

For publication

Staveley Town Centre – draft Vision Master Plan (TV080)

Meeting:	Cabinet
Date:	2 nd November 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 Staveley Town Centre Master Plan (the draft 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 Staveley Town Centre Vision Master Plan is 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 masterplan following consultation and development of the project delivery plan for future Cabinet consideration.

4.0 Report details

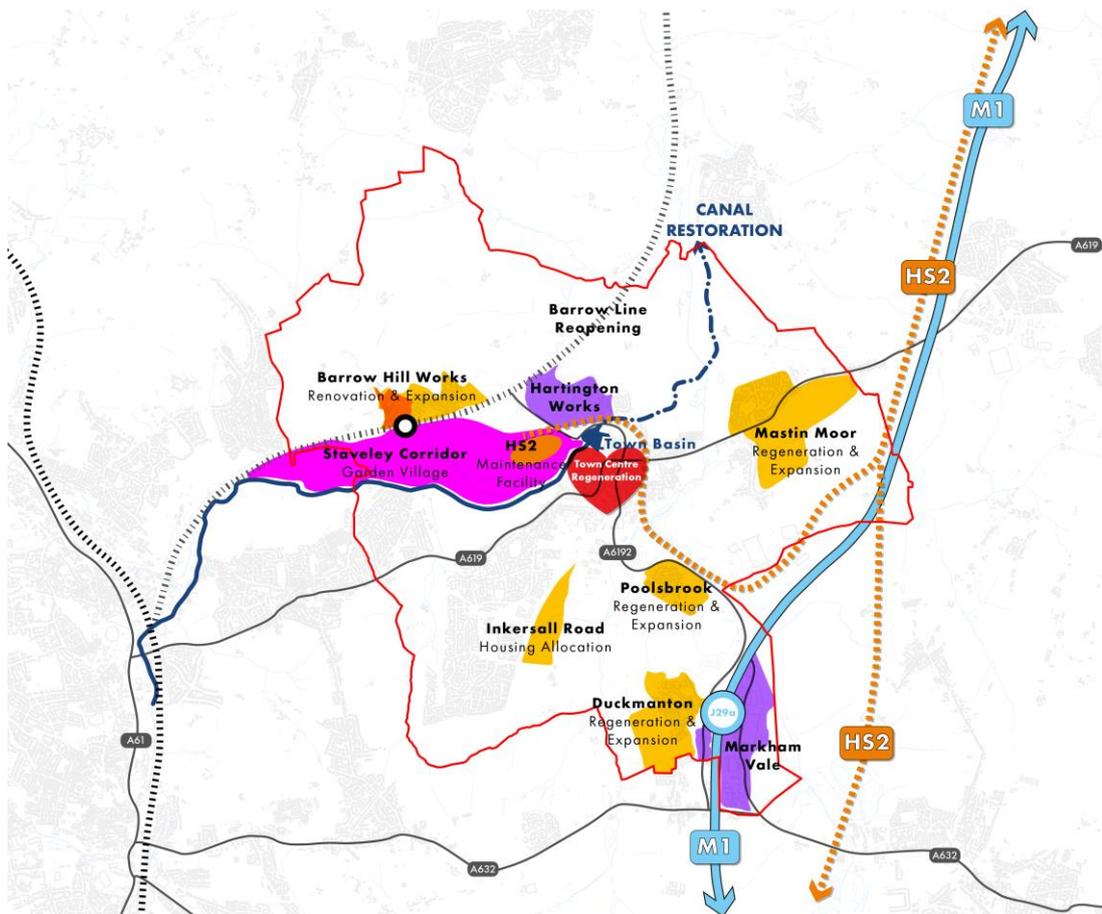
Background

- 4.1 Staveley town centre is an important focal point for local people that has a rich heritage and plays a key role in defining the overall image and identity of Staveley. However despite it's central role, it is facing challenges in common with many High Streets in the UK following the change in shopping habits and the rise of the internet as a shopping tool (see para 4.2). Additionally, the town suffers from a poor night-time and leisure offer and an urban fabric that in key parts of the town has been lacking in investment, provides a low quality experience, does not draw people in or give reasons for them to stay and explore. This suppresses the town's offer, limits it's destination appeal and acts to undermine its viability as a town centre.
- 4.2 The share of on-line retail has steadily increased over recent years, according to the Office for National Statistics, it reached 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 21, with the easing of lockdown restrictions on non-essential retail but is still 50% higher than at the beginning of the pandemic.
- 4.3 In a recent consultation, local people said that the town centre does not meet their aspirations and that investment is required.
- 4.4 If the town is not improved, there is a risk that local people will choose to shop on-line or visit other centres that better serve their needs, which will reduce the number of people in the town visiting the businesses and make it harder for them to continue to trade. If businesses are forced to close, the purpose of the town to local people reduces, and so footfall reduces further and decline can accelerate.
- 4.5 The town has many assets in its heritage, community spirit and location, and opportunities to increase footfall do exist through understanding the

trends of places that have been successfully reinvented as well as through the planned growth in the town's catchment area as described in this report. The risk is, that if the appeal of the town isn't improved, then in spite of any increase in local population or workers, they may still chose other places to serve their needs in preference to Staveley.

- 4.6 Supported by the Council's Growth Strategy 2019-2023; Staveley is located in an area that will be a major focus for regeneration and growth over the next 15 years, giving a great opportunity to draw more people into the town centre:
- i. 3,500 new homes
 - ii. 2,200 new jobs
 - iii. 315 ha of development

- 4.7 A map of planned regeneration sites is shown below, with Staveley depicted at its heart:-



Response for Staveley

- 4.8 Successful town centres are reinventing themselves by increasing the diversity and quality of their offer and providing an attractive environment

which can compete with the virtual world through its vibrancy and by harnessing the social function of town centres. This shift can generate an economically beneficial level of footfall that helps to sustain the commercial function of a town centre, and 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.

- 4.9 Funding to achieve meaningful change in Staveley is within reach through the government's Town's Fund, and the award of £25.2m to deliver Staveley's Town Investment Plan, subject to business cases being approved by the council and central government.
- 4.10 The Town Investment Plan identified a set of projects with a capital value of £4.856m to improve the town using the existing Town Centre Masterplan of 2009 as a foundation. It is recognised that 12 years has passed since the 2009 masterplan was published and in that time, significant change had taken place in town centres and high streets across the UK that could not be addressed in the 2009 plan – principally; the shift in shopping habits, and the effects of reducing footfall in high streets across the UK.
- 4.11 To make the most of Staveley's opportunities and to ensure it remains a relevant and viable town centre, Staveley needs an up-to-date plan that describes an aspiration for change and sets out a vision for a successful future with detail of the change required to achieve it.
- 4.12 The draft Vision Master Plan was commissioned in early 2021 by the council via a single stage competitive tender and was won by BDP. The purpose is to refresh the vision and aspiration for Staveley and propose a series of interventions for its long-term transformation towards the vision, and by doing so, guide the investment of Towns Fund money in the short term so that the viability of Staveley as a centre can be supported by the planned growth within its catchment area.

The draft Vision Master Plan

- 4.13 The draft Vision Master Plan supports the Council Plan 2019-2023, which has three priority areas including making Chesterfield a thriving Borough. A key component of this is supporting and enhancing our vibrant town centres.

- 4.14 The draft Vision Master Plan is intended to be understood as a set of related draft proposals which are capable of alteration, as appropriate, in response to feedback received through the planned public consultation period
- 4.15 The draft Vision Master Plan has been developed by the team of professionals at BPD with commercial property advice from Colliers International and transport input from Steer.
- 4.16 An internal Steering Group of officers has overseen the development of the draft Vision Master Plan, including Economic Development, project delivery and Planning colleagues.
- 4.17 The Vision Master Plan development work has been in continuous review by a panel of experts embedded in the process from the High Street Task Force, who have brought their expertise from successful regeneration projects elsewhere in the UK to support the development of proposals that will achieve positive change for Staveley.
- 4.18 The plans have been informed by an initial round of engagement with key stakeholders carried out during the baseline phase shown in para. 4.20 below, including ward members of Chesterfield Borough Council and Staveley Town Council, key officers of Chesterfield Borough Council and Derbyshire County Council and local businesses
- 4.19 The proposals have been developed with due regard for the Conservation Area, Staveley's heritage and with knowledge of the Town Deal projects, which have the town centre as a point of unity and connection.
- 4.20 The development of the draft Vision Master Plan has followed the following stages, with the work currently at Stage 3B, proposed to Cabinet for community engagement prior to finalising the plan.

Stage 1	Inception
Stage 2	Baseline
	2A: Socio-economic Review
	2B: Property Review
	2C: Plans and Policies Review
	2D: Place Review and Health Check
	2E: Challenges and Opportunities
	One to one and group meetings
Stage 3	Masterplan Development

	3A: Visioning Stakeholder workshop
	3B: Draft Masterplan Cabinet cycle & report
	3C: Community engagement
Stage 4	Masterplan
	4A: Final Reports
	4B: Draft Delivery Strategy <i>Client review period</i>
	4C: Adjust Masterplan launch

- 4.21 The Vision for Staveley is described in detail in Appendix A, but can be summarised as ***The vibrant hub of a growing, confident town; a great place that delivers a better quality of life for all.***
- 4.22 The draft Vision Master Plan establishes five principles for change that underpin the formation of proposals that will be effective at transforming Staveley towards its vision in the context of the town’s strengths and weaknesses and the trends of adaptation in successful places. These are:-
- i. **Vital mix of uses** – The town centre should serve essential needs, but also provide the social and commercial activities that make for an interesting and vibrant place that people choose to visit.
 - ii. **Strong sense of place** – Well maintained heritage, quality new buildings and welcoming public spaces should contribute to a distinctive and attractive place that encourages people to meet and socialise.
 - iii. **Connectivity** – It should be easy to get to and move around the town centre and connect with the town’s wider urban and rural setting with an emphasis on active, sustainable travel.
 - iv. **Challenging perceptions** – There should be pride in the town’s history and heritage as well as the confidence to explore new innovations and experiences.
 - v. **Adaptability & resilience** – The town centre should adapt to a low carbon, digital future and continue to and adapt to change so that it continues to be relevant to the people it serves.
- 4.23 The main parts of the master plan are as follows, but these are not intended as a substitute for reading the draft Vision Master Plan report at Appendix A:

- i. The Regeneration of Market Square, which includes proposals for a new building called The Market House which would create a new focal point, forming a commercial / community / social hub amongst an upgraded and reformed Market Square which could jointly house large events indoor and outdoor. This is proposed in combination with mixed commercial and residential development, additional high-quality landscaping and public realm and provides an opportunity to integrate with the Markham Hall and the Miner's Welfare and to encourage Morrisons to refurbish the exterior of their store to provide an enhanced visitor experience and appeal.
- ii. The renewal of the High Street includes proposals to upgrade and improve the Public realm, to improve the appearance and sense of place afforded by the buildings lining the high street, to include wayfinding signage (as part of the enhanced connectivity) and cycle parking.
- iii. The development of under-used sites, which have identified areas of derelict or underused building and land that could be developed to provide the following benefits; a new evening economy and family friendly offer, a meeting place and a centre to socialise, the renewal of prominent buildings and the enhancement of the conservation area.
- iv. Enhancing connectivity includes proposals for Town Centre WiFi which will to connect people with the town digitally and give a picture of footfall that will help better position the town's events and promotion, Wayfinding Signage, which will help people to explore further, stay longer and have a more rewarding experience and Canal Links - improving the connection between the town centre and the canal and town basin and enhance footfall flow. There are proposals also for Duke Street, if a new road is built between Chesterfield and Staveley as part of the coming growth.

4.24 The proposals' rationale is rooted in the delivery of 5 principles for change. An assessment has been carried out that shows that some proposals have more broad impact against the five principles than others and these assessments are shown at the end of Appendix A. As a set they provide a variety of approaches to support the town to change so that it

can increase its offer and destination appeal and drive an increase in footfall that will support its revival.

Consultation

- 4.25 A Consultation Pack will be prepared for public use from the information contained in Appendix A – “Staveley Town Centre Draft Vision Masterplan BDP BP August 21”
- 4.26 The draft Vision Master Plan will be the subject of a minimum of six weeks public consultation between the 8th November and the 12th December 2021.
- 4.27 Appendix B contains an outline communication and engagement plan for the proposed public consultation.
- 4.28 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 Staveley Town Council and Derbyshire County Council on the suggested proposals in the draft Vision Master Plan.
- 4.29 Given continued uncertainty over the future risk posed by the COVID19 pandemic as the winter months come, the plan is to carry out an online consultation using a virtual exhibition space hosted by BDP *and* a physical exhibition of the same plans in at least one prominent place in Staveley, such as Staveley Hall, the Healthy Living Centre, marketplace or Morrison’s with prominent signs to both the physical and virtual exhibition spaces. The exhibition will be staffed for at least part of the consultation period, and details of this will be on the exhibition and the promotion of it. The Council will provide a webpage with an introduction and explanation of the consultation process, and a link to a ‘virtual’ exhibition.
- 4.30 The virtual exhibition space will include a narrated presentation uploaded to YouTube with downloadable plans and images representing the draft Vision Master Plan as well as access to an online questionnaire for people to provide their feedback on the consultation material. An email address will be provided by the Council to allow people to ask questions and received a response from the project team.
- 4.31 Letters will be written to businesses to make them aware of the consultation, and in-person workshops will be held during the consultation period for key property stakeholders.

- 4.32 Hard copies of the questionnaire will be available via the customer services centre for those unable to fill in a digital form.
- 4.33 Responses will be collected by the Council and assessed in line with data protection regulations and the results used to review the draft Vision Master Plan.

Next Steps after Consultation

- 4.34 There will be an analysis of feedback and a review against the draft vision master plan, with any adjustments to it proposed as recommendations to Cabinet that, if approved, will effectively finalise the Vision Master Plan.

5.0 Alternative options

- 5.1 An earlier version of the “Staveley Town Centre Masterplan” was produced by Building Design Partnership and published in August 2009
- 5.2 This masterplan, whilst capable of guiding interventions, is unable to respond to any socio-economic change or alterations in the town’s challenges and opportunities of the last twelve years, including the rapid rise of smart technology and as a consequence offers a lesser degree of outcome assurance than the version proposed for consultation

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. 4.13.

7 Implications for consideration – Financial and value for money

- 7.1 The draft Vision Master Plan development costs are being met from a £50,000 budget set aside for this purpose from the Retained Business Rates
- 7.2 There is an opportunity to deliver a first phase of physical improvement works with a budget of £4.856m through the Towns Fund and the successful application for a Staveley Town Deal
- 7.3 The delivery of capital improvements in Staveley which are informed and guided by an up-to-date masterplan and using a funding grant from

central government at limited direct cost to the council other than staff time represents good value for money.

- 7.4 The work to secure the funds and develop the package of capital improvement projects is being advanced as a separate matter to the development of the vision master plan, which is intended to describe the aspirations for the town over a much longer period of time than the Staveley Town Deal funding, which must be spent by the end of March 2026.

8 Implications for consideration – Legal

- 8.1 Those providing comments on the draft vision 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 as well as the officers of Economic Development working on the Town Deal and Business Engagement, which will require management within their existing resources. These officers have been engaged at an early point in order to aid work planning.

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	Low	Medium

			recommendations for Cabinet		
Vision Master Plan is not approved for consultation – council does not meet Towns Fund Business Case preparation deadlines, and loses the funding allocation.	High	Low	The draft Vision Master Plan has been prepared by experts and involving key stakeholders in Staveley and is a non-statutory document that was been critically reviewed by an independent panel of High Street Task Force experts. The business cases are being advanced as a separate piece of work that is not dependant on the masterplan consultation	High	Low
Vision Master Plan raises expectations of what the council can deliver with the current budget	Medium	High	Narrative on delivery scope and budgets to be communicated within the consultation, as the purpose of the masterplan is to set-out a vision and in reality the outcomes can be delivered in a variety of ways	Low	Low
Stakeholders are unaware of the opportunity to feedback as part of	High	Low	Ensure that the opportunity is widely publicised across a range of channels and	Low	Low

the public consultation exercise			platforms, write to affected businesses, prepare a communications and engagement plan and ensure adequate signage is present		
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 masterplan 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 Staveley 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.

12.3 The Growth Strategy and the Economic Recovery Plan highlight Staveley Town Deal as key economic growth initiatives, but also town centre improvement works are emphasised as key economic activity that needs to be supported by the council.

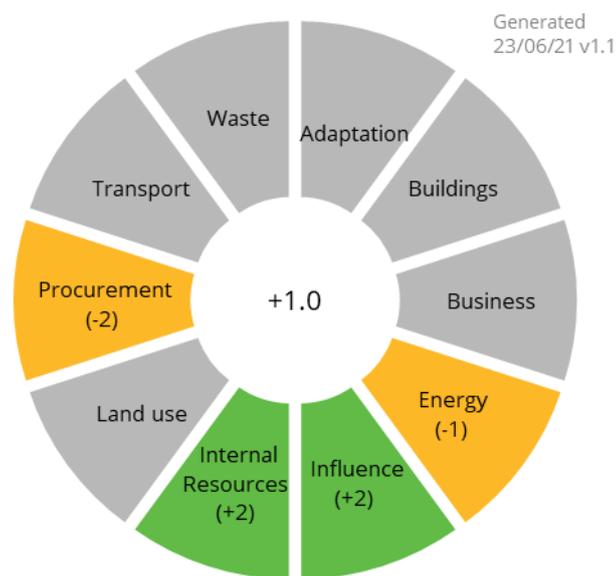
13 Implications for consideration – Climate Change

13.1 The decision to consult on the draft Vision Master Plan as 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 draft 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 of the proposals in the draft Vision Master Plan can not be fully assessed until the business cases for the capital improvements and detailed designs have started to define the nature of the proposals that could be built.

13.5 Reducing the Council's impact on the environment and climate change through these works will be an aim of the future work stages.

14 Implications for consideration – Equality and diversity

14.1 A pre-liminary equality impact assessment has been undertaken with no negative impacts on protected groups identified. The Equality Impact

Assessment 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	1050
Wards affected	

Document information

Report author	
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Background documents	
These are unpublished works which have been relied on to a material extent when the report was prepared.	
Staveley Town Centre Draft Vision Masterplan BDP BP August 21	
Appendices to the report	
Appendix A	Staveley Town Centre Draft Vision Masterplan BDP BP August 21
Appendix B	Draft Communication and Engagement Plan
Appendix C	Draft Equalities and Impact Assessment