

## For publication

### Staveley Town Centre Vision Master Plan and Staveley Town Deal Project; 'Staveley 21' (TV080)

<b>Meeting:</b>	Cabinet
<b>Date:</b>	13 <sup>th</sup> September 2022
<b>Cabinet portfolio:</b>	Town Centres and Visitor Economy
<b>Directorate:</b>	Economic Growth
<b>For publication</b> This report is not exempt from publication	

#### 1.0 Purpose of the report

- 1.1 To update members on the findings of the public engagement exercise on the draft Staveley Town Centre Vision Master Plan and how this has helped to shape the final draft.
- 1.2 To seek adoption of the Staveley Town Centre Vision Master Plan.
- 1.3 To seek approval to deliver improvements to Staveley town centre with the Towns Fund opportunity in line with the Staveley Town Centre Vision Master Plan and the 'Staveley 21' green book compliant business case.
- 1.4 To reference the progress made to date on preparations to deliver improvements to Staveley town centre.

#### 2.0 Recommendations

- 2.1 That the Staveley Town Centre Vision Master Plan is approved, adopted, and published.
- 2.2 That the Council takes immediate steps to advance the delivery of improvements to Staveley town centre.
- 2.3 That delegated authority is given to the Service Director for Economic Growth in consultation with the Cabinet Member for Town Centres and Visitor Economy, the Cabinet Member for Economic Growth and the Service Director for Finance to take the necessary steps to satisfy both the pre-contract and pre-award of funding conditions that the Staveley Town Deal Board have attached to their offer of funding from the Towns Fund Programme.

- 2.4 Subject to the pre-contract and pre-award of funding conditions being satisfied it be noted that the Council will receive £4,856,000 of Towns Fund Programme grant funding to advance the delivery of improvements to Staveley town centre.
- 2.5 That delegated authority is given to the Service Director for Economic Growth, in consultation with the Cabinet Member for Town Centres and Visitor Economy, the Cabinet Member for Economic Growth and the Service Director for Finance to confirm the award of enabling works and construction contracts to advance the delivery of improvements to Staveley town centre.
- 2.6 That delegated authority is given to the Service Director for Economic Growth, in consultation with the Cabinet Member for Town Centres and Visitor Economy, the Cabinet Member for Economic Growth and the Service Director for Finance to confirm the scope of, and the governance and delivery arrangements for the 'Staveley 21' shop-front grant scheme.
- 2.7 That delegated authority is given to the Service Director for Economic Growth, in consultation with the Cabinet Member for Economic Growth and the Service Director for Finance to finalise the lease arrangements with future occupier(s) of the pavilion building and other properties developed as part of the delivery of improvements to Staveley town centre.

### **3.0 Reasons for recommendations**

- 3.1 To respond to the findings of the draft Staveley Town Centre Vision Master Plan public engagement and consultation activities and finalise the Staveley Town Centre Vision Master Plan.
- 3.2 To deliver outputs at pace through the 'Towns Fund Programme', which will part-fund the delivery of physical improvements to Staveley town centre in line with the newly adopted and published Staveley Town Centre Vision Master Plan.
- 3.3 To contribute to the delivery of the Council's economic recovery plan (Covid-19 pandemic) and growth strategy 2019-23.
- 3.4 To improve the experience of those visiting Staveley town centre and help enhance its economic future.

### **4.0 Report details**

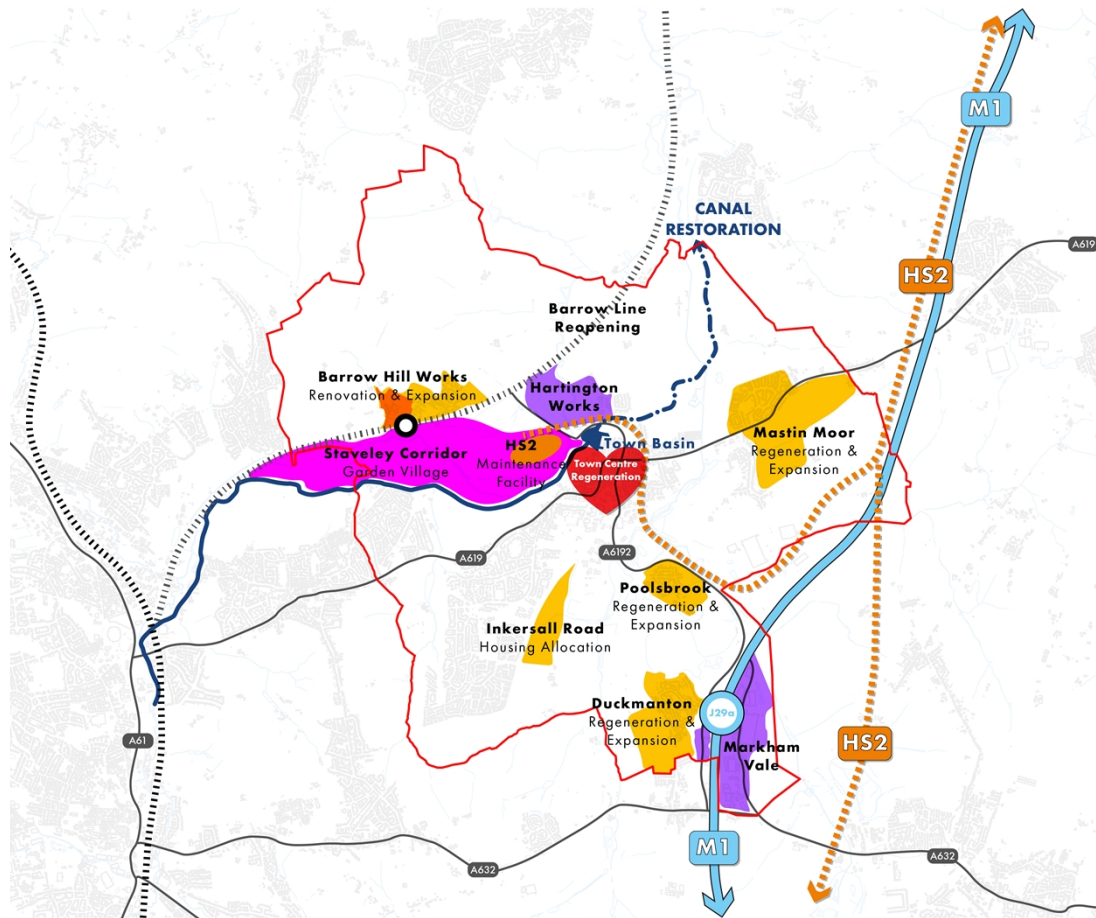
#### **Rationale for action**

- 4.1 Staveley town centre is an important focal point for local people. It has a rich heritage and plays a key role in defining the overall image and identity of

Staveley. However, it is facing challenges in common with many High Streets in the UK following changes in people's shopping habits and the rise of the internet as a shopping tool. Additionally, the town centre suffers from a poor night-time and leisure offer and an urban fabric that in key parts of the town centre has been lacking in investment, provides a low-quality experience, does not draw people in and/or give reasons for them to stay and explore. This suppresses the town centre's offer, limits its destination appeal and acts to undermine its economic viability.

- 4.2 In a December 2020 public consultation exercise, local people said that the town centre did not meet their aspirations and that investment was required.
- 4.3 If the town centre is not improved, there is a risk that local people will continue to shop on-line and/or visit other town centres that better serve their needs. This will reduce the number of people visiting town centre retailers and other businesses and make it harder for them to continue to trade. If businesses are forced to close, the purpose of the town centre to local people erodes, and so footfall reduces further, and decline can accelerate.
- 4.4 Staveley town centre has many valuable assets - its heritage, community spirit and location. Opportunities to increase footfall do exist through understanding the trends of places that have been successfully reinvented as well as through the substantive growth planned for the former Staveley Works Corridor (see next paragraph). The risk is, that if the appeal of the town centre isn't improved, then in spite of any increase in the size of the local population and business base, the town's residents may still choose other places to serve their needs in preference to Staveley town centre.
- 4.5 Supported by the Council's Growth Strategy 2019-2023; Staveley is 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:
  1. 3,500 new homes
  2. 2,200 new jobs
  3. 315 ha of development

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



### **Chesterfield Borough Council's response**

- 4.7 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 town centre retailers and businesses. It is therefore recommended that the Council supports action to attract people back into Staveley 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.
- 4.8 To make the most of Staveley's opportunities and to ensure it remains a relevant and viable town centre, the Council commissioned a new Town Centre Vision Master Plan in early 2021 with the purpose of setting an ambitious agenda for change and developing a vision for a successful future.
- 4.9 The draft Vision Master Plan established five principles for change. These were:-

1. **Vital mix of uses** – The town centre should serve essential needs, but also provide social and commercial activities that make for an interesting and vibrant place that people choose to visit.
2. **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.
3. **Connectivity** – It should be easy to get to and move around the town centre and connect with Staveley’s wider urban and rural setting with an emphasis on active, sustainable travel.
4. **Challenging perceptions** – There should be pride in the town centre’s history and heritage as well as the confidence to explore new innovations and experiences.
5. **Adaptability & resilience** – The town centre should adapt to a low carbon, digital future and change so that it continues to be relevant to the people it serves.

4.10 The draft Vision Master Plan also proposed a range of interventions arranged around four ‘key moves’:

1. The Regeneration of Market Square
2. The renewal of the High Street
3. Development proposals for under-used sites
4. Enhancing Connectivity

4.11 The draft Vision Master Plan was developed by a team of professionals at BDP with commercial property advice from Colliers International and transport input from Steer, overseen by an internal Steering Group of officers from the Economic Growth directorate.

4.12 The Master Plan development work has also been subject to a process of continuous review by a panel of experts 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 it is hoped will achieve positive change for Staveley town centre.

4.13 An initial round of engagement activity with key stakeholders was also undertaken, including elected members of Chesterfield Borough Council and Staveley Town Council, key officers of Chesterfield Borough Council and Derbyshire County Council, and local businesses.

### **Consultation and Findings**

4.14 On 2<sup>nd</sup> November 2021, Cabinet approved a public test of the draft Vision Master Plan through a six weeks public consultation, which ran between 8 November and 12 December 2021.

4.15 The Council’s communications team promoted the consultation in accordance with an approved communications plan, which included displays in the

Healthy Living Centre and Staveley Town Council offices, material being available via the Council's website, hand delivered letters to all town centre retailers and businesses, leaflet drops, and attendance at local events.

- 4.16 People were able to respond to the consultation via a paper questionnaire posted through a ballot box in the Healthy Living Centre café area, or through an online survey.
- 4.17 65 responses to the consultation were received, 57 responses were filed online, and 8 paper questionnaires posted through the ballot box in the Healthy Living Centre. 8 responses were from Staveley town centre businesses.
- 4.18 The responses were analysed by the Council and the findings are set out at Appendix B.
- 4.19 In the main, the responses received were from people who live in or visit Staveley town centre, of which 85% visited once a week or more.
- 4.20 The main findings can be summarised as follows (see Appendix B for the full report):
  1. 77% were positive about the Market Square proposals, with their top 3 proposals in order of preference being - 1. Market Square Public Realm Improvements, 2. New Shops, 3. Market House.
  2. 73% were positive about the High Street proposals, with their top 3 proposals in order of preference being - 1. The Shop Fronts Improvement Scheme, 2. Street Scene Improvements, 3. WiFi.
  3. 77% were positive about the Development proposals, with their top 3 proposals in order of preference being - 1. Cinema, 2. Elm Tree Public House, 3. New Housing.
  4. 74% were positive about the Connectivity proposals, with their top 3 proposals in order of preference being - 1. Canal Links, 2. Duke and Market Street Improvements, 3. WiFi.
  5. The top 5 proposals were – 1. Market Square Public Realm Improvements, 2. New Shops, 3. Cinema, 4. Market House, 5. Canal Links.
  6. 76% of people would be more likely to visit Staveley town centre if the Master Plan was implemented
  7. 90% would be more likely to visit Staveley town centre if social or community events were held more often.
  8. Derbyshire County Council supported the Vision Master Plan – acknowledging that further work is required.
- 4.21 After the consultation closed, "Intoplaces Ltd.", part of the panel of High Street Task Force experts who provided 'critical friend' services to the development of the Master Plan conducted a further assessment of the final draft version of the Vision Master Plan.

- 4.22 Their report is included at Appendix C, and they summarise their conclusions on the final draft of the Staveley Town Centre Vision Master Plan as follows ...

“Having reviewed the proposals against national best practice regarding high street revival and the Town Deal criteria, Intoplaces Ltd. believes that the physical enhancements outlined in the 2021-2031 Master Plan have the capacity to transform Staveley town centre into a vibrant town centre hub for its catchment area, with the support of the Town Deal and the other Town Investment Plan projects. A robust approach to working in partnership with town centre stakeholders in the short, medium, and longer term will bring the proposals to life, providing additionality, new and diverse uses”.

- 4.23 Given the positive public response to the draft Vision Master Plan proposals, and Intoplaces Ltd.’s conclusion that the Vision Master Plan proposals have the capacity to transform Staveley into a vibrant town centre hub, it is not considered that any further revisions need to be made to the draft Vision Master Plan.
- 4.24 As such, the draft Staveley Town Centre Vision Master Plan (as approved by Cabinet for consultation), should be considered as the final draft, and is therefore recommended for approval, adoption and publication as the Staveley Town Centre Vision Master Plan 2021-2031 (see recommendation at Para. 2.1)

#### **‘Towns Fund’ opportunity to deliver against Vision Master Plan**

- 4.25 An opportunity exists to fund delivery of some of the proposals in the Staveley Town Centre Vision Master Plan through the government’s Towns Fund, which has awarded £25.2m to improve Staveley in line with the agreed Staveley Town Investment Plan.
- 4.26 £4.86m has been identified to deliver improvements to Staveley town centre through the ‘Staveley 21’ project; conditional on an acceptable ‘Green Book’ compliant full business case covering the proposals to be funded. This has been approved locally (through the Staveley Town Deal Board and the Council as Accountable Body) and submitted to government in line with their deadline for submission of ... ‘within 12 months of the deal being approved’.
- 4.27 Previous reports have come to Cabinet to seek approval for the Staveley Town Investment Plan (December 2020), resources for programme management of the Town Deal (April 2021) and the Council’s assurance and accountability framework (May 2021). These previous reports have set out the role that the Council is to play as the Accountable Body for the Staveley Town Deal and the implications of that role.
- 4.28 The Council is also the sponsor of the ‘Staveley 21’ project.

## **Investing the Towns Fund in Staveley Town Centre**

- 4.29 The Staveley Town Centre Vision Master Plan is intended to guide regeneration and development of the town centre over a 10 year period and is estimated to require over £30m to achieve delivery in full as well as the building of the 'Chesterfield-Staveley Regeneration Route' (to achieve the Duke Street / Market Street improvements), whereas the current Towns Fund opportunity provides a budget of £4,86m which must be spent by March 2026 (see section 6, financial implications).
- 4.30 This has required the Council to consider how best to optimise the investment of £4.86m, having due regard to the Staveley Town Centre Vision Master Plan.
- 4.31 The projects brought forward within the 'Staveley 21' business case have been assembled from the Staveley Town Centre Vision Master Plan and have been selected based on the following key criteria:
1. That they are realistically deliverable to the government's timeframe.
  2. That they can be exclusively funded by the money that has been made available through the Towns Fund Programme
  3. That the suite of projects provides a spread of investment through the town centre so that the greatest number of people may benefit.
  4. That improvements which do not provide a direct commercial return are prioritised, as these necessary interventions would be difficult to fund otherwise.
  5. That the 5 Master Plan Principles are met (see paragraph 4.9 above)
  6. That the projects selected provide the best possible combined transformational effect given the available funding, timescales and other constraints.
  7. That the proposals have demonstrable public support.
  8. That the proposals support the delivery of seasonal events and other social interventions.

## **Delivery Plan**

### **Scope of 'Staveley 21' Project**

- 4.32 The priority is to resource a number of interventions that enable delivery of the Staveley Town Centre Vision Master Plan within the constraints of the available Towns Fund grant funding. These projects have been developed in line with three of the four themes from the draft Vision Master Plan, but not the fourth theme; 'Development Projects' as these are more able to be brought forward on the basis of viable commercial business cases:

### **Theme - Regeneration of the Market Square**



- 4.33 Closure and demolition of the toilet block/market storage building in the Market Place, to allow for the design and construction of a new 'Pavilion' building, which would consist of c.520 m2 of Class E Commercial, Business and Service space.
- 4.34 Major improvements to the quality and attractiveness of the town square, enhancing the sense of place and inviting pedestrian footfall; to include remodelling of the planters, installation of new paving, and removal of the existing car parking spaces and bollards in the Market Place to create an attractive, inviting and open market square.
- 4.35 Installation of modern low maintenance street furniture.
- 4.36 Enhancing connectivity; to include improved pedestrian and cycling routes, wayfinding signage and digital connectivity (Town Centre Wi-Fi).
- 4.37 A package of cosmetic renewal works to the existing retail units on Barnfield Close, and a strategic property acquisition to enable future interim uses and the next phase of Vision Master Plan delivery.

#### **Theme - Renewal of the High Street**

- 4.38 High Street and Church Street public realm improvements, to include low maintenance landscaping in planters, cutting back trees and deep clean of the existing paving.
- 4.39 Façade and related improvements (elevational uplift) to targeted buildings along the High Street to be delivered via a 'Shop Front Improvement Grant Scheme'.
- 4.40 Enhancing connectivity; to include improved pedestrian routes and cycling hubs, wayfinding signage and digital connectivity (Town Centre Wi-Fi).

#### **Theme - Enhanced Movement and Connectivity**

- 4.41 Improved links to the canal; to include wayfinding and totem signs; improved cycle and pedestrian routes, new landscaping, and car park resurfacing leading to the canal.
- 4.42 Digital connectivity via Town Centre WIFI.

#### **Design**

- 4.43 The interventions proposed for delivery in the Market Place have been developed to RIBA stage 2 (Appendix D).
- 4.44 A design team will be appointed to develop the other planned interventions to RIBA stage 2 and beyond.

## **Costs**

- 4.45 A Cost Plan (Appendix E) has been produced to support the development of the 'Green Book' Compliant Business Case and to test the sufficiency of the financial resources needed to deliver the afore-mentioned interventions. Please see section 6 and Appendix E for further detail.

## **Internal Governance Arrangements**

- 4.46 Internal governance will be provided by the establishment of a Staveley 21 Project Board that will oversee progress and manage project risks, including scope, cost, timescales, and delivery challenges. It will have powers to make day-to-day operational decisions on the future profile and direction of the Staveley 21 Project. See draft Terms of Reference at Appendix F.
- 4.47 The Staveley 21 Project Board will exercise oversight of the Staveley 21 Project Team comprising Council officers and external experts charged with progressing delivery of the various interventions.
- 4.48 The Project Board will be able to refer project matters within the scope of its Terms of Reference to the Town Deal Board and the Council's Internal Towns Fund Programme Board. These boards are advisory bodies for all Town Deal projects including the Staveley 21 project.
- 4.49 If a need arises for a major change in scope, cost, timescale or risk profile, the Project Board would be expected to prepare a report for Cabinet informed by consultation with the Town Deal Board and the Council's Internal Programme Board.
- 4.50 Given the early stage of the Staveley 21 project, it is to be expected that the emergence of new information could give reason to change the project parameters to ensure that the best outcomes are delivered as efficiently and effectively as possible.
- 4.51 Any changes will be managed by the Project Team in concert with the Staveley 21 Project Board. The aims must be to avoid cost overruns, to deliver outcomes in line with the Vision Master Plan and 'Green Book' Compliant Business Case, and to spend the grant funding in line with the Towns Funds' funding conditions.

## **Programme**

- 4.52 A target delivery programme for the Staveley 21 project has been developed. This is as follows:
1. Design Work – July 22 – Jan 23
  2. Procurement activities – July 22 – March 24
  3. Planning – Feb – Dec 23

#### 4. Delivery – April 24 – July 25

- 4.53 Works completed to date include the establishment of a programme management framework and lines of communication with the Towns Fund co-ordinator and other project sponsors, the development of project documentation including requests for quotes for works to support project commencement, site condition and land ownership research, the evolution of a procurement strategy and early survey work.

#### **Planning Considerations**

- 4.54 Specific interventions will need planning permission. These include permissions for:
- Demolition of the toilet block and market storage building
  - Development of the Pavilion building
  - Changes to shop fronts funded by the 'Shop Front Improvement Grant'
  - The redecoration of Barnfield Close
  - Lighting (subject to scope of scheme)
  - Digital connectivity (subject to scope of scheme)
  - Market place public realm works (subject to scope of scheme)
- 4.55 Early engagement with the Council's planning service has confirmed that the planned interventions generally accord with the Council's planning policy framework for the Staveley Area.
- 4.56 The Staveley 21 Project Team will continue to take a proactive approach to the planning process by advancing pre-application consultations as the various interventions progress through the relevant RIBA design stages.

#### **Monitoring and evaluation**

- 4.57 The Council will be obliged to monitor and evaluate the project whilst it is in progress and complete quarterly monitoring and claim forms for the Staveley Town Deal Board. The forms will evidence spend to date and that the various project objectives are being met and provide a summary on achievements to date and aims for the next quarter. Our approach will:
- Build on the agreed approach to Monitoring and Evaluation as set out in the Town Investment Plan and Local Assurance and Accountability Framework
  - Involve the collection of evidence of spend
  - Involve collecting and collating baseline data against which progress can be monitored
  - Ensure appropriate methods of measuring key outputs and outcomes are established and agreed in line with wider Town Deal objectives

## **Communication and engagement**

- 4.58 Effective, timely and open communication and engagement with a broad range of stakeholders will be essential to the successful delivery of the Staveley 21 project. The Council's vision is to create a town centre that thrives for generations to come, but making these improvements will inevitably bring some short-term disruption and it is important that local residents, businesses and other key stakeholders are aware of what is happening, buy in to the future vision for Staveley town centre, and have regular opportunities to maintain a dialogue with the Council as the project progresses.
- 4.59 The input of stakeholders will also enable the Council to adjust the delivery programme as appropriate to more inclusively reflect the needs of the different communities of interest e.g., the business community.
- 4.60 The Council has been actively progressing such communication and engagement activities as part of the Town Deal opportunity since December 2020 and several formal consultation exercises have been completed that inform the projects now being brought forward.
- 4.61 Keeping the broad range of stakeholder groups informed and involved as work progresses is at the heart of the planned communications and engagement activities which the Council intends to take forward through a variety of communications channels (including digital, online and in print) and in-person forums / exhibitions to ensure that everyone has an opportunity to be involved. These activities include:
- Developing a comprehensive communications and engagement plan which mirrors the delivery programme. The plan will also seek to maximise opportunities for stakeholders to engage in the future vision for the town centre, while managing the reputational risks which such a large-scale and complex project can present.
  - A web-based information portal will be launched and promoted as a key engagement channel for the different stakeholder groups. It will primarily be used for 'Q&A', communication and information purposes – stakeholders will be able view the plan via the portal and engage and ask questions about the programme via a feedback form. At appropriate points, the portal will be used to obtain stakeholder feedback on live parts of the design process to give the different work packages a public test ahead of commissioning. Accessible alternatives will be developed for those stakeholders without or with limited digital access.
  - Opportunities for regular in-person information and engagement events will also be built into the plan and an effective forum for in-person

engagement with the town centre's retailers and businesses will be developed and put in place as the project starts.

## **5.0 Alternative options**

- 5.1 The proposals put forward to secure grant funding for the 'Staveley 21' project were developed following an options appraisal and public test of opinion on the options, in order to establish a coherent set of affordable interventions that would deliver beneficial change to Staveley town centre.
- 5.2 The Staveley 21 project options were further tested in terms of their alignment with the Vision Master Plan (Appendix A) and through the 'Green Book' appraisal which applied a Benefits to Costs ratio test to the various interventions, with the most effective being enshrined in the full business case.
- 5.3 The Staveley 21 'Green Book' Compliant Business Case was also subject to scrutiny by the Council's 'Internal Programme Board', the Staveley Town Deal Board and via independent assessors – Thomas Lister, prior to submission to the government.
- 5.4 This process has ensured that alternative options have been identified, evaluated, and ultimately discarded in favour of options / interventions that are viewed as not only beneficial to the future of Staveley town centre but deliverable to time and budget.

## **6.0 Implications for consideration – Financial and value for money**

- 6.1 The Staveley 21 project does not require the Council to borrow any money to invest into the project as the grant funding opportunity and resultant project funding allocation has meant the scope of project interventions has been tailored to the budget available.
- 6.2 A rigorous cost control process and resource will be established as part of the Staveley 21 Project Team to ensure costs are kept within budget as the various work packages are commissioned.
- 6.3 A detailed project budget was assembled to support the Council's 'Green Book' Compliant Business Case ahead of submission to the government for approval by a Chartered Member of the Royal Institute of Chartered Surveyors (RICS) following the latest RICS approved methodology.
- 6.4 Any changes or updates to budget allocations will be subject to change control processes and require Staveley 21 Project Board approval (subject to remaining within the project budget envelope).
- 6.5 The different works packages are not sufficiently well advanced at present to undertake a value engineering exercise. However, the Project Team will, at

the appropriate time, identify a schedule of value engineering opportunities to aid the mitigation of any potential cost overruns. In addition to this, periodic reviews of inflation will be specifically undertaken to monitor changing market conditions.

- 6.6 The Council has secured £4.86m of Towns Fund grant funding for the Staveley 21 project. Whilst there is no requirement from the Council to commit financial resources to the project, the shop front improvement grant programme will require an element of private sector match funding from the retailers. The business case anticipates this to be in the region of £600,000, however the exact match funding requirements will be confirmed through further project scoping.
- 6.7 The Council's Town Deal Assurance and Accountability Framework agreed by Cabinet on 25<sup>th</sup> May 2021 requires contractual funding agreements with project sponsors – 8 of whom are not Chesterfield Borough Council - via Memorandums of Understanding which will deliver compliance with the approved Town Deal Assurance Framework. The Staveley 21 project will need to comply with the Assurance and Accountability Framework by also entering into the Memorandums of Understanding as the 25<sup>th</sup> May 2021 cabinet report.
- 6.8 The 'Green Book' Compliant Business Case was subject to due diligence by independent assessors who recommended the award of grant funding subject to satisfactory compliance with a suite of pre-contract and pre-award of funding conditions (see Appendix G). The Project Team has developed a conditions discharge plan to enable the drawdown of funding from the Towns Fund and is liaising with the Staveley Town Deal Co-ordinator to progress discharge of the relevant conditions.
- 6.9 There are two conditions that could have cost implications for the Council. These are:
  - i. Confirmation that Chesterfield Borough Council will maintain the public realm works as part of their core revenue budget. In addition, confirmation that any costs associated with the future operation, maintenance and management of the proposed digital connectivity, canal connectivity and lighting interventions, will be met by Chesterfield Borough Council
  - ii. Confirmation that Chesterfield Borough Council, as project sponsor, will cover any cost overruns associated with the physical delivery of the various project interventions and/or seek agreement to progress a series of value engineering activities to ensure the project remains within budget. In addition, the Council will need to confirm that the Staveley 21 project has been included within the Council's Capital Programme.

- 6.10 The Staveley 21 project was approved for inclusion in the Capital Programme at Cabinet on 22<sup>nd</sup> February 2022.
- 6.11 Council will continue to resource the maintenance of the areas of public realm it is currently maintaining through its core budget. It is not envisaged that the planned improvements to the public realm will result in a significant uplift in the maintenance liability and the detailed designs will be brought forward in collaboration with Council officers currently charged with maintaining the town centre's public realm.
- 6.12 New areas of maintenance responsibility (e.g., the pavilion building) will be balanced against reduction in the maintenance status quo (there will no longer be a toilet block/market store to maintain), costed and passed through to the occupier / lessee or resourced from surpluses generated from the commercial operation of the building.
- 6.13 The financial management and cost control processes including Value Engineering measures set out above will act as significant mitigation to the possibility of cost overruns. The priority for the Staveley 21 Project Board must be to ensure that the total cost of the various project interventions matches the grant funding available.
- 6.14 Those elements of the Staveley 21 project that are part of the highway and therefore maintained at the public's expense (e.g., Staveley High Street) would be expected to require a Section 278 agreement with the Local Highways Authority (DCC). These agreements ordinarily include the payment of a bond (120% of the works value) to the Highways Authority. The bond can be waived by the Highways Authority when works are carried out by another local authority. Such a waiver will be requested by the Council in good time to ensure that the Council is not required to resource the bond.

## **7.0 Implications for consideration – Legal**

- 7.1 As has been previously referenced, the Council as project sponsor will be required to enter into a Memorandum of Understanding which sets out its commitment to adhere to the terms and conditions of the grant funding (pre-contract and pre-award of funding) prior to the release of any funding.
- 7.2 The project will also require input from the Council's Legal Team to progress a variety of legal documents, e.g., to negotiate and complete any necessary s278 agreements and other agreements with landowners, etc. Early engagement with the Legal Team is required to ensure the legal work involved can be appropriately administered within current resources.
- 7.3 The Council will also need to comply with various statutory provisions when undertaking the various project interventions, e.g., procurement rules, consultations and value for money considerations.

## **8.0 Implications for consideration – Human resources**

- 8.1 The funding for the project is for the delivery of capital improvements. The funding does not allow for the resourcing of additional staff unless their input can be tied to the practical delivery of capital works.
- 8.2 When the project approaches the construction phase, it is expected that a Clerk of Works, NEC contract supervisor or similar position will be required to manage and quality assure the multiple works contracts that will need to be progressed.
- 8.3 Outside of this additional resource, there is felt to be suitable and sufficient staff resources to bring the Staveley 21 project through to fruition. The project will require specialist expertise, and from time to time the input of other Council directorates and teams.

## **9.0 Implications for consideration – Council plan**

- 9.1 The Staveley 21 project will undoubtedly have a positive impact in support of the Council's priorities of 'making Chesterfield a thriving borough' and 'improving the quality of life of local people'.
- 9.2 The project's strategic and economic impacts were exemplified throughout the Staveley 21 'Green Book' Compliant Business Case – primarily in terms of increased footfall, jobs, and economic activity and improved market conditions by enhancing the offer and destination appeal of the town centre as part of the 11 projects making-up the Staveley Town Deal.
- 9.3 Anticipated outcomes from the Staveley 21 project are:
- i. Improved perception of the town centre.
  - ii. An increase in business growth and turnover for the existing independent businesses of Staveley.
  - iii. An increase in GVA for the Staveley area.
  - iv. A beneficial shift in market sentiment to encourage businesses to invest and move to Staveley, and support delivery of the Staveley Town Investment Plan's vision ... 'a place to Start, Stay and Grow'
  - v. Increased footfall leading to increased dwell-time within the town centre leading to increased spend.
  - vi. Staveley town centre becomes a vibrant location and preferred choice for hosting diverse events, and sharing new cultural experiences.

## **10.0 Implications for consideration – Climate change**

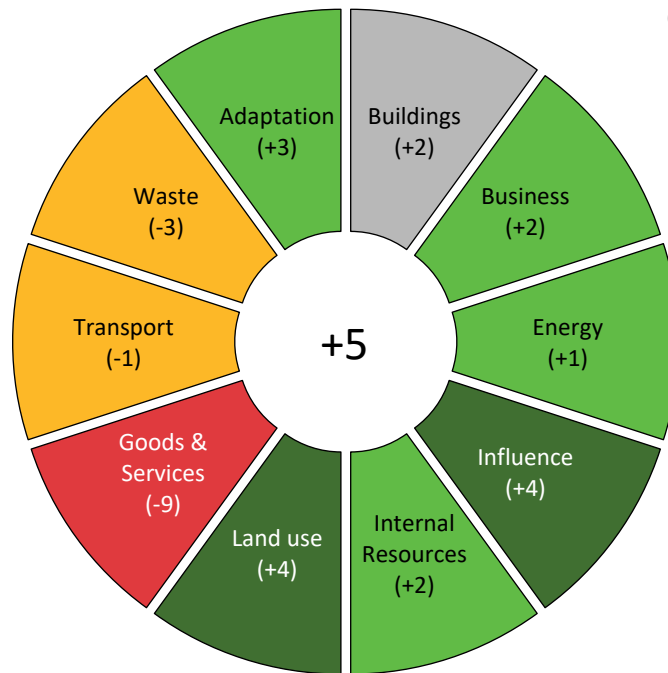
- 10.1 The Climate Change Impact Assessment (CCIA) that accompanies this report focuses on the delivery of the Staveley 21 project rather than the approval of



the Vision Master Plan as the latter has already been subject to a CCIA in 2021 and there have been no substantive changes to the proposals contained therein.

- 10.2 The approval of the Vision Master Plan is not considered to have any positive or negative impacts on the climate as it does not require any further action beyond securing approval by Cabinet.
- 10.3 Should other elements of the Vision Master Plan come forward for delivery beyond the scope of the Staveley 21 project, these will be subject to a CCIA at that point in time, as appropriate.
- 10.4 There are some aspects of the project that are known at this time e.g., there will be trees planted, improvements made to the energy efficiency of street lighting etc.; what is not known at this stage is the exact way that these elements will be designed and implemented. The Project Team will need to know this information for a full and proper assessment to be made of the impact of the project on climate change.
- 10.5 The RIBA stage 2 design for the Market Place interventions has been discussed with the Council's Climate Change Officer and subjected to the Council's CCIA tool. The outcomes, though provisional at this juncture, have then been taken into account in preparing the ground for the procurement of professional services and works contracts (such as engineers and construction partners).
- 10.6 A CCIA tool pie chart is shown below, which communicates pictorially the current climate change impact of the Staveley 21 project, based on the current status of information.

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v1.36



Chesterfield Borough Council has committed to being a carbon neutral organisation by 2030 (7 years and 4 months away).

10.7 *A copy of the completed spreadsheet and accompanying text has been sent to [climate@chesterfield.gov.uk](mailto:climate@chesterfield.gov.uk) as required.*

## **11.0 Implications for consideration – Equality and diversity**

11.1 See Appendix H

11.2 The overall aim of the Staveley 21 project is to improve the look, feel and function of Staveley town centre for the benefit of the local community, including residents and businesses, and those who visit. Therefore, improving the accessibility and inclusivity of the town centre is clearly an intrinsic consideration as the project develops.

11.3 The Equality Impact Assessment (EIA) provides a welcome opportunity to consider the benefits or otherwise of the project to persons with protected characteristics as part of the design process and therefore an initial EIA has been prepared ahead of transition into the delivery phase.

11.4 It is the Project Team's intention to repeat and reconsider the EIA as the project progresses through the different RIBA design stages so that the planned interventions remain agile and sensitive to the needs of particular user groups.

11.5 The process will be undertaken in collaboration with colleagues within the Policy and Partnerships Team to provide a feedback loop for EIA purposes

and to minimise or remove disproportionate impacts via the introduction of mitigation measures as necessary through the design process with the aim of securing positive impacts where feasible.

## 12.0 Implications for consideration – Risk management

12.1 The efficient and effective delivery of the project requires all risks to be identified, assessed, and then removed, reduced, or managed. The process of risk management has been live since the development of the 'Green Book' Compliant Business Case, which included an appraisal of project risks. This established a foundation of risk management on which to move the Staveley 21 project forward. The following commitments to risk management are in place:

- i. Initial assessment of project risks through the 'Green Book' appraisal process
- ii. Key risks have been identified, risk owners allocated, and initial mitigation measures agreed
- iii. A Risk Management Plan is being developed
- iv. A programme of regular Risk Review Meetings is in place as part of wider project governance
- v. A risk log has been drafted and will be actively monitored by the Project Team.

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
The project is not approved by Cabinet	HIGH	LOW	Clearly set out the positive impact the delivery of the project will have and how the risks to the Council will be properly removed, mitigated, and managed	HIGH	VERY LOW
Securing the permissions and agreements required to implement the works takes longer than planned (e.g., planning consent / S.278 agreements)	HIGH	HIGH	Early engagement with the right people at CBC and DCC and putting an effective plan and resources into place at the right times to smooth processes and avoid delays	HIGH	MEDIUM
Finance - Funding claw-back / deadlines / securing private sector investment	HIGH	MEDIUM	Speak with Staveley Town Deal co-ordinator and CBC's S151 officer to	HIGH	LOW

			understand requirements. Diligent and competent project management and assurance arrangements, with regular check and challenge through the Staveley 21 Project Board. Broad assessment of private match options to ensure fullest delivery of the shop front grant scheme.		
Effectively managing public and stakeholder expectations, needs and aspirations.	HIGH	MEDIUM	Develop an effective communications and engagement plan; and ensure that it is properly resourced and delivered.	HIGH	LOW
Overspending / under delivering / governance	HIGH	MEDIUM	Put strong project governance, financial management, cost control and reporting into place and regularly review and manage	HIGH	LOW
Project specific liabilities and risks, in H&S / CDM / contracts etc..	HIGH	HIGH	Put an effective Risk Management Plan in place and regularly review and manage	HIGH	LOW
Town centre business continuity / disruption	HIGH	HIGH	Pay heed to the opinions of key stakeholders in ensuring that all works are effectively sequenced and that disruption mitigation plans are put in place to proactively deal with any risks and concerns	HIGH	MEDIUM

## Decision information

<b>Key decision number</b>	<b>1090</b>
<b>Wards affected</b>	<b>All wards</b>

## Document information

<b>Report authors</b>	
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<b>Background documents</b>	
These are unpublished works which have been relied on to a material extent when the report was prepared.	
<i>Green Book compliant Business Case for 'Staveley 21'</i>	
<b>Appendices to the report</b>	
Appendix A	Staveley Town Centre Vision Master Plan
Appendix B	Staveley Town Centre Draft Vision Master Plan Survey Report
Appendix C	Staveley 2021-2031 Master Plan Review Report
Appendix D	Staveley Market Place RIBA Stage 2 Plans
Appendix F	Draft Terms of Reference for Staveley 21 Project Board
Appendix G	Staveley 21 Grant Award Conditions
Appendix H	Preliminary Equalities Impact Assessment