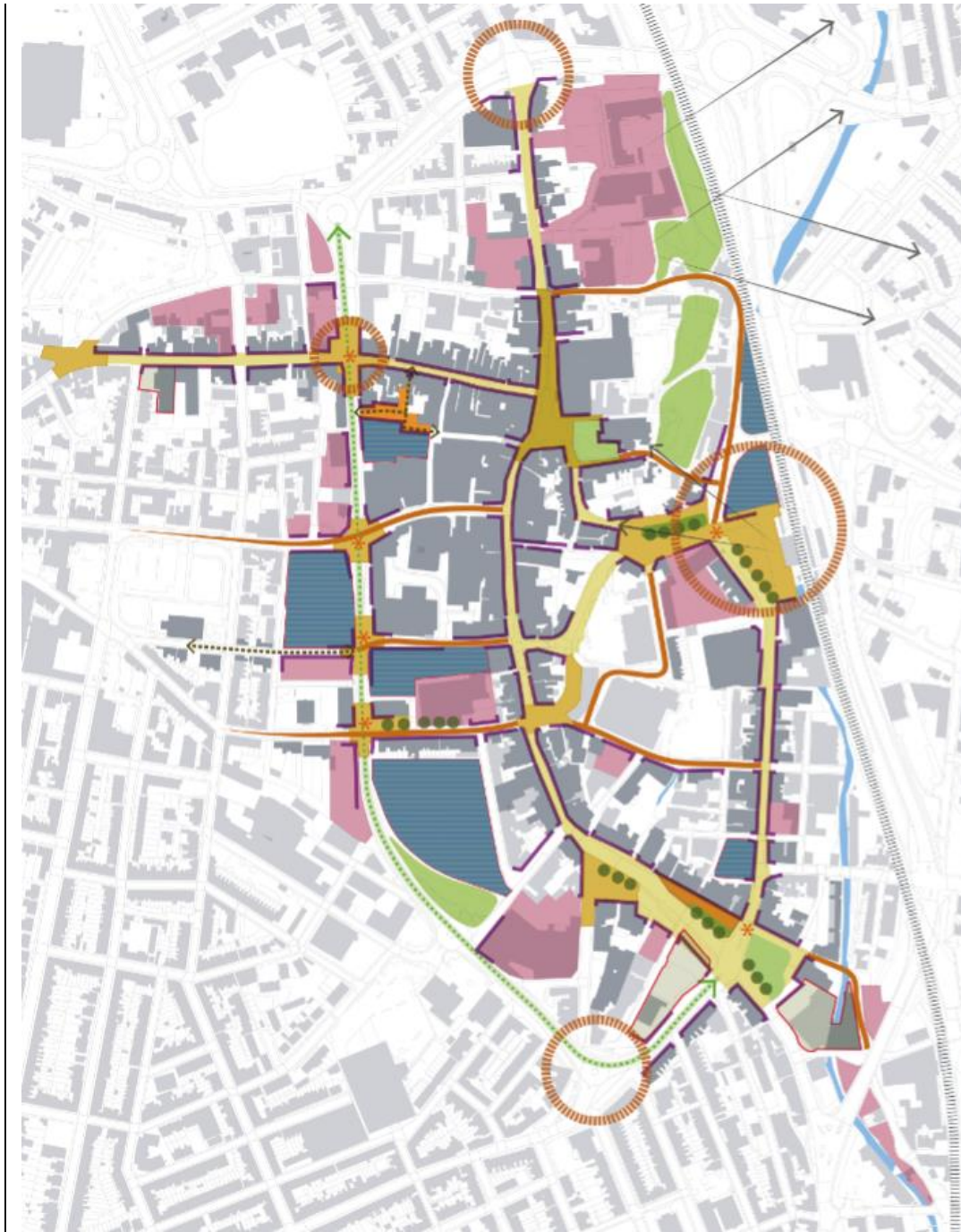
6.86.6 Shifting the focus away from the current car dominance within the town centre, actions seeking to enhance pedestrian connectivity and wayfinding, and integrate the town centre with the surrounding residential areas include:

- **Enhanced existing linkages** - focused on east-west connections to the residential areas to the west of the town centre along Great King Street/Castle Street; Waterloo Street West/Exchange Street; and Roe Street. Improved links south along Waterside; ~~and~~ from the station into the town centre core via Churchside, Brunswick Street and Boden Street; and to the parks on the periphery including West Park, Victoria Park and South Park, making use of existing green linkages. Enhanced connectivity along these routes also incorporates improved wayfinding through signage, sight lines and consistent public realm
- **Potential new linkages** - are identified in respect of the potential opportunity sites at Jordangate East, Churchill Way, and for a potential new frontage and pedestrian access to the shopping centre off Churchill Way and Chestergate around the current Grosvenor Car Park site creating an intimate new square
- **Improved pedestrian crossings** - are ~~proposed~~suggested at Waters Green to enhance pedestrian movement from the rail station into the town centre core and across key junctions on Churchill Way and Sunderland Street. Each seeks to enhance pedestrian priority in areas currently dominated by traffic barriers
- **Car Parking** - car parking was an issue raised in a number of the consultations and needs to be tackled to ensure that there is an appropriate supply of car parking serving key destinations in the town whilst protecting adequate provision for residents. Consideration needs to be given to the amount, location and pricing of parking in the town

Figure 6.1 Macclesfield Town Centre ~~Draft~~ Illustrative Framework







Key:

Existing buildings

Existing buildings along a key route

Approved planning application

Plots with potential for improvement

Potential site for intensified/modernised town centre parking or parking alongside development

Improved public realm (crossings/vehicular movement/integrated parking)

Improved public realm (pedestrian focused)

Pedestrian only public realm

Key gateways

Improved pedestrian crossing

New street planting

New green space and planting

Improved environment through planting

Improved links and wayfinding

Potential new pedestrian links

Strengthened frontages along key routes

Optimising the topography (views)

Existing green space

Source: OPEN

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## 7.0 Delivering the SRF

### 7.0 Next Steps

7.1 Following approval of the draft SRF for public consultation, a full (4 week) public consultation exercise will be carried out. The exercise is planned to be run as follows:

- An online survey will be made available on the CEC website with links from the Home page, the Regeneration page and the Consultation page
- A drop in session will be held attended by both a CEC officer and the consultant team to allow members of the public to seek clarification on any aspects of the draft SRF

7.2 The following actions are planned to publicise the consultation:

- Media release and a copy of the draft SRF sent to key organisations including local press (Macclesfield Express, Cheshire Independent etc.), local radio station Silk FM, Place North West, and Town and Parish Councils
- Posters erected at sites around the town centre including: Macclesfield Library, Macclesfield Customer Centre, Grosvenor Centre, Macclesfield Visitor Information Centre, Macclesfield Leisure Centre, on lampposts in key streets within the town centre
- Information banners erected in Macclesfield Grosvenor Centre
- Local organisations asked to raise awareness via their communication channels e.g. websites, social media, meetings, notice boards etc.
- Email to members of the Cheshire East Digital Influence Panel in surrounding wards

7.3 During the consultation period copies of the draft document will be made available to view in hard copy at both Macclesfield Library and the Customer Service Centre, Town Hall Macclesfield.

7.1 The preparation, consultation and publication of the Macclesfield Town Centre SRF establishes a clear vision and strategy for change; which together with the adopted policy framework provides strategic guidelines which consider the future potential and aspirations of the town as a whole. The approach taken to develop this SRF has included significant engagement with key local stakeholder groups and formal statutory consultation with residents and businesses. The outcome is a demonstration of the Council's commitment to the future of Macclesfield Town Centre, buy-in from local stakeholders and enhanced business and investor confidence.

7.2 However, whilst delivery of the strategic actions will rely upon strong strategic leadership, the Council will not be able to deliver transformational change in isolation but will require the support of numerous stakeholders from across the public, private and voluntary sectors.

A separate Delivery Plan has been put forward to advise those looking to push forward initiatives and projects which will see the vision and objectives delivered. The Delivery Plan identifies recommendations for who needs to do what and when to start to move towards the aspirations for set out in the vision and objectives of this SRF. It provides a 'route map' to delivery and will require the support and buy-in of all stakeholders if the town centre is to thrive. The Delivery Plan should be treated as a working document, not a definitive action list.

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### The Outcomes

7.3 The objectives/themes and proposed actions have been developed to support the delivery of the vision for Macclesfield Town Centre, but will also help attain the following outcomes:

- Delivery of a wider choice of homes in the central wards
- Attract and sustain a growing and diverse business community
- Increased footfall, spend and vibrancy within the town centre
- Attract a wider audience to Macclesfield including residents, workers and visitors
- Reduced vacant/underutilised sites and premises
- Support increased economic growth and employment
- Increased demand for town centre facilities
- Diversified range of services, facilities and events
- Increased functionality of the town centre
- Enhanced physical environment and 'quality of place' including investment in public realm and art, tree planting and soft landscaping
- Appropriate supply of car parking that serves key destinations
- Improved first impressions and aspirations
- Raised Macclesfield profile within the wider area
- Increased market confidence and attraction of new private sector investment
- Improved sustainability and improvements in air quality

# Macclesfield Town Centre

## Strategic Regeneration Framework: Draft Final Delivery Plan

Prepared for:



July 2019



## Contents

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### Disclaimer

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In light of the recent Referendum concerning the UK's membership of the EU, we are now in a period of uncertainty in relation to many factors that impact the property investment and letting markets. At this time organisations involved in the industry are reflecting on the potential implications of the UK leaving the EU. Since the Referendum date it has not been possible to gauge the effect of the impact on rental and capital values, along with other elements affecting property appraisal. Cushman & Wakefield continues to closely monitor market developments and trends in order that we can provide clients with the most up to date advice. The views contained in this document are provided in the context of this market uncertainty and as such our estimates and opinions are susceptible to change. Development appraisal results are particularly sensitive to changes in key variables such as cost and values. Accordingly we advise that clients have regard to this risk and may need to commission further advice before acting on the opinions expressed

## 1.0 Purpose of the Delivery Strategy

- 1.1 This Delivery Strategy provides robust advice to support the delivery of the Macclesfield Town Centre Strategic Regeneration Framework (SRF). The SRF sets out a clear vision, principles and key objectives for the future regeneration of Macclesfield Town Centre, provides a credible platform for engaging with local communities and stakeholders and, in articulating the Council's long-term commitment to Macclesfield, provides the development sector with the confidence and certainty needed to bring forward investment, jobs and economic growth.
- 1.2 The SRF provides a holistic strategy and framework for the whole of Macclesfield Town Centre, bringing together the property market, spatial and movement opportunities and constraints within the context of the planning framework rather than concentrating on individual sites as previous documents and proposals may have done. This integrated town-wide approach should ensure greater prospects of delivery and success.
- 1.3 The Delivery Strategy focuses on what needs to be done over the next couple of years (short term 0-2), medium (3-5) and long term (5+ years) by Cheshire East Council and its partners to support the successful regeneration of the Town Centre.
- 1.4 It is acknowledged that Cheshire East Council cannot deliver the SRF in isolation. The regeneration of the Town Centre will only be achieved through the collaborative actions of partners from the private, public and voluntary sectors. Importantly the SRF seeks to ensure the private sector is excited by the opportunity that Macclesfield offers and demonstrates the Council's commitment to support them to bring forward new investment.
- 1.5 The Report covers the following:
  - Summary of the Strategic Regeneration Framework (Section 2)
  - Recommendations on governance and delivery (Section 3)
  - Identification of priority actions (Section 4)
  - Recommendations on communication and engagement (Section 5)
  - Potential sources of funding to support delivery (Section 6)
  - Recommendations on monitoring and evaluation to measure success (Section 7)
  - Consideration of risk to the successful delivery of the SRF and how this could be mitigated against (Section 8).

## 2.0 The Strategic Regeneration Framework

- 2.1 The Strategic Regeneration Framework (SRF) will guide the future sustainable success and regeneration of the Macclesfield Town Centre. It sets out a clear vision, objectives and spatial framework for the regeneration of Macclesfield. It provides a credible platform for engaging with local communities and stakeholders and, in articulating the Council's long-term commitment to Macclesfield, provides the development sector with the confidence and certainty needed to bring forward investment, jobs and economic growth. The SRF focuses proposals for change on Macclesfield Town Centre but also considers how the town centre interacts with the surrounding hinterland and wider spatial context.
- 2.2 Analysis of the strategic and economic context of Macclesfield has revealed the town's core assets and highlighted constraints which need to be understood and overcome for the town centre to thrive:
- **Clear strategic priorities** are set out in principal planning documents
  - **Engaged and passionate stakeholders**, both public and private sector, who share in the Council's commitment to the future regeneration of Macclesfield town centre
  - **A growing catchment population, attractive labour market and a strong business base, as well as an affluent catchment.** Macclesfield has above average proportions of the working age population being economically active. Many of which are engaged in high value sectors
  - Macclesfield's **favourable market dynamics and strategic competitive advantages** which appeal to a broad market mix of uses and includes the town's strategic accessibility, rich and attractive built heritage, distinctive retail and event offer and an affluent surrounding population
  - **Current and future investment proposals** by the public and private sector will contribute to generating footfall and market confidence within the town centre
  - The **spatial analysis and transport and movement assessment** of Macclesfield have identified the town's attractive historic buildings as well as its unique topographic setting which presents opportunities in the form of attractive rural vistas but also challenges to movement and development
- 2.3 Engagement with stakeholders has been fundamental to the preparation of the SRF. This included participation from organisational and community stakeholder groups as well as a 4 week public consultation period. The comments and responses received have led to direct changes and modifications to the SRF in its final form.
- 2.4 The **Vision** of the Strategic Regeneration Framework is as follows
- 2.5

**Macclesfield - a town that celebrates its quirkiness<sup>1</sup>.**

**Green, creative, connected and social. A home to innovators, entrepreneurs and independents.**

<sup>1</sup> Defined as "unusual in an attractive and interesting way."



**Thriving, diverse, distinctive and inclusive. Rich in heritage and culture, with outstanding employment opportunities and nestled in stunning countryside**

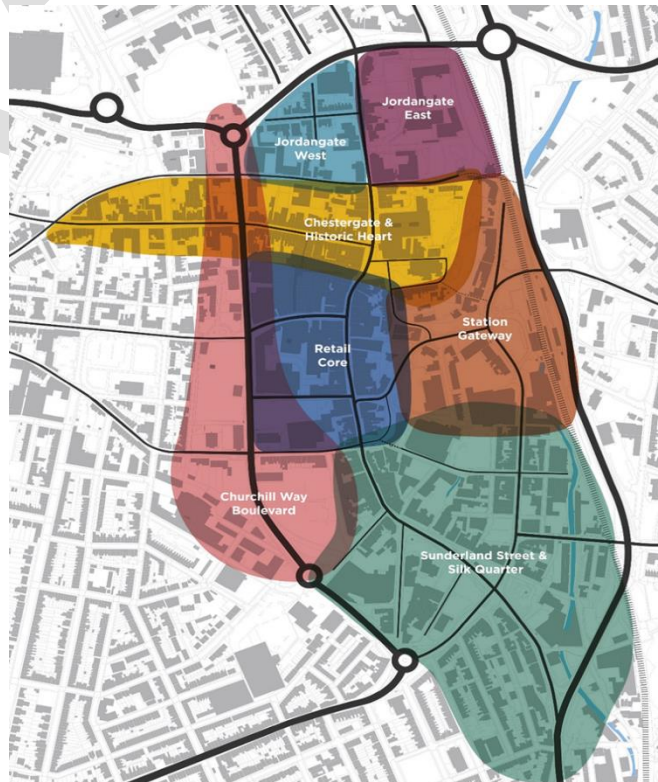
**Cherishing its past, striving for a sustainable future**

2.6 This Vision will be supported by the following **objectives**:

- **Grow our town centre population**
- **Grow and diversify our leisure, cultural and evening economy**
- **Enhance our retail offer**
- **Make more of our connectivity Support businesses to create jobs and develop skills**
- **Harness our distinctiveness**
- **Cherish our historic buildings and repurpose our underutilised assets**
- **Enhance the town centre environment**
- **Raise aspirations and change perceptions**

2.7 A series of **character areas** have been identified across Macclesfield Town Centre with suggested aspirations for each:

- **Chestergate and Historic Heart** - characterised by a wealth of attractive and historic buildings and urban spaces and the focus of cultural events. The priority in this area is on enhancing what is already here through the refurbishment and repurposing of historic buildings to create new quality space for homes and jobs.
- **Jordangate** - the north-south axis of Jordangate forms an area of potential change with aspirations for the modernisation of Jordangate Car Park, public realm enhancements and infill development on Jordangate's frontage.
- **Station Gateway** - whilst Macclesfield's strategic rail linkages are a major asset to the town the area around the main line rail station does not currently create a good first impression. As such, the Station Gateway needs to be a key area of change with a leisure, business and residential focus.
- **Retail Core** - the main retail centre of Macclesfield should continue to function as the shopping core of the town but



Source: OPEN

recognise that some retail consolidation and re-use of existing units and voids for alternative uses such as food and drink, and residential on the periphery will enhance the current offer.

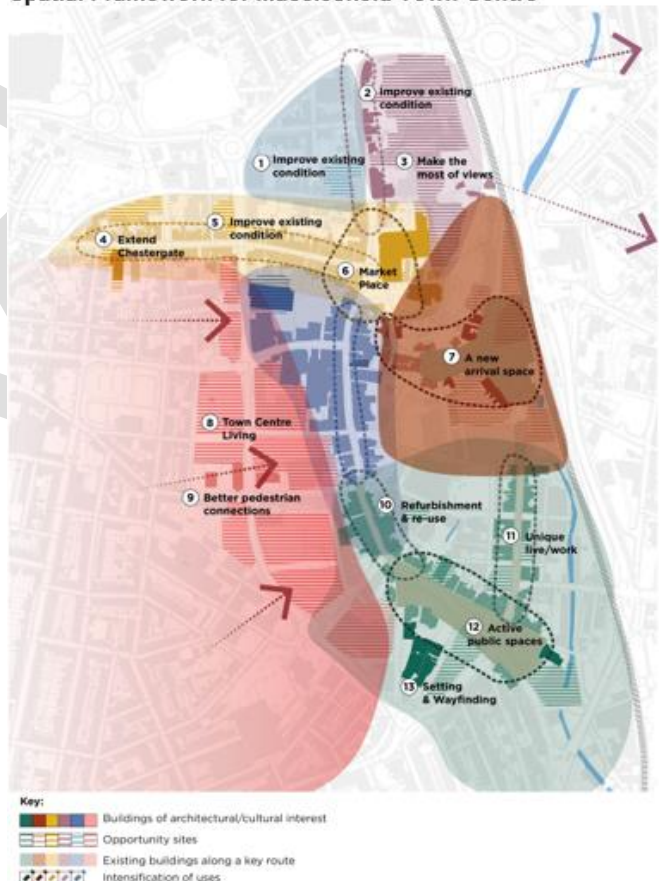
- **Churchill Way Boulevard** - transforming this key route to create a greener 'boulevard' would enhance first impressions of the town, improve legibility and wayfinding, and reduce car dominance, resulting in pedestrian prioritisation at key junctions. New infill residential development would enhance the currently 'broken' frontage to Churchill Way whilst providing new homes that are well connected to the town centre. Consolidation and enhancement of car parking in this area will be a priority
- **Sunderland Street and Silk Quarter** - the traditional historical character and buildings within this area has potential to become a vibrant urban mixed use area incorporating residential, boutique retail, employment, leisure and evening/night-time economy uses characterised by distinctive independent businesses.

2.8 The components of the **Spatial Framework** represent the aspiration for Macclesfield should the opportunity and resources arise. Implementation will require significant additional development, planning, feasibility and viability testing.

2.9 The numbered components of the Spatial Framework for Macclesfield Town Centre are as follows:

1. Improve existing condition for established businesses
2. Improve setting of historical buildings
3. Make the most of views
4. Extend Chestergate through improved pedestrian crossing over Churchill Way
5. Improve existing condition for established businesses
6. Enhance Market Place
7. Create a new arrival space and pursue rationalising parking to unlock development opportunities
8. Encourage more Town Centre Living
9. Better pedestrian connections
10. Refurbishment and re-use of existing buildings
11. Support creation of live/work spaces
12. Enhance active public spaces
13. Improve setting and wayfinding

**Spatial Framework for Macclesfield Town Centre**



Source: OPEN

2.10 In order to realise the aspirational vision for Macclesfield Town Centre a number of strategic actions

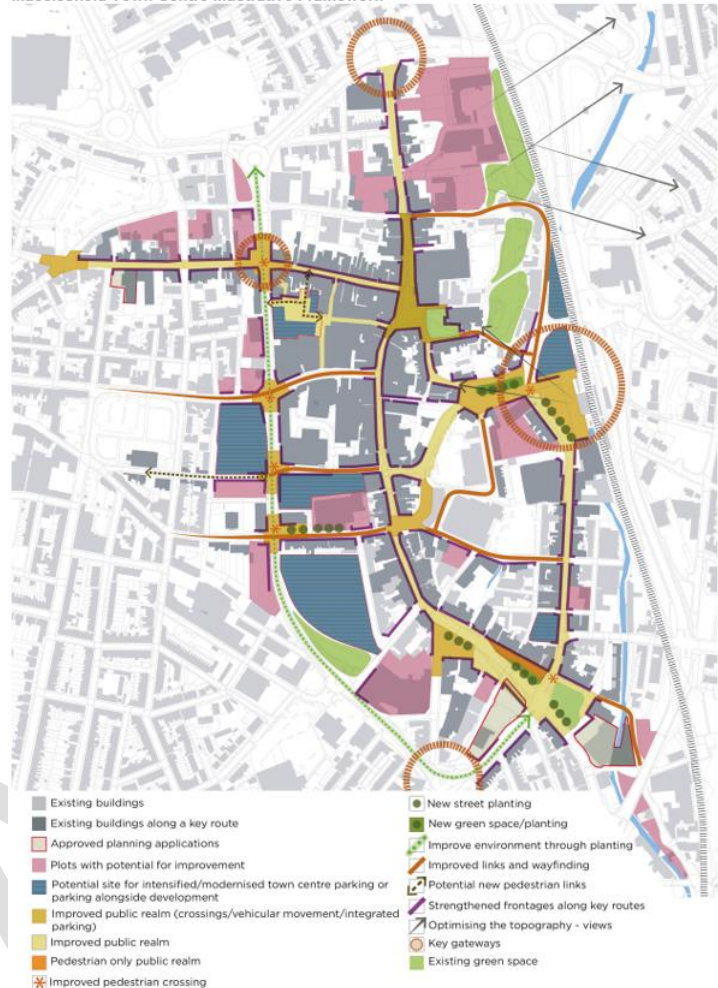
have been devised to respond to the identified objectives. These actions have been consulted upon and ultimately seek to ensure that Macclesfield's Town Centre thrives. The actions are not a 'to do' list for Cheshire East Council but will require commitment and collaborative input from all Macclesfield's stakeholders to be successful - public, private, community and voluntary.

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2.11 The **Illustrative Framework** for Macclesfield Town Centre has been drawn up to demonstrate how this Strategic Regeneration Framework and the proposed actions will manifest physically. It focuses on physical environment enhancements as a very visual indication of the successful regeneration of the Town Centre.

2.12 This could include development/refurbishment of vacant or underutilised sites and buildings as well as softer actions to support the objective of 'enhancing the town centre environment'. This could include improved public realm, new green space and street planting to ensure that the whole town benefits from investment not just individual sites. There is also a focus on improving connectivity in and around the town centre; shifting the focus away from the current car dominance, integrating the town centre with the surrounding residential areas, enhancing existing linkages or creating new linkages, and tackling car parking issues in a sensitive way.

Macclesfield Town Centre Illustrative Framework



Source: OPEN

2.13 We will know that we have **met our objectives** through the following:

- More people living in the central wards
- More housing choices - in terms of unit types, tenures, prices
- Reduction in number of vacant units and consolidation of retail units (more “after-five” uses including leisure and residential) including increasing the number of historic buildings and/or under-utilised sites brought back into use
- More places to eat, drink and enjoy leisure time including an enhanced family friendly offer
- More independents
- Increased footfall and spend
- More trees and soft planting
- Better sustainability credentials
- More public art and celebrations of creativity
- Increased private sector investment.

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## 3.0 Governance and Delivery

### Strong Strategic Leadership

- 3.1 The preparation, consultation and publication of the Macclesfield Town Centre SRF establishes a clear vision and strategy for change; which together with the adopted policy framework provides strategic guidelines to support the future potential and aspirations of the town as a whole. The approach taken to develop this SRF has involved engagement with key local stakeholder groups and formal consultation with residents and businesses. The outcome is a demonstration of the Council's commitment to the future of Macclesfield Town Centre, buy-in from local stakeholders and should lead to enhanced business and investor confidence.
- 3.2 The successful delivery of the SRF will require Cheshire East to lead. Key roles and responsibilities that the Council *could* take to continue to drive the momentum that has been achieved through the preparation of the SRF include:
- **Setting a clear vision and driving the agenda** - having worked up the SRF with key stakeholders Cheshire East needs to now focus on action on the ground. The SRF has set the foundation for change and its preparation has established a momentum within the area and with its partners which now needs to be supported by a clear commitment by key partners to deliver. Cheshire East Council needs to drive the overall direction of travel for the delivery of the SRF but also take the lead on key projects including those on their land including public realm improvements as well as new development.
  - **Land Assembly** - Cheshire East is a landowner within the town centre and these assets could be used to leverage investment from the private sector. Consideration should be given in some cases as to whether the Council or its partners such as Homes England should acquire sites or buildings in order to be able to unlock a larger opportunity or to tackle an existing eyesore that is distracting from the town's potential.
  - **Site Preparation** - depending upon the agreed delivery model if sites are to be brought forward, additional works may be required such as demolition, acquisition, relocation of tenants, land reclamation, due diligence and gaining planning permission.
  - **Seeking Funding** - Cheshire East Council will need to lead on establishing appropriate resources to support the implementation of the SRF. They have already demonstrated their commitment to this through the recent bid to the Future High Street Fund in March 2019.
  - **Engagement and lobbying** - will be a key to realising the SRF's Vision and Objectives. Local, regional and national lobbying by Cheshire East Council will be critical in raising the profile of Macclesfield and its potential. This will be in both the public and private sector. The importance of harnessing the passion of the local community has been recognised from the outset. This has been a central component of the preparation of the SRF and must continue into delivery. Ongoing engagement with stakeholders (including residential, businesses and developers/investors) to keep them updated on what's happening in Macclesfield, including launching the actions that the Council is going to take to support delivery of the SRF is recommended (see Section 5 for further details).
  - **Work with the private sector** - to support them to deliver proposals which align with the agreed SRF. This could include efficient consideration of planning applications, joint funding bids, support engagement with key partners such as Homes England or Historic England. It could also include targeting developers to promote opportunities they could get involved in as well as seeking partners to support delivery on sites in the Council's ownership.



- **Bidding for resources** – as noted, the Council has already started to bid for sources of funding to support the delivery of the SRF. As other potential sources of funding arise the Council should consider whether Macclesfield meets the criteria and if so work up bids with partners.

3.3 The following expertise will be required to support the delivery of the SRF:

- Development and Regeneration
- Estates management
- Planning - both policy and development management
- Finance
- Highways
- Economic Development
- Marketing
- Administration/Project Management
- Public Realm Maintenance.

3.4 The following approaches have been successful in other areas and should be considered for moving forward in Macclesfield:

- Identified 'go-to' person for developers and investors for the town centre as someone to engage with when they identify opportunities and then they could point interested parties to the right person within the Council or external partners in order to progress their ideas efficiently. This would demonstrate that Macclesfield not only has a vision, but it is a place to do business.
- Establishment of delivery team made up of representatives from key departments within the Council who will meet on a regular basis to discuss progress and unlock barriers to progress. Consideration could be given as to whether existing groups can take responsibility for these tasks. Clear outcomes for the groups would be required and timescales to maintain focus.
- Creation of a place-led/project based action group recognising the benefits of joint working between the public and private sector. This could draw upon some of the partners who are already active in the town and have supported the preparation of the SRF. It would also ensure ongoing ownership of the SRF by a wide range of stakeholders.

## Other Partners

3.5 Whilst delivery of the emerging actions will rely upon strong strategic leadership, the Council will not be able to deliver transformational change in isolation but will require the support of numerous stakeholders from across the public, private and voluntary sectors. Actions to support the implementation of the SRF should include:

### Public Sector

- **Homes England** - discussions have already commenced as to how Homes England could get involved in supporting the delivery of new homes in the town centre. Homes England is committed to supporting the delivery of new homes, working with public sector partners and in supporting small and medium sized developers. As such, Cheshire East Council needs to continue to maintain a regular dialogue with Homes England to support delivery of the SRF.
- **Cheshire & Warrington Local Enterprise Partnership (C&W LEP)** - in addition to its role to support economic development (for example through the Cheshire Science Corridor Enterprise Zone at Alderley Park), the LEP has recognised the important role that housing can play in supporting the economy. The Council should continue to engage proactively with the LEP to ensure where initiatives or funding sources emerge Macclesfield is well placed to bid for them.
- **Historic England** - like Homes England, the Council has already established a good relationship with Historic England. The heritage assets showcased within the SRF should be discussed with Historic England to determine ways to support investment in underutilised heritage assets or those that are not fulfilling their potential.

### Development Partners

3.6 Potential developers who could support the delivery of the SRF fall into the following categories:

- **Developers who are already active in the town** - including Peaks and Plains Housing Trust, Hillcrest and Huntsmere Construction all of whom are currently pursuing schemes for new homes in the town centre. Through the preparation of this commission a number of developers who are active have identified interest in the town centre and their keenness to support the regeneration of the town.
- **Local developers** - a number of local developers already recognise the potential of the town and have brought forward new schemes. These local developers are critical to the future regeneration of the town and should be proactively engaged with.
- **Niche developers** - developers should also be targeted who are delivering interesting new concepts, such as homes for private rented well managed schemes which are targeted at town centre locations or those with specialist products that target key sectors such as active retired or niche F&B operators. They are more likely to harnesses the town's unique assets and create exciting schemes.
- **Private sector partners with interests** in the area which they are investing in such as Eskmuir (the owners of the Grosvenor Centre), Arighi Bianchi (a major business who have interests in the town which could be harnessed to support new development), Astra Zeneca (who are a major employer in the area).
- **National and regional developers** - a number of whom have identified an interest in the town as part of the preparation of the SRF and who should now be reengaged with to demonstrate the opportunities that have been identified in the SRF.

### Local Community Groups and Local Residents

One of the key strengths of the area has been recognised as its passionate local residents and businesses. They have played a critical role in providing their thoughts and vision for the town into the SRF. A number of community groups also have ideas for improving the town. The SRF provides a framework to review the potential of these ideas and, where appropriate, to support them to be worked up into deliverable projects. Key community groups include Macclesfield Civic Society, Make it Macclesfield, , Silk Heritage Trust, etc. Supporting Site Delivery

3.7 Delivery mechanisms to drive development on individual sites will include:

- **Private sector led** - for some sites in the private sector the public sector will not need to play a role other than to determine planning applications. Others whilst being led by the private sector might need some support for example advice on where funding could be sought or advice on which developers are active in their area.
- **Public sector led/direct development** - for sites in the Council's ownership the public sector will lead. This could be by procuring a development partner to develop a scheme that the Council will own in the long term. For example, some Councils are developing offices or apartments which they own and the revenue from them is invested back into the area to support service delivery.
- **Partnership** - this could take form of a Joint Venture where the Council might put its land into a partnership but draw upon the expertise and finance support of a development partner.

3.8 Having identified potential roles and responsibilities the Council now needs to determine the role that it can play to drive delivery forward in Macclesfield in light of its wider commitments and potential resources.

## 4.0 Priority Actions

### Priority areas for change

4.1 The illustrative masterplan identifies a number of character areas. These were tested through the consultation process in terms of their importance and the following have been identified as the priority areas for change in the short term:

- **Chestergate & Historic Core and Churchill Way Boulevard** – the heritage assets of the town should be harnessed. The focus should be on enhancing what is already there through refurbishment and re-use of historic buildings, including conversion and reutilisation of upper floors for apartments. Actions to promote and support independent retail and F&B businesses which make Macclesfield distinctive, to encourage further investment in independent businesses particularly those that extend the evening and cultural economy and dwell time. Linked to supporting the historic core is the need to improve Churchill Way to reposition it from a vehicle dominated road into a boulevard which welcomes users to the town.
- **Station Gateway** – this important gateway to the town needs to be improved. There is scope to rationalise and consolidate the existing proliferation of surface parking with decked or multi-storey provision explored, either in existing car parks or other alternative locations in this locality, to unlock opportunities as a focus for leisure, business and residential whilst ensuring adequate parking remains. Exploring potential mechanism to provide a plaza at Waters Green, reinstating public green space and creating opportunities for events and uses to support the evening economy and existing traditional pubs, independent bars & cafes who operate in the area
- **Market Place and Retail Core** - the market place is a strong anchor point for the town. New development/uses can benefit from the strong existing setting and promote alfresco/community /leisure uses. The Market Place should continue to be the heart of the town centre and harness opportunities for further culture and event activities. This includes exploring options for more intensive use of the Old Town Hall and markets. It should also continue to link with the main retail core, whilst recognising that consolidation of retail and reuse of existing units and voids for alternative uses such as food and drink and introduction of residential on upper floors or via conversion of buildings on the periphery will enhance this offer. Enhancing legibility along key routes via reducing car dominance, enhancing cycling and pedestrian movement and improved way finding and signage. Improving the physical environment to ensure the area is more appealing to town centre users, for example providing more attractive public realm, greening, and shop front improvements to transform the look and feel of the area.

4.2 These are recognised as the areas where transformation will have the greatest impact. Their delivery depends on key partners being identified and will need to be supported by a wider set of actions seeking to overcome the current challenges in the area.

### Actions

4.3 Table 4.1 sets out potential actions to pursue the delivery of the SRF. For each action its identities the following:

- Lead partner - who is considered most appropriate to take the initiative forward

- Priority - high (significant actions which will support wider improvements), medium (potential to have some wider impact on the town) and low (likely to have less impact on the wider town)
- Phasing - short term (0-2 years), medium term (3-5 years) and long term (5+ years)
- Links to other actions - the impact of a number of projects will be maximised if they are delivered in connection with other projects.

4.4 This list is not exhaustive and new potential actions will emerge going forward. These can be tested against the SRF and added to the action plan as appropriate. In addition, the priority of actions will change over time as new sources of funding emerge (or are not accessed) and in light of changes to the property market. The Framework has been established to flex to these changes whilst its objectives will be upheld.

**Table 4.1 Action Plan** [once we have discussed we will reorder the list based on priorities]

Ref No	Actions	Objectives/Themes	Lead	Priority	Phasing	Link to other actions
P1	Engaging with the private sector and social housing providers/registered providers to deliver new high quality homes within the town centre through new build, infill development and refurbishment of underutilised and vacant buildings	Grow our town centre population	CEC <sup>2</sup> /Homes England	High	Short	P2 P3 P4
P2	Improve housing choice in terms of type and tenure to attract and sustain a more diverse community of occupiers attracted to town centre living - employees (particularly young professionals) from the highly skilled businesses in the local catchment (e.g. Alderley Park) first homes, singles, young families, downsizers, retired and older people etc. Also ensure appropriate provision of affordable homes within the town centre	Grow our town centre population	Homes England/Developers	High	Short	P1 P3 P4
P3	Ensure appropriate provision of affordable homes within the town centre	Grow our town centre population	CEC/RPs	Medium	Short	P1/P2/P4
P4	Work with Registered Providers to convert underutilised buildings or upper floors and vacant buildings into residential	Grow our town centre population	CEC/RPs	Medium	Medium	P1/P2/P4
P5	Support delivery of specialist housing for older people given accessible and well served location	Grow our town centre population	RPs/Homes England	Medium	Medium	P1/P2/P3
P6	Ensure town centre meets 'everyday' needs of resident population including local services, amenities, health care and education provision	Grow our town centre population	CEC	Medium	Short	Multiple
P7	Ensure new housing provision within the town centre does not negatively impact upon the operations of existing businesses	Grow our town centre population	CEC	Medium	Medium	Multiple
P8	Exploit the opportunities presented by an enlarged catchment through large scale housing and population growth at South Macclesfield Development Area (SMDA) and other sites by ensuring Macclesfield becomes their local shopping destination of choice	Grow our town centre population	Various	Medium	Medium	Multiple
L1	Following the recent announcement for a food hall in the former Picturedrome, grow the food and drink offer to support existing retail and create a café culture/evening economy that encourages increased spend and dwell time and appeals to the town's affluent catchment population	Grow and diversify our leisure and evening economy	Private sector	Medium	Short	D2 H3 E2
L2	An extended events strategy that builds upon existing success and the Town's distinctive and cultural assets working with event organisers to identify and overcome barriers and challenges to event delivery	Grow and diversify our leisure and evening economy	CEC/Town Council	Medium	Medium	D1 L3
L3	Work with event organisers to develop an information pack and resources list to inform others seeking to create new events	Grow and diversify our leisure and evening economy	CEC/Town Council/Community Groups	Medium	Short	
L3	Consider the potential for a new and accessible multi-functional events space around the station gateway which complements Market Place and encourages visitors to explore the town centre	Grow and diversify our leisure and evening economy	CEC	Medium	Medium	C1 L2
L4	Explore scope to provide new leisure destination within the town centre but with flexibility to adapt to future changing trends	Grow and diversify our leisure and evening economy	Private sector	Medium	Medium	

<sup>2</sup> Cheshire East Council



Ref No	Actions	Objectives/Themes	Lead	Priority	Phasing	Link to other actions
L5	Seek to attract walkers and cyclists visiting the surrounding countryside/ Bollin Valley/Canal Network to stop and explore Macclesfield	Grow and diversify our leisure and evening economy	Various	Medium	Medium	C3 C8
C1	Redevelopment of station gateway to enhance first perceptions of arrival, and provide clear routes into the town centre whilst creating new development opportunities in line with the Local Plan	Make more of our connectivity	CEC	High	Medium	L3/C4/A3
C2	Promote strategic rail access to world class businesses and labour markets to inward investors	Make more of our connectivity	Marketing Cheshire/C&W LEP	Medium	Medium	All Business Actions
C3	Promote access to surrounding countryside (Peak District and Bollin Valley) including increased utilisation of cycle and foot links such as the river and canal network	Make more of our connectivity	CEC/Town Council	Low	Long	L5
C4	Maximise opportunities presented by HS2 proposals to drive future growth and regeneration	Make more of our connectivity	Various	Medium	Medium	C1 L3
C5	Undertake a comprehensive car parking strategy which considers the amount, role, utilisation, location, quality and cost of parking across the town which will improve the overall quality of car parking whilst freeing up sites for redevelopment	Make more of our connectivity	CEC	High	Short	Multiple
C6	Enhance ease of connectivity to/from surrounding residential areas and to points of interest on the periphery including: <ul style="list-style-type: none"> <li>Focus on east-west connections to the residential areas to the west of the town centre along Great King Street/Castle Street; Waterloo Street West/Exchange Street; and Roe Street</li> <li>South along Waterside and from the station into the town centre core via Churchside, Brunswick Street and Boden Street.</li> <li>Improved pedestrian crossings for example at Waters Green to enhance pedestrian movement from the rail station into the town centre core and across key junctions on Churchill Way and Sunderland Street.</li> </ul>	Make more of our connectivity	CEC	High	Short	C9
C7	Pedestrian focused public realm enhancements should be prioritised around routes with greatest footfall including Chestergate, Mill Street, Park Green, Jordangate, Station Gateway and Sunderland Street. There will be some areas that will need to consider integrated vehicular movements, in particular Market Place, Waters Green and at key crossing points on Churchill Way. Focus will also be given to ensuring critical gateways provide a quality initial welcome to the town centre.	Make more of our connectivity	CEC	High	Short	E6
C8	Improvements in cycle routes alongside improvement to pedestrian and vehicular flows should also be considered.	Make more of our connectivity	CEC	Medium	Medium	L5
C9	Ensure good legibility into and around the town centre through improved signage and wayfinding both on foot and by road from the motorway	Make more of our connectivity	CEC	Medium	Medium	A4
C10	Lobby public transport operators to expand scope of destinations and timetable for bus and rail users	Make more of our connectivity	CEC	Low	Long	
B1	Work with existing major occupiers to understand their requirements and role they could play in supporting new investment	Support businesses to create jobs and develop skills	C&W LEP	Medium	Medium	
B2	Target small and medium sized-enterprises in sectors of strength including science, finance,	Support businesses to	C&W LEP	Medium	Medium	

Ref No	Actions	Objectives/Themes	Lead	Priority	Phasing	Link to other actions
	creative and digital and promote opportunities for collaboration	create jobs and develop skills				
B3	Provide refurbished quality workspaces with appeal to smaller local occupiers across a mix of sectors within existing buildings recognizing the viability challenges associated with new build.	Support businesses to create jobs and develop skills	Private Sector	Medium	Medium	
B4	Support and promote the high quality of life and housing offer demanded by high value growth sector employers	Support businesses to create jobs and develop skills	Marketing Cheshire/CEC	Medium	Medium	P1
B5	Promote the excellent skills and labour market credentials of Macclesfield to inward investors and support skills development link to existing major businesses schools	Support businesses to create jobs and develop skills	C&W LEP	Medium	Medium	
B6	Support establishment of creative and digital start up - potentially by supporting reuse of heritage buildings potentially on a temporary basis	Support businesses to create jobs and develop skills	C&W LEP	Medium	Medium	
D1	Promote services and events that are unique to Macclesfield	Harness our distinctiveness	CEC/Marketing Cheshire/Town Council	Medium	Medium	L2
D2	Support a wide range of independent, distinctive businesses to set up and thrive	Harness our distinctiveness	Private Sector	Medium	Medium	L1 H3 H4
D3	Build on and promote cultural, arts and heritage assets to encourage local tourism including the Silk Museum, Heritage Centre and the proposed Picturedrome.	Harness our distinctiveness	Various	Medium	Medium	D1
D4	Explore the potential to work alongside the Weave and Silk Trust to raise awareness of the heritage and culture on offer in the town including more engagement with local schools	Harness our distinctiveness	Various	Medium	Medium	
H1	Protect and maintain distinctive heritage buildings including but not limited to Town Hall, Police Station, Buttermarket and Christ Church and consider future potential of poor quality buildings such as the former Three Pigeons Public House on a case by case basis	Cherish our historic buildings and repurpose underutilised assets	CEC/Historic England	Medium	Medium	
H2	Undertake enforcement where actions are undermining the potential of the town for example enforce Listed Building and Conservation Area status requirements, and targeted enforcement of existing unauthorised development, adverts etc which are detracting from the character of the area.	Cherish our historic buildings and repurpose underutilised assets	CEC	Medium	Long	
H3	Engage with land/property owners to encourage underutilised buildings and sites to be repurposed to attract new investment and occupiers into the town including residential, employment and cultural uses	Cherish our historic buildings and repurpose underutilised assets	CEC	High	Medium	D2
H4	Reduce the negative impact of retail voids through creative or temporary re-use	Cherish our historic buildings and repurpose underutilised assets	Various	Medium	Medium	D2
H5	Working with stakeholders, research potential to access funding streams focused on restoring and heritage assets and bringing back into active and viable uses	Cherish our historic buildings and repurpose underutilised assets	Various	High	Short	

Ref No	Actions	Objectives/Themes	Lead	Priority	Phasing	Link to other actions
H5	Harnessing interest in local markets support the revitalisation of the existing external market and explore options for better use of the indoor market space to attract a wider range of visitors	Cherish our historic buildings and repurpose underutilised assets	CEC	High	Short	
H6	Explore opportunities for increasing use of the Town Hall complex for a wide variety of events working with events organisers to understand barriers and potential solutions	Cherish our historic buildings and repurpose underutilised assets	CEC	High		
E1	Ensure basics are delivered well - streets are clean and tidy	Enhance the town centre environment	CEC	High	Short	Various
E2	Support new uses for old buildings - vacant and underutilised shops should be brought back into use for residential, leisure or employment use	Enhance the town centre environment	Private Sector	Medium	Medium	L1
E3	Act on and enforce action by land owners on derelict and/or dangerous buildings which create an eyesore. Consider Compulsory Purchase Orders (CPO) as last resort, but can provide a useful tool for persistent problem sites and premises	Enhance the town centre environment	CEC	Medium	Medium	H2
E4	Prioritise the physical enhancement of key gateways and corridors including the station and major car parks	Enhance the town centre environment	CEC	High	Short	C1
E5	Ensure all development proposals conform to high quality design principles	Enhance the town centre environment	CEC	Medium	Medium	
E6	Identification of a series of public realm/greening projects and shopfront improvement grants	Enhance the town centre environment	CEC	High	Short	Various
A1	Develop a comprehensive marketing and communication strategy which raises awareness of the existing offer and promotes the town centre	Raise aspirations and change perceptions	CEC	High	Short	Various
A2	Identification of Macclesfield 'Ambassadors' to utilise existing social capital and informally promote the town	Raise aspirations and change perceptions	CEC	Medium	Short	
A3	Utilise key gateways to change perceptions for those who usually 'pass through' Macclesfield, for example through enhanced signage and physical environment at station and along key road corridors	Raise aspirations and change perceptions	CEC	Medium	Medium	C1
A4	Identification of key pedestrian routes where wayfinding/signage could be used to increase footfall	Raise aspirations and change perceptions	CEC	Medium	Medium	C9
A5	Consider the potential to generate income through advertising of local businesses at highly visual locations such as the station which would provide an income to support further investment in the town	Raise aspirations and change perceptions	CEC	Medium	Medium	
A6	Continue to engage and work collaboratively with key local stakeholder groups to support delivery of actions	Raise aspirations and change perceptions	Various	High	Short	

## Next Steps

4.5 At this stage the following actions are considered as the priorities for moving the delivery of the SRF forward, but they will be all be subject to the Council being able to identify appropriate resources to support them:

- **Car Parking Review and Regeneration Focused Car Parking Strategy** – to commission a detailed car parking review and strategy across the town centre to include, inter alia: identification of the current quantum, location, function and pricing provision of car parking including disabled parking, workers parking, short stay shoppers parking, resident permit parking, on street as well as off street provision. It should also consider the function of car parking, quality, signage and linkages to the wider town centre. It should then make recommendations on appropriate quantum, location, and pricing mechanism for different types of parking to meet the needs of visitors, workers and residents moving forward; identifying opportunities for releasing any car parking sites for redevelopment whilst taking full account of the needs of existing residents, visitors and workers and future anticipated demand and sustainability; identification of other ways parking management can better support the vitality of the town centre.
- **Town Centre Movement Strategy** - to commission work to identify ways to support enhanced movement through the town by foot, cycle and motor vehicles, to ensure that everyone is able to move around the town efficiently and to decrease the dominance of vehicles, including reconsideration of TROs in the central area to reclaim more of the public arena for people to enjoy. This would seek to increase footfall to support the sustainability of existing occupiers and attract new.
- **Development of public realm/greening projects** - developing public realm/greening designs for key streets which focus on pedestrian experience, greening and enhancing sustainability, taking account of potential increases in longer term maintenance costs, and the preparation of business cases for delivery funding. The SRF has started to identify priority routes and these need to be tested further in order to support a programme of investment to enhance the overall quality of the environment in the town centre
- **Market Options Appraisal** – commission options appraisal to address the existing underperforming town centre market offer (indoor and outdoor) and the role that it can play in supporting the wider retail and leisure offer
- **Design Guidance** - Dependant on the findings of the car parking review, if existing sites are identified as suitable for full or part release for development, to commission design guidance/development frameworks to set out the Council's expectations around new development quality, materials, massing, heights etc. to potential investors.
- **Town Hall Appraisal** – Council staff to liaise with event organisers etc to explore options to enable greater use of the space in the Old Town Hall to further revitalise the historic heart of the town.

4.6 This feasibility work will support the Council to determine priorities for intervention and allow them to determine where funding will be able to be identified to support delivery. From there detail actions plans for specific sites will be able to be worked up setting out the following:

- Lead partner and supporting partners
- Sources of funding

- Specific actions in terms of ground investigations, planning application, accessing funding etc
- Delivery mechanism
- Timescale

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## 5.0 Communication and Engagement Strategy

- 5.1 The SRF has been prepared in partnership with key stakeholders including community groups, business leaders and councillors. Informal discussions have also been held with local landowners and developers. The successful delivery of the SRF will require the relationships that have been established through the preparation of the SRF to be harnessed and strengthened. Set out below is advice on a potential marketing and communication strategy to support the delivery of the SRF in terms of who, what, how and when?

### Who

- 5.2 The first engagement should be internally within the Council to review the recommendations of the SRF in the context of the wider commitments and resources of Cheshire East. The aim will be moving the SRF on from strategy to delivery, to agree actions and identify potential resources for delivery.
- 5.3 This internal engagement should include the following:
- Members - to ensure that they are familiar with the SRF and its agreed objectives, to agree how it should be delivered and to take it into account in their decision making including investment planning etc
  - Officers – to ensure key department heads and their teams are aware of the SRF and its objectives and take it into account as they go about their day to day activities
- 5.4 Once the actions have been agreed internally, engagement can focus on the wider stakeholders that will be crucial in supporting the regeneration of the Town Centre. Specifically:
- Existing residents and business – to ensure that they are aware of the changes that will take place in the Town Centre. Importantly, in terms of existing businesses to encourage them to share the vision and as a result encourage them to consider investing in their own businesses as a result of the new vision for the Town Centre.
  - Targeting potential developers and investors – informal discussions have been held with a number of local and regional developers during the preparation of the SRF. Once further feasibility is undertaken, and potential development opportunities are defined this engagement can become more formal but in the short term informal discussion should continue to maintain interest in the Town Centre
  - Potential occupiers – as the SRF is formally launched it will be important for the Council to engage with interested parties who are keen to hear more about the potential of Macclesfield
  - Funding and delivery partners such as Homes England, C&W LEP, Historic England etc. – this dialogue has already commenced but will need to become more targeted as opportunities are defined and the areas of need are clarified
  - Local press - although the importance of using the local press to communicate messages has been diminished by social media, it is nevertheless important to get the local press on side to ensure that they are bought into the vision and support what is trying to be achieved rather than undermining it with negative press.



- Local stakeholder groups – there are already a number of established stakeholder groups who have supported the preparation of the SRF and will be important in its delivery. In particular, to lead funding bids which can only be submitted by local community groups.

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## What

5.5 What to communicate will vary over time but key communications will include:

- Launch of the SRF – the agreed SRF and agreed priority actions should be communicated with key stakeholders to ensure that everyone is aware of how their views on the draft SRF have been taken into account and the agreed priority actions
- Marketing of the proposition – it is worth considering whether to prepare a promotional document which sets out the key strengths of the town and its wider context and the opportunities for investment. This could be prepared with key businesses who see the benefit of the promotion of the town in supporting their efforts to attract and retain talent in their businesses
- Opportunities – once the Council has agreed its role, it will need to engage with key stakeholders to agree how they can get involved in the delivery of the SRF both in terms of actions and opportunity sites. This will include land and buildings in the Council's ownership that they want to either dispose of or engage with development partners to support investment. This could be done through promoting specific sites or the preparation of marketing collateral which promotes the wider town and encourages developers/investors to seek out opportunities in the private sector.
- Progress on delivery what the Council and its partners are delivering.

## How

5.6 Potential ways in which the communications can be shared are likely to include:

- Social media – harnessing existing websites to create a link to dedicated Macclesfield page about what's happening in Macclesfield. This could include setting up a Facebook page, setting up a dedicated LinkedIn Group for Macclesfield where businesses can share what they are doing
- Formal/informal meetings including using existing stakeholder meetings
- Promotion at events such as the Treacle Market
- Local press
- Local ambassadors – the identification of key people from a range of sectors who are keen to share positive messages about Macclesfield on a formal and informal basis. This is not a formal job but rather something that the ambassadors will do as they do their usual jobs. Word of mouth is still a very positive medium and it should be harnessed to promote the successes that will be delivered in Macclesfield

## When

5.7 Engagement will be ongoing but there will be some key dates when key partners should be engaged with:

- Launch
- Major milestones – major planning applications submitted or approved, key site taken to market
- Informal events held through the year in the town

- Annual Update to demonstrate progress made over the year and setting out priorities for the coming year.

DRAFT

## 6.0 Delivery Resources

- 6.1 In this period of public sector austerity, it is obvious that the SRF cannot be delivered by public sector resources alone. The key to success will be to leverage public sector resources effectively to unlock private sector investment.
- 6.2 Potential resources that the Council will be able to provide include:
- Land - the Council owns a number of assets in the town and they can either develop on these sites or engage with the private sector to support delivery upon them
  - Knowledge and insight – support to developers and investors for example sign posting developers to potential sources of funding
  - Capital resources - in the longer term as new development is delivered additional resources will become available for example through planning contributions to support the delivery of affordable homes, schools or transport and public realm improvements
  - Borrowing capacity - a number of neighbouring authorities have used prudential borrowing to finance new development, to own it and take an income stream or to develop it and then sell it once the area has stabilised.
- 6.3 Potential sources of external funding including:
- Future High Street Bid and High Streets Heritage Action Zones
  - Homes England
  - Cheshire & Warrington Local Economic Partnership
  - Historic England
  - Lottery, Arts Council and other specialist funding sources
  - Local Sustainable Transport Funds (LSTF)
  - New funds that emerge such as the recently launched Urban Tree Challenge to support the planting of trees in towns and cities.
- 6.4 A number of external funding sources will be keen to see joint bids from the public sector and community partnerships and some can only be submitted by local community groups. Therefore, ongoing partnership with community groups will be critical to the accessing future funding to support the regeneration of Macclesfield.
- 6.5 Ultimately the private sector will be the main sources of investment to transform the town centre. The key to unlocking this is to demonstrate to the private sector that Macclesfield is supportive of change and key partners are aligned to support the delivery of the vision and want to work with the private sector to realise it. The Council needs to work with the private sector to support delivery, which is aligned to the SRF, rather than being perceived as putting up barriers to delivery.

## 7.0 Monitoring and Evaluation

- 7.1 Monitoring and evaluation is critical to track performance against objectives over time and to demonstrate progress to existing and potential investors and can be used as evidence to demonstrate progress when bidding for competitive funds. From the identified outcomes that the SRF is seeking to achieve a number of Key Performance Indicators (KPIs) have been identified which are quantifiable and can be monitored without the need for costly surveys and used to evaluate progress towards achieving the SRF. These could be presented in an Annual Monitoring Report to demonstrate progress to partners.

KPI	Objective	Description of Assessment	Frequency
More people living in the central wards and more housing choice	Grow our town centre population	Number of completions broken down by development type, location, and scale	Annually
		Change in average achieved house prices (HM Land Registry) by area and house type as an indication of a changing and improving market	Quarterly
Reduced vacant units	Various	Count of voids	Quarterly
More places to eat, drink and enjoy leisure time	Grow and diversify our leisure, cultural and evening economy	Count of unit mix	Quarterly
More independents	Various	Count of units	Quarterly
Increased footfall and spend	Various	Footfall counts	Weekly
Number of historic buildings and/or underutilised sites brought back into use	Cherish our historic buildings	Building count Sites under construction/completed	Quarterly
More trees and soft planting	Enhance the town centre environment	Scale of investment in public realm Number of trees	Annually
Better sustainability credentials	Enhance the town centre environment	Monitoring air quality	Annually
More public art and celebrations of creativity	Grow and diversify our leisure, cultural and evening economy	Count of public art installations Count of events	Annually
Increased private sector investment	Various	Scale of private sector investment in new projects	Quarterly

- 7.2 Data used to assess impact should predominantly be from easily accessible public sources to minimise the time required to undertake the monitoring which should be undertaken by a nominated person and be measured against the existing baseline position. Ideally information should be inputted and updated in excel and where appropriate mapped for ease of interpretations.

## 8.0 Risk and Mitigation

- 8.1 The long term physical regeneration programme set out in the SRF will inevitably be subject to a variety of risks during the course of its lifetime and it is important to constantly monitor these and act proactively to avoid or mitigate against them. The table below highlights some of the key risks that may be encountered and how they may be mitigated against:

Risk	Mitigation
Reputation/ Perceptions	At the outset of the preparation of the SRF there was some frustration about the lack of investment that has happened recently particularly on the back of a couple of failed high profile schemes. The SRF sets out a range of projects for delivery in the short, medium and long term and importantly a framework against which to test future proposals. The profile of the area will be raised through the SRF which will articulate the Council's aspirations for the area and how it is going to support its delivery.
Lack of buy in within Cheshire East Council to proactive intervention	The SRF provides a new vision and objectives for the area and sets out what input is required by the key stakeholders to support its realisation. Cheshire East Council has already demonstrated its commitment to the area by commissioning the preparation of the SRF. It is recommended that one of the first actions following its sign off is a series of engagement events with key stakeholders to share the Vision and encourage sign up by partners to support delivery of the action plan. This will articulate the Council's buy in to the regeneration of Macclesfield
Lack of co-ordination between Cheshire East Council, Homes England and other partners	Key partners have been engaged with throughout the preparation of the SRF to ensure that they are aware of the aspirations for the area and that their views have been taken into account. This Delivery Plan sets out advice as to the steps that partners need to undertake to drive forward the delivery of the SRF.
Inability to secure funding	The availability of funding is likely to continue to be severely limited in the short to medium term. The SRF sets out a vision for the town and buy in from partners and as such provides a sound foundation to make bids for public sector resources. It has already been used to support a bid to the Future High Street Fund. Public sector partners need to work together to maximise their impact and also work with the private sector. Innovative ways for attracting investment will be required including new partnership arrangements with the private sector.
Lack of sites to support development	The SRF has identified a number of potential development sites some in private ownership and some in public. It also identified the need for further feasibility work to unlock other sites and support investment in public realm to increase confidence in the area to demonstrate that change is happening and to encourage current landowners to look to harnessing their sites to support the objectives of the SRF
Lack of investor/ house builder demand	This SRF signals the intention to support new investment in Macclesfield. The engagement that has occurred with local and regional developers has identified interest from developers. The SRF provides a strong but flexible framework with which to engage with potential partners.



# Macclesfield Town Centre Strategic Regeneration Framework

Environment & Regeneration Overview and Scrutiny Committee

Jo Wise, Strategic Regeneration Manager (North)

16<sup>th</sup> September 2019

# Presentation Contents

- Purpose
- Process
- Content

# Purpose

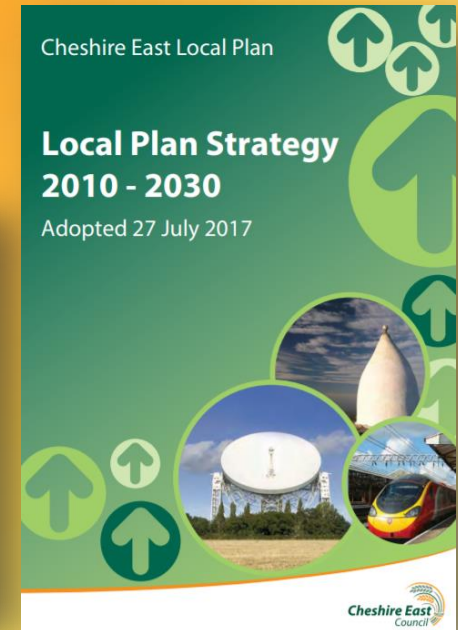


**Outcome 2 - Cheshire East has a strong & resilient economy**

**Outcome 4 - Cheshire East is a green & sustainable place**



**Priority Action 3 "to ensure that Crewe and Macclesfield, our largest towns, are developed and revitalised"**

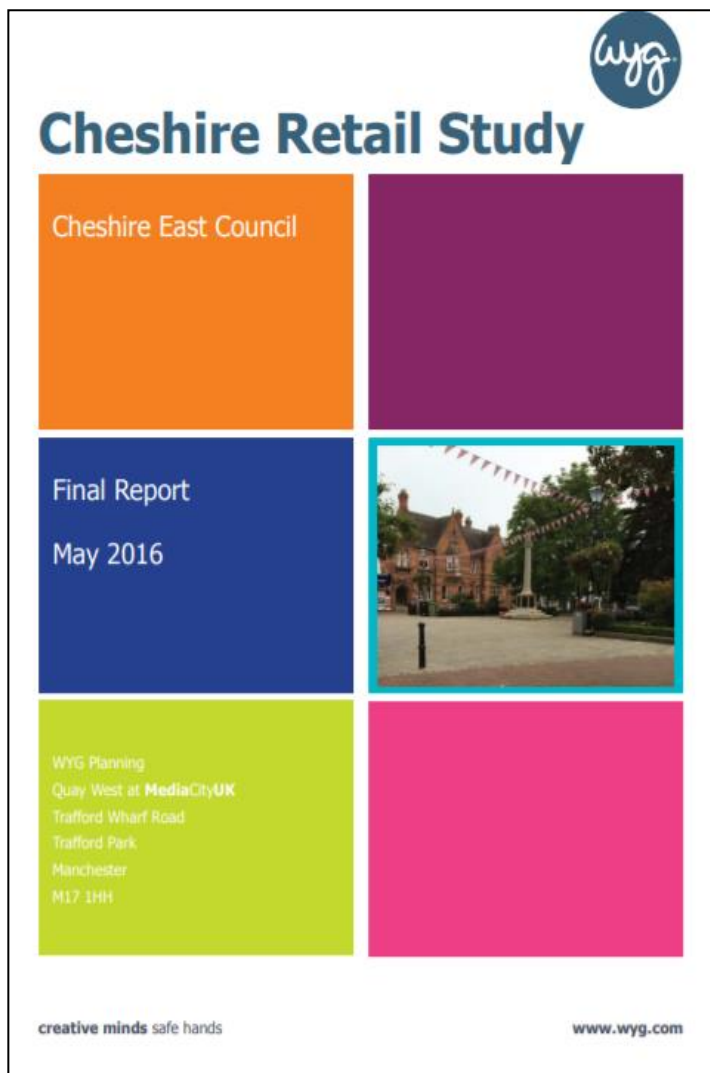


**Within the area identified as Central Macclesfield, the council will look to maximise opportunities for improvement and regeneration**

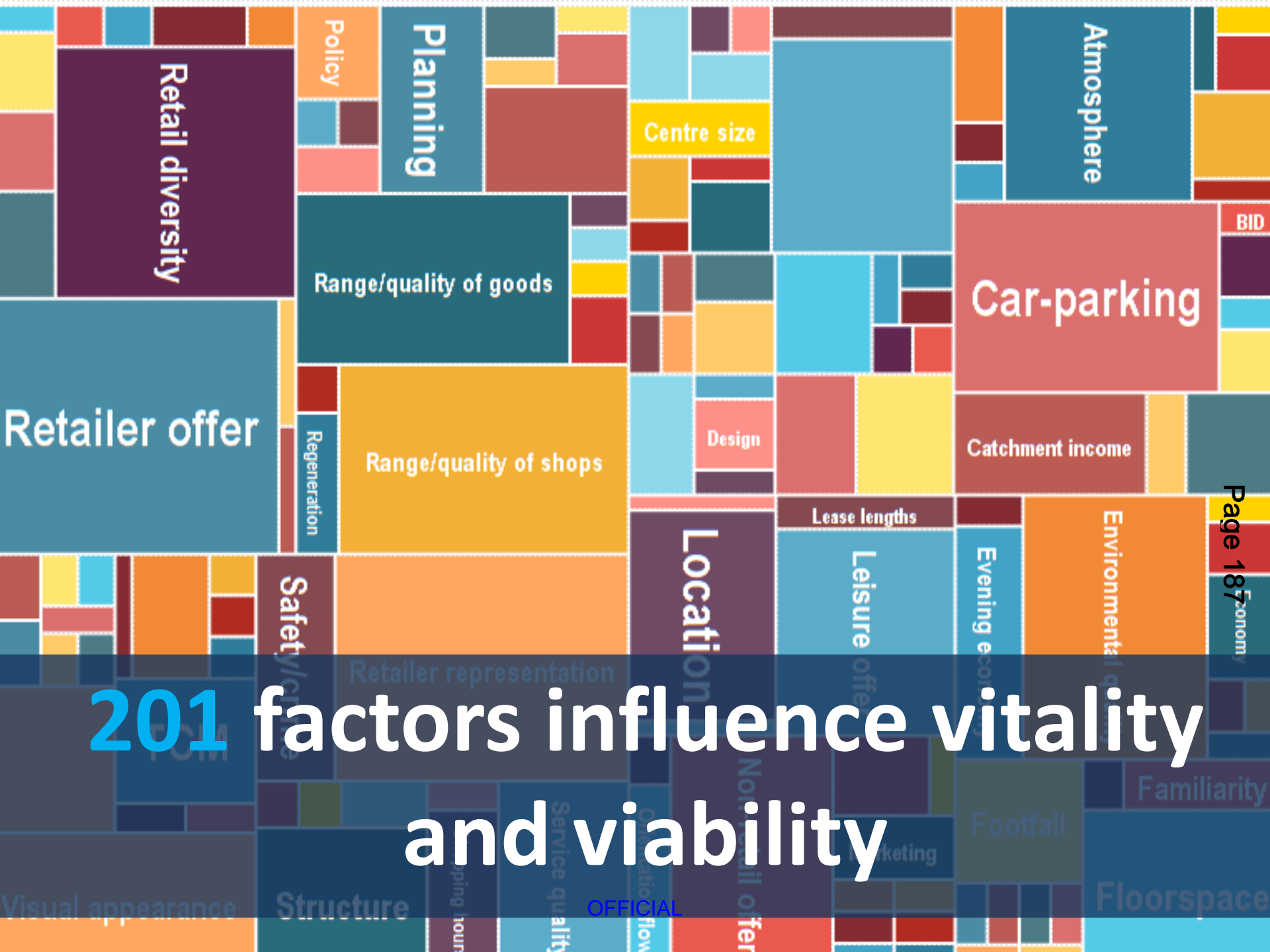
**Working for a *brighter future* together**

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**‘Macclesfield**  
**Overall, whilst there are**  
**some positive signs of**  
**health, the centre does**  
**need intervention to**  
**address its existing**  
**deficiencies’** Cheshire Retail Study 2016



# 201 factors influence vitality and viability

**A whole range of different people have a vested interest in the town centre, but no one actually has control over that town centre.**

Ojay McDonald, Chief Executive of the Association of Town and City Management

**High streets are complex, contested places.**

Institute of Place Management

**That high streets are subject to so many forces of change means we cannot just hope for the best.**

Institute of Place Management



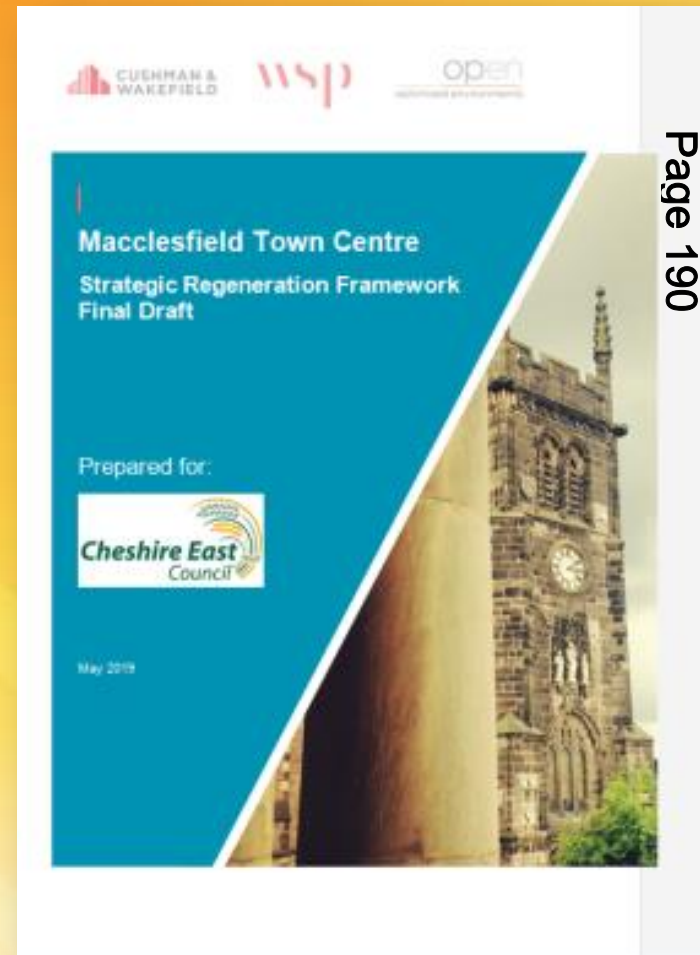
# Bidding authorities will need to set out their vision for regenerating the town centre area

Future High Streets Fund



**Taking account of the context: stakeholders aspirations, market conditions, spatial characteristics, research and intelligence, to:**

- **Set out a fresh vision for the town centre**
- **Set high level objectives for the town centre**
- **Identify major regeneration opportunities**
- **Determine a viable, deliverable, prioritised strategy for regeneration**



Oct- Jan

Feb-Mar

Apr-July

Sep

Oct

Data  
Gathering

First Draft  
Public Consultation

Refinement

Scrutiny

Cabinet



Process ...

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# SRF Content

## Vision

**Macclesfield - a town that celebrates its quirkiness\*.**

**Green, creative, connected and social. A home to innovators, entrepreneurs and independents.**

**Thriving, diverse, distinctive and inclusive. Rich in heritage and culture, with outstanding employment opportunities and nestled in stunning countryside**

**Cherishing its past, striving for a sustainable future**

\* Quirky “unusual in an attractive and interesting way.”

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# SRF Content

## Objectives

3

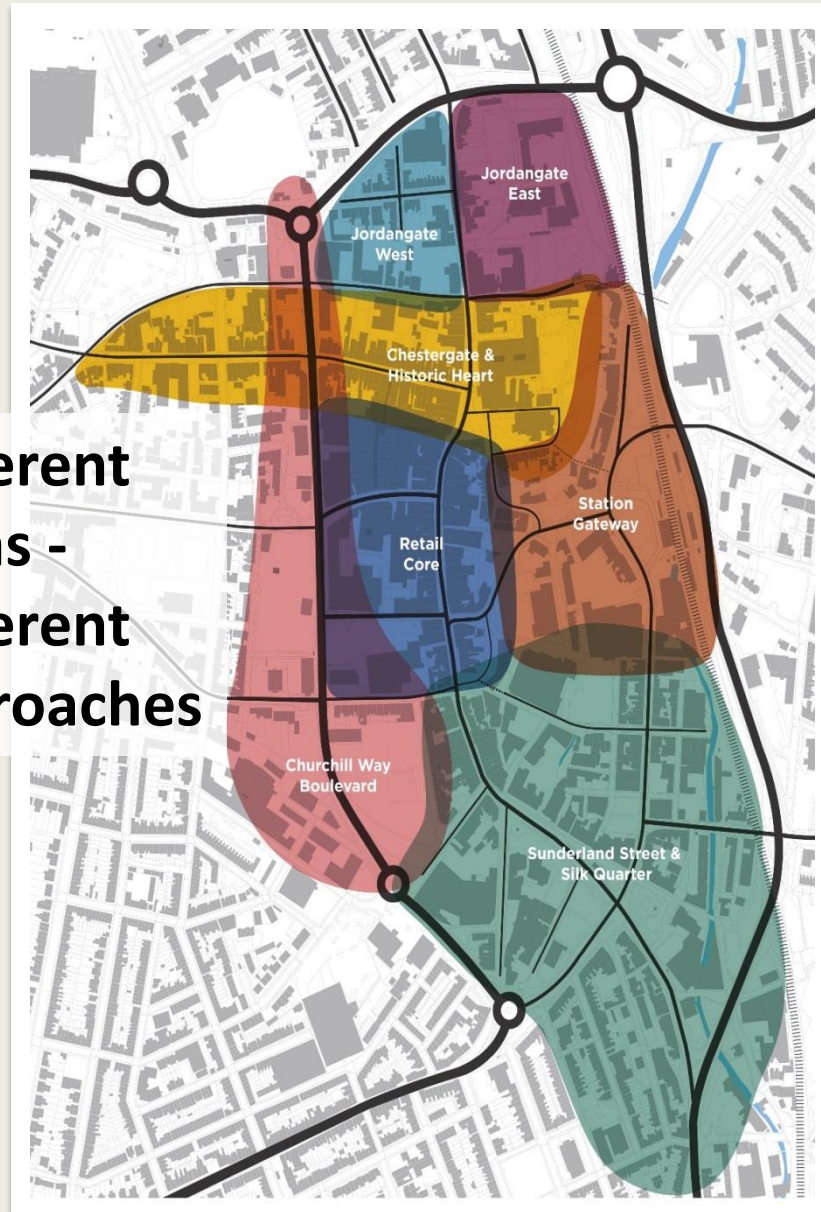
- Grow our town centre population
- Grow and diversify our leisure, **cultural** and evening economy
- **Enhance the retail offer**
- Make more of our connectivity
- Support businesses to create jobs and develop skills **(rephrased)**
- Harness our distinctiveness
- Cherish our historic buildings and repurpose our underutilised assets
- Enhance the town centre environment
- Raise aspirations and change perceptions

2  
1

# Content

Overarching  
Vision &  
objectives

Different  
areas -  
Different  
approaches



Priorities

Next  
Steps



- Questions & discussion
- Comments & suggestions for consideration by Portfolio Holder

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# Floods – 31 July 2019

## Incident Response and Recovery

16<sup>th</sup> September 2019

Environment and Regeneration Overview and Scrutiny Committee

Paul Bayley, Director of Environment and Neighbourhood Services

Paul Reeves, Flood Risk Manager

# Incident Response

- Flooding of properties reported in Poynton and Bollington and widespread road closures
- Major Incident declared by Cheshire Police at 17:30
- Joint Tactical Coordination Centre opened at Police HQ to coordinate multi-agency response
- Council Emergency Management and Response team activated
- Cheshire Fire Service door-knocking affected properties to encourage residents to evacuate
- Cheshire East Highways resources deployed across the region responding to calls and delivering sandbags
- Emergency Rest Centre opened at Poynton Civic Hall

# Incident Response

- Up to 100 local residents took refuge at Starbucks in Adlington until water levels receded.
- Partial collapse of Wards End Bridge – Transco attended to assess risk of damage to gas main under the bridge
- Flooded factory in Bollington - 30 neighbouring residents evacuated due to risk of wall collapse. Fire service reduced water level through pumping and residents able to return to homes following Building Control inspection.
- 10.30pm - reports of flooding in Handforth. Emergency Rest Centre opened at Oakenclough Childrens Centre in preparation for evacuation of 60 properties.
- Major Incident stood down at 01:45.

# Recovery Phase

- Police hand over to Local Authority to lead Recovery phase
- The first multi-agency Strategic Recovery Coordinating Group teleconference held at 10:00 on 1 August.
- Extensive clean up and repair ongoing – highways, public rights of way, country parks
- Multi-Agency drop-in centres for Bollington, Handforth, Kettleshulme, Poynton and Wilmslow communities
- Formal Flood Investigation initiated under the Flood and Water Management Act 2010
- Multi-Agency major incident debrief to learn lessons and identify areas for improvement
- MHCLG notified for reimbursement of costs under the Bellwin scheme



# Assessing the Impact

- Flood warnings issued by the Environment Agency
- 250+ properties flooded across Cheshire East, predominately in Poynton, Kettleshulme, Handforth, Bollington, Prestbury and Wilmslow areas
- 150mm of rain over 5 days, estimated 1 in 200yr event
- Records broken 31/07/19 when recorded river levels at Poynton Brook reached 2.2m, 1m higher than those recorded on the 11/06/16
- Flooding mechanisms include: Main River, Ordinary watercourse, surface water and sewer flooding

# Poynton





# Bollington



# Flood and Water Management Act 2010

- The Council must write and update a Local Flood Risk Management Strategy
- The Council has a duty to Investigate Significant Flood Incidents
- The Council has Consenting and Enforcement Powers and is now responsible for flooding associated with ordinary watercourses, surface water, groundwater
- The Council has the power to Designate Features/Make byelaws
- The Council became the lead and statutory consultee on Sustainable Drainage Systems in April 2015.
- The Council is required to Maintain an Asset Register of 3rd Party flood risk assets



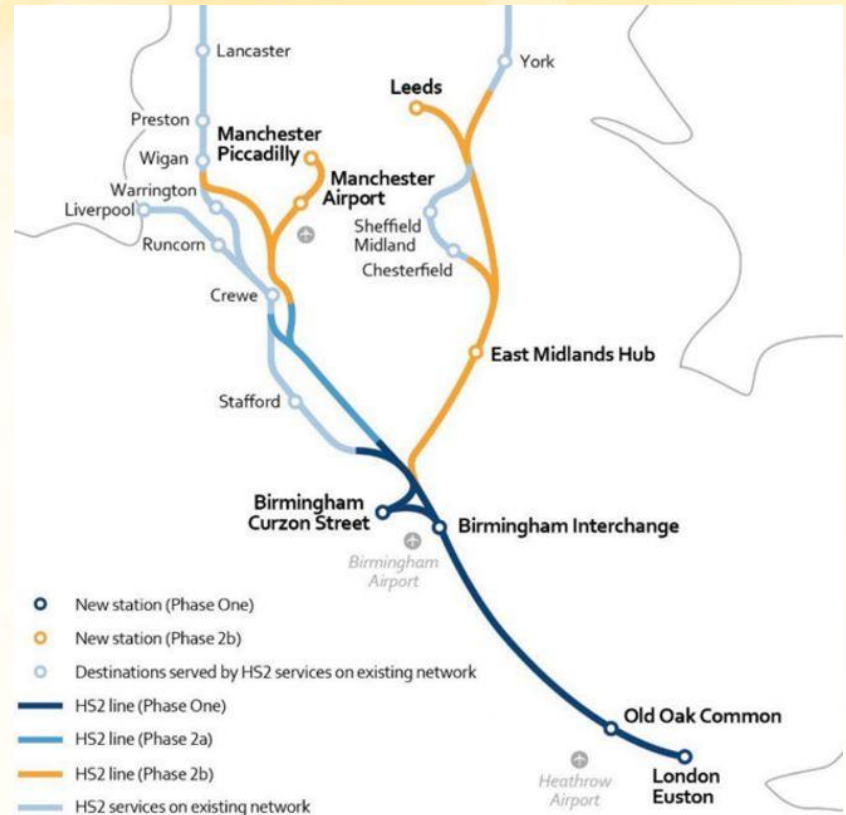
# Strategic Development Control

- A number of ongoing strategic development control actions
- Property flooding linked with:
  - New developments in Shavington, Wilmslow, Handforth, Alderley Edge, Knutsford
  - Highways England, Chapel Lane
- Local plan allocations to be reviewed following summer floods



# Statutory Planning

- Risk Management Authorities as a Statutory consultee include Cheshire East Highways and the Cheshire East Lead Local Flood Authority
- Commented on circa 850 planning applications 2018/19
- HS2 Consultation phases 2a & 2b





# Drainage Improvements

- 7 Schemes programmed
- 10 no. Residential properties to be protected



# Next steps

- Statutory Duties (Regulatory, Planning & Development Control)
- Highway Drainage Improvement works (Council Funded):
- Collaborative works with United Utilities
- Flood Defence Schemes (Defra/Environment Agency/Local Levy funded)
  - Poynton and Pearl Street business cases to be reviewed following summer floods
- Review/update of Flood Hazard and Flood Risk Maps, December 2019
- Review/update of Flood Risk Management Plans, December 2021
- Publication of Section 19 Flood Investigation Report



*Working for a brighter future together*

## **Environment and Regeneration Overview and Scrutiny**

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**Date of Meeting:** 16 September 2019

**Report Title:** A Local Industrial Strategy for Cheshire & Warrington

**Portfolio Holder:** Cllr Craig Browne – Deputy Leader

**Senior Officer:** Frank Jordan – Executive Director - Place

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### **1. Report Summary**

- 1.1. The Strategic Economic Plan (SEP) which is the principal strategy for growth within the sub-region was developed and approved by the Cheshire and Warrington Local Economic Partnership (LEP) in 2017. The LEP has been asked by Government to produce a Local Industrial Strategy (LIS) for Cheshire and Warrington and is one of the first nine areas to bring these forward.
- 1.2. Production of the LIS is being led by the Government Department for Business, Energy and Industrial Strategy (BEIS) and the programme for publication includes broad agreement on priorities and key themes by the end of September with the drafting process taking place with Government throughout September. Government has set a publication target of week commencing 21<sup>st</sup> October.
- 1.3. This report provides a summary of the key priorities for the draft LIS for Cheshire and Warrington including key priorities, Cheshire East's engagement in the process and next steps for this key strategic document.

### **2. Recommendations**

- 2.1. That Environment and Regeneration Overview and Scrutiny Committee:

2.1.1. Note the approach and key messages as presented as a basis for the Cheshire and Warrington LIS narrative for submission to Government and take the opportunity to consider and provide observations for Cabinet. .

2.1.2. Note that the Cheshire East Local Area Industrial Strategy (LAIS) is being developed in association with the Cheshire East Economic Strategy as approved by Cabinet in July 2019.

### **3. Reasons for Recommendations**

3.1. Once finalised and approved, the LIS for Cheshire and Warrington 2019 to 2030 will support the delivery of the SEP, the Cheshire East Economic Strategy and Corporate Plan helping the Council to:

3.1.1. Articulate our offer and opportunity to businesses, partners and potential investors.

3.1.2. Frame our conversations with Government Departments.

3.1.3. Inform any strategic bids submitted in the future for national programmes.

### **4. Other Options Considered**

4.1. The Government published a White Paper in November 2017 stating its intention to work with LEP areas to develop and deliver LIS. A small number of LEP areas were selected to pilot this process and the Cheshire and Warrington LEP was successful in securing funding and support in the second wave of pilots in July 2018.

4.2. It is important for Cheshire east to be engaged with the development of the LIS for the Cheshire and Warrington sub-region to ensure that Cheshire East priorities and projects receive recognition and support.

### **5. Background**

- 5.1. The LIS will support the SEP and its growth ambition but with a focus on growth in productivity and earning power specifically. The LIS differs from the SEP in its closer engagement with government; it is being developed in partnership with government not merely informed by government policy, as was the case with SEPs and will be aligned to the national Industrial Strategy. It also covers a shorter timeframe; 2019 to 2030 rather than 2017 to 2040 for the SEP.
- 5.2. Given that it will all be agreed with government, the LIS is likely to play a role in decisions made in Whitehall including the development and allocation of funding. This could include the UK Shared Prosperity Fund which is being developed to replace EU structural funds as we leave the EU and other funding streams e.g. UKRI Strength in Places Fund; Stronger Towns Funding.
- 5.3. Government has fixed views on the general style and format of LISs and will be responsible for the production of the final document; but the content will be developed at a sub-regional level setting out clear priorities and a robust evidence base.
- 5.4. Key messages from the LIS confirm that the Cheshire and Warrington economy is strong and growing with a successful manufacturing base. However, productivity has not yet recovered to 2007 levels and the number of working age residents is not growing quickly enough to support the growth ambition for the sub region. The draft LIS is focussed on three main outcomes, to build:
- 5.4.1. **A more productive economy** – providing a supportive environment, addressing underperformance
  - 5.4.2. **A more resilient economy** – building on sector strengths, developing a diverse business base, supporting sustainable growth, promoting innovation
  - 5.4.3. **A more inclusive economy** – creating the conditions where people can be economically and socially engaged, provide access to skills and training to boost earning power
- 5.5. The narrative for the LIS has been developed through a series of Policy Position Papers (PPPs) and an evidence base to provide content based on nine main chapters which consider the major economic strengths of the sub-region and the Industrial Strategy's five 'Foundations of Productivity':



- 5.5.1. **Energy and Clean Growth** – a major strength and one of the Grand Challenges within the Government’s Industrial Strategy
  - 5.5.2. **Life Sciences** – high levels of expertise in this field particularly in drug discovery
  - 5.5.3. **Manufacturing** – key element of our local economy with opportunity to improve productivity
  - 5.5.4. **Logistics** – fast growing sector with high potential to make best advantage of new technologies
  - 5.5.5. **People** - create the conditions where people can be economically and socially engaged
  - 5.5.6. **Place** – be a place where businesses want to locate and can grow and people want to live
  - 5.5.7. **Business Environment** – build up business resilience through support
  - 5.5.8. **Ideas** – strengthening our innovation eco-system
  - 5.5.9. **Infrastructure** – reducing the barriers to growth due to lack of connectivity including transport and digital
- 5.6. A Local Area Industrial Strategy (LAIS) document is also being produced for the Cheshire East area specifically. Closely aligned to the Cheshire & Warrington LIS and the Cheshire East Economic Strategy, it will examine the productivity and earning power potential of Cheshire East within the context of the Local Industrial Strategy, the Grand Challenges and the Foundations of Productivity i.e. through the Local Industrial Strategy lens and demonstrate how Cheshire East can contribute to the delivery of the Cheshire and Warrington LIS priorities at a local level in local places.
- 5.7. The timing for production of the Economic Strategy and the Cheshire East LIS within this summer period is important. Not only will this save time and money in data collection and analysis, but also provide robust and consistent input ensuring that Cheshire East priorities and projects receive recognition and support.
- 5.8. The programme for submission to Government includes broad agreement on priorities and PPP by the end of September with the drafting process taking



place with Government throughout September. Government has set a publication target of week commencing 21<sup>st</sup> October.

## **6. Implications of the Recommendations**

### **6.1. Legal Implications**

6.1.1. There should not be any direct legal implications arising from its approval.

### **6.2. Finance Implications**

6.2.1. The LIS work is being funded through the Cheshire & Warrington LEP and the grant funding it has received from Central Government to deliver the Cheshire and Warrington LIS.

6.2.2. There are benefits to the Council in the timing of this work i.e. in parallel with complimentary strategy development through accessing data and analytic resource which will inform our own work.

6.2.3. There may be future benefits through gaining access to funding as a result of having a clearly defined LIS for the sub-region.

### **6.3. Policy Implications**

6.3.1. The Corporate Plan highlights how the Council is striving to create sustainable growth in the local economy. Cheshire East is now developing an Economic Strategy to support our economic growth ambition, setting out our growth proposition and key priorities for delivery.

### **6.4. Equality Implications**

6.4.1. An Equality Impact Assessment has not been required.

### **6.5. Human Resources Implications**

6.5.1. There are no Human Resource implications for this work.

### **6.6. Risk Management Implications**

6.6.1. There are no direct risks associated with this strategic work as it is an opportunity to provide support for the Council's economic growth ambition and help to allocate resource and generate funding opportunities.

### **6.7. Rural Communities Implications**

6.7.1. There are no direct implications for rural communities.

#### **6.8. Implications for Children & Young People**

6.8.1. There are no direct implications for children and young people.

#### **6.9. Public Health Implications**

6.9.1. There are no direct implications for public health.

#### **6.10. Climate Change Implications**

6.10.1. The Council has committed to becoming Carbon neutral by 2025 and to encourage all businesses, residents and organisations in Cheshire East to reduce their carbon footprint.

6.10.2. Delivery of the actions outlined in the LIS will be done in a way that protects and enhances the environment; there is a main work-stream area focussed on energy and clean growth; and the environment and energy sector provides an opportunity for new business growth in the Borough.

### **7. Ward Members Affected**

7.1. The LIS applies to the whole sub-region of Cheshire and Warrington and therefore covers all wards within it. As such all member briefing and engagement sessions will be included as part of the consultation process.

### **8. Consultation & Engagement**

8.1. The LEP has undertaken extensive engagement over the last 9 months to test its interpretation of the evidence and emerging conclusions, with over 35 events across the sub-region involving a range of key stakeholders.

8.2. Further challenge has been provided through the establishment of an internal LIS Steering Group and an external 'Expert Panel'. The former comprises representatives from the LEP, Local Authorities and MHCLG, whilst the Expert Panel comprises a mix of senior policy makers, industrialists and academics.

### **9. Access to Information**

9.1. All evidence and insight has also been uploaded to the LEP website:

<http://www.871candwep.co.uk/local-industrial-strategies/>

## **10. Contact Information**

10.1. Any questions relating to this report should be directed to the following officer:

Name: Carol Young

Job Title: Place Team

Email: [Carol.young@cheshireeast.gov.uk](mailto:Carol.young@cheshireeast.gov.uk)

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## BRIEFING NOTE: CHESHIRE AND WARRINGTON'S LOCAL INDUSTRIAL STRATEGY – DRAFT FOR DISCUSSION

JULY 2019 (v.5)

### 1. Background

The Industrial Strategy was launched with the release of a Green Paper in January 2017. The main objective was to provide a policy framework for major public and private sector investment decisions and to set out a plan to increase productivity, improve living standards and drive economic growth across the whole of the UK.

Cheshire and Warrington was selected in July 2018 as **one of six LEPs as part of a 'second wave' of LIS development**, following on from an initial three "Pathfinders" – Greater Manchester, West Midlands and Oxford-Cambridge-Milton Keynes.

In the six months from September 2018 to March 2019 extensive work was undertaken to further develop and understand the LEP economy in a finer grain of detail than previously. This has included specific focus on: -

- **Productivity** – overall and sectoral
- **Business base** – profile, demography, companies, R&D, foreign ownership, exports and FDI
- **Residents and labour market** – demographics, employment, skills, earnings, migration
- **Spatial analysis** – 5 principal towns & rural

A high-level summary of the key headlines from the evidence base is attached as **Appendix A**.

The LEP has undertaken extensive engagement over the last 9 months to test its interpretation of the evidence and emerging conclusions, with over 35 events across the sub-region involving a range of key stakeholders. All evidence and insight has also been uploaded to the LEP website (<http://www.871candwep.co.uk/local-industrial-strategies/>).

Further challenge has been provided through the establishment of an internal LIS Steering Group and an external 'Expert Panel'. The former comprises representatives from the LEP, Local Authorities and MHCLG, whilst the Expert Panel comprises a mix of senior policy makers, industrialists and academics.

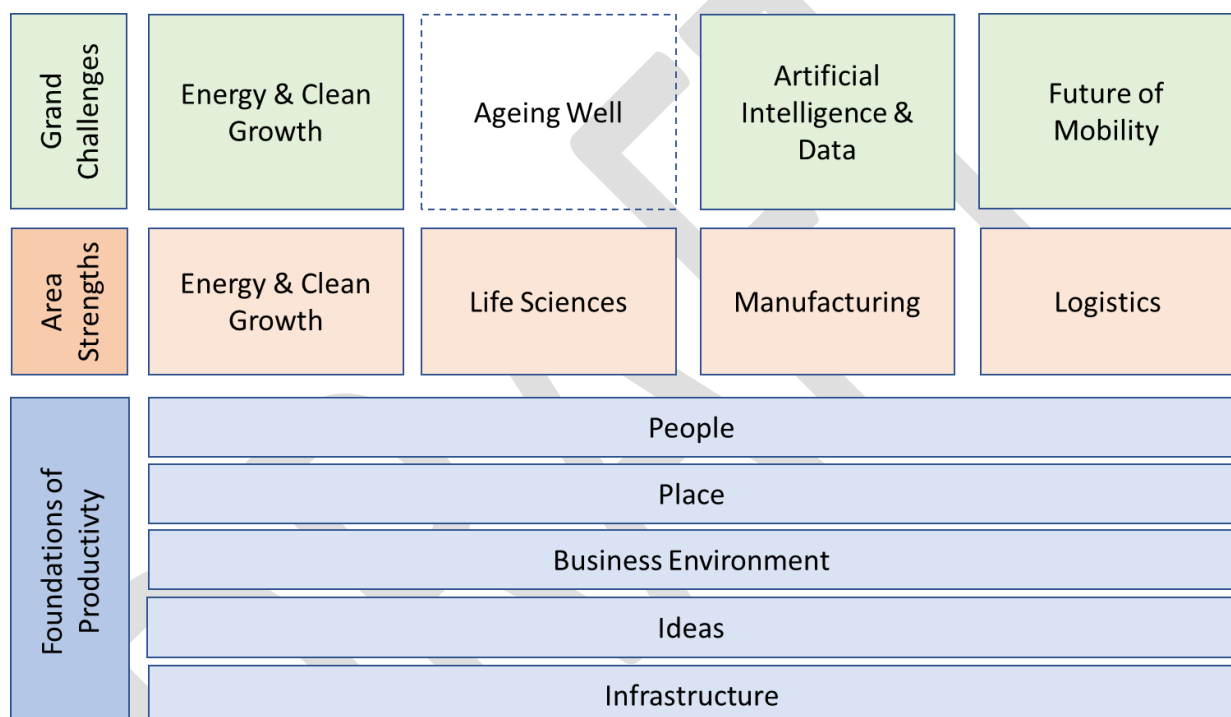
### 2. Developing LIS Content

Local Industrial Strategies are intended to set out key priorities and interventions for the short – medium term, in our case to 2030. The Cheshire and Warrington LIS will complement the existing Strategic Economic Plan and its supporting strategies. The Strategy is therefore the start of an ongoing programme of activity based on a series of statements of intent. The detail for many of the priority interventions are still to be finalised and will need support and buy-in from Government, the business community, our Local Authority partners and wider stakeholders if they are to be developed and delivered successfully.

Government has fixed views on the general style and format of Local Industrial Strategies, but expects that each will be distinctive, rooted in evidence and driven by clear priorities. The narrative and key messages will be developed jointly with each LEP area. The LIS document will be finalised towards the end of the process, with initial conversations locally and with Government supported by a series of Policy Position Papers (PPPs) which set out the public narrative, evidence base, strategic case local commitment and asks of Government for each of the workstreams under development.

Currently nine workstreams are being progressed (Fig.1) which cover four areas of specialism drawn from the evidence alongside the five foundations of productivity. These workstreams are led by a mix of industry leaders, LEP and local authority policy specialists and have been co-developed using existing networks and groups from across the sub-region.

*Fig.1 LIS Workstreams (Area Strengths and Foundations of Productivity)*



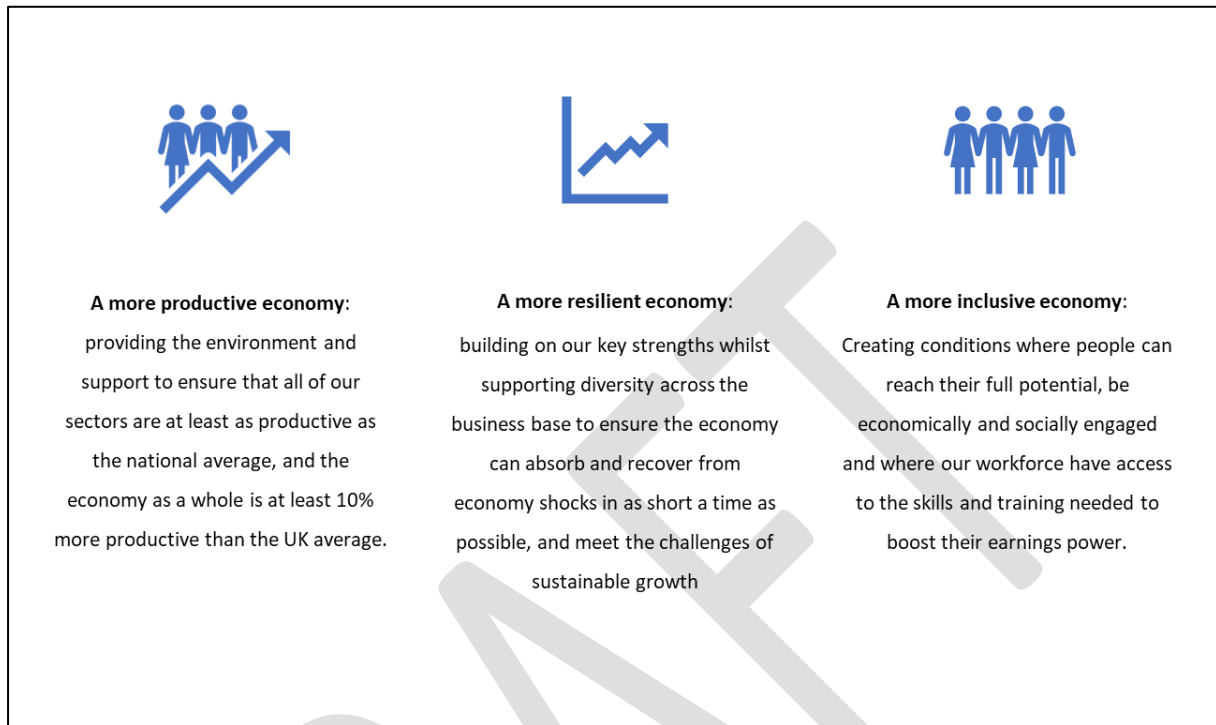
In addition, the LEP is supporting its three local authority partners to produce Local Area Industrial Strategies to account for the reality that the LEP has some standout strengths, opportunities and challenges, however this means some sectors or places which are significant to local economies can perhaps get lost in the sub-regional narrative.

The next section of this paper sets out the current thinking in respect of each workstream.



### 3. Cheshire and Warrington LIS Outcomes

The work to develop our evidence and impact has led us to target **three clear outcomes** for our Local Industrial Strategy namely, to build: -



### 4. Key Messages

**We are the most successful economy in the Northern Powerhouse;** dynamic, outward facing and primed for further growth. However, **there are areas of current and potential weakness in our economy that we need to address through our Local Industrial Strategy in order to achieve our growth ambitions in a way that is sustainable economically, environmentally and socially.**

We have an unparalleled level and breadth of expertise in **energy and clean growth** combined with the assets and opportunities to lead the way on the Energy and Clean Growth Grand Challenge. We have significant strengths in nuclear engineering, energy systems including power distribution and storage creating a multi vector smart energy grid powered by green energy and a mix of energy storage technologies, and can make a significant contribution to the government's ambition of creating the world's **first zero carbon industrial cluster by 2040.**

We have a **skilled workforce**, although our education and training system has been slow to adapt to meet the fast-changing skills needs of our economy. We need to accelerate and **increase the numbers of people trained in STEM subjects** – both young people leaving education and existing, older workers. Our employer-led **Virtual Institute of Technology** and **Digital Skills Partnership** will be critical in achieving this.

Too many of our people don't feel the benefit of our wider economic success. We will build on our existing programmes of support and training to equip our residents with the skills and capabilities to

maximise their potential and take advantage of opportunities to progress in work and **increase their earning power**.

**Manufacturing** remains the foundation of our economy. Chemicals, pharmaceuticals and automotive are highly productive sub-sectors, whilst others such as food & drink manufacturing have scope to improve their productivity.

We need to ensure key manufacturers and their supply chains are **ready and able to compete effectively in a digitally enabled, low carbon market**. We also need to equip their workforce with the skills needed to adapt to changing work roles.

Our work on the Clean Growth Grand Challenge should also grow supplies of secure, affordable low carbon energy to help the manufacturing sector remain competitive in the face of international competition.

In **Life Sciences**, we are one of a handful of locations in the world with the strength and depth of knowledge and expertise in **medicines discovery, formulation and manufacturing**. By linking this with academic institutions and business support through our Growth Hub we can work to increase the rate of success for development of new medicines and the proportion of these manufactured in the UK.

**Logistics** is an important and fast-growing sector in Cheshire and Warrington, but it is complex in its nature and composition and its rate of growth seems to have impacted on its productivity compared to national benchmarks. We expect further significant growth in this sector given our strategic location nationally. The extensive national road and rail network that runs through our sub-region, plus our proximity to neighbouring ports and airports and the Manchester Ship Canal makes Cheshire and Warrington a prime logistics location. We need to work closely with our Local Authority Partners and private sector developers and landowners to **identify the land and infrastructure needed to accommodate that growth in a sustainable way**.

We have an economy that many places would envy but concerns over the level of new business formations and productivity across many of our sectors. Continued development of our **Business Growth Hub** is going to be crucial in helping maintain a healthy, growing business base, supporting new start-ups and scale ups and unlocking the potential of our entrepreneurs.

Cheshire and Warrington is home to businesses and science assets of global significance. We have the largest life sciences cluster outside of the south east, are home to the world's largest scientific experiment and are surrounded by centres of academic excellence.

Our businesses excel at translating ideas into practical, commercial opportunities. Ensuring ongoing success needs a distributed and resilient innovation eco-system that can support start-ups and SMEs to innovate and **Ideas** to flourish whilst encouraging businesses to innovate in order to improve productivity.

The LEP and its local authority partners already recognise the importance of creating places that are connected and which will **attract and retain the talent** that we need to grow our economy in the long term. In particular making sure that we have a housing offer that meets the needs of people through the various stages of their working life and beyond, and town and city centres that are diverse and vibrant and attractive places to live, work and relax. *[Need to ensure there is appropriate reference to the rural economy and natural capital].*

We are developing a **robust, costed and prioritised investment programme** which will set out the infrastructure and other interventions needed to improve our productivity and facilitate sustainable economic growth.

## 5. Responding to the Grand Challenges

### Energy and Clean Growth

The LEP's Local Industrial Strategy will prioritise Energy and Clean Growth. Our economy is founded on manufacturing and energy is a key factor both as a feedstock for the chemicals industry and as a power source for the wider manufacturing sector. Driving forwards solutions to affordable, long-term, sustainable production will be critical for our continued economic success.

We have an unparalleled level and breadth of expertise in **energy and clean growth**. Combined with the natural and industrial assets within the area this puts us in a great position to work with industry to develop viable solutions and to lead the way on the Energy and Clean Growth Grand Challenge. We have significant strengths in nuclear engineering, energy systems including power distribution and storage creating a multi vector smart energy grid powered by green energy and a mix of energy storage technologies and contributing to the Government's mission to establish the world's **first zero carbon industrial cluster by 2040**.

We will create new technologies and expertise to build the clean energy industry of the future and address climate change. We will export this knowledge around the world.

The region has a rich pedigree in energy and fuels; we are the supplier of much of North West road, aviation and heating oil fuels and producer of nuclear feedstock at Capenhurst.

Our local industrial strategy now proposes to accelerate our plans, bringing shovel-ready projects on stream sooner and securing more private sector investment to deliver decarbonisation. This concerted investment programme, will deliver industrial decarbonisation of 5M te CO<sub>2</sub> per annum rising to 15M te p.a by 2030. Projects include the 'E-Port Smart Energy Master Plan' - a local, low carbon smart energy system based around the industrial heartland of Ellesmere Port. Our work will provide a significant input to the UK's commitment to net zero greenhouse gases by 2050.

We are looking to build the industry and long-term exportable expertise of the future, delivering more productive growth for the sub-region and UK economy. This will create more high wage, high skilled jobs locally, and provide the blueprint for a global transition to clean growth. At the same time, more sustainable local energy generation will provide reliable and cost-efficient energy for our residents – reducing fuel poverty in areas such as Ellesmere Port – and for business – addressing one of the main barriers to growth.

HMG will work with Cheshire and Warrington LEP, the three member local authorities and its key energy industry organisations to deliver Cheshire and Warrington's ambition. Under the leadership of the Cheshire Energy Hub, we are already working with Government through the Industrial Strategy Challenge Fund and intend to be an active participant in further rounds of ISCF (Energy Detailed Designs), Industrial Clusters Mission and the Industrial Energy Transformation Fund rounds, as well Local Growth Fund activity in Cheshire & Warrington.

We will build on the existing investments and work together to accelerate delivery and promote the area as a centre of expertise and excellence in energy and clean growth.

This will include:

Stimulating further innovation

- Research & development into alternative and cheap energy solutions
- Developing new models of carbon capture & storage

Creating New Markets

- Implementing smart energy systems and grids
- More deployment of low-carbon energy resources
- Development of the micro modular reactor

Supporting transition of the energy system

- Investing in energy supply chains and an energy sector network
- Decommissioning of existing nuclear infrastructure

Our local cluster has already committed to a long-term programme of low carbon energy related investment, with deepened partnership working with government having the potential to catalyse and accelerate the rate of development. Led by industry and supported by government, many practical and tangible projects have already secured funding in the sub-region and adjacent areas which will really drive practical development of hydrogen and CCUS forwards over the next couple of years.

We will look to work with other LEPs and industry to maximise the benefits of shared expertise and innovation, whilst also driving forward CWLEP ambition using local strengths and opportunities. Our existing investments, which will be important steppingstones to achieving our ambition, include:

Support the development of affordable low or zero carbon energy for clean growth

- The Energy Innovation District - launched in September 2017 - an idea driven by business through the Cheshire Energy Hub, with the overarching aim to lower energy costs and increase energy security
- The North West Energy Innovation District has been awarded funding by UK Research and Innovation to deliver the first stage of the 'E-Port Smart Energy Master Plan' - a local, smart energy system based around the industrial heartland of Ellesmere Port.

Demonstrate Leadership in the transition to a low carbon economy; Building new infrastructure

- Over £190m has been invested in delivering three new assets in the past few years – 57MW wind farm, 21MW biomass plant, and 20MW gas fired energy from waste facility
- Protos will deliver a private electrical grid that will connect several energy generation assets and storage with energy intensive industry. This will also form part of the E-Port Smart Energy Masterplan.

- Hynet is a Cadent led initiative to decarbonise gas networks across the NW – providing the potential for a 20% blend in the general gas network and 100% supply to industry – centralised hydrogen generation would be supported by CCS.
- £4m support from government towards a £21m project by Tata Chemicals to build the UK's largest Carbon Capture facility by 2022.

#### Stimulating further energy innovation

- Centurion is an Innovate UK supported project for 100MW power-to-gas energy storage project supported by INOVYN, Storengy and ITM.
- Through LGF, the LEP has supported the creation of the Intelligent Energy Systems Demonstrator at Thornton Science Park. This offers a flexible space for research, innovation and development, allowing companies to test new equipment in a self-contained environment able to simulate a range of conventional and unconventional energy systems and smart grids
- URENCO in partnership with Wood, Cammell Laird and Laing O'Rourke are developing a micro modular reactor at the Capenhurst facility where it also operates three plants producing enriched uranium to support nuclear power stations across the world.
- £2.9 million contract from government to Wood group to lead a key nuclear research programme to enhance the techniques used to design reactors and optimise their performance.

### **Ageing Well**

The LEP, like the country as a whole, has an ageing population which will create many challenges in the medium to long term. We also see it as a positive and an opportunity to harness the skills, talent and economic power of the older generation.

The government focus on ageing well has been on providing at least five years of better quality life for people by 2035; we believe that keeping people active and involved in the economy can be as effective a 'medicine' and support better mental and physical well-being.

Building on work started by Cheshire West and Chester as part of the World Health Organisation (WHO) Age Friendly Communities initiative, the LEP aims to set its own 'mission' under the Ageing Well Grand Challenge: *[to be defined!]*

### **Artificial Intelligence and Data**

Whilst the LEP doesn't believe at this stage that it has a leading role to play in responding to the AI & Data Grand Challenge, it recognises the critical importance that this technology will have in boosting productivity in a number of its sectors including manufacturing, logistics, life sciences and the digital and creative sector.

## Future of Mobility

*[Response to be developed. Clear linkages with our automotive sector and also logistics but likely to be an area that lends itself to wider area collaboration. Future of Mobility also relevant given the polycentric nature of the sub-region when much of the thinking to date has been focussed on the impact / opportunities within large urban areas]*

## 6. Building on our Area Strengths

The following section sets out the current draft public-facing content from each of the workstream policy papers. This will evolve further during August and September to reflect ongoing discussions with government departments.

### Life Sciences

Many areas of the UK will include **Life Sciences** as a strength in our Local Industrial Strategy; in a field that is significant in its breadth in Cheshire and Warrington we know that within Life Sciences we are genuinely one of a handful of locations in the world with a strong track record and strength and depth of knowledge and expertise in **medicines discovery, development, formulation and manufacturing**.

Core companies in the cluster have raised over £315m of investment since 2014, 35% of the amount raised by core life sciences companies across the north as a whole. Growth has outstripped the figures for the north and north west over the last five years with growth at Alderley Park averaging an exceptional 20% per annum.

We have a thriving bio-science cluster built on the legacy of decades of medicines research and development. The cluster is underpinned by significant industry expertise, including leading companies such as Astra Zeneca, Waters Corporation, Advanced Medical Solutions and Recipharm (formerly part of Sanofi Group), and assets in Macclesfield and Alderley Park including the Medicines Discovery Catapult and Anti-Microbial Research Centre. Its growth continues to be driven by the changing nature of the pharmaceutical industry, as it moves away from large single integrated structures to more dispersed models. This new model does create significant opportunities for new company development, research and innovation, but also challenges for smaller companies given the costs involved in developing and testing new drugs.

**By linking the area's industrial expertise with academic institutions and more targeted business support and financing we can work to increase the rate of success for development of new medicines and the proportion of these manufactured in the UK.** We will work with industry to develop detailed proposals for an open access high containment facility to support medicines development - 'turning molecules into medicines', which could in addition specialise in support lower volume manufacturing for personalised medicines at the testing stage.

Researchers and scientists at ICI, Zeneca and latterly AstraZeneca at Alderley Park have been responsible for the invention of some of the world's bestselling heart and cancer drugs and the site continues to evolve, cementing its position as the key drug discovery hub site for Northern England. AstraZeneca's manufacturing plant at Hurdsfield is the company's second largest manufacturing site globally – responsible for generating almost three quarters of 1% of all UK exports and with leading



expertise in drug formulation; Recipharm (formerly Sanofi) in Holmes Chapel develops and produces a range of asthma treatments whilst Dechra Pharmaceuticals in Northwich is an international specialist veterinary pharmaceuticals business.

Through our Local Industrial Strategy, we will build on our existing sector strengths and assets to support growth in two key areas: -

- Biomarker discovery and drug translational science
- Development of Complex and Nanomedicines, (including manufacturing capabilities)

In respect of Complex and nanomedicines, the LEP will support development of structured programmes to attract and support growth of companies in nanomedicine, drug delivery and complex medicines. This will include a review of how best to support the commercial success of these companies through access to scale-up, including the potential for an open access high containment facility to support medicines development - 'turning molecules into medicines', which could in addition specialise in support lower volume manufacturing for complex and nanomedicines.

This will be supported by wider, ongoing investment into the Cheshire Science Corridor using retained business rates from the Science Corridor Enterprise Zone to ensure that the physical and digital infrastructure is available to the businesses, academics and researchers that need it to do their work and link to other centres of research and development expertise.

We will expand our work through our Growth Hub and sector representative organisations to create the right business environment and networks to enable development of the broader life sciences cluster, attract talent and maintain the sector's significant productivity performance. We will consider how better to support life sciences SMEs face the challenges of scaling up, making best use of existing funding mechanisms.

This will also involve increasing the level of collaboration with neighbouring LEPs, specifically Liverpool and Manchester, to raise the profile of the wider life sciences sector nationally and internationally.

We will continue to work with Greater Manchester on development and deployment of the Greater Manchester and Cheshire Life Sciences Fund, with the potential to at least double the size of the Fund by 2025. The Fund is the result of a collaboration between Cheshire and Warrington Enterprise Partnership, Greater Manchester Combined Authority, Cheshire East Council, and Manchester Science Partnerships and offers seed and early stage venture capital funding to life sciences businesses location in the region.

## **Manufacturing**

Manufacturing, including Chemicals and pharmaceuticals, is a critical part of our economy and we have many prime examples of high productivity manufacturing excellence. Home to national and international brands including Bentley Motors, Vauxhall, Siemens, Tata Chemicals and AstraZeneca, Cheshire and Warrington has a rich heritage of manufacturing excellence. Around a quarter of Cheshire and Warrington's GVA is generated by manufacturing activity and almost 10% of employment. This in turn drives significant export activity and inward investment.

As a sector, manufacturing has already undergone considerable change and faces many other challenges in the short – medium term including adapting to increased automation and digitisation (with associated skills needs) and a new trading environment post-Brexit.

Our manufacturing sector is incredibly productive, but in some areas the strength of supply chains is not as strong as it could be, and there are challenges to remaining competitive in the face of rising energy costs and increased international competition.

For the wider sector, and in particular manufacturing supply chains, to continue to thrive companies and their workforce need support to understand and adapt to a digitally enabled future and meet the challenge of adapting to a low carbon future and the use of more sustainable materials in their production processes.

Through our Local Industrial Strategy, we have an ambition to make our manufacturing supply chains amongst the most productive in Europe, through increased levels of automation and digitisation, driving the creation of high quality, well paid jobs and through a shift to more sustainable production process and materials.

Programmes such as Made Smarter and National Manufacturing Competitiveness Levels (NMCL) will support manufacturing companies to increase their productivity and competitiveness, whilst our Virtual Institute of Technology will help equip their workforce with the skills needed to adapt to changing work roles. Our work on the Clean Growth Grand Challenge should also grow supplies of secure, affordable low carbon energy to help the manufacturing sector remain competitive in the face of international competition.

### **Logistics**

[To be added]

## **Creating the right foundations (the Five Foundations of Productivity)**

### **People**

The Skills and Education Plan identifies two priorities for Cheshire and Warrington: to support businesses to continue to access the skills they need and to support all residents to thrive in employment. The LIS will be an opportunity for us to accelerate work on these priorities and ensure they are delivered in way that is sustainable, working in collaboration with Government.

The priorities are:

- Businesses being at the heart of inspiring and informing young people, parents, carers and youth workers and individuals seeking work or seeking to progress in work to ensure they make informed decisions about the training and education and careers that they choose to follow. This will be delivered via a network of local Pledges where employers, local schools, colleges, youth organisations and other partners work together to develop a coherent programme of inspirational events.

- Employers driving the development of a virtual 'Institute of Technology', which will bring employers and local colleges together to design and deliver training and education packages - initially focused on digital and STEM skills. This includes retraining and upskilling the existing workforce where there is an urgent need to raise digital skills. The key to success will be real time intelligence about the design and delivery of the skills businesses need.

Underpinning these two priorities is the greater use of real time labour market intelligence – supported through the skills advisory panel funding – to inform the future labour market skills requirements.

The Local Industrial Strategy highlights the importance of digital in helping to raise productivity and improve the overall quality of jobs as well as providing individuals with the skills to access employment across Cheshire and Warrington. An initial focus of the work on the two priorities will be digital and Science, Technology, Engineering and Maths (STEM) related skills. From logistics to automotive to financial services, digital and STEM skills are fundamental to our local employers' needs. Over the last two years Digital Skills have been identified as a key, cross-cutting skills need that form the corner stone of every business in every sector. We have launched the Digital Skills Partnership, in collaboration with HMG.

HMG and Cheshire and Warrington are working together to deliver the four major programmes of work and to ensure the Pledge network and Virtual Institute of Technology/Skills for Growth programme are sustainable and deliver their objectives. In addition, HMG will work with the LEP, through the Employers' Skills and Education Board, to address identified barriers to delivery. The first step will be a review of the extent to which data and local labour market intelligence informs the development of training and education across Cheshire and Warrington. This is a priority given the new Ofsted framework.

On inclusive growth, our ambition is to enable all residents to take advantage of local opportunities for prosperity. Building on the findings of the LIS evidence and consultation, we will design and deliver new projects to raise the earning power of all our residents. Through the Local Industrial Strategy we will set out how every Cheshire and Warrington resident will be supported to meet their full potential. We want to grow the economy by offering more opportunities to residents who face significant barriers to employment and to progress to higher paid work. We will also create a compelling offer for older residents and retain the spending power of those residents who choose to enjoy their retirement here.

Cheshire & Warrington is among the highest performing regions outside of London in terms of growth; however, we are conscious that the evidence and forecast for future growth presents a challenging picture. Productivity has not recovered to 2007 levels and the number of working age residents is slowing due to our ageing population. The prospect of falling productivity is a real risk unless we do more to promote inclusive employment and skills opportunities for those residents who experience the greatest barriers to work and explore sector-led pay progression opportunities.

We have identified three priorities for the local industrial strategy, which expand and link existing programmes (for example 'In to work') and also develop new priority areas. A more inclusive economy will create the conditions where our residents and workers can reach their full potential,

be economically and socially engaged and where our workforce have access to the skills and training needed to boost their earnings power.

The 3 priority areas will:

1. Promote investment to achieve high levels of social value through local supply routes and promote a fair living wage
2. Maximise the post-retirement opportunities for our older residents
3. Remove complex barriers to employment and financial independence through our 'In to Work' support programmes and enable people to be well in work by directly supporting their mental well being

## Place

We passionately believe that Cheshire and Warrington is the best place in the UK to live, work, invest and relax. We are a sub-region with a track record of outstanding economic performance, coupled with an array of outstanding urban, semi-urban and rural communities and natural resources.

We are an extremely diverse sub-region, from the Roman city of Chester to the new town of Warrington - the North's most economically successful town, to some of the most desirable market towns and villages in the country with access to outstanding natural assets such as Delamere Forest and the Peak District National Park. We are home to world class science and technology clusters in life sciences, nuclear engineering and energy and clean growth, the UK's largest chemical engineering cluster and two car plants, Bentley and Vauxhall at the same time as being an important agricultural and food production centre and key visitor destination.

Despite our economic success and outstanding quality of life, we face a number of challenges to ensure that we have vibrant, inclusive and sustainable places across the whole of our sub-region that can attract, grow and retain the businesses and talent we need to support our economic growth ambitions.

Our demographic trends pose a significant challenge to our continued economic success. Population growth in Cheshire and Warrington in the 10 years to 2015 was much lower the UK average (4.2% compared to 7.8%) and our future population growth is expected to be half that of the England average (8% compared to 15.5%). Over one third of our manufacturing workforce is aged over 50 years and replacement demand alone is estimated at 230,000 jobs by 2025. At the same time, it is estimated that 10,000 20-30 year olds will leave the sub-region by 2026. We need to ensure that we have the right housing, retail and leisure offer to attract and retain the young people required to support our continued economic growth.

Whilst we have seen an increase in the supply and rate of housebuilding in our area, our new supply of housing has been predominately larger traditional family homes for sale in suburban and rural locations that are more suited to families that are already well established on the housing ladder. The fit between housing supply and demand is not aligned and this is a key factor in the low levels of attraction and retention of talented young people in the sub-region. Affordability has worsened significantly since 2009 and house price entry levels are becoming even more unaffordable for people living in the area compared to the rest of the North West.

There are also distinct spatial inequalities within Cheshire and Warrington, particularly around skills levels, deprivation and wages, concentrated in areas that consistently underperform against the rest of the sub-region. Parts of Ellesmere Port, Crewe, Warrington, Chester and Winsford are amongst the 10% most deprived areas in the country. We need to ensure that all of our communities benefit from our economic success and enjoy access to high quality jobs, housing, retail, leisure, cultural and natural assets.

Almost half the population of Cheshire and Warrington (477,000) live in rural areas, and almost 27,000 businesses are located outside of our main towns and urban centres. Our rural areas have seen a high level of jobs growth (20.2% between 2012-17) and agriculture, food production, logistics and distribution and the visitor economy are important sectors in the rural economy. There are challenges in ensuring equality of opportunity for people living and working in rural areas, including patches of poor digital connectivity, poor public transport and affordability of housing. Many rural areas face particular demographic issues with some places where less than 10% of their residents are aged between 20 – 34 and some of the lowest levels of population growth, which may pose problems for their long-term sustainability.

Like many other places across the country, our town and city centres are facing the challenges of changing retail habits, the dominance of national retail chains, outdated and ageing retail stock and fragmented ownership. We need to rebalance our town centre offer, creating a sustainable retail offer and increasing the level of leisure and residential uses to ensure that they remain the heart of the communities they serve. Significantly increasing residential uses in our urban centres will not only help to revitalise town centres, but will also help rebalance our housing offer, enabling us to build smaller, more affordable homes that will be attractive to younger people.

We recognise that having access to a range of cultural, heritage, sporting and leisure activities is not only a key component in promoting a high quality of life for our residents and supporting cohesive and inclusive communities but can also be an important driver of inward investment decisions. Recent developments such as the opening of Storyhouse in Chester, Barons Quay in Northwich and Time Square in Warrington are helping grow our leisure and cultural offer and add to some of the top-class attractions in Cheshire and Warrington including Chester Zoo – the UK's most visited zoo and second most paid-for visitor attraction in the UK with over 1.9 million visitors a year, Cheshire Oaks, Chester Races, Quarry Bank Mill and Tatton Park, as well as a range of museums, heritage facilities, parks, forests and outdoor attractions. The sub-region has an established programme of major events including the 'Blue Dot' Festival, RHS Flower Show at Tatton and Chester International Film Festival and has recently hosted the Rugby League World Cup, Cycling Tour of Britain, Welsh Rally GB and the International Horse Trials at Bolesworth.

Cheshire and Warrington is already one of the best connected sub-regions in the country, with easy access to the dynamic cities of Liverpool and Manchester and strong economic connections into North Wales and the West Midlands. HS2 offers a once in a generation opportunity to turbocharge our connectivity not only nationally, but importantly within the sub-region itself. It will be a key driver of our future economic growth and will physically and economically transform the town of Crewe.

Our strategic priorities are:

#### **(1) Creating a world class business environment**

We are determined to make Cheshire and Warrington one of the best locations in the UK to locate and grow a business. We already have a world class science and technology offer across the Cheshire Science Corridor, which includes: Jodrell Bank, headquarters of the Square Kilometre Array; Alderley Park, Astra Zeneca's former R&D HQ which is now home to over 150 life sciences businesses; Birchwood Park the UK's centre of excellence in nuclear engineering and Thornton Science Park, fast becoming recognised as a leading UK centre for energy and clean growth. We are taking a proactive approach to the Cheshire Science Corridor Enterprise Zone, investing £30m up front to unlock and accelerate development and creating a sub-regional investment fund to reinvest the retained business rates in economic development projects across the sub-region. In addition to the Science Corridor, we have identified key growth areas and strategic employment sites in Chester City Centre, the Energy Innovation District in Ellesmere Port, Warrington 'New City' and the proposed Crewe HS2 Growth Corridor that will maximise the economic benefits of HS2 for the towns of Crewe, Middlewich and Winsford. We will also ensure a strong supply of high-quality business accommodation that meets needs of our rural businesses.

**(2) Building the right homes in the right places**

Housing is an essential component in creating successful places and supporting economic growth. Having the right mix of housing, in the right places and at an affordable price is key to meeting the needs and aspirations of our existing communities and of young people and families moving in to Cheshire and Warrington to live and work. We will focus our housing growth across our principal cities and towns and work in partnership with Homes England to positively disrupt the housing market in Cheshire and Warrington by leading, intervening in and making new markets where necessary in order to encourage a broader range of housebuilders and developers and position the area as a sound proposition for institutional investors by de-risking development, particularly on brownfield sites in town centres.

**(3) Rebalancing our town centres**

We are already investing heavily in our city and town centres including City Place and Northgate in Chester city centre, Time Square in Warrington and Barons Quay in Northwich, and the £40m expansion of Cheshire Oaks, along with emerging regeneration plans for Ellesmere Port, Macclesfield, Crewe and Winsford. We want to tackle the challenge of fragmented ownership by bringing landlords together with public sector partners, adapting and extending planning and property development tools and encouraging institutional investment in our high streets through piloting the creation of town centre REITs.

**(4) Enhancing our cultural and leisure offer**

We will ensure that the sub-region offers a broad range of cultural assets, events and activities throughout the year, and that there is a mix that provides for a range of age groups and interests. We want to build on the success of our Visit England funded, Brilliant Science project which promoted the sub-region as a key destination for business tourism, targeting key scientific conferences into the area by embedding the Brilliant Science and a Business tourism approach into our broader place marketing approach for Cheshire & Warrington and the Science Corridor. We will aim to drive visitor numbers across the country, extend the season



and to tackle local barriers to tourism growth and seek to be an early pilot for one of the new Tourism Zones.

**(5) Articulating our place proposition, branding ourselves and our offer more effectively to prospective investors**

The sub-region has many significant benefits that make it attractive to inward investors, but it lacks a consistent and coherent narrative and ‘brand’ when trying to ‘sell’ those benefits to external audiences. Those who live and work in Cheshire and Warrington know what an outstanding location it is – many others (including some surprisingly close to home) don’t. Much of the feedback from business is that there is a great story to tell about Cheshire and Warrington and the places within it, but that as a sub-region we currently don’t do that in a consistent, coordinated and effective way, especially to external (international) audiences. Work is underway to develop a more coherent brand and ‘value proposition’ for the sub-region, the Cheshire Science Corridor and our key sectors and to create an inward investment strategy to really showcase Cheshire and Warrington on the global investment stage and increase the flow of foreign direct investment into the sub-region.

<b>Key Spatial Priorities</b> (to be included on a map in the LIS)	
<b>Growth Areas</b> <ul style="list-style-type: none"> <li>• Warrington New City</li> <li>• Mersey-Dee Alliance</li> <li>• Constellation</li> </ul> <b>Strategic Employment Areas</b> <ul style="list-style-type: none"> <li>• Cheshire Science Corridor</li> <li>• Energy Innovation District</li> <li>• Crewe HS2 Growth Corridor</li> <li>• Port Warrington</li> </ul>	<b>Town Centres</b> <ul style="list-style-type: none"> <li>• Crewe</li> <li>• City Place (Chester)</li> <li>• Ellesmere Port</li> <li>• Macclesfield</li> <li>• Northgate (Chester)</li> <li>• Northwich</li> <li>• Warrington</li> <li>• Winsford</li> </ul>

**Business Environment**

Cheshire and Warrington is home to some of the world’s best-known companies including Bentley, AstraZeneca and Essar Oil. These large companies as well as thousands of smaller, dynamic new businesses are together helping to drive growth. Our business base is stable and growing, with a low business death rate of 10% and a good business survival rate leading to impressive scale up rates.

Our economy is growing steadily, but productivity is stalling. Many of our sectors are underperforming compared to other parts of the UK; if our underperforming broad sector groups were performing at the national average this would add £3.7bn to the economy every year.

The ambition through our local industrial strategy is to make our economy more resilient and able to withstand and recover from shocks that may happen. We want to increase the number of fast-growing SMEs, increasing the productivity and resilience of our broad sector mix and create more skilled jobs for our residents. Effective business support will key to this. Market intelligence from our Growth Hub identifies clear areas of opportunity particularly around SMEs with the potential and

ambition to scale. This focus is fed by strong economic intelligence and has informed the development and delivery of support across the sub region.

We see evidence of good scale-up activity already which indicate existing track record of high growth businesses. Cheshire East is ranked as the eighth highest local authority by the number of scale-ups in the country, due to polycentric nature of the business base and the work of the Growth Hub in Cheshire and Warrington the Scale Up base is continuing to grow and high growth potential businesses are able to flourish. Businesses that start here tend to survive, and the sub-region has low business death rates. We want to capitalise on this supportive environment and grow it.

Despite this, there is clearly an opportunity for further growth in this area. Our ambition is open up this pathway to a greater number of businesses and remove barriers as well as perception of barriers that exist in Cheshire and Warrington but also on a national level. The cost of high quality support and advice is one of the biggest issues holding back potential transformational growth, part of our vision is to demonstrate that the value of this potential investment far outweighs the cost of it.

This new activity will complement the priorities already set out in our Strategic Economic Plan, with work underway to create a refreshed and targeted Growth Hub which works with local businesses to provide the right support at the right time to support them to thrive. Through the Local Industrial Strategy, we will increase higher value targeted support with an emphasis on growth and productivity, identifying and targeting only businesses who meet the growth potential criteria (this is currently estimated to be at least 565 businesses). We will offer a broad mix of support, ranging from identification of opportunity through to mentoring, Leadership and Management and key investment support.

While the clear focus will be on SMEs with growth ambition and potential, we will also link this work closely with the successful large companies in the sub-region, which together employ over half of our workforce. This will be through close working with the larger companies and developing with them a high value mentoring network and using these companies in a strategic and focused manner to ensure their knowledge and expertise is retained in the Cheshire and Warrington economy. By developing this peer to peer network and utilising the knowledge, expertise and strategic importance of our large companies to benefit our growing SME base we believe clear economic impact can be derived.

While this is clearly a priority, we are very aware of the need for a strong and reliable business pipeline. The start up rate in Cheshire is fairly stable but there is a need for more of these start ups to be in a position to quickly graduate onto the growth platforms we are proposing. In order to generate this level of start up we will be working in closer partnership with universities not just in Cheshire but across the Northern Powerhouse to push the message that Cheshire and Warrington is the strongest place to base a University spin out or other high value start up.

## **Ideas**

### **The North's science and technology powerhouse**

Cheshire and Warrington is the North's science and technology powerhouse. We have the highest concentration of private sector science and technology assets, the highest share of professionals

working in science and research in the North of England and the highest levels of R&D spend per employee in England<sup>1</sup>.

The Cheshire Science Corridor links together a number of nationally and internationally significant science and technology assets including: Jodrell Bank, headquarters of the Square Kilometre Array; Alderley Park, home to over 200 life sciences businesses, the national Anti-Microbial Resistance Centre (AMR) and the Medicines Discovery Catapult; Birchwood Park the UK's centre of excellence in nuclear services; Capenhurst Technology Park, a cluster of leading technology companies at the site of the former Electricity Council Research and Development Centre, adjacent to URENCO's uranium enrichment and nuclear waste treatment plant; Daresbury (just across the border in Liverpool City Region), which is home to the UK's fastest industrial supercomputer and the University of Liverpool's Virtual Engineering centre; and Thornton Science Park, fast becoming recognised as a leading UK centre for energy and clean growth

### **Adapting to disruption: the changing nature of R&D and innovation**

Cheshire and Warrington's economy developed around a number of foundational industries and large-scale manufacturers, including chemicals, pharmaceuticals, energy (including nuclear) and automotive. For years, our economy has been dominated by large multi-national companies such as Astra Zeneca, Shell (and more recently Essar), Vauxhall, Bentley, Wood and Rolls-Royce Nuclear, to name but a few. Much of our R&D and innovation has been undertaken by these large multi-national companies in these legacy industries as evidenced by our relatively low levels of R&D expenditure as a share of turnover<sup>2</sup> and number of patents registered to inventors within the sub region.<sup>3</sup> However, these industries are either already being disrupted or are highly vulnerable to disruption by innovations in technology and business models or new market entrants.

In order to maintain our competitiveness and meet our economic ambitions we need to support our existing industries to adapt and innovate and encourage and support new start-ups and spin-outs to bring new innovations to the market.

### **Playing to our strengths to tackle grand challenges**

By focusing on exploiting our super strengths in life sciences, energy, chemicals and manufacturing in order to forge new discoveries and technologies we will help drive productivity and the future economic growth of the Northern Powerhouse and UK plc and play a leading role in meeting the government's Ageing Society and Clean Growth grand challenges.

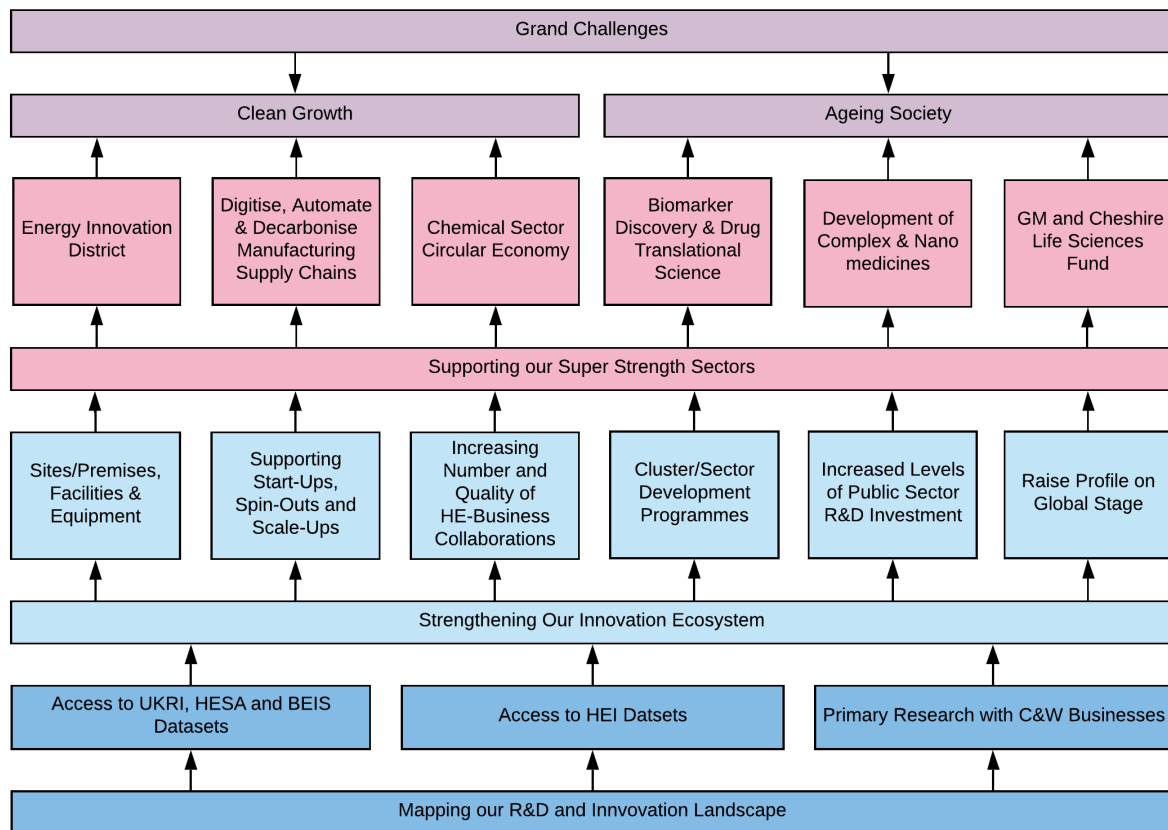
Figure 1. Below shows our innovation roadmap setting out how we intend to meet the two grand challenges through supporting our key super strength sectors and strengthening our innovation ecosystem.

**Fig. 1. Cheshire and Warrington Innovation Roadmap**

<sup>1</sup> BEIS (2015), *Mapping Local Comparative Advantages in Innovation*, pg 54.

<sup>2</sup> Innovation Survey 2010.

<sup>3</sup> BEIS (2015), *Mapping Local Comparative Advantages in Innovation*, pg 107.



In particular, we will ensure that we focus our R&D and innovation investment and activities to support:

- The life sciences sector to increase the rate of success for the development of new medicines and the proportion of these manufactured in the UK, making a significant contribution to the Ageing Society grand challenge and help drive UK productivity and exports.
- The Cheshire Energy Hub's plans for the creation of the world's first net-zero carbon industrial cluster by 2040 by creating the new technologies and expertise to build the clean energy industry of the future and address climate change, which can be exported around the world.
- The UK's largest chemical cluster to develop and invest in the re-use and remanufacture of raw materials and products to build the circular economy, re-shore activity and build new product bases.
- Our manufacturing supply chains to be the most productive in Europe through increased levels of automation, digitisation and decarbonisation in manufacturing, driving the creation of high quality, well paid jobs and through a shift to more sustainable production process and materials.

### Strengthening our innovation ecosystem

Our existing innovation ecosystem is highly developed in some areas, in particular in terms of private sector led R&D and innovation and a series of legacy assets, some of which, such as Alderley Park and Thornton Science Park, are being successfully adapted from closed to open systems/facilities. However, we do have some key gaps and weaknesses, which could hamper our ability to meet our ambitions and fully exploit the opportunities available to us.

Although Cheshire and Warrington has participated in a number of overlapping SIAs, including the Liverpool and Greater Manchester City Region SIAs, the North West Coastal Arc Nuclear and Clean Growth SIAs, the Chemical Processing Sector SIA and the Northern Bioeconomy SIA, we do not have a complete picture of our innovation ecosystem and our understanding of R&D across the sub-region is still fragmented. We will undertake additional work to fully map our existing innovation eco-system in order to better design programmes and inform innovation investments.

Innovation coordination was a common theme across all Wave 2 and Wave 3 SIAs and of particular importance is co-ordinated innovation and business support; strategic investment and access to finance; and recognition of sector identity through a single body<sup>4</sup>. We want to improve our innovation co-ordination across the sub-region. The Cheshire Energy Hub is an exemplar of an industry-led cluster that has brought key industry players together with academia and public sector partners to drive innovations in the energy sector. Alderley Park provides a blueprint for cluster development by providing incubation and acceleration, access to finance and access to facilities, equipment and technical and professional support. But we need to ensure that such best practice is shared across sectors. We will do this through the development of cluster/sector development programmes, support for networking within and across sectors (and LEP areas) and the facilitation of supply chain development and innovations through open innovation competitions with top tier companies.

Despite being at the centre of one of the largest concentrations of Higher Education Institutions (HEIs) in Europe with 15 HEIs within a 30-mile radius providing access to some 200,000 students, we are not fully exploiting this access and under-perform as a sub-region in some key areas including Higher Education investment in R&D (HERD), accessing UKRI funding, number of registered patents and number of students graduating and number of postgraduate students in STEM subjects. We want to develop more strategic relationships with a number of our key neighbouring universities, particularly those research-intensive universities that are either already actively engaging with companies in our area or have research strengths in our super specialisms. This is important in order to ensure that we can attract the best and brightest graduates in the North West to work in Cheshire and Warrington, the significantly increase the number of HEI-business collaborations in the sub-region and to attract start-ups and spin-outs from universities to locate into our area.

We will expand our work through our Growth Hub to support start-ups, spin-outs and scale-ups by creating the right business environment and networks to enable them to grow, develop and innovate through access to talent, premises, facilities and equipment and finance. This will be supported by wider, ongoing investment into the Cheshire Science Corridor using retained business rates from the Cheshire Science Corridor Enterprise Zone to ensure that the sites and premises, physical assets and digital infrastructure is available to businesses, academics and researchers to do their work and link to other centres of research and development expertise. Digitisation will play a key role across our key priority sectors of life sciences, energy (including nuclear), chemicals and manufacturing and we have a real opportunity, working in partnership with Daresbury Sci-Tech and in particular the Hartree Centre to significantly drive innovation in this area.

Finally, the Cheshire Science Corridor is already gaining traction within the Northern Powerhouse and nationally as a key science and tech location and we will increasingly work with our neighbouring LEPs, specifically Liverpool and Manchester, to raise the profile of the wider area and

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<sup>4</sup> BEIS (2018) Northern Powerhouse Chemical & Process Sector Science and Innovation Audit, pg 7.

better market ourselves as an international science and tech inward investment location on the global stage.

## Infrastructure

We have realistic ambitions to almost double the size of its economy by 2040. To achieve this ambition, we need to make sure that our infrastructure doesn't act as a constraint, whether that is in relation to transport, digital communication or other utilities.

Business tells us that connectivity is one of their main barriers to growth. Currently our central UK location, with easy access to Manchester and Liverpool, two airports within 30 minutes, international shipping links from Liverpool, the Manchester Ship Canal and North Wales is one of our key strengths, however parts of our strategic network are heavily congested, and increasingly local roads are struggling to cope with the growth in traffic being experienced. This impacts on productivity and also on key sectors like logistics.

In the coming years, Cheshire and Warrington will see major planned rail infrastructure investment via HS2, arriving at Crewe in 2027. HS2 will have up to 5 – 7 trains per hour each way from Crewe Hub to London, Birmingham and Manchester bringing the area within an hours' journey of London.

Northern Powerhouse rail (NPR) will increase the capacity, speed and resilience of our east-west links to Liverpool, Manchester and beyond. It creates the opportunity for a significant rail hub at Warrington Bank Quay.

For these major investments to achieve maximum benefit, we need to make sure that there is supporting investment in the local connectivity linking our towns and villages to these key transport nodes and that there are attractive alternatives available to the car to make travel within and beyond the sub-region more sustainable.

We appreciate that we cannot do everything at once and need to plan future infrastructure in line with need and available budgets and adapt to and embrace changing technologies. Initially we will focus on developing key hubs for both transport and digital infrastructure, starting with Chester, Crewe, and Warrington given their focus in our transport strategy as key rail hubs, and tying in with extensive work being undertaken by the three local authorities to shape these places to underpin growth. We are also particularly looking to build upon and maximise the benefits of High Speed 2 services stopping at Crewe.

To achieve our ambitions we need central government to work with us to:

- Support Network Rail to undertake their Continuous Modular Strategic Planning process to consider how to improve connectivity to Crewe Hub for regional services;
- Help us engage with Highways England to identify ways to better manage the motorways and trunk roads can provide more reliable linkages between Chester, Crewe and Warrington and to the key neighbouring city regions of Liverpool and Manchester as well as strategic connectivity to North Wales and the Midlands, with a particular focus on managing congestion and improving journey time reliability;
- Assist with the development of a digital strategy, with a focus on understanding the use of shared data and information to transform strategic planning, developing cost effective options



for addressing 'last mile' connectivity and identifying the best package of measures to boost productivity and competitiveness, drive skill development and attract people to the area ;

- Help us to develop solutions for non-car modes in our three hub locations, particularly to/from their hinterlands, including the potential for any future Transforming Cities Funds to be available to support such smaller cities/larger towns; and
- Identify options for sustainable financing mechanisms for local contributions to schemes;

In addition, we want to work with government and utility companies to explore options to develop affordable mechanisms which enable investment in utilities in a timely fashion to avoid capacity constraints restricting our ability to grow the economy.

Finally, in order to help the sub-region develop interventions which support the Local Industrial Strategy and drive improvements in economic productivity the LEP Board agreed has agreed to allocate £400,000 per year for three years towards studies/business case development to allow the sub region to respond quickly as and when invitations arise from government departments to bid for funding.

## **7. Developing the LIS through to Publication**

As previously indicated, the ideas set out in Section 6 will develop further through a series of direct conversations with government during August and September 2019, after which the final text will be written and agreed prior to formal publication. Local Industrial Strategies in non-Mayoral Combined Authority Areas have, to date, been signed off by the Secretary of State for Business, Energy and Industrial Strategy, and the LEP Chair, following a formal clearance process involving HM Treasury and other relevant departments.

It is currently anticipated that the Cheshire and Warrington LIS will be published before the end of October 2019.

## Appendix A: Evidence Base Headlines

The headlines from the evidence gathering and insight work are that Cheshire and Warrington is: -

### Economy

- **A very successful economy** – currently generating **£30.9bn per year** with an ambition to be a £50bn+ economy by 2040
- **2.7% average annual Gross Value Added (GVA) growth** compared to 2.2% in the UK and 2.1% in NW
- **Highest GVA per head of northern LEPs and 4<sup>th</sup> highest of all LEPs – £33,384**
- **£34.63 produced per hour worked** – 4.1% higher than UK and 13.6% higher than the NW but **stagnant and still not back to 2007 levels**
- Manufacturing is the largest sector by GVA at **£7.7bn** – 25% of GVA with 9% of the jobs
- **Super strengths** (high productivity, specialisation and jobs) in **petroleum, chemicals & pharma and motor vehicles**
- **Specialisms** in chemicals, automotive assembly, nuclear energy, oil refining, medicines discovery and manufacture
- **Almost 46%** employed in public services and retail and hospitality. High employment in services and manufacturing

### Ideas

- High levels of business-led research and development, though concerns that this is rested in a few, large-scale businesses.
- The sub-region lags behind other parts of the UK in terms of public sector R&D, though this may be symptomatic of the lack of a major research-intensive University
- Excellent asset base on which to build – the Cheshire Science Corridor has the largest concentration of science and technology assets in the North of England

### People

- Population currently 927,000 but **growing at half the rate** of the rest of the UK.
- A **highly skilled resident population**, but an ageing one, with over **21% of residents 65 and over**; much of the high skills base rests in the older population
- Challenges around inclusive growth, with **over a fifth of residents earning less than the real living wage**<sup>5</sup>

### Infrastructure

- Major opportunity available from the planned **High Speed 2** hub station at Crewe
- Significant **national road assets** but issues of congestion across the motorway and local major route networks
- **Digital infrastructure** provision is good in much of the sub-region but there remain patches of poor coverage, especially in more rural areas.
- Energy infrastructure could be a break on growth, with much of the electricity network at capacity.

<sup>5</sup> As defined by the Living Wage Foundation: £9/hr across the UK compared with £8.21/hr for the National Living Wage

**Business Environment**

- **Over 42,000** VAT registered businesses – **89.5%** micros, **8.5%** small, **1.6%** medium and **0.4%** large
- High number of **businesses per capita** with **good survival** and **scale up rates**
- Low business death rate of **10.8%**, but low birth rate of **13.4%**
- An outward-facing, internationally connected economy, with **£7.6bn** exports and over **81%** of current inward investment projects in key sectors

**Place**

- A **polycentric** area with wealthy and established rural areas, and clusters of deprivation and **young qualified residents** in urban centres
- **Net attractor** of workers, especially young people from surrounding areas (including Liverpool)
- Areas of **low affordability** in rural areas with **more affordable** urban centres
- Some mismatches between demand and supply in the housing market with a lack of smaller, town centre accommodation across a range of tenures including the private rented sector.

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**INDUSTRIAL  
STRATEGY**

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**CHESHIRE & WARRINGTON**

# Environment & Regeneration Overview & Scrutiny Committee

Monday 16<sup>th</sup> September 2019

# Aims of the session

- Background to Local Industrial Strategy
- Approach to Cheshire and Warrington's Local Industrial Strategy
- Key messages
- Timescales to completion



# The UK Industrial Strategy



## Grand Challenges



Artificial intelligence and data



Ageing society



Clean growth



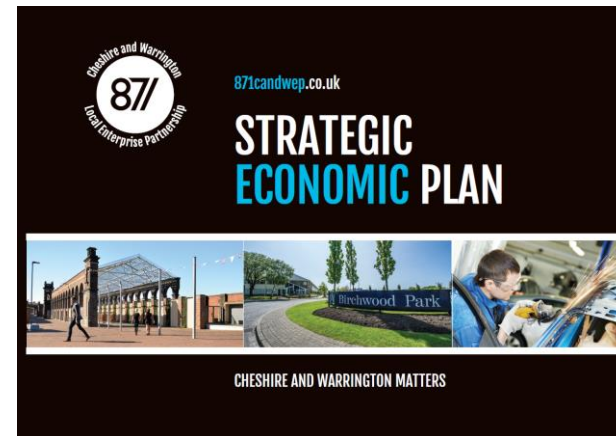
Future of mobility

# What Local Industrial Strategy should do

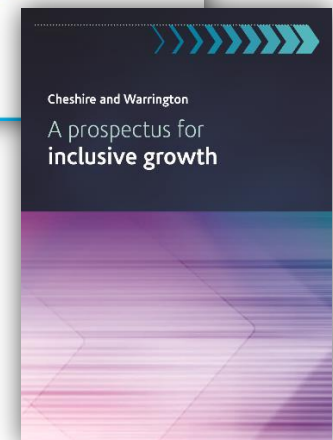
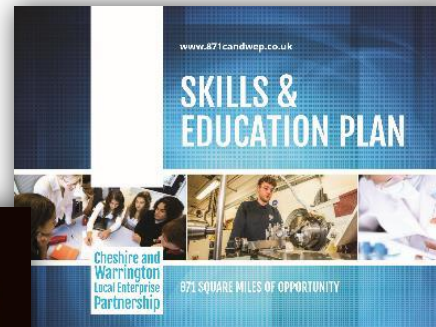
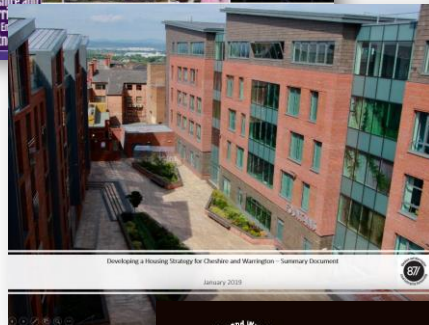
- Be long-term, designed to inform future local and national decision making and local growth funding (e.g. UKSPF)
- Complement the national strategy and developed in partnership with Government
- Have a robust evidence base and demonstrate the distinctive strengths of the area
- Set out clearly defined priorities and be clear on how places will maximise their contribution to UK productivity
- Collaborate across boundaries to maximise growth, especially where there are joint assets or clusters
- Led by those who best know the needs of the local economy, with a strong business voice
- Not try to cover everything or start again

# Journey so far

- Original SEP evidence base developed in 2013/14
- Refreshed in 2016/17 (supported by Metro Dynamics)
- Additional policy work undertaken over last 12 months with supporting evidence

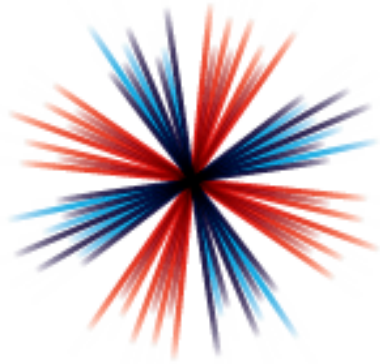


# Local Policy Context



# Our approach

- Not start afresh – draw on existing strands of work and strategies
- Develop a finer grain evidence base and understand key insights
- Engage with local stakeholders (35+ events so far)
- Create the LIS for our place with key partners – be bold with our interventions to support sectors and cross cutting foundations of productivity and Grand Challenges
- Support development of Local Area Industrial Strategies by each LA to highlight local strengths and issues



# **INDUSTRIAL STRATEGY**

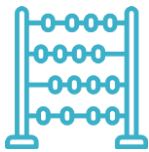
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## **CHESHIRE & WARRINGTON**

### Key Messages



# Economy and productivity



A **£30bn** economy with an ambition to be a **£50bn** economy by 2040



**2.6%** average annual GVA growth compared to 2.1% in the UK and 1.9% in NW



**Highest** GVA per head of **northern LEPs** and **5<sup>th</sup> highest** of all LEPs – **£32,529**



**£34.63 produced per hour worked** – 4.1% higher than UK and 13.6% higher than the NW but falling over time and still not back to pre 2007-2008 crisis levels

# Sectors



Manufacturing is the largest sector by GVA at **£7.4bn**



**Super strengths** (high productivity, specialisation and jobs) in **petroleum, chemicals & pharma** and **motor vehicles**



**Almost 46%** employed in public services and retail and hospitality. High employment in services and manufacturing



**Good supply chain links** signalled through tiers one & two and final product firms located in the region

# Three Clear LIS Outcomes



## A More Productive Economy

Build the super strengths

Address sector underperformance

Develop supply chain innovation and foster cross-sector collaboration



## A More Resilient Economy

Create a more dynamic business base

Use digital to innovate

Diversify investment in research and development

Expand international links



## A More Inclusive Economy

Improve progression in work

Develop an education system which meets labour demand

Encourage entry level positions, including apprenticeships

**Leading** the **Clean Growth Grand Challenge** nationally and contribute to UK development of other Grand Challenges

**Enabled by strategic investments in infrastructure and place** – investing in connectivity – HS2, NPR and local, delivering 100,000 new homes, and place making through local area industrial strategies

# Energy & Clean Growth

**Establish Cheshire & Warrington as the international centre of expertise in zero carbon energy and growth by: -**

- Establishing a smart energy grid in Ellesmere Port and Runcorn
- With Liverpool City Region, developing a Hydrogen grid and production facilities to power public transport and grid energy
- Leading the development of small modular reactors, with a prototype U-Battery operating at Capenhurst
- Establishing at least one heat network capturing the heat from industrial processes
- Delivering a zero carbon industrial cluster by 2040



# Life Sciences

**Build on our globally significant life science assets to make Cheshire and Warrington a centre of excellence for medicines discovery, formulation and manufacture by: -**

- **Developing the Cheshire Science Corridor** as a prime location for life sciences, through a prioritised investment programme using retained business rates from the EZ
- Support the growth of the **Medicines Discovery Catapult** and Work with industry to develop an open access high containment **facility to support medicines development** – ‘turning molecules into medicines’, which could allow specialisation in lower volume manufacturing for personalised medicines
- **Creating the right business environment and networks** to enable cluster development, attract talent and maintain the sector’s significant productivity performance.
- **Supporting life sciences SMEs to face the challenges of scaling up**, making the best use of existing funding mechanisms



# Manufacturing Supply Chains

**Make our supply chains amongst the most productive and the most sustainable in Europe by: -**

- Maximising the impact of the Made Smarter pilot programme, raising levels of adoption of digital technologies amongst manufacturing SMEs and securing long term future for the programme
- Working collectively with Liverpool City Region, Lancashire LEP the Welsh Government and DIT to raise the profile of and **attract inward investment into our automotive manufacturing cluster**
- Early adoption of regional and national pilots for **National Manufacturing Competitiveness Levels (NMCL)** and **National Product Launch Excellence (NPLX)**, developing the competitiveness of existing manufacturing supply chains
- Work with the Chemical Industry Council to **increase innovation into sustainable manufacturing** including greening of supply chains





# Logistics

Capitalise on our outstanding strategic location to grow a high value, high productivity logistics centre by: -

- Identifying the land and infrastructure needed to accommodate future logistics sector growth in a sustainable way.
- Increasing the productivity of the logistics sector through trialling adoption of AI and other digital technologies (linked to the **Future of Mobility Grand Challenge**)



# Bringing finance and business services to the forefront



<p><b>69,125</b> jobs with <b>15.2%</b> employment growth</p> <p></p> <p> <b>£3.9bn</b> GVA with <b>19.4%</b> growth</p> <p><b>5,060</b> VAT registered businesses </p> <p>Finance &amp; insurance  <b>15%</b> less productive than GB</p>	<p> Specialised in:</p> <p><b>Financial service activities, especially banking, credit provision and other services</b> </p> <p>Large companies in all major towns</p> <p> <b>ASSURANT®</b></p> <p> <b>M&amp;S Bank</b> </p> <p> <b>ROYAL LONDON</b>  <b>LLOYDS BANK</b> </p>	<p><b>Key assets:</b></p> <ul style="list-style-type: none"> <li>• Hartree Centre</li> <li>• Barclays UK Global Technology Centre</li> <li>• Bank of America EMEA Global Technology Centre</li> <li>• North West Financial Centre of Excellence</li> <li>• Proximity to                         <ul style="list-style-type: none"> <li>- Financial services in Manchester and Liverpool</li> <li>- HEIs – talent and R&amp;D assets</li> </ul> </li> </ul>
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*Figures for number of jobs are for 2016, with growth 2011-16; GVA and productivity are for 2017, with growth 2012-17; number of businesses are for 2017. All sources are quoted on the relevant pages.*

# Ideas

**We will make Cheshire and Warrington a place where ideas and new thinking are encouraged and supported, by: -**

- **Capitalising on our key science and innovation assets** including the Medicines Discovery Catapult, Jodrell Bank Sci Tech Daresbury.
- Creating a network of open access facilities in key centres of excellence across the Cheshire Science Corridor to encourage and enable start-ups and SMEs to innovate and undertake R&D
- Creating cluster development programmes in key target sectors to encourage supply chain development, incubate new start-ups, build strong networks of experts and mentors to support SMEs and ensure that the skills agenda is aligned to the R&D agenda
- Developing an open innovation platform across the Cheshire Science Corridor to encourage cross-sector collaborations and encourage larger businesses in the sub-region to open up their supply chains to local SMEs
- Working with Liverpool and Manchester City Regions to promote the North West as a science and technology location on the international stage
- Building stronger, more sustainable links with our nearest research-intensive Higher Education Institutions (HEIs) by creating formal innovation and R&D programmes that encourage them to engage in collaborations with Cheshire and Warrington Businesses



# People – Skills and Education

**We will ensure business has access to the skilled and motivated workers they need to grow, by: -**

- Placing **business** at the heart of our **Pledge Network** to inspire and inform young people to ensure they make informed decisions about training, education and career choices
- Developing our Employer Skills and Education Panel so that it adds real value to the data and labour market **intelligence** collected, to inform future skills needs.
- Enabling employers to drive the development of a **virtual ‘Institute of Technology’**, bringing employers and colleges together to design and deliver training and education packages – initially focussed on digital and STEM skills.
- Delivering the Cheshire and Warrington **Digital Skills Partnership** to ensure that digital skills are a key priority



# People – Inclusive Growth

**We will build a more inclusive economy, working to ensure that residents have access to opportunities and can share the benefits of economic prosperity and growth, by: -**

- Promoting investment to achieve high levels of **social value** through local supply routes and **promote a fair living wage**
- Maximising the post-retirement **opportunities for our older residents**
- **Removing complex barriers to employment** and financial independence through our 'In to Work' support programmes and enable people to be well in work by directly supporting their mental well being



# Business Environment

**We want to make Cheshire and Warrington the best place in the UK to start and grow a business, by: -**

- Providing higher value targeted support with an emphasis on growth and productivity.
- Supporting SMEs with growth potential a broad mix of support, ranging from identification of opportunity through to mentoring, Leadership and Management and key investment support.
- Supporting larger companies through development of a High Value Mentoring Network, building on the success of local and national companies who have successfully scaled
- Increased peer-to-peer learning and information sharing, capitalising on the knowledge and expertise of our business base
- Development of a network of fully-resourced accelerators, using Alderley Park as a template for success, a geographic network with a clear focus on growth and productivity





# Infrastructure & Connectivity

**We will ensure that Cheshire and Warrington has the physical and digital connectivity to support the needs of a £50 billion economy, by: -**

- Continued delivery of our sub-regional transport strategy priorities including HS2 and Northern Powerhouse Rail
- Working with TfN and others to develop robust business cases and priorities to support the growth agenda
- Ensuring that our growth ambitions aren't hindered by constraints on availability of power, water and other utilities
- Developing by 2020 a detailed, prioritised Digital Infrastructure Plan to support a network of smart, digitally-enabled and creative places to meet the changing digital needs of residents, businesses and learners



# Place

## **Making Cheshire and Warrington a great place to ‘live, work, invest and relax’, by: -**

- Building on the success of the Cheshire Science Corridor EZ by creating new commercial and industrial floorspace
- Maximising the benefits of HS2 through the delivery of the Crewe Station masterplan
- Supporting ongoing delivery of Warrington New City and the opportunities presented by Northern Powerhouse Rail
- Working with Homes England to positively disrupt the housing market to ensure that the housing market meets the needs of existing and potential residents
- Piloting at least one ‘Town Centre Investment Zone’ by 2021
- Ensuring that our economy in rural areas isn’t disadvantaged because of their location e.g. access to services and economic opportunities
- Creating a pro-active place branding and marketing and inward investment strategy by 2020, to showcase Cheshire and Warrington on the global investment stage.



## **Environment and Regeneration Overview and Scrutiny**

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**Date of Meeting:** 16 September 2019

**Report Title:** Place Performance Scorecard 2019/20 Q1

**Portfolio Holders:** Communities

Environment and Regeneration

Highways and Waste

Planning

**Senior Officer:** Executive Director - Place

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### **1. Report Summary**

- 1.1. The report and the attached scorecard provides an update on the latest available performance data for the Place Department for 2018/19 (relating to quarter one performance).

### **2. Recommendation**

- 2.1. That the Scorecard be received and noted for information.

### **3. Reasons for Recommendation**

- 3.1 The scorecard provides members with an update on the performance issues relating to the place department on a quarterly basis.

### **4. Other Options Considered**

- 4.1. There are no further options to consider.

### **5. Background**

- 5.1 The Place Department Scorecard was developed and launched in 2017/18 and was first presented to the Environment and Regeneration Overview and Scrutiny as a year-end Scorecard in June 2018.
- 5.2 The Scorecard provides an accessible summary of performance against targets within the Place Department. The key performance indicators included in the Scorecard support delivery of individual Team Plan objectives across the department, and contribute to overall monitoring of the Council's journey towards achieving its six corporate Outcomes.

## **6. Implications**

### **6.1. Legal Implications**

6.1.1. There are no legal implications arising from this report.

### **6.2. Finance Implications**

6.2.1. Regularly reporting Scorecards is managed within the directorate and the Business Change Team and is covered from existing budgets. Changes to performance requirements, or reacting to current performance levels will be recorded within relevant Team Plans and any associated budgetary impact will be included in the annual Business Planning Process or reported as part of the quarterly performance reporting cycle to Cabinet.

### **6.3. Equality Implications**

6.3.1. There are no equalities implications arising from this report.

### **6.4. Human Resources Implications**

6.4.1. There are no human resources implications at this stage.

### **6.5. Risk Management Implications**

6.5.1. The directorate performance reporting process supports the Council's wider performance management arrangements and provides opportunities for the Council to identify and focus on areas for improvement to support achievement of its strategic ambitions. Timely performance reporting mitigates risk of the Council not achieving its outcomes by providing the opportunity to review performance outputs and trends, identify areas for improvement, and introduce corrective and/or proactive actions wherever necessary to address areas of poor - or under - performance.

### **6.6. Rural Communities Implications**

6.6.1. There are no implications for rural communities.

### **6.7. Implications for Children & Young People**

6.7.1. There are no direct implications for children and young people at this stage.

### **6.8. Public Health Implications**

6.8.1. There are no direct implications for public health at this stage.

## **7. Ward Members Affected**

- 7.1. Performance measures from Directorate Scorecards form a supporting role in production of the quarterly performance reports to Cabinet. The Directorate Scorecard approach enhances the process of performance reporting to Members.

## **8. Access to Information**

- 8.1. Background information can be inspected by contacting the report author.

## **9. Contact Information**

- 9.1. Any questions relating to this report should be directed to the following officer:

Name: Frank Jordan

Job Title: Executive Director Place

Email: [Frank.Jordan@cheshireeast.gov.uk](mailto:Frank.Jordan@cheshireeast.gov.uk)

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Place Scorecard - 2019/20

PI Ref	Team	Service	Measure	Corporate Outcome	Polarity	Scorecard Category	Portfolio	Benchmark	Year-end 2018/19	Q1	Q2	Q3	Q4	Target 2019/20	RAG and Direction of Travel	Comments	Place Priority
PEN001	Environment and Neighbourhood Services	Development Management	Processing of Major planning applications within time	4	High is better	Service and Project Excellence	Planning	Establishing benchmark: ranked 2nd in the country in terms of volume of apps	94%	100%				90%		Excellent performance - reflects management systems in place and working practices embedded in the team.	Place Managing
PEN002	Environment and Neighbourhood Services	Development Management	Processing of 'Non Major' planning applications within time	4	High is better	Service and Project Excellence	Planning	Establishing benchmark: ranked 2nd in the country in terms of volume of apps	91%	93%				90%		Consistent performance on the smaller scale planning applications.	Place Managing
PEN006	Environment and Neighbourhood Services	Development Management	Average level of customer satisfaction with Planning	4	High is better	External	Planning	Under investigation	New measure for 2019/20	N/A	N/A		N/A	75%		New measure for 2019/20. Survey to be carried out (survey in Autumn 2019).	Place Managing
PEN009	Environment and Neighbourhood Services	Strategic Planning	Net Housing growth in the Borough	4	High is better	External	Planning	N/A	3,062	N/A	N/A	N/A		1,800		Annual measure; 2017/18 final net figure of 3,062; an increase from the previous year's 2,321.	Place Making
PEN010	Environment and Neighbourhood Services	Regulatory Services & Health	% of inspections completed against the annual scheduled animal welfare inspection programme	5	High is better	Service and Project Excellence	Communities	N/A	81%	100%				100%		The focus for Q1 was to complete all inspections outstanding for Q4 of 2018/19 (24 inspections). In addition 13 further inspection were carried out to include follow up visits and new premises. This work will now help create the work programme for the remainder of the year to include the new provisions for 2 and 3-year licences and therefore a reduced inspection requirement.	Place Managing
PEN011	Environment and Neighbourhood Services	Regulatory Services & Health	% of Food Safety A-D inspections completed against the annual programme.	5	High is better	Service and Project Excellence	Communities	N/A	100%	81%				100%		183/226 inspections were completed in the first quarter = 81%. This reduction is due to current vacancies within the team that would have provided a further 80 inspections within the quarter. In addition, the work programme for Q2 has had to be revised due to the loss of two further members of staff with the focus being towards higher risk A-C rated premises. Recruitment is ongoing to increase resources. The service also completed 49 school inspections as part of the ChESS 'paid for inspections' scheme. The food standards inspection programme is ongoing - 6/13 High risk inspections for the full year have already been completed and 11% of the Medium risk inspections for the year have been achieved. It is anticipated that, once ongoing recruitment is in place, capacity will be restored to meet the target by year-end, so amber rating assigned at this stage.	Place Managing
PEN012	Environment and Neighbourhood Services	Regulatory Services & Health	The % of Food Safety E rated premises that receive intervention activity	5	High is better	Service and Project Excellence	Communities	N/A	76%	70%				100%		23/33 scheduled inspections of E rated premises were completed = 70%. In addition 51 interventions were undertaken with respect to the back log of E rated premises reducing the overall backlog from 242-191. This work may stall in Q2 due to the issue of ongoing vacancies.	Place Managing
PEN014	Environment and Neighbourhood Services	Regulatory Services & Health	Total number of Air Quality Management Areas in Cheshire East	4	Low is better	Service and Project Excellence	Communities	N/A	17	17				17		Work is currently ongoing with respect to the declaration of two further Air Quality Management Areas within Cheshire East. This will include formal and informal consultation with stakeholders.	Place Managing
PEN015	Environment and Neighbourhood Services	Regulatory Services & Health	% of Air Quality Management Areas with an associated Air Quality Action Plan	4	High is better	Service and Project Excellence	Communities	N/A	100% (Draft)	100% (Draft)				100%		A draft Action Plan has been produced including all AQMA's which will bring performance to 100%. This is currently moving through the approval process with Defra.	Place Managing
PEN016	Environment and Neighbourhood Services	Neighbourhood Services	Number of visitors to libraries (Cumulative data)	1	High is better	External	Communities	CEC Data	1,443,113	341,298				1,500,000		Q1 saw a decrease in visitors compared to the previous quarter (355,237), and compared to the same quarter in 2018/19 (345,512). Increased access to digital resources and alternative means of accessing knowledge and information continue to impact on traditional use.	Place Managing
PEN017	Environment and Neighbourhood Services	Neighbourhood Services	Average level of customer satisfaction with Libraries	1	High is better	External	Communities	Under investigation	New measure for 2019/20	N/A	N/A		N/A	75%		New measure for 2019/20. Library Survey scheduled for August 2019.	Place Managing
PEN018	Environment and Neighbourhood Services	Neighbourhood Services	Increase usage of Council-owned Leisure Facilities by 1% per year (Cumulative data)	5	High is better	External	Communities	CEC Data	3,607,231	929,488				3,643,303		Q1 performance was an increase on 913,830 recorded in the same period in 2018/19, and ahead of the targeted annual 1% increase.	Place Managing
PEN021	Environment and Neighbourhood Services	Neighbourhood Services	Average level of customer satisfaction with Leisure Services	5	High is better	External	Communities	Under investigation	80%	N/A	N/A		N/A	80%		2018/19 Baseline Year. Target of >80% for 2019/20 (survey in Autumn 2019)	Place Managing
PEN022	Environment and Neighbourhood Services	Environmental Services	Residual household waste collected per household (kgs)	4	Low is better	Service and Project Excellence	Highways and Waste	Q2 Mean across 68 authorities in LG Inform Benchmarking: 112kg	492kg (Awaiting EA approval)	130kg (Estimate)				<530kg		Draft performance subject to DEFRA approval. The amount of residual waste per household remains relatively constant between 120-125 tonnes per household per quarter	Place Managing
PEN023	Environment and Neighbourhood Services	Environmental Services	% household waste recycled, reused and composted	4	High is better	Service and Project Excellence	Highways and Waste	Under investigation	52% (Awaiting EA approval)	55% (Estimate)				Exceed national target of 50%		Draft performance subject to DEFRA approval. Our recycling rate continues to be above the national target for 2020. This quarter is always the highest as it reflects increased garden waste collections.	Place Managing
PEN024	Environment and Neighbourhood Services	Environmental Services	% of household waste sent for energy recovery	4	High is better	Service and Project Excellence	Highways and Waste	Under investigation	42% (Awaiting EA approval)	38% (Estimate)				45%		Draft performance subject to DEFRA approval. 95% of our residual waste goes to energy from waste which is around 40% of all the waste we manage. The first quarter figure in 2018/19 was the lowest of all the quarters.	Place Managing
PEN025	Environment and Neighbourhood Services	Environmental Services	We will increase the tonnage of materials re-used by 1% per year	4	High is better	Service and Project Excellence	Highways and Waste	Under investigation	1,480 tonnes (Awaiting EA approval)	399 tonnes (Estimate)				1% higher than previous year (1,495 tonnes)		2018/19 outturn updated following year-end reporting based on updated EA figures. Draft performance Q1 subject to DEFRA approval. Reuse at our household waste recycling centres and by our third sector partner continues to slowly increase.	Place Managing
PEN026	Environment and Neighbourhood Services	Environmental Services	Average level of customer satisfaction with Waste Management	4	High is better	External	Highways and Waste	Under investigation	New measure for 2019/20	N/A	N/A		N/A	75%		To be included within Residents' Survey scheduled for later in 2019/20 with results anticipated in Q3.	Place Managing
PIH004	Infrastructure and Highways	Highways Contract Management	Average level of customer satisfaction with Highway service	2	High is better	External	Highways and Waste	NHT Annual Survey	46%	N/A		N/A	N/A	TBC		Annual measure. 2018 NHT Survey Results recently received, showing an overall satisfaction level of 46% across six areas, for which Cheshire East Highways has the whole responsibility of 1 (Highways Maintenance), yet involvement in a further three (Walking and Cycling Theme, Tackling Congestion and Road Safety) : <ul style="list-style-type: none"><li>• Customer Satisfaction – Highway maintenance (43%)</li><li>• Customer satisfaction – Walking and cycling theme (51%)</li><li>• Customer Satisfaction – Tackling congestion (39%)</li><li>• Customer satisfaction – Road safety theme (52%)</li></ul> The NHT survey of 2018 saw a sample size of 5,000 questionnaires sent out which resulted in a 29% response rate (1,453). As part of the new Performance Management Framework the Council will be investigating opportunities to engage with a larger audience where we can enhance our understanding by analysing the returned response data – this in turn will help to shape the service.	Place Managing
PIH005	Infrastructure and Highways	Strategic Transport & Parking	Customer satisfaction with Parking Services and public transport	2	High is better	External	Highways and Waste	Under investigation	New measure for 2019/20	N/A				TBC		New measure for 2019/20. Survey to be carried out later in the year.	Place Managing

PI Ref	Team	Service	Measure	Corporate Outcome	Polarity	Scorecard Category	Portfolio	Benchmark	Year-end 2018/19	Q1	Q2	Q3	Q4	Target 2019/20	RAG and Direction of Travel	Comments	Place Priority
PIH006	Infrastructure and Highways	Strategic Transport & Parking	Average subsidy per passenger using local supported bus services	2	High is better	Service and Project Excellence	Deputy Leader	Under investigation	£2.30	N/A	N/A	N/A		£2.10		New measure for 2019/20, reported annually.	Place Managing
PIH007	Infrastructure and Highways	Highways Contract Management	% repudiation of highways insurance claims	2	High is better	Service and Project Excellence	Highways and Waste	Under investigation	94%	94%				94%	☹️	The repudiation rate has remained unchanged since the last quarter.	Place Managing
PIH009	Infrastructure and Highways	Highways Contract Management	Percentage of actionable carriageway & footway defects identified by Safety Inspectors in comparison to notifications from other reporting routes	2	High is better	Service and Project Excellence	Highways and Waste	No direct benchmarking. Performance monitored at monthly Ops Board meetings	75.9%	76%				74%	😊	During Q1, 6,186 out of 8,108 (76.3%) actionable defects on the network were identified by the Safety Inspectors during the programmed routine inspections of the network in comparison to 1,922 (23.7%) of defects reported via other reporting channels. Figures include all actionable defects i.e. potholes,uneven flags, chipped kerbs etc.	Place Managing
PIH010	Infrastructure and Highways	Highways Contract Management	Potholes repaired within code of practice timeframes	2	High is better	Service and Project Excellence	Highways and Waste	CEH approved business plan.	96.6%	90%				91%	☹️	The target of 91% is based on a review of the last three years data excluding mitigation. Out of the 8,034 potholes identified in Q1, 797 (10%) failed to be repaired within the appropriate timeframe. During this period, there were 6 working days of IT failures which affected the overall performance.	Place Managing
PIH011	Infrastructure and Highways	Parking Services	Civil Enforcement Officer Penalty Charge Notices cancelled due to issuance errors (lower result is better) (Cumulative performance)	6	Low is better	Service and Project Excellence	Highways and Waste	2.0%	1.09%	0.71%				<1.5%	😊	5,735 PCNs were issued during the first quarter and 41 were cancelled due to issuance errors.	Place Managing
PGE001	Growth and Enterprise	Assets and Property	Capital Receipts across assets and farms disposals	6	High is better	Finance and VFM	Environment and Regeneration	Against target	£4,808,789	£580,785				£7,092,000	😊	The capital receipt target is £6,431,908	Place Managing
PGE002	Growth and Enterprise	Assets and Property	Income across non-operational assets and farms estates	6	High is better	Finance and VFM	Environment and Regeneration	Against target (Cumulative)	£2,513,85	£881,072				£2,135,209	😊	This is expected to be achieved	Place Managing
PGE003	Growth and Enterprise	Strategic Housing	Home adaptations for older and/or disabled residents (Majors + Minors + Preventions)	5	High is better	Service and Project Excellence	Environment and Regeneration	Against target	2,361	624				2,100 (500 majors, 1,200 minors and 400 preventions)	😊	Q1 - 93 majors, 518 minors, 13 preventions = 624, an increase from 618 in Q4.	Place Making
PGE004	Growth and Enterprise	Strategic Housing	Increase the supply of new affordable housing	5	High is better	Service and Project Excellence	Environment and Regeneration	Against target	727	119				355	☹️	On track to meet the 2019/20 target at this early stage.	Place Making
PGE005	Growth and Enterprise	Strategic Housing	Maintain the number of long-term empty homes in Cheshire East to less than 1%	5	Low is better	Service and Project Excellence	Environment and Regeneration	Against baseline	0.97%	N/A	N/A	N/A		<1%	☹️	Annual target met in 2018/19.	Place Making
PGE006	Growth and Enterprise	Strategic Housing	Increase number of preventative and relief actions taken in order to reduce levels of homelessness in Cheshire East (Cumulative data)	5	High is better	Service and Project Excellence	Environment and Regeneration	Against target (Cumulative)	651 preventative	251				875	😊	The figure for Q1 prevention and relief positive outcomes was 251 (169 prevention / 82 relief).	Place Making
PGE007	Growth and Enterprise	Strategic Housing	Households helped to achieve affordable warmth (Cumulative data)	4	High is better	Service and Project Excellence	Environment and Regeneration	Against target (Cumulative)	311	87				500	☹️	Q1 figure is lower, though this is a result of seasonal variations with this measure; Q3 and Q4 are always the busiest when people need their heating on, so amber performance RAG assigned at this stage.	Place Making
PGE008	Growth and Enterprise	Growth and Regeneration	Connecting Cheshire - homes receiving high speed wifi (speeds higher than 24mbps)	2	High is better	Service and Project Excellence	Environment and Regeneration	Against target (cumulative)	13,046	13,827				13,734 (June 2019)	😊	Openreach has improved delivery against its remedial plan considerably, with the project hopeful of delivering to target. Final figures cannot be presented until two outstanding Change Requests are signed off by CEC. Assurance on these have been given by Legal and Finance so no issues are envisaged.	Place Managing
PGE010	Growth and Enterprise	Facilities Management	Total cost of corporate office buildings	6	Low is better	Finance and VFM	Environment and Regeneration	Establishing benchmark	£1,613,022	N/A	N/A	N/A		£1,580,762	😊	Delamere – £399,553 Cledford – £88,100 Macc Town Hall – £566,727 Municipal Crewe – £219,373 Westfields – £339,269	Place Managing
PGE011	Growth and Enterprise	Facilities Management	Carbon Management - CE Buildings - Reduction in tCO2 Emissions (Electricity & Gas)	4	Low is better	Service and Project Excellence	Environment and Regeneration	Against target	8,306 tonnes	7,975 tonnes				8,322 tonnes	😊	Rolling 12-month performance figure, reported with quarter lag due to time needed to process billing. Q1 2019/20 result therefore a rolling 12-month figure ending Q4 2018/19. Consumption levels continue to reduce across the corporate estate helped partially by a mild winter. Also CO2 emission factors have reduced for electricity as higher volumes are generated via wind rather than from gas or coal power stations.	Place Managing
PGE014	Growth and Enterprise	Public Rights of Way	Protect CE rural and urban character through ensuring the ease of use of 80% of the Public Rights of Way	4	High is better	Service and Project Excellence	Environment and Regeneration	N/A	86%	N/A	N/A	N/A		>80%	😊	Annual measure. Adaptation of former Best Value indicator, based on a minimum 5% random sample of lengths of rights of way; 2018/19 performance was an increase on 2017/18.	Place Managing
PGE017	Growth and Enterprise	Visitor Economy	Overall growth in the Visitor Economy	2	High is better	Service and Project Excellence	Environment and Regeneration	Establishing benchmark	2017 (latest figures at Aug 2018) actual of £921m	N/A		N/A	N/A	£971m	😊	The value of the visitor economy in Cheshire East is on track to hit £1bn by 2020; an ambitious target set out in the Cheshire East Visitor Economy Strategy 2016-2020. (RAG rating based on 2020 target.) The latest figures show a 69.3% increase in the value of the visitor economy to Cheshire East since the Borough came into being in 2009. Overnight stays in 2017 injected £200m into the hotel industry – an increase of 3.9% on the previous year, and figures show more people are staying overnight than ever before. With continuing investment in the Borough's heritage attractions and with HS2 on the horizon; this could lead to a further boost in numbers as the projects develop.	Place Marketing



## **FORWARD PLAN FOR THE PERIOD ENDING 31<sup>ST</sup> DECEMBER 2019**

This Plan sets out the key decisions which the Executive expects to take over the period indicated above. The Plan is rolled forward every month. A key decision is defined in the Council's Constitution as:

"an executive decision which is likely –

- (a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising one or more wards or electoral divisions in the area of the local authority.

*For the purpose of the above, savings or expenditure are "significant" if they are equal to or greater than £1M."*

Reports relevant to key decisions, and any listed background documents, may be viewed at any of the Council's Offices/Information Centres 5 days before the decision is to be made. Copies of, or extracts from, these documents may be obtained on the payment of a reasonable fee from the following address:

Democratic Services Team  
Cheshire East Council  
c/o Westfields, Middlewich Road, Sandbach Cheshire CW11 1HZ  
Telephone: 01270 686472

However, it is not possible to make available for viewing or to supply copies of reports or documents the publication of which is restricted due to confidentiality of the information contained.

A record of each key decision is published within 6 days of it having been made. This is open for public inspection on the Council's Website, at Council Information Centres and at Council Offices.

This Forward Plan also provides notice that the Cabinet, or a Portfolio Holder, may decide to take a decision in private, that is, with the public and press excluded from the meeting. In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, 28 clear days' notice must be given of any decision to be taken in private by the Cabinet or a Portfolio Holder, with provision for the public to make representations as to why the decision should be taken in public. In such cases, Members of the Council and the public may make representations in writing to the

Democratic Services Team Manager using the contact details below. A further notice of intention to hold the meeting in private must then be published 5 clear days before the meeting, setting out any representations received about why the meeting should be held in public, together with a response from the Leader and the Cabinet.

The list of decisions in this Forward Plan indicates whether a decision is to be taken in private, with the reason category for the decision being taken in private being drawn from the list overleaf:

1. Information relating to an individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including to authority holding that information)
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority
5. Information in respect of which a claim to legal and professional privilege could be maintained in legal proceedings
6. Information which reveals that the authority proposes (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

If you would like to make representations about any decision to be conducted in private at a meeting, please email:

Paul Mountford, Executive Democratic Services Officer  
[paul.mountford@cheshireeast.gov.uk](mailto:paul.mountford@cheshireeast.gov.uk)

Such representations must be received at least 10 clear working days before the date of the Cabinet or Portfolio Holder meeting concerned.

Where it has not been possible to meet the 28 clear day rule for publication of notice of a key decision or intention to meet in private, the relevant notices will be published as soon as possible in accordance with the requirements of the Constitution.

The law and the Council's Constitution provide for urgent key decisions to be made. Any decision made in this way will be published in the same way.

Forward Plan

<b>Key Decision and Private Non-Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 18/19-55 Sandbach School - Authority to Enter into a Grant Agreement	To enter into a grant agreement with Sandbach School to a value of £1,545,095 in order to passport funding to them for the purposes of undertaking a scheme which increases the capacity of the school from a published admission number of 210 to 240.	Chief Executive	Not before 16th May 2019		Jacky Forster, Director of Education and 14-19 Skills	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 18/19-65 SMDA Infrastructure Procurement Strategy	<p>In accordance with the authority delegated by Cabinet to the Executive Director of Place on 8<sup>th</sup> May 2018:</p> <p>To procure the infrastructure, utilities and ground stabilisation works at South Macclesfield Development Area; to enter into any contracts or agreements required under the SCAPE Civil Engineering and Infrastructure Framework; and to utilise an NEC ECC Type C construction contract with Early Contractor Involvement.</p>	Executive Director Place	Not before 12th Jun 2019			N/A



Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 18/19-66 SMDA Infrastructure and Funding Agreement	<p>In accordance with the authority delegated by Cabinet to the Executive Director of Place on 8<sup>th</sup> May 2018:</p> <p>To enter into a funding agreement (infrastructure agreement) with the principal landowner in respect of the Council's landholding at South Macclesfield Development Area.</p>	Executive Director Place	Not before 12th Jun 2019			Partly exempt by virtue of paras 3 and 5.

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 18/19-69 Acquisition of the Willows, Macclesfield	<p>In accordance with Chapter 2, Part 6, Paragraph 52 of the constitution of Cheshire East Borough Council dated 12<sup>th</sup> February 2019:</p> <p>To approve the acquisition of the property known as The Willows, Macclesfield, Cheshire SK11 8LF and to instruct the Council's Legal Officers to proceed to legal completion of the purchase and any related legal documentation on terms and conditions to be determined by the Assets Manager and the Director of Governance and Compliance.</p>	Executive Director Place	Not before 19th Jun 2019			Fully exempt under para 3
CE 19/20-8 Sandbach High School - Authority to Enter into a Grant Agreement	To enter into a grant agreement with Sandbach High School and Sixth Form School to a value of £1,100,000 in order to passport funding to them for the purposes of undertaking a scheme which increases the capacity of the school from a published admission number of 210 to 240.	Chief Executive	Not before 5th Aug 2019		Jacky Forster, Director of Education and 14-19 Skills	N/A

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 18/19-50 Environment Strategy	To seek approval for the draft Environment Strategy and agreement that a borough wide public consultation takes place seeking views on the draft Environmental Strategy, with the decision on all final consultation materials being delegated to the Executive Director of Place. The outcomes of the consultation and any resultant changes to the draft strategy will be reported to and approved by Cabinet in due course.	Cabinet	10 Sep 2019		Paul Bayley	
CE 18/19-53 Site Allocations and Development Policies Document - Public Consultation	To seek approval to publish a Publication Draft of the Cheshire East Site Allocations and Development Policies Document, along with its supporting evidence, for a further six weeks' public consultation.	Cabinet	10 Sep 2019		Jeremy Owens	N/A

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 18/19-64 Framework for Domestic Repairs and Adaptations	To approve the establishment of a framework to commission low value domestic repairs and adaptations on behalf of vulnerable residents, and to authorise the Executive Director Place in consultation with the Portfolio Holder for Housing, Planning and Regeneration to award and enter into a framework.	Cabinet	10 Sep 2019		Karen Whitehead	N/A
CE 19/20-4 Poynton Relief Road - Final Approval to Underwrite Funding Gap, Appoint Contractor and Submit Final Business Case	To seek approval to confirm the formal underwriting of the funding gap for the Poynton Relief Road, submit the final business case to the Department for Transport, confirm the selection of the winning contractor and appoint the contractor to undertake limited advance works.	Cabinet	10 Sep 2019		Paul Griffiths	N/A

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 19/20-9 North West SEND Purchase System	To approve the development of a North West 'Purchasing System' in order to procure and award contracts for school places at independent and non-maintained special schools for those pupils with complex Special Educational Needs and Disabilities. To delegate authority to award contracts to the Acting Executive Director of People.	Cabinet	10 Sep 2019		David Leadbetter	
CE 19/20-10 Re-Commission of Supported Accommodation/ Independent Living for Cared for Children	To approve the re-commissioning of Supported Accommodation/Independent Living Provision and delegate authority to the Acting Executive Director People, following consultation with the Portfolio Holder for Children and Families, to make a decision on award of contract.	Cabinet	10 Sep 2019		David Leadbetter	

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 19/20-12 Managed Provision for Consultancy	To delegate authority to the Executive Director of Corporate Services to enter into the necessary legal documentation to appoint a partner and all incidental legal agreements for the managed provision of consultancy requirements utilising a NEPO framework to appoint Bloom Procurement Services Ltd.	Cabinet	10 Sep 2019		Lianne Halliday	
CE 19/20-14 Agency Worker Contract Procurement	To delegate authority to officers to award the contract.	Cabinet	10 Sep 2019		Sara Barker, Head of HR	N/A



<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 19/20-15 Commissioning of Community Equipment Services	To delegate authority to the Executive Director People to enter into a Memorandum of Understanding and S75 Agreement with local authority and health partners; approve the procurement of a contract for community equipment services; and delegate authority to the Executive Director People to award a contract to a supplier of community equipment services.	Cabinet	10 Sep 2019		Nichola Glover-Edge, Director of Commissioning	N/A
CE 19/20-16 Improved Better Care Fund 2019/20	To endorse the Improved Better Care Fund schemes and associated expenditure.	Cabinet	10 Sep 2019		Nichola Glover-Edge, Director of Commissioning	N/A
CE 18/19-51 ASDV Programme Update	To authorise officers to take all necessary actions to implement the recommendations made in the ASDV Review report approved by Cabinet on 12th March 2019.	Deputy Leader of the Council	September 2019			Fully exempt - paras 3 & 4

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 18/19-67 Macclesfield Town Centre Regeneration - Strategic Regeneration Framework and Future Programme	Taking into account the outcome of a public consultation on a draft Strategic Regeneration Framework for Macclesfield Town Centre, to approve a final version of the Framework and agree further actions stemming from its recommendations.	Cabinet	8 Oct 2019		Jo Wise	N/A
CE 19/20-11 Re-Commission of Children with Disability Short Breaks	To approve the re-commissioning of Children with Disability short breaks services and delegate authority to the Acting Executive Director People, following consultation with the Portfolio Holder for Children and Families, to make a decision on award of contract.	Cabinet	8 Oct 2019		David Leadbetter	
CE 19/20-13 The Cheshire East Partnership Five Year Plan	To approve the Partnership Five Year Plan for submission to the Cheshire and Merseyside Health and Care Partnership and to authorise Officers to take all necessary actions to submit the Plan.	Cabinet	8 Oct 2019		Guy Kilminster	

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 18/19-54 Crewe Station Hub Area Action Plan - Public Consultation	To seek approval for a further six week consultation period on the Crewe Station Hub Area Action Plan.	Cabinet	8 Oct 2019		Adrian Fisher, Head of Planning Strategy	N/A
CE 19/20-5 Recommissioning of Housing-Related Support Contracts	To seek approval to the recommissioning of Housing-Related Support Contracts to be awarded from 1 <sup>st</sup> April 2020, and to delegate authority to the Executive Director Place to authorise and award the contracts.	Cabinet	8 Oct 2019		Karen Carsberg, Strategic Housing and Intelligence Manager	N/A
CE 19/20-7 Everybody Sport and Recreation Annual Performance Report 2018/19 and Leisure Centre Capital Improvement Programme	Cabinet will be asked to: 1. note the annual performance report for 2018/19 from Everybody Sport and Recreation; and 2. approve the letting of a series of contracts for future capital improvement works at leisure centre provision in Knutsford, Middlewich, Nantwich, Poynton and Wilmslow.	Cabinet	8 Oct 2019		Mark Wheelton	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 18/19-44 Local Transport Plan	Cheshire East Council as the Local Transport Authority has a duty to produce, and keep under review, a Local Transport Plan (LTP) in accordance with the Local Transport Act 2008. Council will be asked to approve the LTP for adoption following consideration by Cabinet.	Council	17 Oct 2019		Richard Hibbert	N/A
CE 19/20-6 Care4CE	In connection with a strategic review of Care4CE, to seek approval to establish a wholly-owned community interest company (CiC), and to introduce new terms and conditions for new staff in the Single Legal Entity (SLE).	Cabinet	5 Nov 2019			N/A
CE 19/20-18 Review of Council Tax Support Scheme for 2020/21	To approve the Council Tax Support Scheme for 2020/21.	Cabinet	5 Nov 2019		Liz Rimmer	N/A
CE 18/19-60 The Minerals and Waste Development Plan	To seek approval to consult on the first draft of the Minerals and Waste Development Plan.	Portfolio Holder for Planning	November 2019		Adrian Fisher, Head of Planning Strategy	N/A

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>How to make representation to the decision made</b>	<b>Private/ Confidential and paragraph number</b>
CE 19/20-17 Well-Managed Highway Infrastructure	To seek authority for the Executive Director Place, in consultation with the Portfolio Holder for Highways and Waste, to approve amendments to the Council's Highway Inspection Code of Practice and Adverse Weather Plan to ensure that they accord with the document ' Well-Managed Highway Infrastructure'.	Cabinet	14 Jan 2020		Paul Traynor	N/A
CE 18/19-68 Medium Term Financial Strategy 2020-24	To approve the Medium Term Financial Strategy for 2020-24, incorporating the Council's priorities, budget, policy proposals and capital programme. The report will also include the capital, treasury management, investment and reserves strategies.	Council	20 Feb 2020		Alex Thompson, Director of Financial and Customer Services	N/A

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## **Environment and Regeneration Overview and Scrutiny Committee**

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**Date of Meeting:** 16 September 2019

**Report Title:** Work Programme

**Portfolio Holder:** Councillor C Browne – Deputy Leader

Councillor T Fox – Portfolio Holder for Planning

Councillor N Mannion – Portfolio Holder for Environment and Regeneration

Councillor B Roberts – Portfolio Holder for Highways and Waste

Councillor M Warren – Portfolio Holder for Communities

**Senior Officer:** Director of Governance and Compliance Services

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### **1. Report Summary**

- 1.1. To review items in the work programme listed in the schedule attached, together with any other items suggested by committee members.

### **2. Recommendation**

- 2.1. That the work programme be reviewed.

### **3. Reasons for Recommendation**

- 3.1 It is good practice to review the work programme and update accordingly

### **4. Other Options Considered**

- 4.1. There are no further options to consider.

### **5. Background**

- 5.1 The schedule attached has been updated following the last meeting of the committee.
- 5.2 Members are asked to review the schedule attached to this report, and if appropriate, add new items or delete items that no longer require any scrutiny activity. When selecting potential topics, Members should have regard to the Council's new three year plan and also to the general criteria listed below, which

should be applied to all potential items when considering whether any Scrutiny activity is appropriate.

5.3 The following questions should be asked in respect of each potential work programme item:

- Does the issue fall within a corporate priority;
- Is the issue of key interest to the public;
- Does the matter relate to a poor or declining performing service for which there is no obvious explanation;
- Is there a pattern of budgetary overspends;
- Is it a matter raised by external audit management letters and or audit reports?
- Is there a high level of dissatisfaction with the service;

5.4 If during the assessment process any of the following emerge, then the topic should be rejected:

- The topic is already being addressed elsewhere
- The matter is subjudice
- Scrutiny cannot add value or is unlikely to be able to conclude an investigation within the specified timescale

## **6. Implications**

### **6.1. Legal Implications**

6.1.1. There are no legal implications at this stage.

### **6.2. Finance Implications**

6.2.1. There are no financial implications at this stage

### **6.3. Equality Implications**

6.3.1. There are no equalities implications at this stage.

### **6.4. Human Resources Implications**

6.4.1. There are no human resources implications at this stage.

### **6.5. Risk Management Implications**

6.5.1. There are no risk management implications at this stage.

**6.6. Rural Communities Implications**

6.6.1. There are no implications for rural communities.

**6.7. Implications for Children & Young People**

6.7.1. There are no implications for children and young people at this stage.

**6.8. Public Health Implications**

6.8.1. There are no direct implications for public health.

**7. Ward Members Affected**

7.1. All.

**8. Access to Information**

8.1. The background papers can be inspected by contacting the report author.

**9. Contact Information**

9.1. Any questions relating to this report should be directed to the following officer:

Name: Sarah Baxter

Job Title: Scrutiny Officer

Email: [sarah.baxter@cheshireeast.gov.uk](mailto:sarah.baxter@cheshireeast.gov.uk)

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Date: <b>16.9.19</b> Time: 10.00am Venue: Council Chamber, Macclesfield	Date: <b>11.11.19</b> Time: 2.00pm Venue: Committee suite, Westfields	Date: <b>20.1.20</b> Time: 2.00pm Venue: Committee suite, Westfields	Date: <b>16.3.20</b> Time: 2.00pm Venue: Committee suite, Westfields
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<b><u>Item</u></b>	<b><u>Purpose</u></b>	<b><u>Lead Officer</u></b>	<b><u>Portfolio</u></b>	<b><u>Suggested by</u></b>	<b><u>Scrutiny role</u></b>	<b><u>Corporate priorities</u></b>	<b><u>Date</u></b>
Environment and Regeneration Performance Scorecard –Quarterly review of performance	To provide a quarterly review of performance on areas which fall within the remit of the committee.	Executive Director of Place and Acting Deputy Chief Executive	Planning/Communities/Highways and Waste/Environment & Regeneration/Deputy Leader	Committee	Performance monitoring	Outcome 2, 4 and 6 Cheshire East has a strong and resilient economy, Cheshire is a green and sustainable place, A Responsible, Effective & Efficient Organisation	16 Sept 2019
Macclesfield Town Centre Regeneration – Strategic Framework Future Programme	To consider a final version of the framework.	Executive Director of Place and Acting Deputy Chief Executive	Environment & Regeneration	Chairman	Pre- decision scrutiny	Outcome 4 Cheshire is a green and sustainable place	16 Sept 2019

<b><u>Item</u></b>	<b><u>Purpose</u></b>	<b><u>Lead Officer</u></b>	<b><u>Portfolio</u></b>	<b><u>Suggested by</u></b>	<b><u>Scrutiny role</u></b>	<b><u>Corporate priorities</u></b>	<b><u>Date</u></b>
Flood Risk Management Update	To provide an update on Flood Risk Management in the light of recent major flood incidents within the Borough.	Executive Director of Place	Communities	Chairman	Monitoring Performance	Outcome 4 Cheshire is a green and sustainable place	16 Sept 2019
Local Industrial Strategy	To consider and provide observations for Cabinet.	Executive Director of Place and Acting Deputy Chief Executive	Environment & Regeneration	Executive Director of Place	Pre-decision Scrutiny	Outcome 2 Cheshire East has a strong and resilient economy	16 Sept 2019
Strategic Overview of Housing	To provide an update on the approach to selective Licensing, HMO and Article 4.  And an update on homelessness.		Environment & Regeneration	Committee	Pre-decision Scrutiny	Outcome 4 Cheshire is a green and sustainable place	11 Nov 2019
Taxi Licensing / TSS Vehicle Standards	To scrutinise taxi licensing and vehicle standards.	Executive Director of Place and Acting Deputy Chief Executive	Communities	Committee	Performance monitoring	Outcome 2 Cheshire East has a strong and resilient economy	Briefing note has been circulated Deferred until current review has been completed
Budget Consultation	To comment on the 2020/2021	Director of	Finance, IT &	Committee	Pre-decision	Outcome 2	11 Nov



<b><u>Item</u></b>	<b><u>Purpose</u></b>	<b><u>Lead Officer</u></b>	<b><u>Portfolio</u></b>	<b><u>Suggested by</u></b>	<b><u>Scrutiny role</u></b>	<b><u>Corporate priorities</u></b>	<b><u>Date</u></b>
	Budget.	Financial & Customer Services	Communications		scrutiny	Cheshire East has a strong and resilient economy	2019/20 January 2020
Economic Strategy	To give consideration to the draft strategy prior to Cabinet and consultation process.	Executive Director of Place and Acting Deputy Chief Executive	Environment & Regeneration	Executive Executive Director of Place	Pre-decision scrutiny	Outcome 4 Cheshire East has a strong and resilient economy	11 Nov 2019/20 Jan 2020
Air Quality Annual Status Report	To consider the Air Quality Annual Status Report.	Executive Director of Place and Acting Deputy Chief Executive	Communities	Executive Director of Place	Performance monitoring	Outcome 4 Cheshire is a Green and sustainable place	20 Jan 2020
Environment Strategy	To consider the Environment Strategy.	Executive Director of Place and Acting Deputy Chief Executive	Environment & Regeneration	Executive Director of Place		Outcome 4 Cheshire is a Green and sustainable place	20 Jan 2020

**Possible Future Items/briefings notes**

HS2/Crewe Station  
 WMHI  
 Update on Crewe Town Centre Plans  
 Little Bus Update

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