

For publication

Revitalising the Heart of Chesterfield – Draft Vision Master Plan (TV080)

Meeting:	Cabinet
Date:	20 July 2021
Cabinet portfolio:	Town Centres and Visitor economy
Directorate:	Economic Growth
For publication	

1.0 Purpose of the report

- 1.1 To seek approval for the Draft Revitalising the Heart of Chesterfield Vision Master Plan (the Vision Master Plan) and public consultation approach so that the project can progress.

2.0 Recommendations

- 2.1 That Cabinet agree the draft Vision Master Plan, the associated supporting material and approach for public consultation.
- 2.2 That delegated authority is given to the Service Director of Economic Growth, in consultation with the Cabinet Member for Town Centres and Visitor Economy, to make amendments and corrections to the Draft Vision Master Plan and associated supporting material to make it ready for public consultation.
- 2.3 That following public consultation, the final draft version of the Revitalising the Heart of Chesterfield Vision Master Plan and project delivery plan are presented to Cabinet for consideration and approval.

3.0 Reasons for recommendations

- 3.1 To allow consultation to be undertaken on the draft Vision Master Plan in accordance with the Council's published Statement of Community Involvement and Communications and Engagement Strategy.

- 3.2 To allow for minor amendments prior to consultation to finalise the consultation material.
- 3.3 To inform the final draft version of the master plan following consultation and development of the project delivery plan for future Cabinet consideration.

4.0 Report details

Background

- 4.1 Like many town centres, Chesterfield faces a number of issues and challenges that could act to undermine its viability as a retail centre. Some of these challenges are well established, for example the growth of on-line shopping, whilst others such as the Covid-19 pandemic have emerged only recently.

Key issues / challenges could be summarised as follows:

- i. The share of on-line retail has steadily increased over recent years, reaching 20% of total retail sales at the beginning of 2020, but then accelerating during the pandemic to reach a record of 36% at the beginning of 2021. This had fallen back to 30% in April 2021 with the easing of lockdown restrictions on non-essential retail but is still 50% higher than at the beginning of the pandemic.
- ii. In comparison to the internet, 'bricks and mortar' retailing has a higher cost base to cover (town centre rents, business rates and higher staffing costs for customer facing businesses), making it difficult to compete with on-line sales.
- iii. The closure of national chain multiples which has seen many familiar names such as BHS, Debenhams and Arcadia Group brands (Topshop, Burtons, Dorothy Perkins etc) disappear from the high street, whilst other stores have moved out of town centres. For example, in Chesterfield Next has relocated to Ravenside retail park and Argos has become part of the Sainsbury's store.
- iv. National retail brands have been increasingly focussing their activities on the top 100 retail centres (which serve the majority of the national population), to the detriment of second / third tier

centres which are now seen as a lower priority for investment. This is an issue for traditional comparison retail destinations such as Chesterfield, which has four top 100 destinations within a 30-mile radius of the town (Nottingham, Sheffield, Derby and Meadowhall). This creates intense competition for spend in Chesterfield's retail catchment.

- v. The Covid-19 pandemic has brought into sharp focus many of the challenges that high streets were already facing, with lockdown measures and the continuation of social distancing measures reducing footfall and further increasing costs for businesses. For example, many town centre hospitality businesses do not benefit from significant outdoor space, making it difficult to operate under social distancing restrictions.
- vi. Covid-19 has not just impacted on the number of weekend shoppers, but also the work-from-home rule has significantly reduced the number of office workers who are supporting town centre businesses during the week.

Impacts on Chesterfield

- 4.2 The combination of all these factors has seen footfall decline in Chesterfield town centre by around 20% over the period 2016-19 and by 50% if the Covid-19 impact on 2020 is included.
- 4.3 The town centre vacancy rate has increased steadily over recent years from 7.0% in March 2016 to 9.9% in March 2020 (just prior to the first lockdown). The vacancy rate has accelerated in response to Covid-19 and now stands at 13.4% (or 57 vacant units). The rate remains below the national average of 14.1%, although there has been a narrowing of the gap over the last year.
- 4.4 The outdoor market is highly sensitive to changing commercial conditions in the town centre and over the last 5 years has been generating less rental income each year. Income has dropped from almost £550,000 in 2015-16 to £345,000 in 2019-20. The effect of the Covid-19 pandemic on the performance of the market is a stark warning for the impact of reducing footfall, with income in 2020-21 dropping to around £70,000. The reducing income of the market is an issue in itself, but it is also indicative of the reducing number of traders trading and the reducing 'offer' to shoppers and visitors.

Chesterfield's Response

- 4.5 Footfall is the lifeblood of the town centre, however footfall in Chesterfield is declining on the basis of the current town centre offer and the impact of the challenges set out above. In response, it is recommended that the council supports action to attract people back into the town centre by making it **a great place to be** – a place with a high quality environment that more people want to visit and enjoy spending longer periods of time in.
- 4.6 This can be achieved by building on the town's distinctive characteristics to provide people with an experience that is uniquely 'Chesterfield', something which differentiates from competing centres and which can't be replicated on-line.
- 4.7 There is a need to position, and promote, Chesterfield as a contemporary market town – a town which is the focus of a whole range of activities that can generate footfall, whether that's through more jobs and residential development in and around the centre, or more socialising, leisure and events related activity. There is a need to strengthen the overall town centre offer to appeal to residents and visitors alike, whether this is during the daytime, the evening or by attracting more over-night stays.
- 4.8 The Council Plan 2019-2023 has three priority areas including making Chesterfield a thriving Borough. A key component of this is supporting and enhancing our vibrant town centres.
- 4.9 The Council's Growth Strategy 2019-2023 details a programme of key activity and projects that the council will deliver to help secure the long-term growth of Chesterfield's economy. A specific part of the programme commits to 'strengthen the distinctive role of Chesterfield town centre to ensure its longer-term vitality and viability' including the following activities which are also embedded in the Revitalising the Heart of Chesterfield project:
- i. Secure on-going investment and development of the town centre, building on the town's core functions and historic character, and guided by proposals set out in the Chesterfield Town Centre Master Plan.

- ii. Seek to sustain and enhance the important role played by the outdoor market as the key asset in the town centre, including the introduction of additional evening and event markets.
- iii. Provide a positive town centre experience for residents and visitors through the effective co-ordination and delivery of town centre services.

4.10 The Revitalising the Heart of Chesterfield (RHOC) project also supports delivery of the Chesterfield Town Centre Master Plan by:

- i. Improving the public realm and providing a more pedestrian friendly environment.
- ii. Improving green spaces and providing more opportunities for public events and celebration.
- iii. Recognising and preserving our distinctive historic market town and our independent retail, leisure and hospitality offer.
- iv. Improving accessibility.
- v. Recognising the importance of the outdoor market and addressing its challenges.

4.11 Chesterfield Borough Council has made a commitment to deliver an enhanced programme of events and experiences in Chesterfield town centre so that there is always 'something happening'. This is an aligned response to the RHOC project, providing animation to the town's public realm to increase the town's offer and encourage more people to visit more often and to stay in the town for longer.

The RHOC Project

4.12 The 'Revitalising the Heart of Chesterfield' project (RHOC) is a key part of Chesterfield's response to the challenges described above, by improving the quality of Chesterfield town centre as a location to visit, live and invest.

4.13 A draft Vision Master Plan for the centre of Chesterfield has been created to define concept proposals for how the public realm in Chesterfield town centre could be improved to increase its destination appeal and support a

diverse range of events and experiences that will support footfall growth, and improve town centre vitality and viability.

- 4.14 A successful bid to the Derbyshire Business Rates Pooling Initiative has allowed the council to assemble a £1.15m package of funding to deliver capital improvements in the town centre guided by the draft Vision Master Plan.
- 4.15 A feasibility study of Chesterfield's open market was carried out in 2015 following the town centre master plan to analyse the existing operation, and present a number of options for the development and reconfiguration of the market layout which would make the market a more attractive location for both traders and shoppers. These recommendations were not advanced at the time owing to funding constraints but have been reviewed and taken forward in the current RHOC project.
- 4.16 A competitive tendering exercise during September 2020 led to a 'markets consultant' led project team being appointed to help Chesterfield Borough Council carry out these works in four project stages:
- i. Stage 1 – Review of IBI feasibility study and initial options
 - ii. Stage 2 – Vision Master Plan concept
 - iii. Stage 3 – Public consultation
 - iv. Stage 4 – RIBA stage 4 design for onsite delivery
- 4.17 A Project Board including the Member for Town Centres and Visitor Economy and the Member of Economic Growth was set up in January 2021 to provide governance to the project, and it has since met regularly to review project progress and outputs. It has considered the Stage 1 and Stage 2 reports and supported project continuation on the basis of those reports.
- 4.18 Chesterfield Borough Council recognises the importance of the market traders and the potential for impact on their ability to operate. As a component of the design development, meetings and workshops have been held with them as below. The section covering the Vision Master Plan explains where trader commentary has been acted upon within the plan.

- i. Markets Consultative Committee on December 15th 2020 and 2nd March 2021.
- ii. Specially set-up virtual workshops with traders on 28th April 2021 and 12th May 2021.
- iii. Trader half-day consultations on the emerging proposals in the Assembly Rooms of the Market Hall on the 10th and 11th of June 2021.

The Vision Master Plan

- 4.19 The Vision Master Plan sets out an aspiration for the future of Chesterfield town centre which will guide public realm intervention and achieve meaningful change; given the challenges the town is facing.
- 4.20 Drivers for change – the IBI Review of 2015 and the assessment of 2021 (within the draft Vision Master Plan Stage 1 Report) draw very similar conclusions about the challenges and opportunities facing the town centre and outdoor market. These are echoed in the recent meetings with traders and in the three opinion surveys of 2021. Acting on this through the RHOC project helps to meet the relevant parts of the Council Plan 2019-2023, the Growth Strategy 2019-2023 and the Chesterfield Town Centre Master Plan 2015. The main drivers for change are as follows:
- i. There are too many market stalls to match current occupancy levels which means the market square lacks the ability to create a critical mass for optimum trading levels; this gives an appearance of being empty, even when 70 stalls are occupied.
 - ii. Poor weather protection for public and traders.
 - iii. Density, lack of cross aisles, pinch points and inflexibility of current stall layout give poor sightlines and legibility and means that shoppers 'bounce off' the outside of the square without penetrating through the market. The arrangement also encourages anti-social behaviour within the Market Square.
 - iv. Fixed infrastructure does not provide the flexibility to offer events and animation space or facilitate modern events and

trading opportunities which will attract footfall for the market and the town centre.

- v. Dwindling numbers of 'mix and quality' of traders with limited hot or speciality food offer reduce its appeal and a rapid decline in income levels since 2015 has resulted in a loss-making position.
- vi. The existing size and layout of the outdoor market does not match current or projected future trading levels.
- vii. Modern markets require proactive social media engagement, and whilst the market does have a dedicated Council Facebook page and carries-regular weekly posts, stories and updates, only 30% of traders undertake their own digital marketing.
- viii. Through engagement it is clear that there is strong demand for a modern market and event space that will support existing market traders and encourage the creation of new businesses within Chesterfield.
- ix. Through engagement it is clear that there is a strong demand for more seating and developing a 'cafe-culture' atmosphere in and around the Market Square.
- x. There is potential to create new public realm spaces to create trading opportunities, increase dwell time and develop a footfall driving events programme.
- xi. Whilst not a driver for change, the changes will have an effect upon the traders, and it will be important to ensure that the existing traders are supported, and their businesses are not put at risk. To do so, a phased and co-designed approach can be taken that responds to both the Council's ability to deliver a changed physical space, and the commercial conditions at the time.

4.21 The draft Vision Master Plan has been developed in response to the drivers for change, precedents for quality in similar public realm spaces and with a view to current trends for success in markets. The design assigns character areas to the different parts of the town centre and describes public realm proposals to improve their landscape quality and

flexibility of use, including for the spaces that currently host the outdoor market.

- 4.22 The proposals have been developed with due regard for the Conservation Area and as a complementary solution within Chesterfield's historic context, including giving greater prominence to the Market Hall and the town pump (currently obscured), by opening-up the public space around them.
- 4.23 Public safety is at the heart of the proposals, which are intended to support an increase in footfall and include visually unobtrusive methods for Hostile Vehicle Mitigation so that when crowds gather, they can do so safely.
- 4.24 The proposals correspond with those made in the Council's submission to the Levelling Up Fund.
- 4.25 The main parts of the master plan are as follows, but these are not intended as a substitute for reading the Vision Master Plan report:
- i. The market and market square proposals, which show a consolidated market of 100 stalls in a grid layout of flexible stalls and a new flexible public space for regular events and experiences.
 - ii. New Square proposals are for a new 'city' square with space for large-scale events and installations as well as sculptural seating.
 - iii. The proposals show an increase in the number of street trees which will create a softer environment with more shade, better biodiversity and an opportunity for carbon capture.
 - iv. The draft Vision Master Plan also proposes a comprehensive upgrading of the paving both in accessibility and quality with defined areas of newly designed public realm for people to meet, sit and to dwell whilst taking in what the town has to offer.
- 4.26 Proposals for the Market show a consolidation of stalls to 100, which means removing current areas of stalls in New Square and Low Pavement. These proposals are expected to be able to cater for the Thursday Flea Market and allow the market to be located in one space, which will appeal to shoppers by not looking like it is empty – even when there are 70

traders in the town. The proposals are capable of being implemented in a phased manner as the delivery of the Vision Master Plan and commercial conditions allow, and the cleared areas would still be able to take temporary stalls should need arise in the future.

- 4.27 The layout for the 100 stalls is a grid that increases sightlines and the 'permeability' of the market over the current layout, removes pinch-points and aims to remove the number of central stalls in the current impermeable layout that trade poorly and at consequently lower rents. The layout introduces a new trading edge that will face into the event space and act as a visual draw into the market for people enjoying the new area.
- 4.28 The new stall designs are inspired by the existing design (which the council knows the traders broadly like) with a structure and fabric canopies that echo the colourful ones of years gone past. The new stalls have an adaptable design and are arranged in rectangular blocks of 8 stalls. Each block is divided into a grid to allow for 8 traders each occupying a 3mx3m square pitch (or multiples thereof i.e. double or triple pitches could be occupied by one trader).
- 4.29 The rectangles have been designed as a 'Type A' and 'Type B' arrangement, with Type A comprising an open fronted stall and Type B designed more as a secure lock-up unit. These include a hidden bin store and lockable trading kiosks. Both types are designed with the same double roof pitch structure (providing a waterproof cover across the entire area) so Type B stalls can be converted into Type A stalls and visa-versa without a need to alter the main structure and allowing for flexibility in the type of stalls available on the Market. The ratio of Type A to Type B pitches is not fixed by the Vision Master Plan and is subject to definition with further development and commercial options.
- 4.30 The pitches will be an improvement on the existing pitches by retaining the aspects that the traders like; the semi-fixed wooden design and the sturdy tables and trading space, and improving it with better flexibility, wet weather cover (including guttering), canopies extending for customers, improved lighting for displays and the addition of 'small power' for each trader. Allowing further display lighting, a Point of Sale or smart phone charging.
- 4.31 The design of the stalls and pitches has been developed taking into account trader thoughts to date, and the detailed design will be evolved in

collaboration between the technical consultants, trader representatives and the Council's operational services to ensure that the output is optimised for the traders and for ease of construction and maintenance.

- 4.32 Proposals for the event spaces include 'pop-up' power bollards and ground anchors to provide flexible support for different events and temporary trading layouts and offer a mix of dwelling and active spaces. The new public realm in the Market Square next to the Market Hall is intended for frequent events and to support the councils 'Little and Often' programme as a footfall pump to support trading in both the Market Hall and the outdoor market. This relies on a programme of town centre animation that appeals to the public and provides variety and ongoing social value.
- 4.33 There is now a need to undertake public and wider stakeholder consultation to get a broader range of input, with a view to considering responses and evolving the design into detail sufficient for construction.

Consultation

- 4.34 The draft Vision Master Plan will be the subject to six weeks public consultation between the 2nd August and the 12th September 2021.
- 4.35 Appendix B contains a draft Communication and Engagement Plan for the proposed public consultation.
- 4.36 The intention is to seek the opinions of a range of people including the public, business owners, market traders, landowners and statutory bodies such as Historic England and Derbyshire County Council on the suggested proposals in the Master Plan.
- 4.37 Given reduced uncertainty over the risk posed by the Covid-19 pandemic, the plan is to carry out an online consultation using a 'virtual' exhibition room hosted by an external company and a physical exhibition of the plans in the Market Hall. The Council will provide a webpage with an introduction and explanation of the consultation process, and a link to a 'virtual' exhibition room. A link will also be provided to a webpage containing the supporting evidence base for the Master Plan.
- 4.38 The virtual exhibition room is depicted on screen with exhibition boards to browse, and when these exhibition boards are 'clicked' a document or image will open. A frequently asked questions sheet will be available and

a response form with fixed questions and an open text response box. An email address will be provided by the Council to allow people to ask questions and received a response from the project team.

- 4.39 Hard copies of the questionnaire will be available via the customer services centre. Consultees will also be directed to the Market Hall exhibition where all documents can be viewed.
- 4.40 Officers will work with the Market Champions to support consultation engagement and ongoing dialogue with the traders
- 4.41 Responses will be collected by the Council and summarised by the lead consultant in line with data protection regulations and the results provided to CBC so that these can be used to review the draft Vision Master Plan and also be reported back to Cabinet.

Next Steps after Consultation

- 4.42 There will be an analysis of feedback and a review against the draft design, with any adjustments made effectively finalising the Vision Master Plan.
- 4.43 A delivery plan will be generated to define the best aspects of the finalised Vision Master Plan to be delivered with the existing funding, and how these will be delivered.
- 4.44 These aspects will be worked into detail through co-design of stallage with traders, operational services and the design team.
- 4.45 An application for Listed Building Consent will likely be required at the earliest point if changes are proposed to the town pump, and the Local Planning Authority will be kept apprised of the overall project to ensure any need for consent is appropriately handled.
- 4.46 A construction partner will be procured as early as possible to enable their early involvement in the detailed design.
- 4.47 The Council is aiming to start a first phase of construction works in March 2022 and will do so with a plan to minimise town centre disruption during the work.

5.0 Alternative options

- 5.1 IBI proposed seven options to reconfigure the market in 2015, but these were not advanced owing to the lack of delivery budget at the time.
- 5.2 The Stage 1 report from the market consultant considered these options, but advised that they are still not affordable, and even if they were they do not sufficiently allow for the area of entertainment space required to support town centre footfall in 2021, nor did they take into account the decline in the outdoor market over the last 6 years, so are not considered appropriate responses to the drivers for change at the current time.
- 5.3 The market consultant provided an options appraisal on a further 5 options and scored their ability to impact positively on the town through a multiple criteria analysis based on the aims and objectives of the project.
- 5.4 Option 3, which is supported by the project board, scored the highest at 88% and has been developed into the Vision Master Plan.
- 5.5 The other 4 options scored 83%, 77%, 73% and 67% against the same analysis and were not chosen to go forwards.

6 Implications for consideration – Council Plan

- 6.1 The Vision Master Plan will positively impact upon the Council Plan, which is one of the drivers of the project referenced at para. 4.8.

7 Implications for consideration – Financial and value for money

- 7.1 The project is made possible by Council officers successfully bidding for funding grants from Derbyshire Business Rates Pooling Initiative as described at para. 4.14.
- 7.2 The opportunity to deliver a first phase of physical improvement works with a budget of £1.15m through funding grants at limited direct cost to the council other than staff time represents good value for money.
- 7.3 The funds are already in the Council's accounts, removing grant deadline complexities, and capital spending is planned to commence at the end of the 2021-2022 financial year.

- 7.4 The RHOC project and the council's events programme will support the commercial environment of the market and work to halt the decline in rental income.
- 7.5 The decline in rental income of the market, combined with the cost of running the market is leading the council to invest more than £100,000 per annum to balance the budget.
- 7.6 The delivery of capital works will need to be considered in relation to the Council's VAT Partial Exemption, and such will be included within the delivery plan mentioned at para. 4.43

8 Implications for consideration – Legal

- 8.1 The delivery of the capital improvement part of the project will require input from the Council's Property, Contract and Procurement team to properly check land titles, assist procurement of contractors, issue contract(s) and potentially unblock legal issues which are not yet visible at this stage of the project.
- 8.2 The delivery team will approach the Council's Property, Contract and Procurement team at an early point after the consultation to appraise the legal work necessary to properly transact the project.
- 8.3 Those providing comments on the master plan during public consultation will be made aware that their comments may be made publicly available. However, information such as names, email addresses, signatures and addresses will be redacted on any documents made visible online. The details of those making comments and responses made will be retained by the Council for 3 years after which they will be destroyed.

9 Implications for consideration – Human resources

- 9.1 The running of a consultation will require assistance from the Communications and Marketing and Policy teams, which will require management within their existing resources. These officers have been engaged at an early point in order to aid work planning.
- 9.2 There is likely to be a similar type of impact on the Council's Property, Contract and Procurement team, but later in the year.

10 Implications for consideration – Risk management

10.1 The principal risks at this stage of the project are likely to relate to the proper management of communications and in managing the expectations of the public, whilst ensuring that we have a full suite of consultation responses to consider.

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
Unsupportive comments received to Vision Master Plan through consultation	Medium	High	All consultation responses will be considered and reported in preparing delivery plan	Low	Medium
Vision Master Plan is not approved for consultation – council does not meet Levelling-Up Fund (LUF) start on site deadlines. Funding received from Derbyshire Business Pooling is at risk of clawback.	High	Low	Significant engagement has taken place in the development of the Vision Master Plan and key expertise sought to develop an ambitious but deliverable plan. has been prepared by experts and involving key stakeholders and is a non-statutory document. There are other project areas that could help deliver an LUF start on site	High	Low
Vision Master Plan raises expectations of what the council can deliver with the current budget	Low	High	Narrative on delivery scope and budgets to be communicated within the consultation	Low	Low

Market Traders are not satisfied by the proposed changes	Medium-High	High	The Vision Master Plan has been prepared with trader involvement via the Markets Consultative Committee, two 'virtual' workshops and two consultations. The consultation will not focus on the specific trading detail, where not necessary, and the dialogue with traders will continue and move towards co-design on the stalls with CBC when the project progresses to design detail	Medium-High	Medium
Stakeholders are unaware of the opportunity to feedback as part of the public consultation exercise	High	Low	Ensure that the opportunity is widely publicised across a range of channels and platforms	Low	Low
Stakeholders unable to access the public consultation	Low	High	Ensure that the opportunity to be consulted is made available across a range of formats	Low	Low

11 Implications for consideration – community wellbeing

11.1 The proposals within the vision master plan will give a variety of reasons for local people to value and make use of the town centre, and these may be of positive benefit to community wellbeing, including walking or cycling to the town.

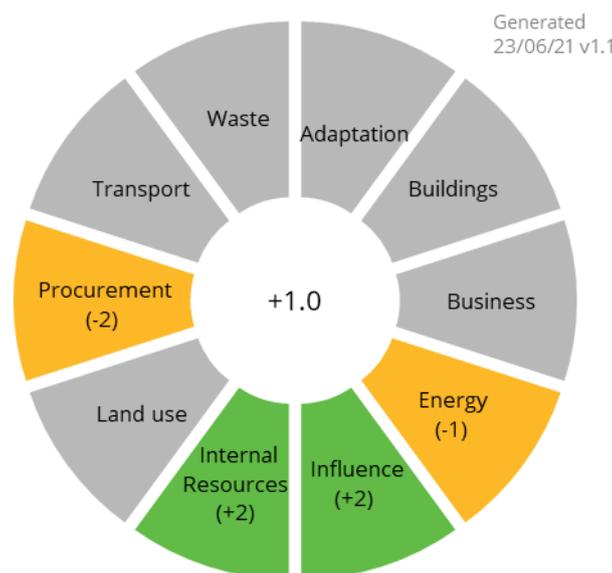
12 Implications for consideration – Economy and skills

- 12.1 The proposals within the Vision Master Plan are intended to raise the destination appeal of Chesterfield town centre and thereby increase the number of people who visit, the frequency with which they visit, and the duration of their stay - improving as a result the commercial environment for local businesses.
- 12.2 This will make fertile ground for new businesses to set up, or for existing businesses to expand, having a positive effect on the local economy.

13 Implications for consideration – Climate Change

- 13.1 The decision to consult on the draft Vision Master Plan as a recommended in this report will have a minimal impact upon climate change, in return for the wide benefit of gaining a detailed understanding of how stakeholders and the public view the proposals.
- 13.2 The impact of the consultation is defined by the Council’s Climate Change Impact Assessment Decision Making Tool and a summary image of the assessment is included below at para. 13.3. There will be energy consumed so that people can view the virtual exhibition, though this energy could be from renewable sources, and there will be printing on recycled paper to make hard copies of the consultation available.

13.3



CBC has committed to being a carbon neutral organisation by 2030 (8 years and 6 months away).

- 13.4 The proposals within the Vision Master Plan have the ability to impact climate change positively in respect to trees, but also negatively in respect to use of materials. The climate change impact cannot be fully assessed until a delivery plan and detailed design has started to define what we aspects of the proposals we are going to build.
- 13.5 Reducing the Councils impact on the environment and climate change through these works will be an aim of the work stages to come next.

14 Implications for consideration – Equality and diversity

- 14.1 A preliminary Equality Impact Assessment (EqIA) has been undertaken with no negative impacts on protected groups identified. The EqIA will continue to be reviewed and updated following the consultation and as the project progresses.
- 14.2 See Appendix C.

Decision information

Key decision number	1045
Wards affected	St Leonard's

Document information

Report author	
Neil Johnson, Service Director of Economic Growth Stephen Wenlock, Project Delivery Manager, Joint Growth Unit, Economic Growth Directorate	
Background documents	
These are unpublished works which have been relied on to a material extent when the report was prepared.	
IBI Group Market Feasibility Study 2015 RHOC Stage 1 Report RHOC Stage 2 Report and Vision Master Plan	
Appendices to the report	
Appendix A	Draft Vision Master Plan Report (inc RHOC Stage 2 report)
Appendix B	Consultation Plan

