

Cheadle
Staffordshire



Cheadle Town Centre Masterplan

Final Masterplan Report

January 2011





CHEADLE TOWN CENTRE

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Appendices (Separate Documents)

- Appendix 1: Consultation Report
- Appendix 2: Opportunities Sites - Capacity Assessments
- Appendix 3: Sustainability Appraisal
- Appendix 4: Baseline Report
- Appendix 5: Draft Masterplan Summary Report





Executive Summary

Introduction

In June 2009 Staffordshire Moorlands District Council (the District Council), with support from Advantage West Midlands (AWM) and Staffordshire County Council (SCC), commissioned a Masterplan for Cheadle Town Centre.

The aim of the Masterplan is to address the need to reinforce Cheadle within the sub-region, in defining it as an interesting and distinctive place to visit, shop, live and work. The principle objectives supporting this aim are:

- To identify employment opportunities through the redevelopment of vacant and underutilised land and property
- To identify the potential to increase resident and visitor expenditure
- To strengthen the town's role as a service and retail hub.

Additional objectives specific to Cheadle are:

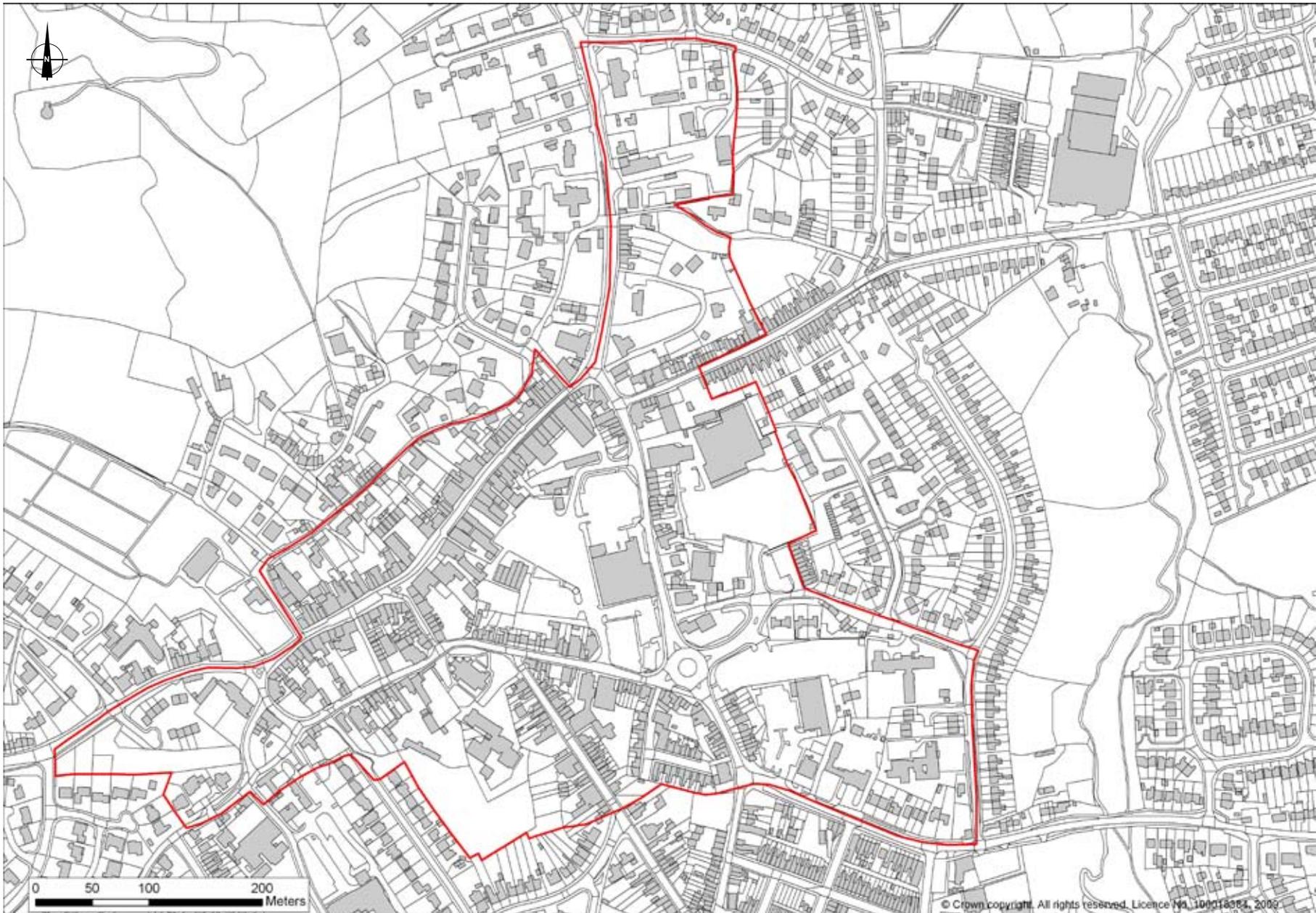
- To prepare proposals that will enhance access to, and the setting of, St Giles (RC) Church (Pugin's Gem) and the Market Place
- To identify the feasibility of securing visitor accommodation in Cheadle Town Centre and identifying where this should be located, in order to benefit from the proximity of Alton Towers and the Churnet Valley
- To propose and assess options for improving the flow of vehicular traffic in Cheadle Town Centre

- To identify suitable uses or enhancements for ten opportunity sites (see Brief Study Area plan).

The Masterplan will also inform the preparation of the Local Development Framework (LDF).

The multi-disciplinary consultancy team appointed to undertake this work is led by BE Group, regeneration, property and planning consultants. BE Group has been supported by Taylor Young, regeneration, planners, urban designers, landscape architects and architects; and transportation and movement experts, Aecom. The study area is illustrated on the page opposite.





Study Area Plan

Process

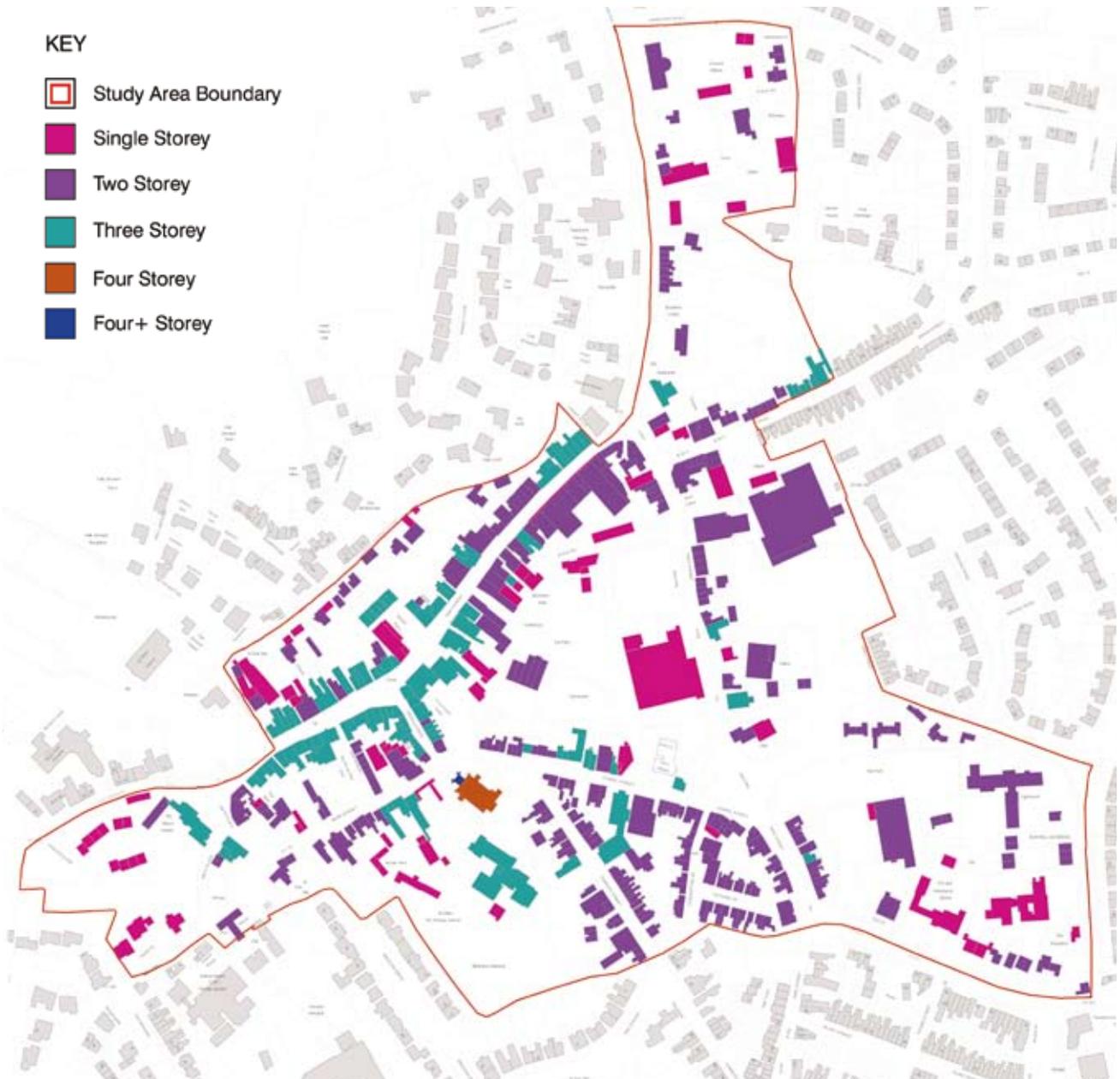
The process of developing the Masterplan has encompassed a wide range of activities aimed at:

- Understanding the national, regional, sub-regional and local perspective
- Appreciating the trends and forces at work, both locally and in the global economy
- Identifying the needs and aspirations for the future
- Setting the direction and mechanism for meeting the requirements.

Key elements of the process have included:

- Technical research of local, regional and national material on a wide range of subjects including sustainable urban growth, design and built form, and future transport systems
- Local area analysis of the built form, urban design, public realm, transport, landscape and property (the Building Heights plan is shown alongside as an example of the analysis mapping)
- Consultation with local stakeholders
- Regard to other proposals and projects.

Each of these elements has been considered in the context of the Masterplan's aim – the need to reinforce Cheadle within the sub-region in defining it as an interesting and distinctive place to visit, shop, live and work.



Building Heights Plan

The Masterplan report represents the conclusion of a series of stages. The other stages act as supporting documents to this report:

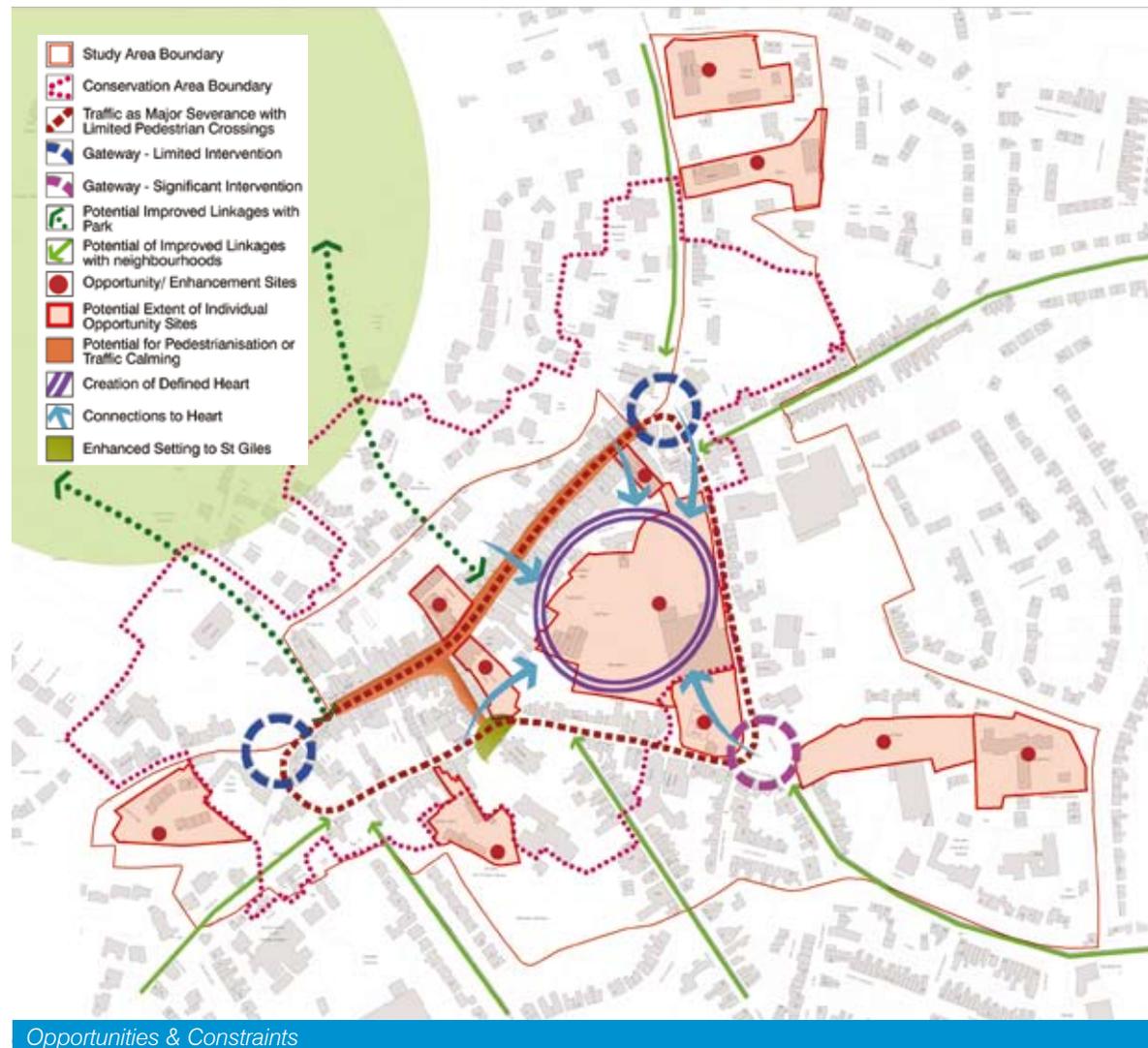
- Baseline Report (September 2009)
- Draft Masterplan Summary Report (February 2010)
- Consultation Report (May 2010)
- Sustainability Appraisal Scoping Report (May 2010).

They have all played a key role in establishing the overall vision, direction, and identifying and testing specific projects and proposals throughout the Masterplan preparation period. They should be read in conjunction with this Masterplan.

It is important to note that the Masterplan is a visioning exercise that defines overall strategic principles. Whilst it does not provide specific fixed proposals for all the Opportunities Sites set out in the commissioning brief, the Masterplan does promote preferred land uses. It also defines the context and overall parameters to take forward ideas for the future benefit of the Town Centre as a whole.

Challenges and Opportunities

A number of challenges and opportunities were identified as part of the baseline studies. These are summarised in the following pages and on the Opportunities and Constraints drawing.



Key baseline findings regarding the context concluded:

- The emerging LDF Core Strategy sees Cheadle as a market town with increased growth (housing and employment). The scale of housing growth is significant, equating to a 25 percent expansion of the town. This has implications for the Town Centre
- Cheadle and its hinterland include two significant employers, JCB and Alton Towers. Both generate substantial traffic movements through Cheadle Town Centre. Both present opportunities for business and leisure tourism infrastructure investment in the Town Centre
- Cheadle's historic townscape, exemplified by Pugin's St Giles (RC) Church, could better contribute to the sub-region as a distinctive, well designed environment with an enhanced range of cultural and leisure facilities
- The Masterplan needs to promote Cheadle Town Centre as a key retail and service hub in the District
- New development needs to focus on the upgrading of existing vacant and/or underutilised land and buildings.

Key baseline findings regarding the Retail Property Market concluded:

- The high percentage of independent traders means the Town Centre has a notably below average share of national multiples. It is not at risk of

being characterised as part of 'Clone Town Britain'

- The Town Centre has a strong convenience goods offer. It performs less well in terms of comparison shopping and is experiencing above national average vacancy rates
- The town acts as an important provider of local services, especially for financial services
- The absence of modern larger retail units (1500-2500 sqft floorplates) is a barrier to the introduction of more national retailers.

Key baseline findings regarding Townscape Analysis concluded:

- A strong historic core, with a number of outstanding buildings, reflected by the Town Centre's Conservation Area status
- The Town Centre's triangular form has created three major gateways but all deliver a poor sense of arrival due to traffic domination
- Public realm is poor, exemplified by the desolate, unattractive large central car park; pavements that are narrow in places and difficult to follow; little active frontage to Market Place; minimal public space around St Giles (RC) Church
- There is a need to create a better focal point within the Town Centre.

The summary of the Town Centre's public realm is:

Tape Street Car Park

This large car park is the focus of the Town Centre; however it is disconnected from the historic High Street. The connecting routes are poorly overlooked and lit.

Public space adjacent to the post office

As the retail emphasis is displaced between High Street and the Iceland car park a new activity hub has established outside the post office. This space is dominated by the car park.

Indoor market and Market Place

The refurbished market area has a positive impact on the High Street; however the connection between the indoor and outdoor markets is not strong. Market Place is an attractive space which adds to the historic character of the Town Centre.

High Street

Shop fronts generally relate well to the street; however there are sections of narrow and, in places, none-contiguous paving. Traffic is limited to one way to ease congestion but the street is used by large lorries and buses, parking is limited along the High Street and double parking frequently creates congestion.

St Giles (RC) Church

The church, a visitor attraction known

as Pugin's Gem, has direct connections from the High Street. However, pavements along the route are narrow and level changes create an uncomfortable pedestrian environment. The public realm outside the church is dominated by the road; the limited space for pedestrians reduces opportunities to appreciate the external grandeur of the church.

Tape Street roundabout

The roundabout is one of the key gateways into the Town Centre. At the centre of the junction is a dramatic and memorable planting scheme. However this area is still dominated by the road segregating Morrisons and Netto from the Town Centre.

Netto and Morrisons

These two major shopping destinations are separated from the centre of the town by busy main roads and are not well connected to each other. Both represent good parking opportunities.

Watt Street / High Street gateway

This is a clear gateway to the Town Centre, well defined by the built form but somewhat dominated by the road and junction.

Tape Street/ High Street gateway

This is the eastern gateway to the Town Centre, it is essentially a traffic junction dominated by a mini roundabout.

Key baseline findings regarding Access and Movement concluded:

- Town Centre traffic congestion due to through traffic (including HGV movements generated by JCB) and traffic circulation patterns
- Generally poor quality public transport services and infrastructure
- Low quality pedestrian routes and severance issues, particularly between the main retail core of High Street and the main food shopping area east of Tape Street
- Large number of 'competing' road users on High Street.

These baseline findings were informed by the research undertaken by the consultants and also by the various consultations that took place. These consultations are discussed in more detail within the main body of the document, but are summarised as follows.

Consultation

Consultation has formed a key part of this Masterplan process. National guidance and the District Council's Statement of Community Involvement promotes community involvement at every stage, encouraging all sections of the community to seize the opportunity to become actively involved in shaping Cheadle Town Centre. Consultation from the outset of the baseline assessment has allowed the community to identify issues and options for the Masterplan.

There has been ongoing engagement of a range of interested parties and this informed the draft strategic objectives and emerging options, and has contributed to the option selection.

The consultation events arranged as part of the Masterplan process were as follows:

Baseline Assessment

- Business Survey - 7th August 2009
- Public Launch, Market Place and Guild Hall - 11th August 2009
- Stakeholders Workshop - 3rd September 2009
- Councillors Workshop - 3rd September 2009
- Cheadle Business Group Workshop - 10th September 2009

Design Options

- Councillors Workshop - 30th September 2009
- Stakeholders Workshop (including Cheadle Business Group) - 30th September 2009
- Public Consultation, Market Place and Guild Hall - 13th October 2009

Draft Masterplan

- Councillors Workshop - 3rd December 2009
- Stakeholders (including Cheadle Business Group) - 3rd December 2009
- Public Consultation, Bethel Chapel - 8th December 2009

The feedback from these events has been recorded in a consultation report that also incorporates the analysis of questionnaires completed, and comments recorded, at each of the public consultations. This report is included at Appendix 1.

The results of the consultations also informed the preparation of the Strategic Vision for the Town Centre.

The Strategic Vision

The Masterplan sets out a clear strategy for change in the Town Centre through development activity, environmental improvements and enhancement to accessibility. In this respect it seeks to reinforce the role of the centre in the economic, social and cultural life of the people that use it. It also seeks to widen the appeal of the Town Centre as a destination, through capitalising on its heritage and environmental quality.

The vision is intended to provide an overarching aspiration against which to assess the merits of development and new investment proposals that emerge within the context of the Masterplan.

The Vision for Cheadle Town Centre is...

“Cheadle Town Centre will be a successful local service centre for the wider rural hinterland, recognised for its unique character and diverse independent shops. Visitors will be drawn to the Town Centre in order to experience its fine historic core and the unique attraction of Pugin’s Gem.”

The realisation of this vision is guided by fourteen strategic objectives:

Strategic Objectives

- To create of a defined heart to the Town Centre
- To improve and enhance the setting of the town’s key building asset – St Giles (RC) Church
- To repair the damaged urban fabric to the east/south east of the Town Centre
- To improve the historic core
- To improve the Town Centre gateways
- To complement and improve the environment of High Street
- To enhance the environment around Tape Street (and better integrate to High Street)
- To revitalise and sustain the town’s market
- To develop the Town Centre’s offer for residents and visitors (daytime and evening economy)
- To reduce the high level of vacant premises

- To secure replacement Town Centre-based police station facilities
- To reduce the dominance of vehicle movements on the core circulatory network, in particular HGV movements through the town centre
- To provide stronger clarity and quality of parking in the heart of the Town Centre
- To consider opportunities to reduce vehicular severance at the north and south end of Tape Street.

Options Assessment

In response to the challenges and opportunities described previously, and as a reaction to analysis of the key consultation feedback, minimum and maximum intervention options were produced for the Town Centre. This included options for each of the eleven Opportunity Sites (the ten in the commissioning brief plus one further introduced at the baseline assessment stage). Capacity assessments for these sites are set out in Appendix 2.

These options were specifically designed to deliver the Vision, achieve the desired role for the Town Centre and ensure that the overall regeneration themes are realised. Assessment involved analysis against the agreed principles in the brief and performance in respect of meeting the strategic objectives.

Other strands of assessment considered the deliverability of the project, involving broad financial, property demand, land

ownership and policy considerations. The Masterplan encompasses all of the individual Opportunity Site options but also assumes a flexibility that the overarching strategic vision and regeneration themes are more important. Individual projects will emerge at different times, but this should not detract from understanding how they fit into this Masterplan.

The Masterplan seeks to address sustainability issues in a balanced and coherent manner, in order to deliver sustainable development. A Sustainability Appraisal has been carried out and is included at Appendix 3.

The Masterplan

At the heart of the Masterplan are a number of key interlinked projects which have the potential to significantly enhance the Town Centre; to regenerate vacant and underutilised land and property; to strengthen the role as a retail and service hub, and provide opportunities to increase resident and visitor expenditure.

The Masterplan incorporates the following design components:

- Town Centre Core – a new town square as the focal point for activity, with the potential for retail, restaurants and markets. Enhanced parking to be delivered at a deck below the square. A series of new streets will connect into the square, providing a link to the

eastern end of High Street. Upper levels to include modern office space and community uses

- Town Centre East – gateway improvements including a new hotel, police station and office developments
- Town Centre North – new residential and some retained employment areas, along Leek Road
- Town Centre West – enhanced public space at Market Place; assisted residential core and heritage uses in the Wheatsheaf Hotel and Lulworth House buildings. New residential development at Carlos Close and Hurst's Yard.

The above development and enhancement aspirations are also supported by coherent transport and access and public realm intervention strategies. These incorporate movement, squares, gateways, streets and place making.

Transport Framework

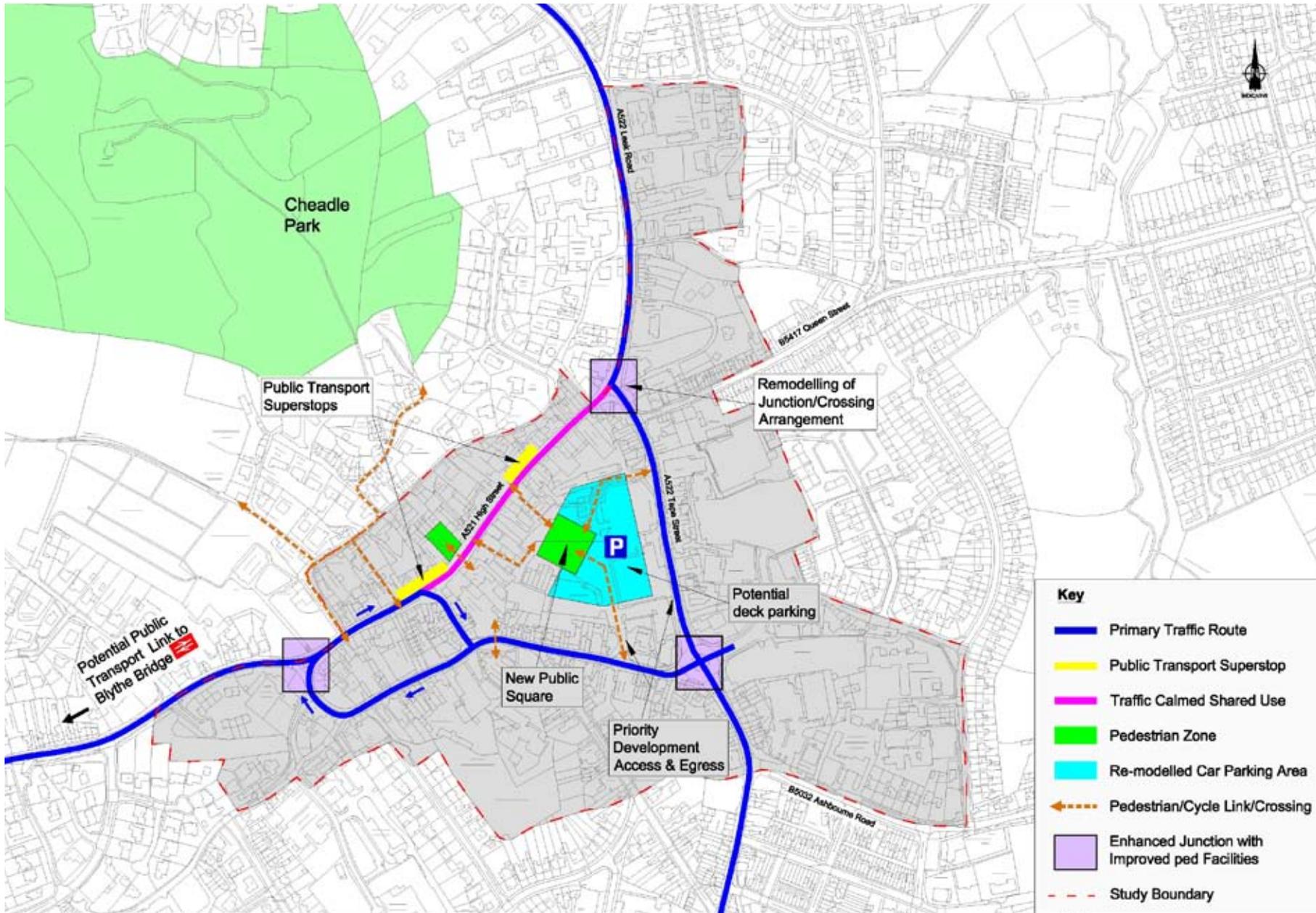
A Transport Framework has been developed to guide the future direction of access and movement policy within the Town Centre. This seeks to rectify the issue of severance between the retail core and the food retail supermarkets to the east of the town. It also aims to make better use of the large Central Car Park Area in order to enhance public realm and connectivity.

A number of key messages have emerged in the Framework and these are

summarised below:

- Improvements to three key junctions to address traffic congestion and pedestrian severance. Chapel Street/Tape Street junction to be enhanced as an important gateway, with the possible replacement of the roundabout with traffic signals. This would release land for public realm. Junction enhancements to replace the inefficient mini-roundabouts connecting Leek Road/High Street/Tape Street/Queen Street. Gateway improvement for Bank Street/The Terrace to signify arrival to the Town Centre
- Comprehensive signage strategy for the Town Centre with special emphasis on the route through the retail core
- Pedestrian severance addressed through a series of measures including the removal of on-street parking on High Street; relocation of the Central Car Park underneath new development; new crossings to link into Market Place, the redeveloped Penny Lane Mall area and to Morrisons
- Better pedestrian links to connect the Central Car Park Area and High Street with St Giles (RC) Church
- Upgrade of public transport infrastructure, designating High Street as a quality bus corridor with investment in associated bus stop facilities.

The Framework is illustrated overleaf.



Transport Framework



Proposed Land-use

Planning Policy

The Masterplan will help inform the Core Strategy for Staffordshire Moorlands which sets out a vision for the District for the next 16 years. Once adopted as a Supplementary Planning Document (SPD), the Masterplan will be used by the District Council as material consideration in development negotiations. It will also provide a useful tool for procuring funding or negotiating developers' contributions, as well as negotiating improved design outcomes on planning applications.

The Masterplan proposals will, where appropriate, be adopted through the Site Specific Allocations Development Plan Document, which will ensure they are embedded within the District Council's LDF.

The main policy Land Use changes associated with the Masterplan proposals are illustrated in the diagram on the previous page.

Exemplar Projects

The Masterplan report gives indicative guidance for the development of three exemplar projects. This includes commentary on the specific regeneration objectives that will be achieved through the development. Specific design, transport, property and landscape considerations are also included. This is supplemented by extracts of the indicative Masterplan, as well as inspirational images and supporting text to fully explain the proposals.

The three exemplar projects are:

- Central Car Park Area
- Market Place Area
- Wheatsheaf Hotel and Lulworth House Area

The Masterplan and Exemplar Projects have been identified, and the proposals formulated, through careful consideration of the Town Centre vision, objectives, principles and development options. Along with the other identified Opportunity Sites they should be considered as a range of proposals which collectively will transform the Town Centre. They are not simply a series of land proposals for individual sites and areas.

These projects will build upon existing uses. They aim to substantially enhance the range and scale of facilities the Town Centre offers to the residents of Cheadle and its rural hinterland. They will also contribute to a better environment, improved connectivity and accessibility.

Making It Happen

The Masterplan proposes development for eleven Opportunity Sites, as well as new Public Realm and Transport Infrastructure interventions for Cheadle Town Centre. This would see 12,244 sqm of new retail and office floorspace; circa 84 new dwellings; a new hotel and community use space; a replacement police station, together with refurbished residential (including assisted care

provision) and office properties. Around 550 car parking spaces would be included with the redeveloped Central Car Park Area.

The developments could generate some 650 new jobs, two thirds associated with retail activity.

The overall indicative development costs total almost £40 million. Of these, the Public Realm and Transport Infrastructure proposals represent around £4.5 million.

Successful implementation of the Masterplan will require sustained and co-ordinated commitment. This will be needed from not just the District Council, but also partner agencies, key stakeholders and others with interest in Cheadle.

Development Outputs Summary - Opportunity Sites

Opportunity Site	Proposed Use	Economic Outputs				Development cost Estimate (£)	Timescale	Delivery Risk
		New Floorspace, sqm	Refurbished Floorspace, sqm	No. of New Dwellings	New Jobs			
Cheadle Council Offices, Leek Road	Offices	-	1022	-	20	715,500	Short Term	Low
	Residential	929	-	8	-	1,022,000	Short Term	Low
Lightwood Area	Residential	2045	-	20	-	2,351,750	Short Term	Medium
Well Street Car Park Area	Hotel	1858	-	-	25	2,601,000	Long Term	High
Former Job Centre Site	Police Station	465	-	-	-	767,500	Short Term	Low
	Offices	1161	-	-	61	1,672,000	Long Term	High
Hurst's Yard Area	Residential	2787	511	28	-	3,679,000	Short Term	Low
	Visitor Centre	-	56	-	-	84,000	Medium Term	High
Carlos Close Area	Residential	650	-	6	-	715,000	Medium Term	Low
Market Place Area	Retail/Leisure	-	325	-	-	146,500	Medium Term	High
Wheatsheaf Hotel and Lulworth House Area	Extra Care Residential	790	929	-	-	2,815,500	Short Term	Low (Wheatsheaf)
	Heritage	-	n/k	-	-	n/k	Short Term	High (Lulworth House)
Central Car Park Area	Retail	7061	-	-	350	5,295,750	Long Term	High
	Offices	2183	-	-	115	2,947,000	Long Term	High
	Community Use	929	-	-	-	1,115,000	Long Term	High
	Car Park	550	-	-	-	3,400,000	Long Term	High
Depot off Leek Road	Residential	2230	-	22	-	2,703,000	Long Term	Low
Penny Lane Mall	Retail	1300	-	-	65	1,075,000	Long Term	High
	Offices	539	-	-	28	728,000	Long Term	High

Development Outputs Summary - Interventions

Intervention	Proposed Use	Economic Outputs				Development cost Estimate (£)	Timescale	Delivery Risk
		New Floorspace, sqm	Refurbished Floorspace, sqm	No. of New Dwellings	New Jobs			
Public Realm Interventions	Central Public Square, Market Place High St/Cross St/ Chapel St/Bank St, and New crossing points	12,500	-	-	-	4,190,000	Short Term	High
Transport Infrastructure Interventions	Tape St/Chapel St/Well St junction	-	-	-	-	136,500	Short/Medium Term	High
	Tape St/High St/Queen St/Leek Road junction	-	-	-	-	54,500	Short/Medium Term	High
	Traffic signals/Puffin crossings	-	-	-	-	127,000	Short/Medium Term	High
	Enhanced bus stops	-	-	-	-	36,000	Short/Medium Term	High

Adoption of the Masterplan as a SPD will ensure it forms part of the District Council's LDF. The development principles should also be set out as policies within any Development Plan Document to ensure that Cheadle becomes a well-designed, attractive and vibrant Town Centre.

Control over the key development areas, through land ownership, is important to the successful delivery of the priority projects and the regeneration of Cheadle Town Centre. For some of the Opportunity Sites the landowners' aspirations accord with the Masterplan's objectives. For these there is therefore no need for intervention through land assembly activity. For sites where land is already mostly in public sector control, the acquisition and assembly of additional land ought to be relatively straightforward. However, any negotiated approach must be backed by the District Council's commitment that Compulsory Purchase Order powers will be used if necessary.

Next Steps – Key Actions for the Immediate Future

Progress on regeneration must continue to be driven by the ongoing engagement of the Masterplan Steering Group – but with a changed emphasis away from policy towards programme delivery. A 'Town Centre Champion' will need to be secured from the local businesses community, to be supported by Key

Senior Officers with the resources, skills and political support necessary to focus on driving the programme forward.

The role of the Town Centre Champion will be to oversee project management, dealing with implementation, co-ordination and funding issues. The Champion will also address ongoing publicity and consultation, ensuring that the overall strategic aims of the Masterplan are maintained through the quality of completed projects. Membership of the existing Steering Group needs to ensure inclusion of delivery skills – notably in property, design and project management. This may involve public sector officers or external consultancy involvement. Engagement with stakeholders outside of the Steering Group will need to be further developed, including key landowners, developers and local businesses.

The Masterplan, once adopted by the District Council, will be used as material consideration in development negotiations. The District Council will need to challenge existing policy in order to deliver the vision for Cheadle Town Centre prior to the SPD being adopted. This Masterplan will therefore prioritise over existing policy, internal procedures and practice, where they are in conflict with aspirations for the Town Centre.

Key projects for the immediate future will include:

- Preparing development briefs
- A review of the District and County Councils' land and property ownerships and legal interests associated with the Opportunity Sites and establish policy/approach to their contribution to future development
- Preparing design guidance for individual areas
- Preparing a Town Centre management strategy and business plan in line with the Masterplan's ambitions
- Consultations with AWM, SCC and Cheadle Town Council on possible future roles and contributions to implementation and management.

Immediate actions need to focus on the known current or emerging development proposals and planning applications for Hurst's Yard; Wheatsheaf Hotel and Lulworth House; the former Job Centre Site and Lightwood Area. This is to ensure that opportunities are not lost, but also that they accord with the Masterplan.

In the longer term successful delivery needs to be monitored against the regeneration programme, strategic objectives and regular Town Centre Health Checks.

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Section One

Introduction

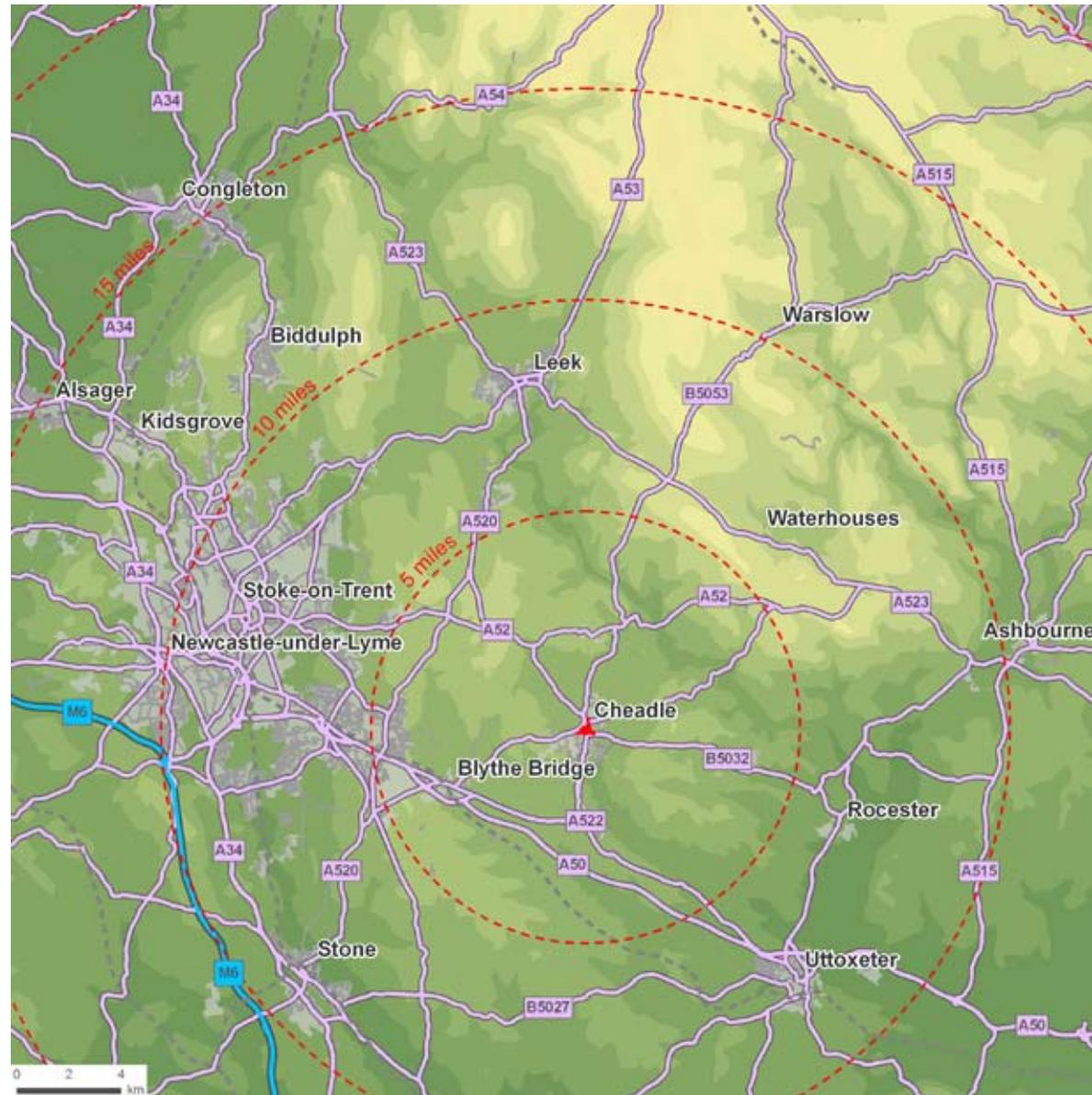
INTRODUCTION

Context

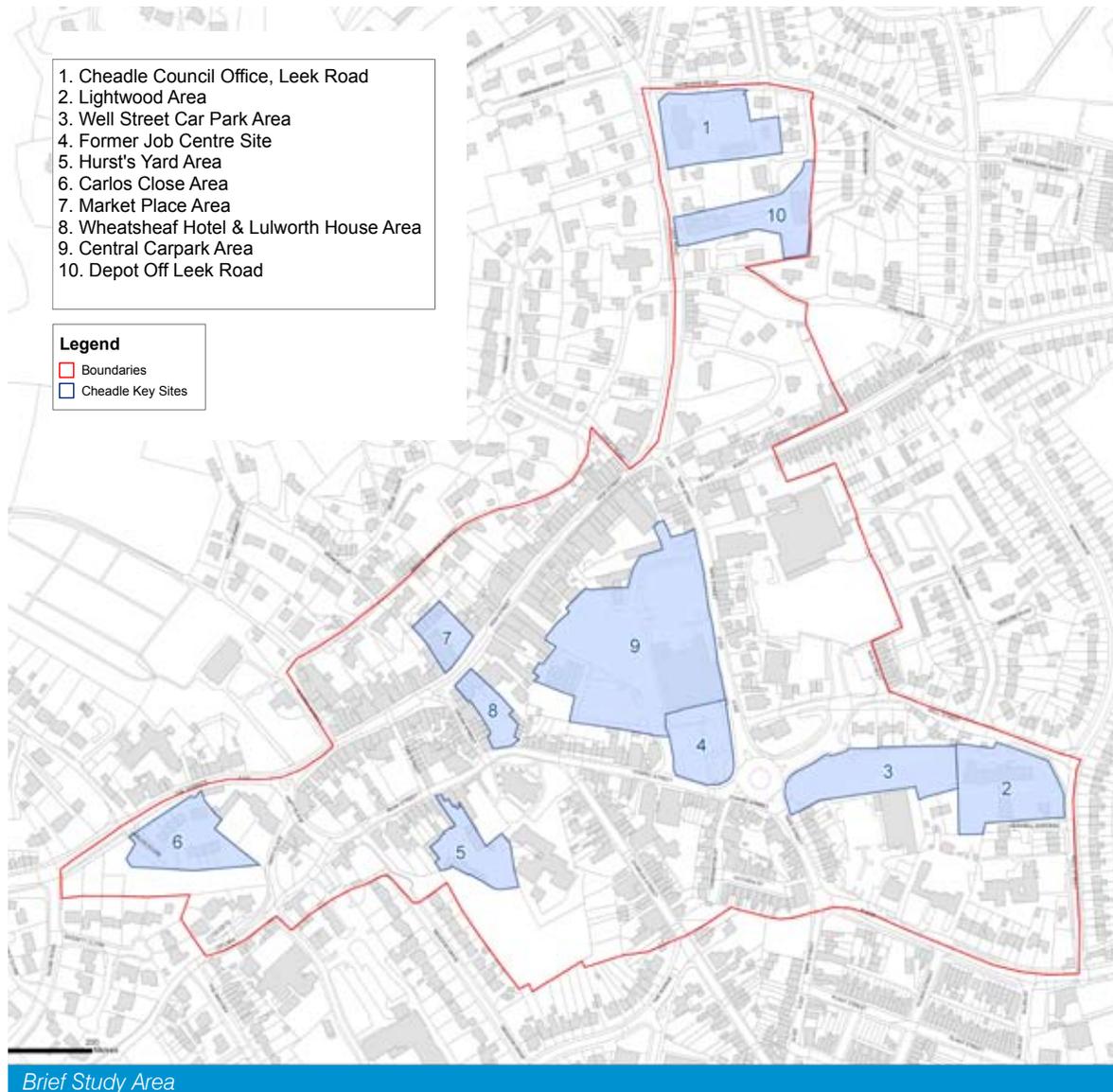
Cheadle is a small market town (population 12,164) sitting in a rural hinterland that includes the Churnet Valley as well as Alton Towers. It is located within the District of Staffordshire Moorlands, within the east of Staffordshire. Cheadle lies approximately 10 miles east of Stoke on Trent, the closest major conurbation. It is only four miles from the A50(T) Stoke to Derby road that links the M6 and M1 motorways, and only six miles from Alton Towers. In addition to Alton Towers, JCB with its world headquarters, assembly and distribution facilities is a significant influence on Cheadle's local economy

Aims and Objectives

In June 2009 Staffordshire Moorlands District Council (the District Council), Advantage West Midlands (AWM) and Staffordshire County Council (SCC) commissioned Masterplans for the Town Centres of Cheadle and Leek. The overall aim of the commission is to identify a complementary set of development opportunities that will stimulate economic growth through private and public sector intervention. The Masterplans will direct the District Council and other partners' approaches to improving the two Town Centres. The Masterplans will also inform the preparation of the Local Development Framework (LDF).



Cheadle Local Context Plan



Three key objectives are set for both Masterplans:

- Strengthen the retail and service hubs of Cheadle and Leek
- Identify the potential for increasing resident and visitor expenditure and reduce the leakage of expenditure to other centres
- Identify employment opportunities through the redevelopment of vacant and underutilised land, properties and mills and enhancement of existing property.

Additional objectives specific to Cheadle are:

- Prepare proposals that will enhance access to, and the setting of, St Giles (RC) Church (Pugin's Gem) and the Market Place
- Identify the feasibility of securing visitor accommodation in Cheadle Town Centre and identify where this should be located in order to benefit from the proximity of Alton Towers and the Churnet Valley
- Propose and assess options for improving the flow of vehicular traffic in Cheadle Town Centre
- Identify suitable uses or enhancements for the defined Opportunities Sites.

The consultants appointed to undertake the work are a multi-disciplinary team led by BE Group, planning, property and regeneration consultants; Taylor Young, a company of regeneration practitioners, planners, urban designers, landscape architects and

architects, and transportation and movement experts Aecom.

This Masterplan document relates to Cheadle Town Centre. A separate document addresses Leek Town Centre.

Process

The process of developing the Masterplan has been intense, encompassing a wide range of activities aimed at:

- Understanding the national, regional, sub-regional and local perspective
- Appreciating the trends and forces at work, both locally and in the global economy
- Identifying the needs and aspirations for the future
- Setting the direction and mechanism for meeting the requirements of the brief.

Key elements of the process have included:

- Technical research of local, regional and national material on a wide range of subjects including sustainable urban growth, design and built form, future transport systems and new approaches to providing civic amenities and facilities
- Local area analysis of the built form, urban design, public realm, transport, landscape and property
- Consultation with local stakeholders
- Regard to other existing or emerging proposals and projects

- Each of these elements has been considered in the context of the need to reinforce Cheadle within the sub-region in defining it as an interesting and distinctive place to live, work, shop and visit.

The Masterplan report represents the final stage of a progression of documents. The following supporting documents have been produced as part of this process, and should be read in conjunction with the Masterplan report:

- Baseline Report (September 2009)
- Draft Masterplan Summary Report (February 2010)
- Sustainable Appraisal Scoping Report (May 2010)
- Consultation Report (May 2010).

In addition feedback has been recorded from the Councillors and Stakeholders Workshops and public consultation events held at the baseline collation, options and draft Masterplan stages of the process.

All of the feedback and documents have played a key role in establishing the overall vision, direction, identifying and testing specific projects and proposals throughout the Masterplan preparation period.

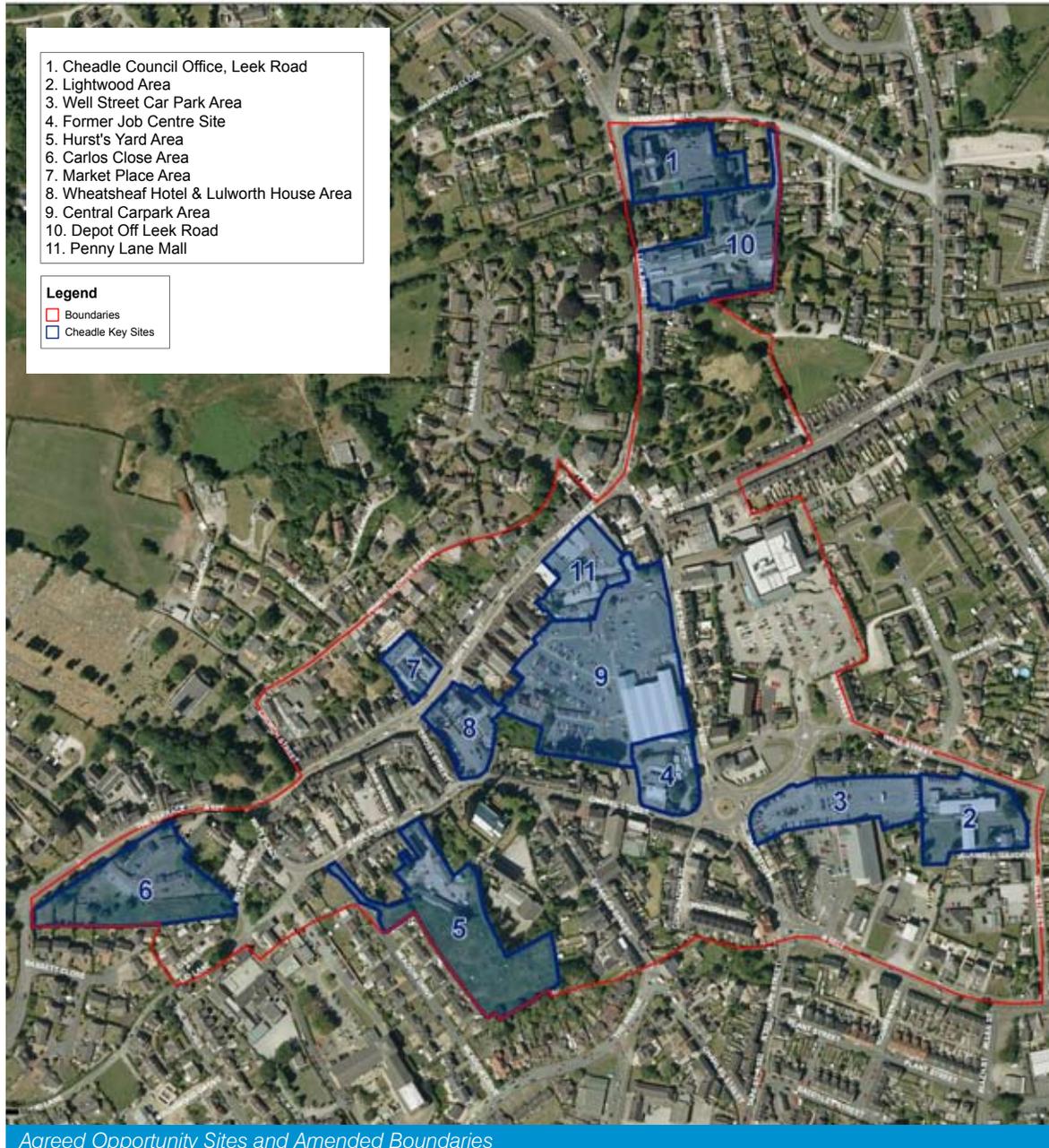
The Masterplan's preparation has been informed by the comprehensive baseline and evidence review, followed by the development of options in consultation with a wide range of local stakeholders,

including residents. The consultation process is outlined in the Consultation Report (Appendix 1) and follows the principles of the District Council's Statement of Community Involvement.

Local communities, users of Cheadle Town Centre, the District Council and SCC, officers and councillor groups, businesses, land and property owners and developers have all played a vital role in the development of this Masterplan. They have all taken part in events to establish the overall vision and direction. The events formed part of the consultation process that identified and tested specific projects, options and ideas.

The consultation process included the following key events:

- Public launch consultation - 11 August 2009
- Stakeholders Workshop - 3 September 2009
- Councillors Workshop - 3 September 2009
- Cheadle Business Group Workshop - 10 September 2009
- Stakeholders Workshop - 30 September 2009
- Councillors Workshop - 30 September 2009
- Public consultation (Design Options) - 13 October 2009
- Councillors Workshop - 3 December 2009



- Business Group & Stakeholders Workshop - 3 December 2009
- Public consultation (Draft Masterplan) - 8 December 2009.

At these consultation events a list of different options/projects were generated, informed by the baseline research, discussions, best practice and professional knowledge and experience. The options considered each of the ten Opportunity Sites identified in the Masterplan brief, plus an additional site (Penny Lane Mall) that emerged during the baseline evaluation stage (see Agreed Opportunity Sites and Amended Boundaries plan opposite).

Assessment involved analysis against the agreed objectives, reviewing how well each of the options performed with respect to meeting the objectives. Other strands of the assessment considered the deliverability of the options, involving broad financial, property demand, land ownership and policy considerations.

This process enabled the emerging Masterplan proposals to develop. The Options and Masterplan proposals were on display at the public consultation events in October and December. They were also displayed at unmanned exhibitions in Cheadle Library and Staffordshire Moorlands Leisure Centre, and on BE Group's website.

A questionnaire was available at each of these events to enable the public to voice their views and opinions.

The Masterplan provides the basis for taking forward a shared vision for the future of Cheadle's Town Centre. It is this independent ownership that gives the Masterplan its greatest chance of success and establishes the basis for implementation.

The Purpose

The purpose of the Masterplan is to:

- Provide a clear and robust urban design framework to guide future development and redevelopment
- Define appropriate land uses for eleven identified Opportunity Sites in the Town Centre
- Improve Town Centre linkages
- Address sustainable transport issues
- Inform development of an implementation strategy to facilitate the delivery
- Identify potential sources of funding.

The process in developing this Masterplan has been substantial. It has encompassed a wide range of activities so that this new vision for Cheadle's Town Centre can be delivered.



Report Structure

The rest of this Masterplan report is structured as follows:

- Section 2 **Challenges and Opportunities** presents the pertinent issues as set out in the baseline evidence included within the Baseline Report (Appendix 4)
- Section 3 **Consultation** sets out an outline of the consultation involved to date in this process and how this can be taken forward into the future
- Section 4 **Vision and Strategy** sets out the key principles behind the proposals, as agreed during the course of the process
- Section 5 **Options Assessment** reviews the options stage and the methodology used during the development and analysis of the options that emerged during this stage of the masterplanning process
- Section 6 details **The Masterplan**
- Section 7 **Development Principles** provides design guidance for future development, sets out the broad concepts underlying the plan, the public realm and open space framework and overarching urban design principles
- Section 8 **Transport Framework** provides a transport strategy for Cheadle Town Centre
- Section 9 **Exemplar Projects** provides more detailed profiles of the three preferred projects including descriptions, illustrations, movement

- and property market considerations
- Section 10 **Making it Happen** draws together key findings of the Masterplan (including land ownership, viability, phasing and investment partners) and summarises the next key steps.



2



Section Two Challenges & Opportunities

CHALLENGES AND OPPORTUNITIES

Context

The Cheadle Town Centre study boundary identified in the Masterplan brief (for plan see Page 7) is roughly defined as a triangular area extending outwards from a central point of the Tape Street car park. Whilst there is no Town Centre boundary defined in local policy documents the Masterplan study area includes designated Town Centre Shopping Streets (a saved policy from the Staffordshire Moorlands Local Plan) as well as areas of residential and, to a lesser extent, employment uses. Much also lies within a Conservation Area, the character of this being a key asset, based on an historic street pattern, historic buildings and Pugin's St Giles (RC) Church.

Property Analysis

The Baseline Report produced an up-to-date picture of ground floor uses within the core of the Masterplan study area i.e. High Street, Chapel Street and Tape Street. This provided the base for the analysis in terms of uses and occupancy levels. An associated survey of businesses, and research into demand, has added qualitative information.

The Town Centre is seen as a local centre providing services to residents living in the south of Staffordshire Moorlands.

Retailing patterns are strongly influenced by the proximity of Stoke-on-Trent and Uttoxeter. High Street is defined as the 'Primary Shopping Street'. It includes the market as well as most of the town's national multiples.

Tape Street, Chapel Street and the block bounded by High Street, Watt Place, Bank Street and Oak Street, are defined as 'Secondary Shopping Streets'. These streets are dominated by local independents, some of which are good quality businesses aimed at the visitor/tourist sector. The larger format food supermarkets are sited off Tape Street and Well Street. Morrisons and Netto particularly stand out as independent destinations detached from the principal shopping area of High Street, because of the physical barrier created by the existing road system.

Cheadle remains a market town, with a strong food offer. The proportion of convenience floorspace (at 32.1 percent) is almost double the national average. In contrast the comparison goods sector is more limited. In part this may be because the Town Centre suffers from a lack of modern units which are capable of satisfying retailer requirements i.e. regular, good size units of circa 150-250 sqm.

On the other hand it might be argued that the presence of a high percentage of independents makes Cheadle

more attractive in that it gives a more distinctive branding offer. Over three quarters of all the outlets are occupied by local independents or small sub-regional multiples.

The Town Centre is clearly an important provider of local services – with banks, estate agents and financial advisers well represented. High Street is clearly an attraction for these uses, although they do not necessarily contribute to the vibrancy of the shopping experience.

Many of the properties on High Street and Chapel Street are either owner occupied or owned by private investors/individuals. Also, due to the size of the properties and their relative small lot size (in terms of investment value), vendors are likely to place their properties in an auction, where they can expect a quick transaction and perhaps realise a better price from an uneducated purchaser.

There is limited investment transaction evidence. Details of two investment sales of properties in Cross Street (both sold at auction in 2007) show yields of around 6.5 percent and 8 percent. These reflect moderate sale prices and yields compared to the general investment market for well let, high street retail investments in similar towns.

The Town Centre retail offer faces a number of challenges. Despite recent

refurbishments the long term viability of the indoor and outdoor markets, located off High Street, is an issue.

Cheadle also needs to grow its comparison goods offer i.e. non-food goods such as clothing, footwear, books and CDs. The percentage of floorspace currently occupied by this sector is some one third below the average UK town centre figure. Even allowing for the timing of the research for this Masterplan, during economic recession, the vacancy rate for retail properties in the Town Centre was over 16 percent. This is three percent higher than the national average.

Local Property Market

The perception of the Town Centre office market is that supply is very limited. With the exception of the Council Offices on Leek Road, stock is primarily at first floor level above retail space. The supply is mirrored by a perception that demand is extremely limited, relating only to new business start-ups or professional services requirements (be they new entrants or expansions by existing businesses).

There are very few industrial/workshop premises within the Masterplan area. Of those that exist, three are located within identified Opportunity Sites considered for alternative land uses.

Cheadle Town Centre has a number of

leisure attractions linked to its environment and heritage. Key is Pugin's St Giles (RC) Church on Chapel Street. This is a Grade I listed building of international renown, with considerable scope for enhancement as a visitor attraction. New interpretation trails are being created in conjunction with the AWM funded 'Better Welcome' programme.

There are limited commercial leisure facilities and opportunities. Existing attractions are primarily daytime ones, with the evening economy limited to local pubs and takeaways. The primary reason for this is the limited catchment area, which is insufficient to attract large scale leisure investment.

Further development of a small, but successful, group of independent tourist businesses (which require lower numbers of clientele, and where reputation will draw customers from further afield) presents a more realistic opportunity to develop a quality tourism economy.

Despite being the closest town to Alton Towers, there is little evidence that Cheadle Town Centre is capitalising on this market. Alton Towers themselves consider there is scope for three star hotel provision in the Town Centre, to meet the needs of some of their customers. JCB, with their headquarters and manufacturing plants in and around Cheadle, also consider such hotel accommodation is needed.

66% of existing accommodation

establishments are self catering, there are no major hotels except within Alton Towers resort. Nationally, there is an emerging trend for growth in value for money hotels, providing family friendly accommodation.

Public and community facilities are present in the Town Centre, but these are limited in number. The existing police station, housed within a Grade II listed building on High Street, is no longer considered fit for purpose. The Police Authority has acquired an alternative site within the Town Centre, and is seeking planning consent for a new facility.

Town centre living is a strong element of Cheadle Town Centre. There are areas of residential accommodation on all streets apart from Cross Street. Much of the provision consists of terraced housing. Property agents consider the town centre residential market to be broadly successful, although across Cheadle as a whole there is felt to be an excess of larger 3-4 bedroom properties and a shortage of smaller houses/town houses suitable for young families.

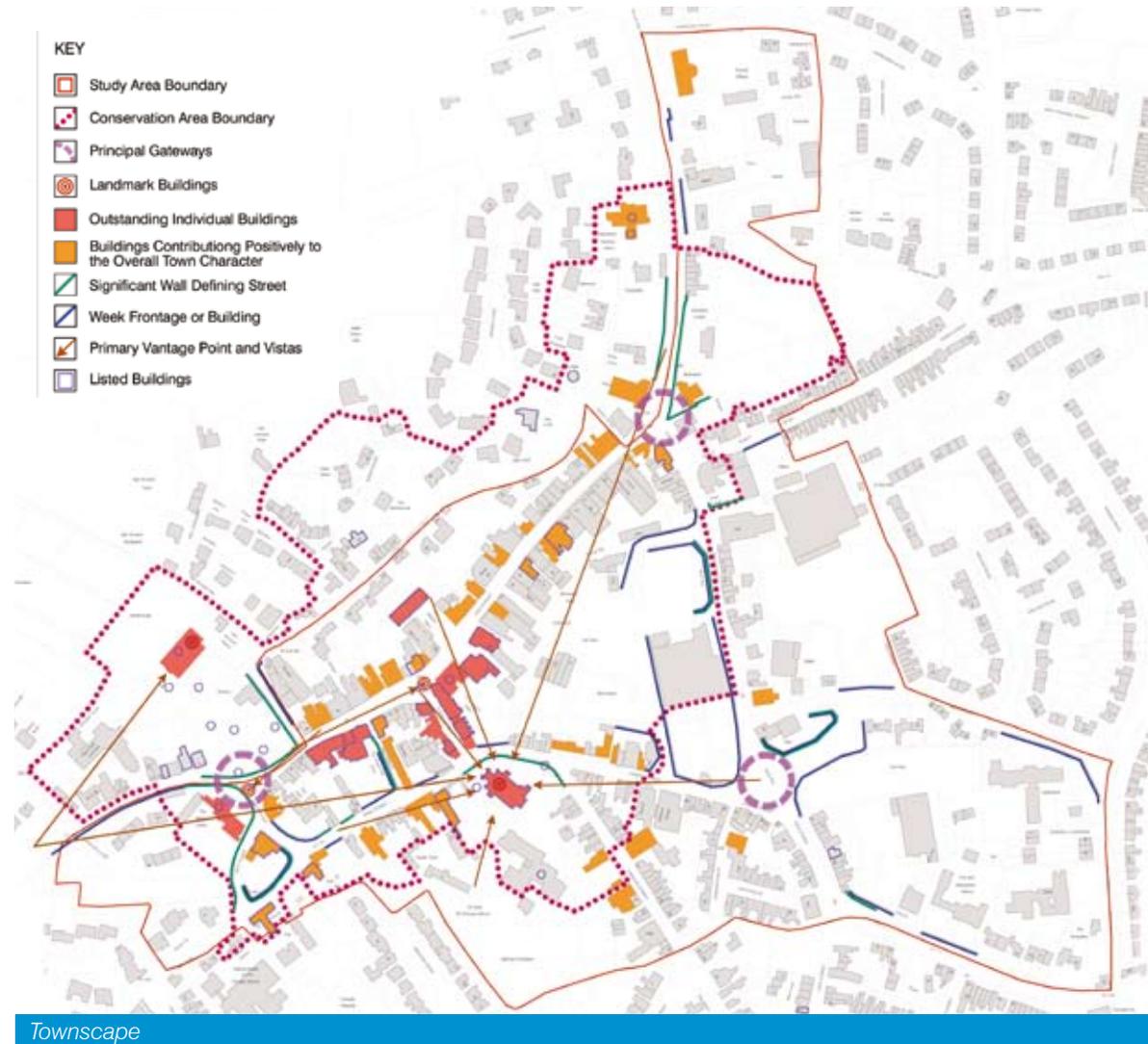
The LDF Core Strategy proposes significant levels of new homes to be developed in Cheadle by 2026. The opportunity, and challenge, will be to attract these new residents to use the Town Centre facilities during both day and night time.

Townscape Analysis

Cheadle has a strong historic core with some outstanding buildings. The triangular form of the Town Centre results in three major gateways at street intersections. These tend to be traffic dominated, creating a poor pedestrian environment and poor sense of arrival.

The historic core is focussed around High Street. The gem within this historic core is Pugin's St Giles (RC) Church. This can be viewed from a number of vantage points, providing good legibility within the Town Centre.

These positive areas of townscape are offset by the central and south eastern areas where enclosure, distinctiveness and character have been lost through the removal of buildings over time, resulting in a distinct lack of building frontage to Tape Street.



The summary of the Town Centre's public realm is:

1. Tape Street Car Park

This large car park is the focus of the Town Centre; however it is disconnected from the historic High Street. The connecting routes are poorly overlooked and lit.

2. Public space adjacent to the post office

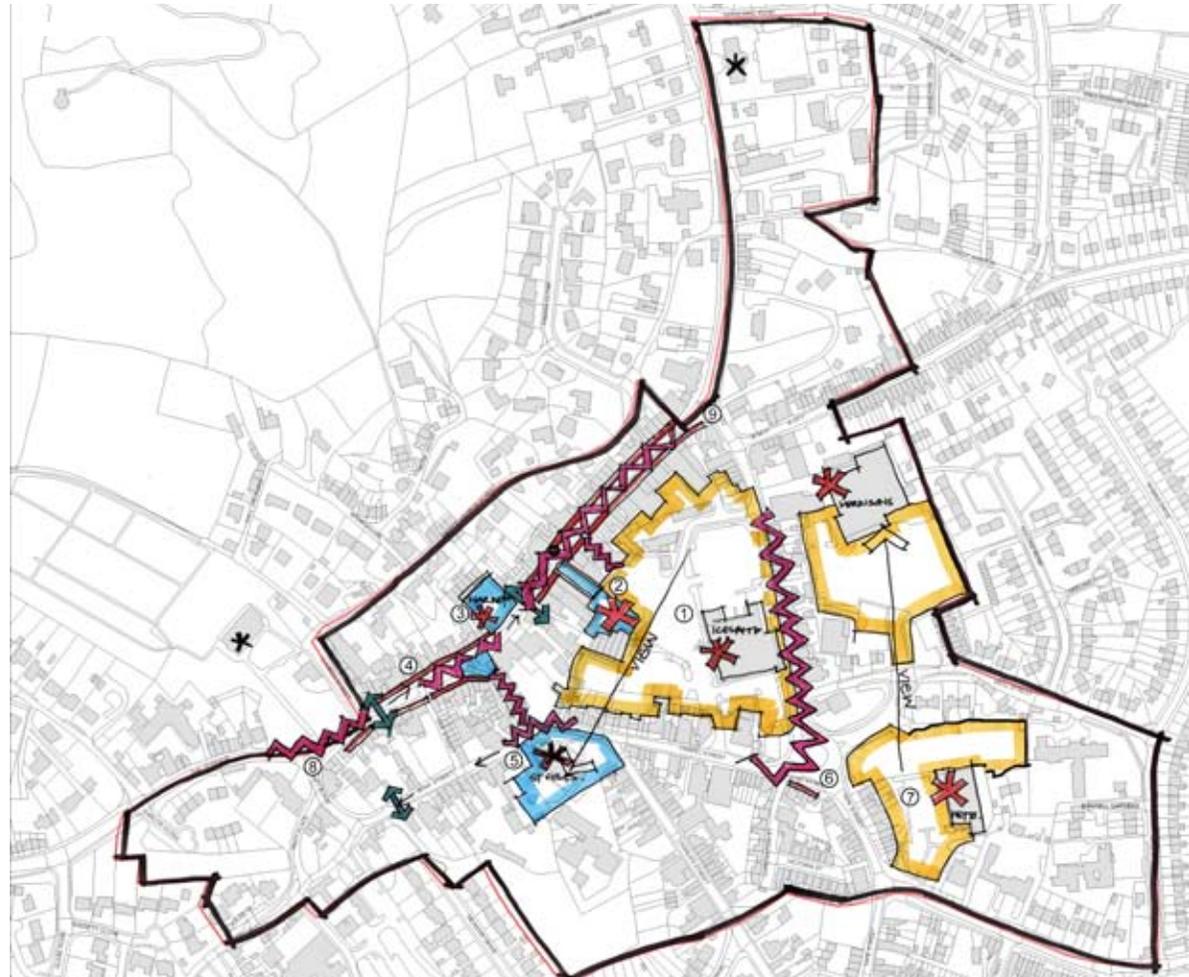
As the retail emphasis is displaced between High Street and the Iceland car park a new activity hub has established outside the post office. This space is dominated by the car park.

3. Indoor market and Market Place

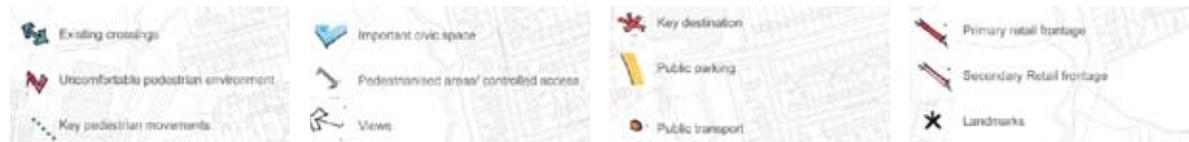
The refurbished market area has a positive impact on the High Street; however the connections between the indoor and outdoor markets is not strong. Market Place is an attractive space which adds to the historic character of the Town Centre.

4. High Street

Shop fronts generally relate well to the street; however there are sections of narrow and, in places, non-contiguous paving. Traffic is limited to one way to ease congestion but the street is used by large lorries and buses, parking is limited along the High Street and double parking frequently creates congestion.



Public Realm Analysis



5. St Giles (RC) Church

The church, a visitor attraction known as Pugin's Gem, has direct connections from the High Street. However, pavements along the route are narrow and level changes create an uncomfortable pedestrian environment. The public realm outside the church is dominated by the road; the limited space for pedestrians reduces opportunities to appreciate the external grandeur of the church.

6. Tape Street roundabout

The roundabout is one of the key gateways into the Town Centre. At the centre of the junction is a dramatic and memorable planting scheme. However this area is still dominated by the road segregating Morrisons and Netto from the Town Centre.

7. Netto and Morrisons

These two major shopping destinations are separated from the centre of the town by busy main roads and are not well connected to each other. Both represent good parking opportunities.

8. Watt Street / High Street gateway

This is a clear gateway to the Town Centre, well defined by the built form but somewhat dominated by the road and junction.

9. Tape Street/ High Street gateway

This is the eastern gateway to the Town Centre, it is essentially a traffic junction dominated by a mini roundabout.

Access and Movement

Cheadle is served by two major road routes. The A522 connects north to the A52 and Leek, and south to the A50 and Uttoxeter. The A521 provides access from the west, in the direction of Blythe Bridge (the location of the nearest rail station) and north eastwards to the A52. Two B Roads provide access from the east.

The A522 and A521 converge to the north of the Town Centre to become Leek Road and then Tape Street, from which access to all the Town Centre car parking is located. Tape Street runs north to south through the Town Centre and with the one-way eastbound High Street forms a clockwise town centre circulatory system/ ring road with Chapel Street/Bank Street. This has created a number of roundabout junctions along the route. One (Tape Street/Well Street/Chapel Street) has a significant land take and also causes severance between the traditional High Street and the larger format food stores on the eastern side of Tape Street.

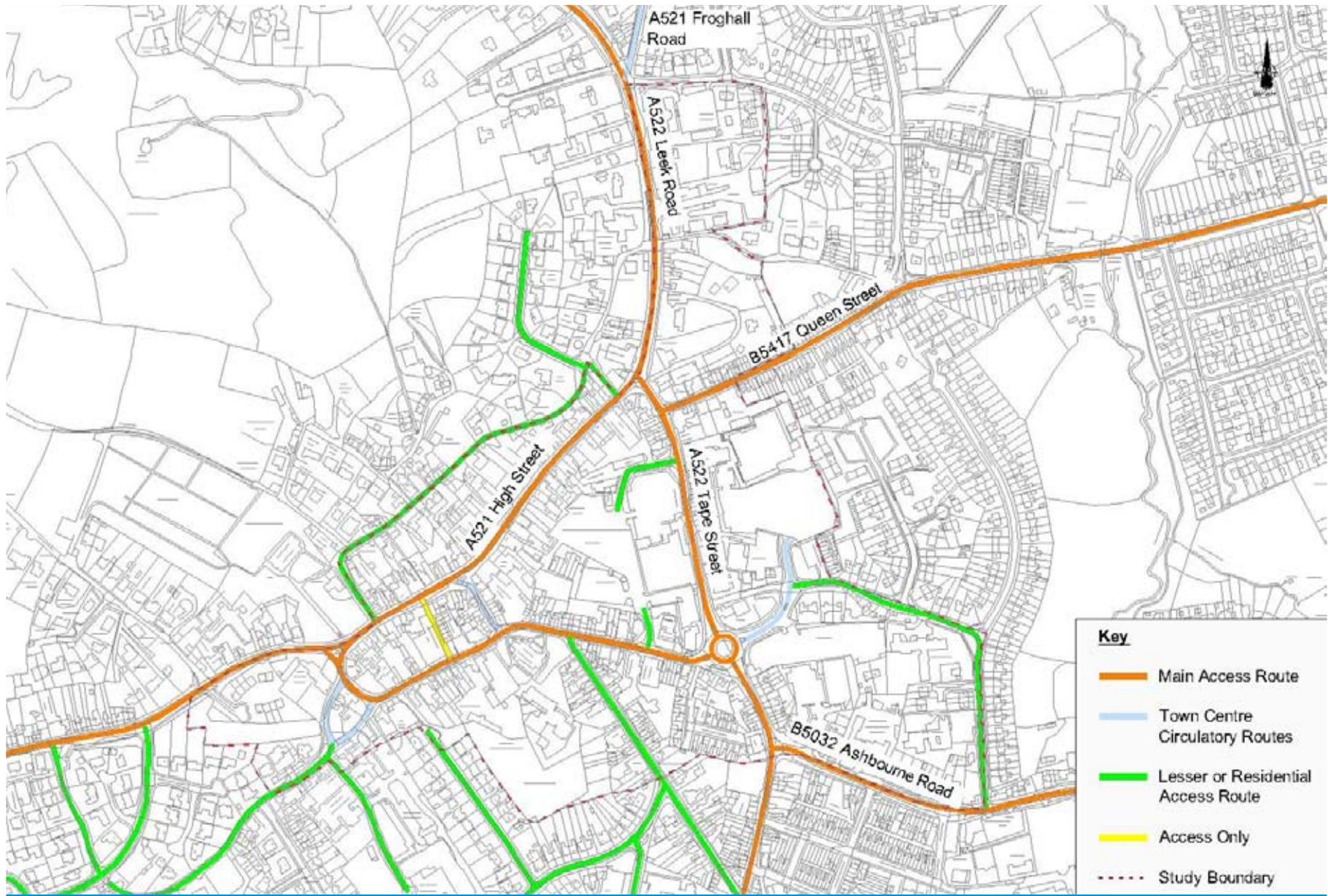
The existing road hierarchy is illustrated opposite. The existing road pattern and location of employment facilities mean that HGVs travel through the Town Centre using all routes, including the main shopping street, High Street. This is particularly so for HGVs accessing or travelling between JCB's local facilities. In addition traffic to and from Alton Towers passes through the Town Centre.

The Town Centre one-way system is relatively recent and was a response to congestion along High Street, and to facilitate limited parking, servicing and improved bus stops. However it has impacted on bus journey times.

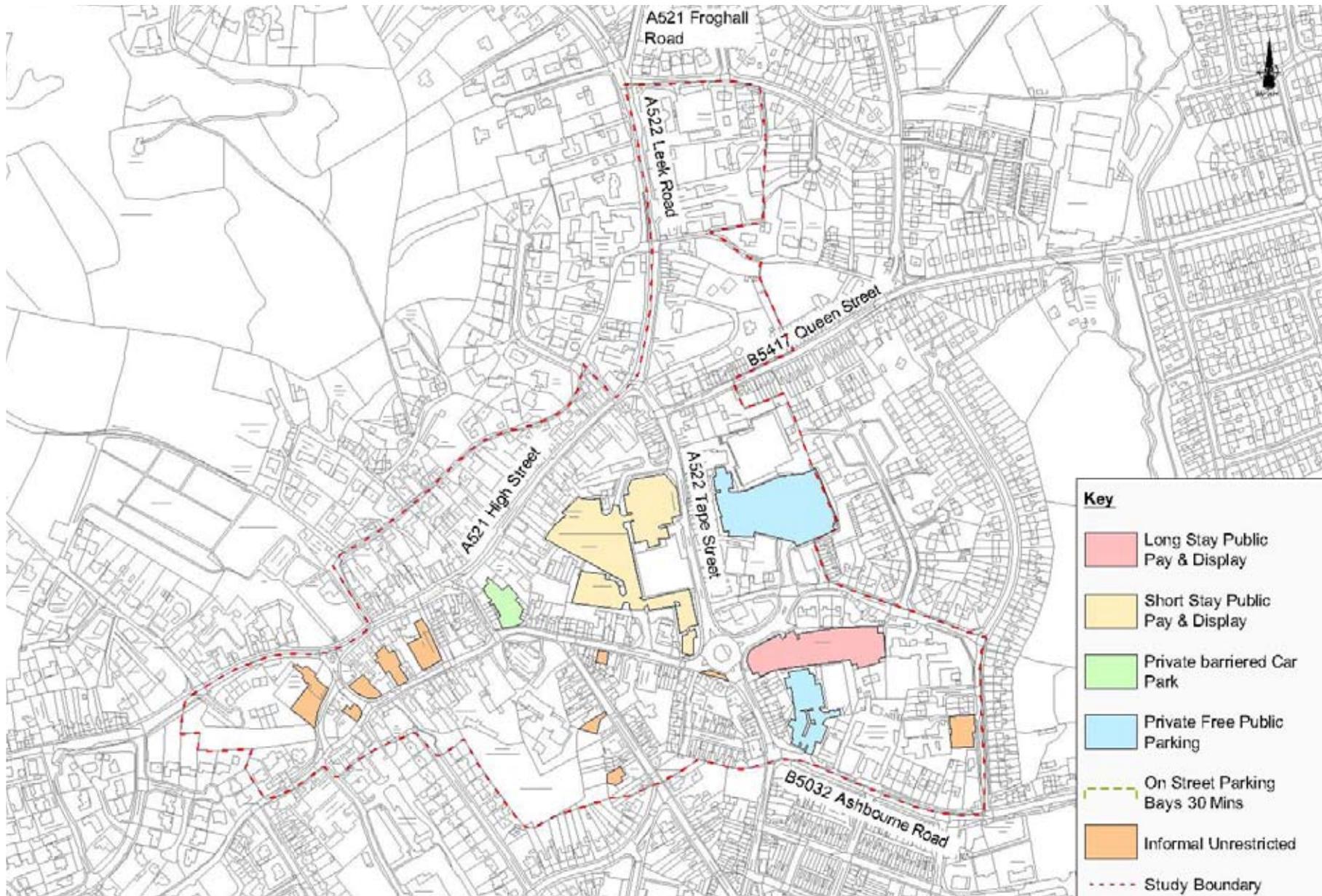
The large Tape Street car park provides a physical barrier for pedestrians moving between the traditional High Street retail area and food shopping at Morrisons, Netto and Iceland. Whilst there are cycle parking facilities within the Town Centre, there are no signed cycle routes or on-road cycle facilities.

Bus services are limited and most do not run to a frequent regular clock face timetable. There is a lack of evening services. Services linking to the nearest rail station at Blythe Bridge (four miles south of the Town Centre) are also infrequent and irregularly timed.

There are two large pay and display car parks within the Town Centre. Tape Street (385 spaces) is a short stay facility for a maximum of 3 hours. Well Street (192 spaces) is a long stay car park, but is more remotely located from High Street. Although pay and display, charging applies only between 0900 to 1530 hours. Both Morrisons and Netto have their own large car parks associated with their stores. There is a limited amount of short term on-street parking at either end of High Street.



Road Hierarchy



Car Parking

Summary SWOT Analysis

The following SWOT analysis presents a summary of the pertinent issues found in the Baseline stage of this Masterplan.

Strengths

Retail Property Market

- A market town with a strong food offer
- Strong representation by independent retailers (78 percent)
- Well represented with local services (banks, estate agents, etc)
- Well represented with national and discount supermarkets
- Arrival of Morrisons considered to have increased Cheadle's profile, attracting more people and spend into the Town Centre.

Local Property Market

- Key service centre for Staffordshire Moorlands' southern area
- Established market for town centre living
- Number of leisure attractions linked to Cheadle's environment and heritage.

Townscape

- Triangular street form creates a strong definition to the central area
- Relatively compact and accessible Town Centre
- St Giles (RC) Church landmark status creates local distinctiveness

- Attractive market square setting
- Public art trail.

Access and Movement

- Large public parking on offer providing ample space for the demand
- Penetration of the bus network into the Town Centre, because of one-way circulatory route
- Good road connections; only four miles from the A50 (T) that links the M1 and M6 motorways.

Weaknesses

Retail Property Market

- Limited retail catchment area
- Linear layout and breaks in the frontage (from non-retail properties) exacerbate fragmentation
- Below average comparison goods provision
- Town Centre is seen as a place to visit for specific purpose rather than browse
- Underperforming outdoor market
- Low multiple retailers representation
- Mainly very small retail units constrains opportunities to attract multiples
- High level of vacant retail units; above national average
- Existing traders perceive footfall to be in decline
- No rental growth
- Limited evening economy sector.

Local Property Market

- Limited office supply, with much being upper level accommodation or converted dwellings
- Low quality office stock
- No commercial leisure operators and no connection with Alton Towers
- Catchment area insufficient to attract volume users such as cinemas and bowling
- Fragmented property ownerships (except the District Council's landholdings)
- Limited capitalisation on the Town Centre's heritage and environment attractions
- Key public/community sector facilities are distant from the Town Centre core by foot
- No new residential developments in the Town Centre.

Townscape

- Large format retail uses and associated extensive surface car parking have tended to shift the retail focus from the High Street
- Necessity to accommodate modern transport on historic street form has negatively impacted on the environment
- Tape Street car park creates an expansive, poorly enclosed area that lacks character and provides a poor pedestrian environment
- Traffic dominated gateways generate poor sense of arrival
- Poor townscape in central and south

- eastern areas due to breakdown of the tighter grain form
- Restricted public space around St Giles (RC) Church
 - Little active frontage on Market Place
 - Pavements are narrow in places and difficult to follow.

Access and Movement

- No rail station connection
- Restricted amount of infrastructure for cyclists with a small cycle offer and high perceived danger on the roads
- HGV traffic has to pass along the main shopping streets
- Infrequent and irregular bus services
- Lack of coach parking
- The existing car parking offer is poorly signed
- Existing road junction and mini roundabout configuration at Leek Road/High Street/Queen Street contributes to congestion and can cause confusion for motorists
- Severance between the traditional High Street and large format supermarkets off Tape Street
- Congestion on High Street caused by the conflict between through traffic, cars, pedestrians, on-street parking, servicing and public transport competing for space.

Opportunities

Retail Property Market

- District Retail Study indicates some scope for increasing the retail offer
- High percentage of independents potentially gives Cheadle a distinctive branding offer
- Fledgling tourist/visitor economy could be capitalised on (as should the proximity of Alton Towers)
- Attracting an increased variety of shops (especially comparison goods)
- Development of the night time economy
- Reduce inconsistency in current opening hours amongst retailers, including the possible introduction of Sunday trading
- More Town Centre entertainment, events and specialist markets.

Local Property Market

- Potential to relocate police station to an alternative Town Centre site, to create fit-for-purpose facility
- Potential relocation of existing industrial uses from the Town Centre to create development sites for more appropriate uses
- Substantial public sector land ownerships provide scope to deliver new developments
- Some key property owners willing to sell to facilitate land assembly for new development.

Townscape

- Existing underutilised space presents opportunity to create civic space for events and informal activities and a defined heart to the Town Centre
- Improve and enhance the setting of St Giles (RC) Church
- Recognise the visual importance of St Giles (Anglican) Church and the amenity value of the churchyard
- Repair damaged urban fabric to the east/south east of the Town Centre
- Improve the historic core through the introduction of more diverse uses to improve patronage of the town
- Improve Town Centre Gateways through new built form, traffic management, signage and public realm upgrades
- Enhance Tape Street's environment and better integrate with High Street, through a finer grain approach incorporating a central destination
- Complement and improve High Street's environment through a future strategy that is more about pedestrians and the character of the historic core
- Make Cheadle somewhere where people wish to come to that links the heritage and visitor shopping assets of the town in a visionary fashion.

Access and Movement

- Improvements to key junctions within the Town Centre to reduce congestion, ease traffic flows and enhance pedestrian accessibility

- Raise the level of access and visual linkage to the public parking by the use of better signage and environmental improvements
- Improve public transport connections between the Town Centre and Blythe Bridge rail station
- Introduce coach parking facilities.

Threats

Retail Property Market

- Morrisons expansion into non-food areas impacts on local independents catering for these products
- High independent representation does not necessarily equate to strong, viable businesses
- Free parking at Morrisons and Netto, compared to charged spaces in the Town Centre, reinforces single destination trips at the expense of the Town Centre
- The strength of the retail offer provided by Stoke-on-Trent, Uttoxeter and Meir Park continues to limit Cheadle's catchment
- Existing traders who want to expand may relocate out of the Town Centre because of the lack of suitable larger modern units
- Issues about the long term viability of the indoor and outdoor markets may lead to their demise, creating a market town without a market.

Local Property Market

- Limited evidence of demand for offices in the Town Centre mitigates against additional footfall generated by Town Centre-based employees
- Failure to develop visitor/tourist sector facilities beyond the current, primarily daytime, attractions
- Continuing disconnection with Alton Towers sees potential investment and spend migrate to other locations.

Townscape

- Lack of cohesion with public realm and management
- Lack of sustainability including resources to maintain key attractions, public art, etc
- Non-intervention results in further decline in fabric of the Town Centre and contributes to downgraded attraction, investment and functionality.

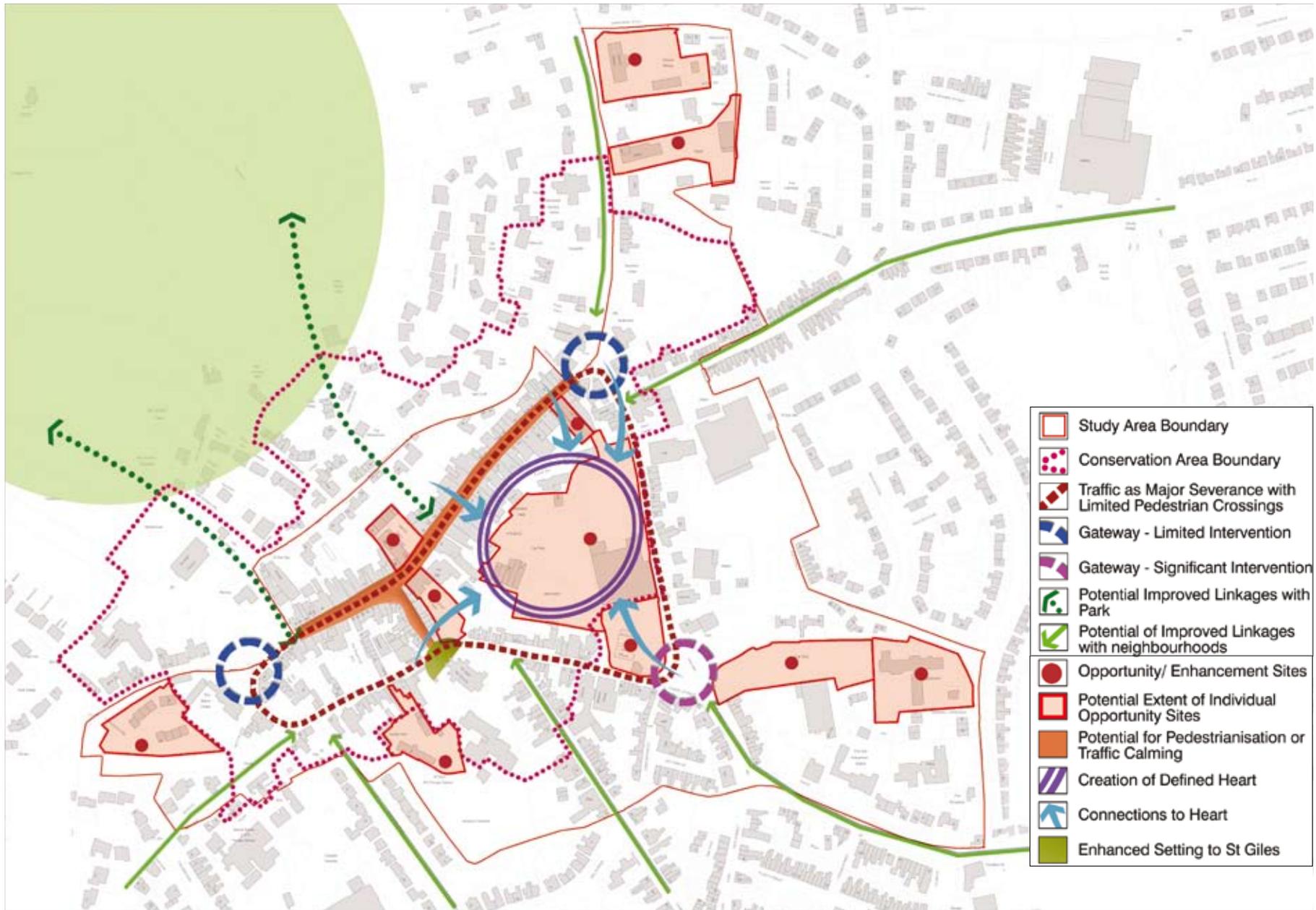
Access and Movement

- High levels of HGV and other through-traffic travelling through Cheadle Town Centre without stopping, adding to the congestion and not contributing to the economy
- Level of competition from Morrisons to High Street, including the offer of free parking
- Number and structure of existing junctions and pedestrian crossing facilities adding to congestion (e.g. northern end of Tape Street)

- Continuing severance between the main retail core of High Street and Morrisons/Netto east of Tape Street causes issues of pedestrian desire lines
- Conflicting uses vying for limited road space along High Street, including HGVs, reduces the attractiveness for more vulnerable road users such as pedestrians and cyclists
- Informal infill parking areas take trade from the Council owned pay and display facilities, and continue to generate additional vehicle trips around the Town Centre whilst drivers seek a suitable free space
- Continuing lack of attractive, quality public transport offer leads to more car-borne journeys.

The SWOT analysis above relates to the Retail Property Market, Local Property Market, Townscape and Access and Movement assessment contained in the Baseline Report. The Townscape assessment of the opportunities and constraints is illustrated overleaf.

The following bullet points summarise the problems that Cheadle Town Centre will experience should the option of 'doing nothing' be taken.



Opportunities and Constraints

'Do Nothing' Option

Retail Property Market

- Town Centre shopping will remain linear and fragmented, lacking a focus to draw shoppers
- Morrisons and Netto will continue to be independent destinations, detached from the traditional core area of High Street
- Cheadle will serve only as a place to visit for a specific purpose, rather than to browse
- Retailer demand for modern units will continue not to be met
- Indoor and outdoor markets continue to decline and then close altogether.

Local Property Market

- The Town Centre office market will remain focussed on low quality stock (much at upper floor level) with no opportunities for investment from larger employers
- The leisure provision will remain limited, and property that could be used in the development of the evening economy will not be available
- Town centre living is a strength of Cheadle Town Centre, and will continue to be so even if nothing is done, but with no additional facilities provided there will be no reason for residents to invest in the local economy of the town in which they live

- The spend from the wider town's expanded population (arising from planned housing growth) will be directed to other destinations
- Cheadle will continue not maximising the visitor/tourist potential of its heritage and environmental capital.

Townscape

- Lack of investment to public realm will impact on the overall attraction of the Town Centre
- Lack of maintenance throughout the Town Centre will detract from its overall appeal
- The heart of the Town Centre will continue to be a desolate, unwelcoming (and at night perceived unsafe) car park
- Key assets such as St Giles (RC) Church and the Market Place will remain unexploited.

Access and Movement

- Visitors will ignore the traditional retail core due to the difficulties in accessing from the Town Centre's through routes. This potential source of custom will instead be exploited by the larger format supermarkets off Tape Street, as their parking offer and large stores are easier to find and access by car
- Through-traffic, especially HGVs, will add to the congestion at key points around the Town Centre's circulatory system. It will particularly add to congestion on High Street and make

it harder for pedestrians to cross this main shopping street, making the retail core and markets unattractive to a number of users

- Pedestrians and cyclists will continue to have difficulties at the Town Centre gateways, and within the Town Centre, causing a further reduction in the number of users able to access the Town Centre offer
- Public transport usage will continue to be below its potential contribution due to poor quality infrastructure and information. This will further push people into their cars and increase congestion within the Town Centre, a problem that will worsen with increasing car ownership as is predicted by the National Traffic Forecasts.

This analysis formed the basis of the consultation events, allowing the public, key stakeholders and the District Council's Councillors and officers to begin to develop the options. The next section provides more details on the consultation events.

3



Section Three
Consultation

CONSULTATION

Consultation has formed a key part of this Masterplan process. National guidance and the District Council's Statement of Community Involvement adopted in 2006 promotes community involvement at every stage and area of planning, encouraging all sections of the community to seize the opportunity to become actively involved in shaping Cheadle Town Centre.

Engagement from the outset of the Masterplan process has allowed the community to identify key issues and options. This section is a summary of the consultation report which is included in full in Appendix 1 of this report.

Consultation Events

The ongoing engagement of a range of interested parties has influenced the Masterplan. It has aided the Baseline assessment, informed the draft strategic objectives and emerging options, and has contributed to the final option selection. It has also helped understanding of the key issues, which the Masterplan has to address.

Engagement has been through a number of organised consultation and workshop events. These are listed opposite:



Baseline Assessment

- Business Survey - 7th August 2009
- Public Launch, Market Place and Guild Hall - 11th August 2009
- Stakeholders Workshop - 3rd September 2009
- Councillors Workshop - 3rd September 2009
- Cheadle Business Group Workshop - 10th September 2009.

Design Options

- Councillors Workshop - 30th September 2009

- Stakeholders Workshop (including Cheadle Business Group) - 30th September 2009
- Public Consultation, Market Place and Guild Hall - 13th October 2009.

Draft Masterplan

- Councillors Workshop - 3rd December 2009
- Stakeholders (including Cheadle Business Group) - 3rd December 2009
- Public Consultation, Bethel Chapel - 8th December 2009.



At each stage details of the public consultation exhibition material and comments sheets/questionnaires were put onto BE Group's website to enable them to be downloaded and feedback to be emailed or posted. Exhibition boards were also left as unmanned displays in Cheadle Library for two weeks at the Baseline Assessment and Design Options stages, and a month at the Draft Masterplan stage. The Draft Masterplan was also exhibited at Staffordshire Moorlands Leisure Centre.

The feedback from these events has been recorded in a consultation feedback report that incorporates analysis of the questionnaires completed by businesses (at the outset of the Baseline assessment) and by respondents to the various public consultation events.

The main comments from the Baseline testing stage were as follows:

Broadening the Retail Offer

The need to broaden the range and types of shops in Cheadle was a common theme for the community and stakeholders. *'The town needs a better range of shops'...* *'Cheadle lacks clothes shops'...* *'Cheadle needs more good quality shops'* were frequently used comments. The business community also echoed the concerns about the lack of variety in Cheadle's Town Centre retail offer.

On balance, the business community felt that the introduction of Morrisons had had a beneficial effect, raising the awareness of the town's retail offer as well as increasing trade. *"There seems to be more buzz about the town" ... "more new faces around town"* were typical comments.

Creating a Vital and Viable Town Centre

A common theme was the need for restaurants and cafes to develop Cheadle's night-time economy and create a lively Town Centre after dusk. Support for the introduction of office uses in the Town Centre, along with a broader range of activities and facilities, indicated endorsement by all groups for a more vibrant and vital Town Centre. As one consultee stated *"a town is more than a group of shops and at the moment that is all we have. We are in need of somewhere for recreation.*

We need a garden for relaxation and outside displays." Another commented *"supermarkets are popular because they bring many services together under one roof and we need to think along the same lines by putting as many services as possible in the High Street instead of scattered far and wide as we have at the moment."*

Significant concern was expressed about the status of the indoor and outdoor markets and their continuing contribution to Cheadle's 'historic market town' designation. Comments received included *"the market is the key to the prosperity of the town. More stalls, more traders, entertainers, farmers markets. Make it a place to visit."* *"the indoor market and outdoor space was thriving, not anymore."*





Managing Traffic and Parking

Traffic movement through and around the Town Centre was a universally highlighted issue. Congestion (in part attributed to HGVs and traffic associated with Alton Towers), the inadequacy of the current one-way system, and competing traffic issues on narrow streets were concerns. Businesses in particular expressed concern that, whilst the larger format supermarkets have free customer parking, this is not the case for the rest of the Town Centre – and so is a disincentive for shoppers.

Improving Links and Movement in and around Cheadle

Comments from businesses and the community alike suggested the importance of better pedestrian links to encourage pedestrian flows from locations such as Morrisons to High Street; to create a better retail circuit that serves both ends of High Street. Solutions were suggested that included

better signage, improvements to the road network, pedestrian crossings or footpaths.

Developing the Visitor/Tourist Sector Potential

A common theme was the support for attracting and keeping visitors in Cheadle. More needs to be made of the iconic Pugin's Gem, including enhancement of its setting and accessibility. There needs to be more supporting infrastructure – more accommodation, cafes, restaurants, a heritage centre. A hotel could also serve the Alton Towers market, drawing further spend into the local economy. Representative comments were *“we have not yet fully capitalised on the Alton Towers and staycation effect. We need a distinctive name to sell to the holidaying public”* *“try and get people to stay on their way to/way back from Alton Towers.”*

Enhancing the Townscape of Cheadle

A broad theme that cuts across all the consultation results was support for the enhancement of Cheadle's townscape. Public realm requires investment, especially in the Market Place, the central car park area off Tape Street, High Street, and around St Giles (RC) Church. The redevelopment or regeneration of some vacant or underutilised sites and premises gained support from all sectors of the consultees.

Town Centre Champion

There was universal recognition of Cheadle's strong community spirit. This is evidenced by the town's Britain in Bloom gold medal success. *“Cheadle has great potential, and we should all work together to improve everything for everyone.”* This spirit needs to be captured for the Town Centre Masterplan.

Opportunity Sites

The Baseline consultations generated views and additional information about the ten Opportunity Sites detailed in the Masterplan brief. As a consequence an additional site, Penny Lane Mall, was included because of the opportunity to create better linkage between the High Street and Central Car Park Area. The boundaries of four other sites were extended to reflect ownerships or the inclusion of adjoining land or property.

The above summary findings were then taken forward into the Design Options, consulted upon and then incorporated into the Draft Masterplan. This was also tested through workshops and a public consultation event. Comments received at these events are included in the full Consultation Report.

The highlighted findings from the Baseline assessment have formed the **Vision** and the **Strategic Objectives** in the next section – **Vision and Strategy**.

4



Section Four Vision & Strategy

VISION AND STRATEGY

Aims

The outcomes from the previous two sections, Challenges and Opportunities and Consultation, have informed the preparation of the Vision and Strategy.

For these public aspirations to be implemented Cheadle Town Centre requires a vision to ensure that the District Council can realise the Centre's full potential as an attractive location for local people that contributes fully to the future prosperity of the sub-region.

The Masterplan sets out a clear strategy for change through development activity, environmental improvements and enhancements to accessibility. It seeks to reinforce the role of the Town Centre in the economic, social and cultural life of Cheadle.

The vision is intended to provide an overarching aspiration against which to assess the merits of development and new investment proposals, which emerge within the context of the Masterplan.

The **vision** for Cheadle Town Centre is...

Cheadle Town Centre is a local service centre for the wider rural hinterland, recognised for its individual character and diverse independent shops. Visitors will be drawn to the Town Centre in order to experience its fine historic core and the unique attraction of Pugin's Gem.

Delivery of this vision is guided by the following **strategic objectives**:

- The creation of a defined Town Centre heart to address the now polarised activity west and east of the large Tape Street car park. A new Town Centre square defined by a series of new and existing buildings linked to High Street and Tape Street could provide activity and a focal point
- To improve and enhance the setting of St Giles (RC) Church – the town's key building asset. This will consider not just its immediate setting but also connections with the wider Town Centre, to contribute to the overall attraction to visitors
- To repair the damaged urban fabric east/south of the Town Centre with the introduction of new frontage development that could create opportunities for visitor/tourism sector support infrastructure – for example a hotel site
- To improve the historic core, with public realm improvements, better pedestrian routes and buildings re-established and re-used for complementary Town Centre uses
- To improve the Town Centre Gateways through the creation of more attractive entry points, with better signage and connections; new highway or junction modifications
- To complement and improve High Street's environment with the potential to create better links to the rest of the Town Centre, especially at the eastern end
- To enhance the environment around Tape Street – and better integrate to High Street, which will also create a healthy shopping circuit
- To revitalise and sustain the market (indoor and outdoor) whether this is by improvement to the existing Market Place facilities or through relocation to the Town Centre core area
- To develop the Town Centre's offer for residents and visitors. There is need for complementary roles beyond retail. These include leisure (evening economy); visitor/tourist provision (hotel and other supporting infrastructure); employment/offices to create jobs and generate town centre footfall), and residential. These complementary roles will also increase attraction and connectivity to other areas besides High Street
- To reduce the high level of vacant premises

- To secure new Town Centre-based police station facilities, to provide an alternative location for the new outdated Lulworth House accommodation
- To reduce the dominance of vehicle movements on the core circulatory network, especially HGV movements through the Town Centre
- To provide stronger clarity and quality of parking in the heart of the Town Centre. Car parks are key arrival points; they generate footfall and provide an important first impression. Retained and enhanced parking within the Town Centre provides opportunities to support both the daytime and evening economies
- To consider opportunities to reduce vehicular severance at the north and south ends of Tape Street, through modifications to road junctions and improved pedestrian crossings.

The Role of Cheadle's Town Centre

Ultimately the purpose of the Masterplan is to help ensure that the vision is achieved and that Cheadle Town Centre fulfils its role as a distinctive, attractive and welcoming centre. Integral to this role are the requirements for the Town Centre to play a full part in the economic and social performance of the local and the wider environment.

This section of the Masterplan sets the overall agenda for Cheadle Town Centre. The following section defines a series of specific options for individual areas.



5



Section Five
Options

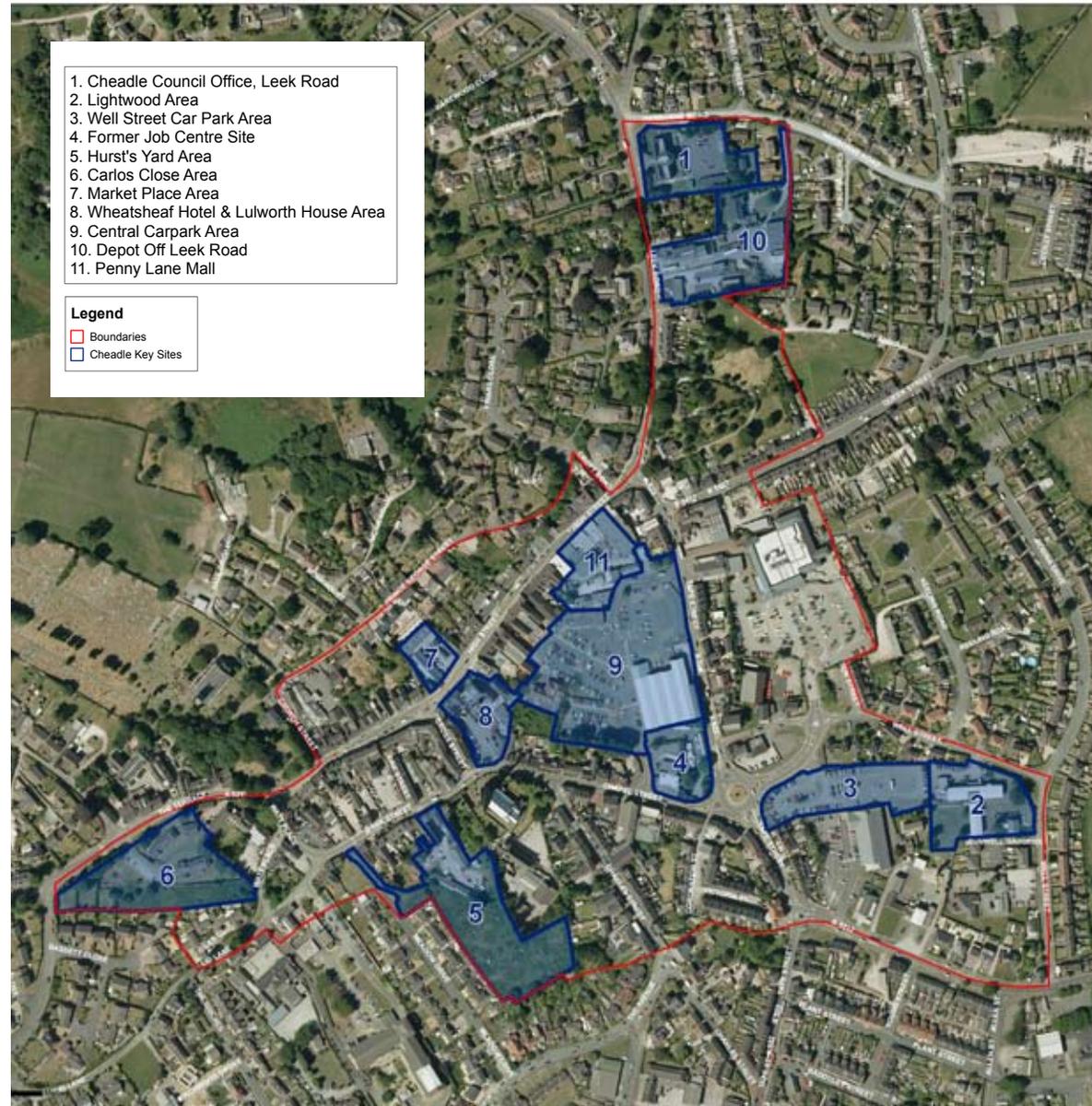
THE OPTIONS

The previous section of this report defined a series of objectives for the Cheadle Town Centre Masterplan. Section Five reflects the second stage of the masterplanning process, which was to develop design options for each of the eleven Opportunity Sites. These sites provide specific development opportunities to be incorporated within the overall Masterplan framework.

Opportunity Sites

Potential uses were identified for each site, through initial consultation with the public, local businesses, land and property owners, and other key stakeholders. The consultations had regard to the existing Conservation Area status to ensure the proposals broadly accord with conservation intentions. From this consultation process it was suggested that four of the sites be extended in size to reflect property ownerships or adjoining identified opportunities.

Site capacity assessments were then undertaken, which considered both minimum and maximum intervention options for each site. These are detailed in Appendix 2 and summarised in the following table.



Opportunity Sites - Capacity Assessments Summary

Opportunity Site	Ownership	Site Area		Potential Option/Use	Intervention Level	Area, sqft	Car Parking Spaces (number)	Height (storeys)	Comments
		ha	ac						
1. Cheadle Council Offices, Leek Road	Public (SMDC)	0.46	1.14	Residential	MIN	26,000	24	2/3	Approx 11,000 sqft of apartments in existing building and 15,000 sqft of new build traditional houses (mixture of 2,3 and 4 bed) Approx 14 houses at density of 35 houses/ha
				Offices	MAX	20,000	60	2/2.5	Approx 11,000 sqft offices in existing building with 11,000 sqft of new build offices
2. Lightwood Area	Public (SCC)	0.48	1.19	Residential Refurbishment (Extra Care)	MIN	19,000	10	2	Number of units subject to refurbishment of existing building
				Residential (New Build Housing)	MAX	17,000	32 (2 spaces per home)	2/3	Approx 16 traditional houses (mix of 2, 34 and 4 bed at density of 35 houses/ha)
3. Well Street Car Park Area	Public (SMDC)	0.48	1.19	Offices and Car Parking	MIN	12,000	80 public 37 office users	2/3	
				Police Station and Car Parking	MAX	As per police requirements	132 public	2	Assumes Police Station occupies 0.15 ha of the site
4. Former Job Centre Site	Public (SMDC) and Private (two separate ownerships, one subject to a lease)	0.29	0.72	Police Station	MIN	As per police requirements	As per police requirements	2/3	Assumes Police occupy whole site
				Retail and Offices		20,500	45	2/3	8000 sqft of ground floor retail with 12,500 sqft of offices above
				Hotel	MAX	25,000	55	3	New build hotel with potential small scale leisure use on ground floor
5. Hurst's Yard Area	Private (includes tenanted workspace)	0.91	2.25	Employment (workshops) and open space	MIN	-	0	1-3	Current uses remain
				Refurbishment and New Build Residential	MAX	29,500	55 (2 spaces per dwelling; 1 per apartment)	2/3	Approx 20 traditional houses (mix of 2,3 and 4 bed) at density of 35 houses/ha and approx 15 apartments Includes approx 500 sqft visitor centre/leisure space facing Bank Street

Opportunity Site	Ownership	Site Area		Potential Option/Use	Intervention Level	Area, sqft	Car Parking Spaces (number)	Height (storeys)	Comments
		ha	ac						
6. Carlos Close Area	Private (includes leased areas)	0.76	1.88	Refurbishment & New Build Residential	MIN	20,000 (New Build)	48 (2 spaces per dwelling)	2/3	Current properties remain Approx 18 new traditional houses (mix of 2,3 and 4 bed) at density of 35 houses/ha built behind current properties
				New Build Residential	MAX	28,000	52 (2 spaces per dwellings)	2/3	Approx 26 new traditional houses (mix of 2,3 and 4 bed) at density of 35 houses/ha.
7. Market Place	Private (leased to SMDC)	0.14	0.34	Refurbishment of Existing Indoor and Outdoor Market	MIN	3500 (indoor) and 6500 (outdoor)	0	1	Indoor market refurbishment with better outlook/connection with outdoor market
				Refurbishment for Different Uses and Public Square	MIN	3500 and 6500 (public square)	0	1	Existing building to be refurbished with improved outlook towards refurbished public square Market relocated
				New Build for Different Uses with Larger Public Square	MAX	2700 and 7300 (public square)	0	1	Larger public square can act as multi-purpose space for events, exhibitions, performance, etc. Market relocated Demolish existing building
8. Wheatsheaf Hotel and Lulworth House Area	Private (two separate ownerships)	0.29	0.72	Interpretation/ Cultural Centre and Residential (Refurbishment)	MIN	19,500	30	1-3	10,000 sqft of Interpretation/Cultural Centre in Lulworth House and 8500 sqft of apartments in the Wheatsheaf Hotel (approx 12 units) Includes single storey visitor centre (1000 sqft) on Chapel Street fronting St Giles (RC) Church
				Hotel, Leisure + Public Space (Refurbishment)	MAX	22,500	30	2/3	18,500 sqft hotel use, 4000 sqft of leisure use. Hotel development will include 11,000 sqft of refurbishment and 7500 sqft of new build extensive

Opportunity Site	Ownership	Site Area		Potential Option/Use	Intervention Level	Area, sqft	Car Parking Spaces (number)	Height (storeys)	Comments
		ha	ac						
9. Central Car Park Area	Public (SMDC) and Private (numerous owners)	1.54	3.80	Refurbished and New Retail, Offices, Public Space, Relocated Market and Car Parking	MIN	55,000	265 (deck and surface parking)	2/3	Existing large format retail retained 40,000 sqft retail and 15,000 sqft offices 23,000 sqft of new public space Deck parking accessed through Chapel Street
				New Retail, Offices, Public Space and Car Parking	MAX	101,000	400 (deck parking)	2/3	75,000 sqft retail and 26,000 sqft offices 25,000 sqft of new public space Deck parking accessed via Chapel Street and Tape Street
10. Depot off Leek Road	Private	0.73	1.80	Residential	MIN	17,500	32 (2 spaces per dwelling)	2/3	Approx 16 traditional houses (mix of 2,3 and 4 bed) at density of 35 houses/ha Existing house to the north retained
				Employment (Offices/Industrial)	MAX	20,000	Up to 40	1/2	Offices/industrial uses Existing house to the north retained
11. Penny Lane Mall	Private (some leases)	0.35	0.86	Refurbished and New Retail	MIN	11,000	12	1/2	Existing building facing High Street retained 6000 sqft of existing Penny Lane Mall refurbished New 5000 sqft retail to the south facing existing car park
				New Retail and Community Services	MAX	35,000	0	2	Complete new build with 20,000 sqft retail and 15,000 sqft community services/offices



Other Influences

The site capacity assessments further examined the impact that the range of different uses would have both at an individual site, and an overall Town Centre level. This included:

- the continuing role and support for a market in Cheadle Town Centre, its location and relative value
- the re-use of significant buildings such as the Wheatsheaf Hotel and adjacent Lulworth House
- the location of cultural uses in the Town Centre and the relationship with St Giles (RC) Church
- car parking in the heart of the town and the impact on High Street
- relocation of the police station and its impact on other uses
- the location of a hotel and its contribution to other activities
- provision of office and residential accommodation and the positive contribution to new activity in the town
- the spatial and capacity impact associated with alternative new build or refurbishment approaches
- the role of open space and the position relative to an enhanced public realm.

Public Realm Interventions

During this stage, work was also undertaken relating to public realm, transport and access. Public realm development focused around four key areas of intervention that emerged from the initial baseline understanding of place, and feedback generated during workshops and other discussions. The four key areas were Movement; Linkages; Streets and Public Squares.

Minimum and Maximum Intervention Proposals

The images that follow illustrate the minimum and maximum intervention proposals for the Town Centre.

The proposals were presented to workshops at various different forums including Councillors, stakeholders and business groups. This work and the resulting feedback concluded in a project Steering Group meeting on 27th October 2009. The relative merits of each of the Masterplan options were debated at length with an understanding of the local and cumulative impact on the Town Centre Masterplan. It was then decided which option would be the most beneficial for each of the Opportunity Sites, and for the Town Centre as a whole. These chosen options were subsequently taken forward to be incorporated into the draft Masterplan.







Sustainability Appraisal

The minimum and maximum interventions were then subject to Sustainability Appraisal testing against the 17 Sustainability Appraisal Objectives set out in the LDF Core Strategy. These objectives are detailed below.

Sustainability Appraisal Objectives

1	To improve the quality of where people work and live, and minimise risks and nuisances
2	To eliminate social exclusions by promoting, maintaining and improving facilities and services and opportunities for all, and access to them
3	To minimise opportunities for crime and reduce fear of crime
4	To ensure adequate quality and provision of a range of house types to meet local needs in appropriate locations, and maintain and improve the local housing stock and provision of affordable/social housing
5	To direct development to more sustainable locations and reduce the need to travel
6	To strengthen transport links between rural areas and towns, and improve conditions for walking, cycling and travel by public transport
7	Identify, conserve and enhance biodiversity sites and to maximise opportunities for achieving Biodiversity Action Plan targets
8	To protect and enhance key habitats and species
9	To reduce contamination, regenerate degraded environments and maintain soil resources and quality
10	To promote efficient use of resources
11	To reduce energy consumption and waste production, and facilitate renewable energy
12	To reduce flood risk, protect and enhance water sources and environmental assets, and reduce contributions and vulnerability to climate change
13	To protect and enhance the character of the landscape and townscape, historic assets, and maintain and strengthen local distinctiveness and sense of place
14	To encourage further development of tourism and culture
15	To safeguard the vitality and viability of the Districts' towns and villages, and create and sustain a vibrant rural economy
16	To strengthen, modernise and diversify the District's economy, and sustainable economic growth
17	To encourage and support a high and stable level of employment and variety of jobs to meet local employment needs

Each of the 17 Objectives was scored against each Opportunity Site's minimum and maximum interventions. The scoring structure is indicated in the following key.

+ = Positive ++ = Significantly Positive
 - = Negative -- = Significantly Negative
 O = Neutral (No significant positive or negative effects)
 ? = Impact
 I = Impact dependent on how implemented

The following table provides the summary scoring, which is set out in more detail in Appendix 3 (Sustainability Appraisal Report). Where scoring includes other than + or O, further clarification is provided.

The Sustainability Appraisal testing confirmed the preferred intervention level for each site that was taken forward to form the preferred Masterplan.

Opportunity Site			Sustainability Appraisal Objectives																
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1.	Cheadle Council Offices, Leek Road	Min	++	+	o	+	+	o	o	o	o	+	+/I	o	++	o	+	+	+
		Max	+	+	o	o	+	+	o	o	o	+	+/I	o	++	o	+	+	+
2.	Lightwood Area	Min	o	+	o	+	o	o	o	o	+	+/I	o	+/-	o	o	o	o	+
		Max	+	o	o	+	+	o	o	o	o	+/-	+/-/I	o	+	o	+	+	o
3.	Well Street Car Park Area	Min	+	+	+	o	+	o	o	o	+	+/I	o	+	o	+	+	+	
		Max	+	+	+	o	+	o	o	o	+	+/I	o	+	o	+	+	+	

Opportunity Site		Sustainability Appraisal Objectives																	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	
4.	Former Job Centre	Min	+	+	+	o	+	o	o	o	+	+/-	+/-/l	o	+	o	+/-	+	+/-
		Max	+	+	+	o	+	o	o	o	+	+/-	+/-/l	o	+	++	+/-	+	+/-
5.	Hurst's Yard Area	Min	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o
		Max	+	+	o	+	+	o	?	?	?	+/-	+/-/l	o	+	+	+/-	+/-	-
6.	Carlos Close Area	Min	+	o	o	+	+	o	?	?	o	+	+/l	o	o	o	+	o	o
		Max	+/-	o	o	+	+	o	?	?	o	+/-	+/-/l	o	o	o	+	o	o
7.	Market Place Area	Min	+	o	o	o	o	o	o	o	o	+	o	o	+	+	+	+	l
		Max	+	+	o	o	o	o	o	o	o	+/-	+/-/l	o	++	++	+	+	+/-
8.	Wheatsheaf Hotel and Lulworth House Area	Min	+	++	o	+	+	o	o	o	+	+/l	o	+	+	+	+	+	
		Max	+	+	o	o	+	o	o	o	+	+/l	o	+	++	+	+	+	
9.	Central Car Park Area	Min	+	+	+/l	o	+	+	o	o	+	+/-	+/-/l	o	+	+	+/-	+/-	+/-
		Max	++	++	+/l	o	++	++	o	o	+	++/-	+/-/l	o	++	++	++/-	++/-	++/-
10.	Depot off Leek Road	Min	+	o	o	+	+	o	o	o	+	+/-	+/-/l	o	o	o	+/-	+/-	-
		Max	+	+	o	o	+	o	o	o	+	+/-	+/-/l	o	o	o	+/-	+/-	+/-
11.	Penny Lane Mall	Min	+	+	o	o	o	+	o	o	+	+	o	o	+	o	+	+	+
		Max	+	++	o	o	+	+	o	o	+	+/-	+/-/l	o	++	+	++/-	++/-	++/-

Opportunity Site	Sustainability Appraisal Analysis
Cheadle Council Offices	For both levels of intervention there is potential for more energy efficient buildings to be introduced to the site. The impact of these will be dependent on how development is implemented.
Lightwood Area	The maximum intervention would see redevelopment of the site for new traditional housing and thus the demolition of the existing residential care accommodation. Both intervention levels have the potential for more energy efficient buildings to be introduced (through either new build or refurbishment), although the impact will be dependent on how development is implemented. For the minimum intervention, whilst this would involve refurbishment there would be little change to the external elevations of what is an unattractive building. It would not enhance the townscape.
Well Street Car Park	Both interventions would see some new development on part of the car park. This provides scope for more energy efficient buildings, although the impact of these will depend on how development is implemented.
Former Job Centre	Either intervention level would see the redevelopment of the site, with the potential for more energy efficient buildings to be introduced to the site. The impact of these will be dependent on how development is implemented. Although much of the site is already cleared, it would require the displacement (and potential loss) of an existing business, and the demolition of its building.
Hurst's Yard	The site includes former allotments and undeveloped land. Further investigations will be required to address the environmental sustainability appraisal objectives. In particular the investigation of the protection of key habitats and species. Whilst there is potential to re-use some buildings (and create more energy efficient properties), there will also be some demolitions. Existing businesses will need to be displaced, which could lead to the loss of their presence and employment from the town centre.
Carlos Close	The maximum intervention would see some demolition of some existing residential properties to enable additional development to take place. Both intervention levels will require further investigations regarding protection of key habitats and species. There is potential for more energy efficient buildings to be introduced, although the impact of this will be dependent on how development is implemented.

Opportunity Site	Sustainability Appraisal Analysis
Market Place	The maximum intervention level would involve the demolition of the existing market building. This provides potential for more energy efficient property, although the impact of this will be dependent on how development is implemented. The market would need to be relocated elsewhere within the town centre. There is potential for the loss of some market traders who may choose to close down, or relocate elsewhere. The minimum intervention involved refurbishment of the existing building and public open space, and the ability to sustain the indoor/outdoor market function depends on the success of the refurbishment.
Wheatsheaf Hotel and Lulworth House	No comments
Central Car Park Area	Both intervention levels will require existing business premises to be demolished and businesses displaced. This could potentially lead to the loss of businesses, and employment in the town centre. The associated car parking and servicing areas created within the new development will require good management to minimise opportunities for crime. The impact of development will depend on how it is implemented.
Depot off Leek Road	Both intervention levels would require total demolition of existing business premises, although the maximum intervention would see the re-introduction of new accommodation. This provides potential for more energy efficient buildings to be introduced, although the impact of these will depend on how the development is implemented. Whilst the interventions would introduce either new employment or housing, the existing business would be displaced.
Penny Lane Mall	The maximum intervention would result in demolitions, with existing businesses being displaced and the potential loss of some. There is potential for more energy efficient buildings to be introduced, although the impact of this will depend on how development is implemented.

The matrix below indicates the outcome of the Opportunity Sites Assessment, which evaluated potential uses against a set of criteria in order to establish the three highest scoring sites to be developed as Exemplar Projects.

During this process it was established that there were proposals for the re-use of the Wheatsheaf Hotel as an extra care

residential facility. This alternative use was then introduced as an appropriate option.

These chosen options were subsequently taken forward to be incorporated into the Masterplan. The following section defines this Masterplan.

CHEADLE TOWN CENTRE : OPPORTUNITY SITE ASSESSMENT

Site Reference Number	Project	Regeneration Benefits (L-1, M-2, H-3)	Economic Viability (L-1, M-2, H-3)	Order of Cost (L-3, M-2, H-1)	Cultural Added Value (L-1, M-2, H-3)	Night Time Economy Benefits (L-1, M-2, H-3)	Risk Profile (L-3, M-2, H-1)	Leisure Added Value (L-1, M-2, H-3)	Community Added Value (L-1, M-2, H-3)	Sustainability of Access & Movement (L-1, M-2, H-3)	Commercial Added Value (L-1, M-2, H-3)	Place Making Contribution to Environment (L-1, M-2, H-3)	Linkage to Other Opp/Projects (L-1, M-2, H-3)	Total Score	Physical Elements	Potential Uses	Funding (public, private, partnership)	Early Win
7	Market Place	H	L	M	H	H	H	H	H	H	H	H	H	31	Refurb/Extend	Retail/Leisure	Private	N
8	Wheatsheaf Hotel Area	H	H	H	H	M	M	L	H	H	L	H	H	28	Refurb/Extend	Assisted Care/Cultural	Private	Y
9	Central Car Park Area	H	M	H	L	M	H	H	H	H	H	H	H	28	New Build/Refurb	Retail/Leisure/Parking	Partnership	N
5	Hurst's Yard Area	H	H	H	H	L	L	L	H	M	L	H	M	26	Refurb/Extend	Residential/Culture	Private	Y
4	Former Job Centre Site	H	M	H	L	L	M	L	H	H	M	H	H	25	New Build	Employment/Police Station	Partnership	Y
11	Penny Lane Mall	H	L	H	L	L	H	M	M	H	H	H	H	24	Refurb/Extend	Retail	Partnership	N
1	Cheadle Council Office Area	H	M	M	L	L	L	L	M	M	M	L	L	21	Refurb/Extend	Employment	Partnership	Y
6	Carlos Close Area	M	H	M	L	L	L	L	M	M	L	L	L	20	Refurb/Extend	Residential	Partnership	Y
2	Lightwood Area	L	H	H	L	L	L	L	M	L	L	L	M	18	New Build	Residential	Private	Y
3	Well Street Car Park Area	L	M	M	L	L	M	L	M	M	L	L	M	18	New Build	Hotel/Parking	Partnership	N
10	Depot off Leek Road	L	M	H	L	L	M	L	M	M	L	L	L	16	New Build	Residential	Private	N

6



Section Six
The Masterplan

THE MASTERPLAN

At the heart of the Cheadle Town Centre Masterplan are a number of key interlinked projects, which have the potential to significantly enhance the Town Centre; to regenerate vacant and underutilised land and property; to strengthen the role as a retail and service hub; and provide opportunities to increase resident and visitor expenditure.

The Masterplan provides a holistic solution to the issues, challenges and opportunities identified through the various stages of the masterplanning process. These are summarised under the headings of 'Access and Movement', 'The Place' and 'Property'.

Access and Movement

- *Blocking back at mini-roundabouts and pedestrian crossing – Tape Street*
- *Congestion at the Leek Road / High Street junction*
- *Car parking focus – potential for additional/improved parking*
- *The geographical town centre is dominated by a large car park*
- *Severance issues between the main retail core of High Street and the main food shopping area*
- *Large number of 'competing' road users on High Street*
- *Large amount of informal infill and private car parking.*

The Place

- *A primary challenge for Cheadle Town Centre will be the creation of a defined heart*
- *Improving the immediate setting of St. Giles (RC) Church will contribute to the overall attraction to visitors*
- *New building frontages to the east/south east of High Street will help to advertise the positive qualities of Cheadle Town Centre*
- *The traditional historic areas of High Street, Cross Street, Bank Street and Chapel Street should be improved as part of the Masterplan*
- *Entry points into the Town Centre at existing Gateways should be improved with better signage and connections*
- *The environment along High Street should be improved with the potential to create better links to the rest of the Town Centre, especially at the eastern end*
- *The Town Centre Masterplan will also link with ideas being progressed under the 'Better Welcome' initiatives.*

Property

- *Town Centre performs as a 'secondary' shopping centre*
- *High level of independent retailers means not at risk of being a 'clone town'*
- *Above national retail vacancy rate*
- *No modern quality retail or office accommodation*
- *Limited leisure and community facilities - not capitalising on connections with Pugin and Alton Towers.*

The Masterplan has been formulated through careful consideration of the vision for the Town Centre, and the objectives and principles which formed the options, as seen in the previous section. They should be seen as a carefully considered range of proposals which collectively will transform Cheadle Town Centre. They are not simply a series of land proposals for individual sites within the Town Centre.

The eleven identified Opportunity Sites have been tested against the following factors:

- Regeneration benefits for the Town Centre
- Financial feasibility costs and values
- Benefits to leisure and Culture provision
- Benefits to the night time economy
- Likely access and movement impact
- Contribution to the Town Centre environment
- Timescale (e.g. will it be an easy win).

These projects build upon existing uses and enhance the range and scale of facilities, which the Town Centre offers to the people of Cheadle and the wider area.

Design Components

The Masterplan incorporates the following design components:

- **Core** – A new town square as the focal point for activity, with the potential for retail, restaurants and markets providing vibrancy and local interest. Enhanced parking to be delivered at a deck below the square. A series of new streets will connect into the square, providing a link to the eastern end of High Street. Framed views to St Giles (RC) Church, and further street frontages, provide a tight urban grain in keeping with the town as a whole. Upper levels to include modern office floorspace and further community uses such as a new library
- **East** – Gateway improvements including a new hotel, police station and office developments. There will also be improved connections to the central area from Morrisons and Netto
- **North** – New residential, and some retained employment, areas along Leek Road
- **West** – Enhanced public square at Market Place; assisted residential care and heritage uses in the Wheatsheaf Hotel and Lulworth House buildings. New residential development at Carlos Close and Hurst's Yard.

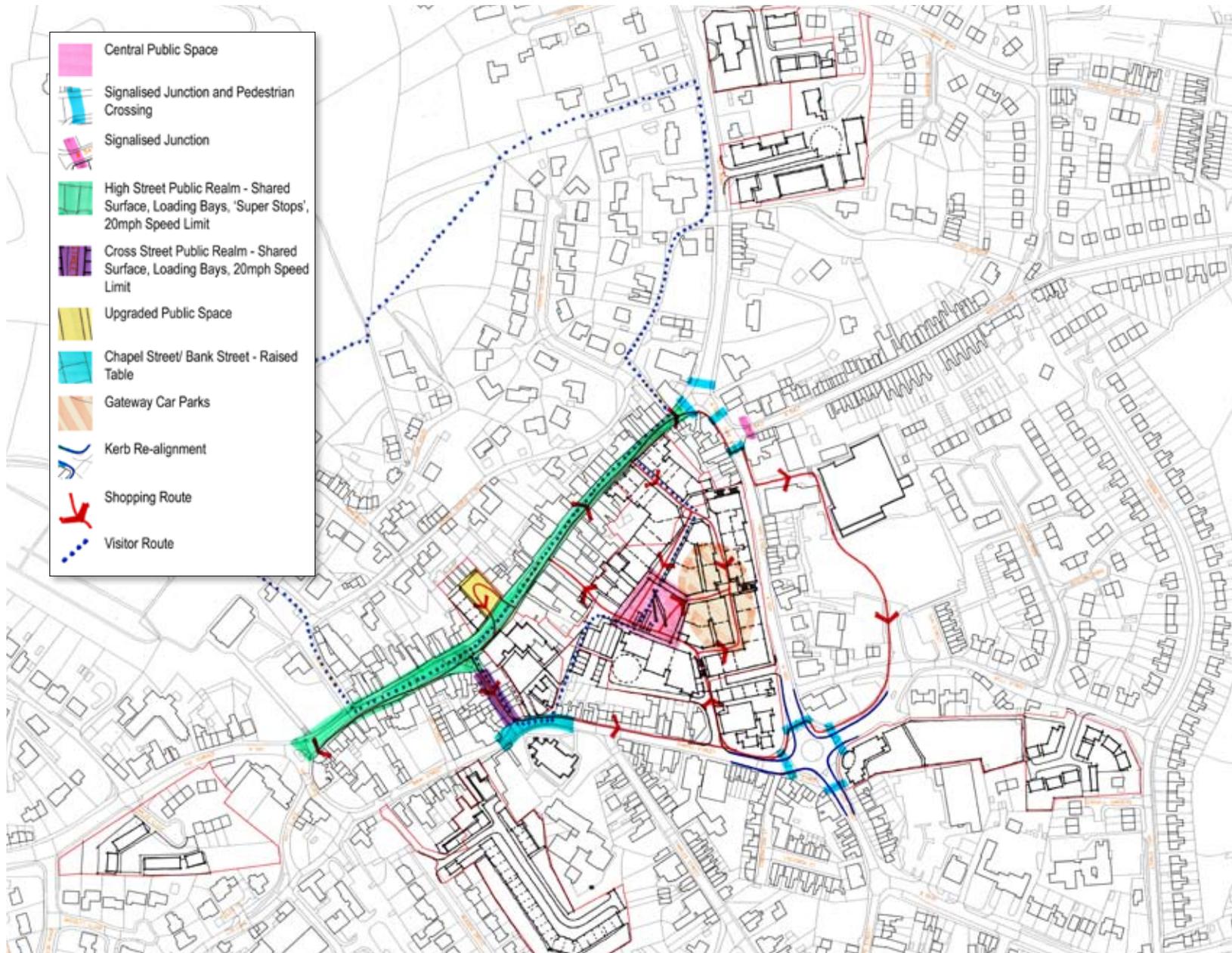
The development and enhancement aspirations described above are also supported by coherent transport and access, and public realm intervention strategies. These incorporate the following components:

- **Movement** – A new and enhanced shopping circuit incorporating new retail streets and squares that will strengthen the east end of High Street. New visitor routes that encompass St Giles (RC) Church, the park and High Street will build upon initiatives already developed as part of the 'Better Welcome' proposals
- **Squares** – Market Place will be improved through the removal of stalls when not in use, as well as controls to prevent cars from parking on the space. Trees, improved paving and access to the northern terrace will also help to create an environment that is more attractive for other uses, such as cafes and restaurants. The new central square will become a focal point in the Town Centre. An active space defined by shops and cafes, and potentially a relocated market, is envisaged. Associated community uses overlooking the square will provide a sense of place, ownership and local distinctiveness
- **Gateways** – Roundabouts at the northern and southern ends of Tape Street will be removed and replaced with signalised junctions. This

will free up space for new gateway buildings, signage and public realm improvements. Signalised crossing points that replace the roundabouts will reduce severance and improve pedestrian connections to residential and retail areas to the east of Tape Street

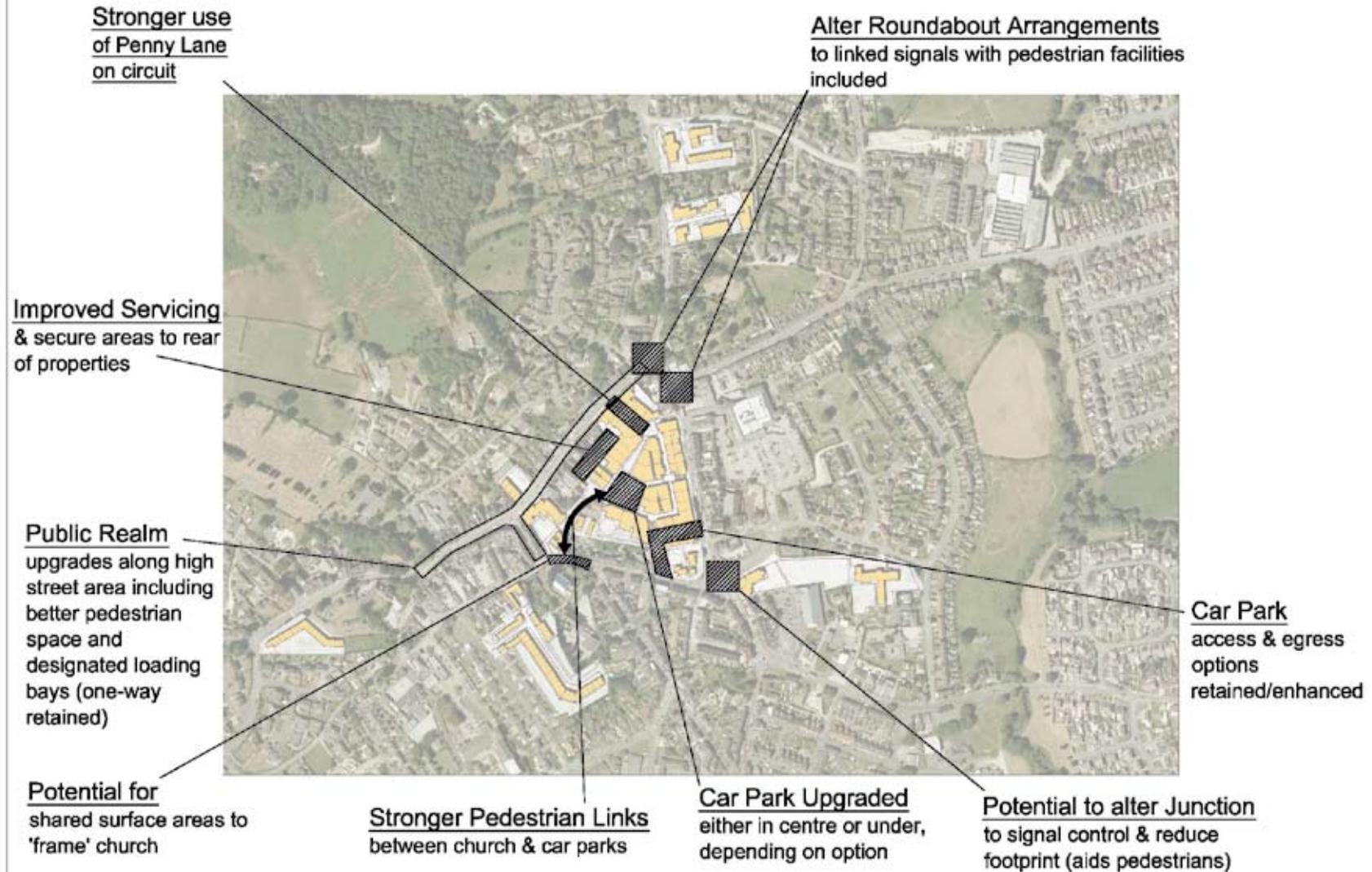
- **Streets** – An improved external environment will be achieved on both High Street and Cross Street through the introduction of consistent materials, new signage, lighting and street trees. These streets will also incorporate a shared surface treatment, with integrated parking and loading bays, together with a 20 mph speed limit
- **Place making** – The creation of a setting for St Giles (RC) Church will be achieved through a new raised table that will significantly improve the perception of space on Chapel Street and Bank Street. This will be combined with a signalised pedestrian crossing point. Buildings and routes leading to this space will also recognise and frame views, to ensure this town asset is fully utilised.





Public Realm Intervention Diagram

Cheadle : Key Transport Interventions



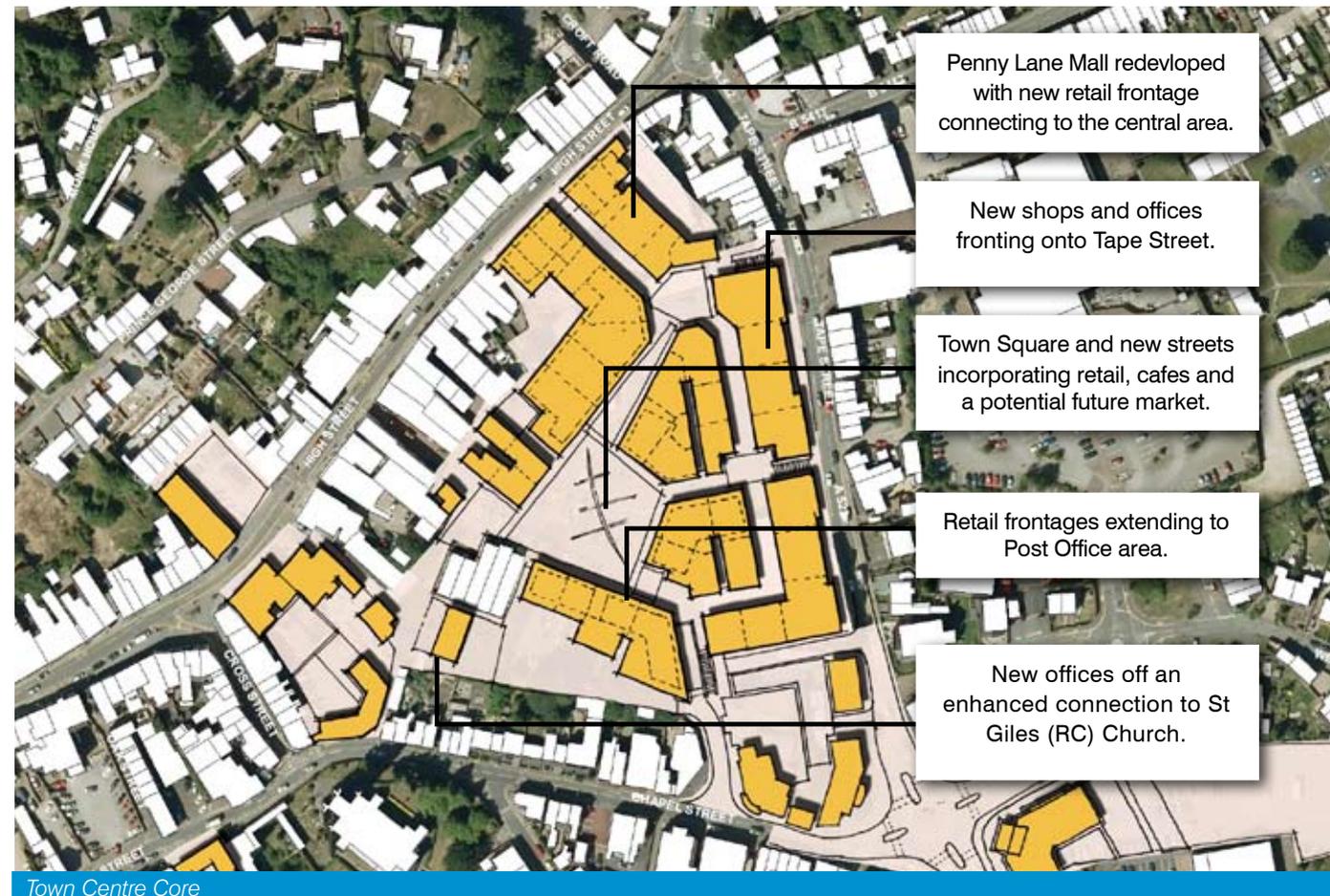
Key Transport Intervention Diagram

Town Centre Core (Central Car Park)

A new town square is proposed on the Central Car Park Area. This will create a new focal point within Cheadle Town Centre, as well as a destination for activities including new shops and restaurants that can spill out into the completely pedestrian areas.

In the future the new square may also form the home of a new Cheadle outdoor market, subject to further discussions.

Car parking will be retained and enhanced within the same area, through the use of decks below the main pedestrian levels. The external edges of these decks will be surrounded by new office and retail frontages, ensuring that visual impact is minimised. Servicing to High Street will also be achieved in this under-deck area.



Town Centre Core (Market Place) and Town Centre West

The Masterplan proposes the retention of the existing indoor market hall building and adjacent external space. This is to be enhanced to become a public square that people can enjoy for both markets and other outdoor activities. Parking on Market Place will be controlled to create an improved setting for businesses on the northern side of the site. The existing Wheatsheaf Hotel and adjacent Lulworth

House properties will be refurbished for new uses that will also contribute to the vibrancy of High Street.

Town Centre West includes the Carlos Close and Hurst's Yard Opportunity Sites. Both provide valuable land for additional housing close to the heart of the Town Centre. Development suggested in the Masterplan will be low density and small scale in keeping with adjacent housing areas. The regeneration of Hurst's Yard

will see the removal of a small number of businesses that are mostly inappropriate to a town centre setting.



Town Centre Core and Town Centre West



Town Centre North

Town Centre North includes two Opportunity Sites where land use changes are proposed. The Cheadle Council offices on Leek Road will be retained and refurbished for small business office use, as part of the Masterplan proposals. Within the same site however, new housing will be created to the east. This will supplement additional housing to be created on the Depot off Leek Road site.



Town Centre North



Town Centre East

Town Centre East incorporates three Opportunity Sites and the proposed changes to the Tape Street/Chapel Street/Well Street roundabout. The roundabout will be removed and replaced with a traffic light controlled junction. This will in turn create improved pedestrian crossing facilities. New buildings will be developed at both sides of this new junction. A hotel was proposed for the Former Job Centre site. A relocated Police Station was proposed for the frontage of the

Well Street Car Park. Further to the east additional housing will be created at the Lightwood area.

Following the public consultation it was established that the Police Authority had acquired part of the Former Job Centre site and would be submitting plans for a new Police Station. As a consequence, the hotel use has been introduced to the frontage of the Well Street Car Park. The Former Job Centre site now proposes a Police Station and new offices. These

amendments are reflected in the Final Masterplan shown overleaf.

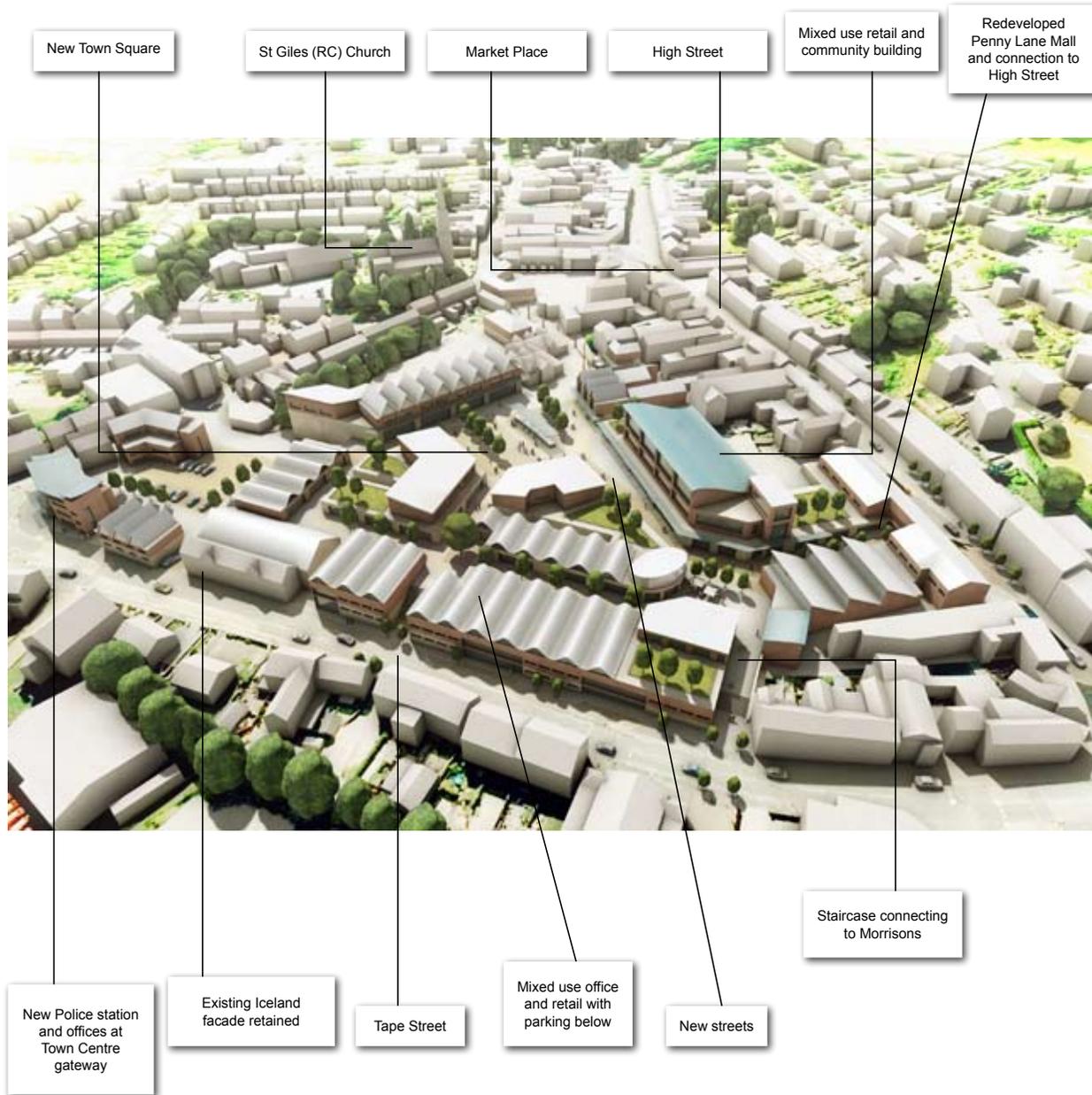
This is further supported through the 3D model image provided overleaf that illustrates the potential quality of buildings, public open space and mix of uses in the proposed Town Centre Masterplan together with visual linkages to St. Giles (RC) Church.

The Masterplan will form a Supplementary Planning Document. The development principles in the following section should also be set out as policies within any Development Plan Document to ensure that Cheadle becomes a well-designed, attractive and vibrant Town Centre.





Cheadle Final Design Option



Cheadle 3D Overview

7



Section Seven Development Principles

DEVELOPMENT PRINCIPLES

Introduction

The core principles adopted for the Cheadle Town Centre Masterplan are based upon the current best practice in design and planning policy guidance, in particular that which is integral to the Government's Sustainable Communities Agenda.

"Good design ensures attractive, useable, durable, and adoptable places and is a key element in achieving sustainable development. Good design is indivisible from good planning."

(PPS1 Delivering Sustainable Development ODPM 2005)

The Government's stance on the importance of good design is supported by detailed policy and through the production of associated guidance including PPS1 (Delivering Sustainable Development); PPS5 (Planning for the Historic Environment); PPG17 (Open Space); PPS22 (Renewable Energy); The Urban Design Compendium (English Partnerships/ Housing Corporation, 2007); and 'By Design'- Urban Design in the planning system: towards better practice (ODPM/CABE 2000). In addition AWM's Sustainable Development and Built Environment, Sustainability and Design Standards have been incorporated into this.

What constitutes good design is perhaps best summarised within 'By Design'. It sets out seven design objectives as follows:

- **Character:** A place with its own identity
- **Continuity and enclosure:** A place where public and private spaces are clearly distinguished
- **Quality and the public realm:** A place with attractive and successful outdoor areas
- **Ease of movement:** A place that is easy to get to and move through
- **Legibility:** A place that has a clear image and is easy to understand
- **Adaptability:** A place that can change easily
- **Diversity:** A place with variety and choice.

In terms of detailed best practice guidance on more specific issues such as crime and movement, Safer Places: The Planning System and Crime Prevention (ODPM, 2004), Secured by Design (ACPD, 2004) and Manual for Streets (DFT, 2007) provide key design rationale, which will have a particular bearing on the creation and regeneration of key streets and open spaces.

Of particular relevance are principles laid out in Secured by Design which looks towards creating safe, accessible and engaging places - key to the vision for Cheadle Town Centre. The key principles can be summarised as follows and have been incorporated into the Masterplan:

- Integrated approach- ensure that all significant components of design, planning and layout are considered together at an early stage
- Environmental quality and sense of ownership- well designed, attractive, clearly defined and well-maintained spaces are more likely to encourage people to take pride in their surroundings. In addition, feelings of comfort and safety will tend to lead towards a sense of shared ownership and responsibility
- Natural surveillance- ensure that spaces around buildings, footpath routes, open spaces and parking areas are open to view from adjoining occupied properties. Well- trafficked routes can assist in discouraging criminal activity by increasing the risk of detection, reducing opportunities for crime and making potential offenders feel more vulnerable
- Lighting- ensure that appropriate lighting is positioned for maximum security but respects the character of the area.

Manual for Streets is primarily focused upon residential areas, however the new Manual for Streets 2 (Sept 2010) explains how the first document can be applied more widely. These principles are applicable to all streets and public spaces:

Layout and connectivity- walkable neighbourhoods are typically characterised by having a range of facilities available to people that can be accessed comfortably on foot. Making local environment convenient and attractive to walk in can help enhance the vibrancy of a community and reduce reliance on motor transport.

Street scale- the width between buildings is key to how well streets work and their aesthetic qualities. Widths should relate to building heights and the proposed characteristic of the street.

Public/private streets- the backs and fronts of buildings need to be treated differently. The basic tenet is 'public fronts and private backs', and it is important to get this right in order to make streets work as places.

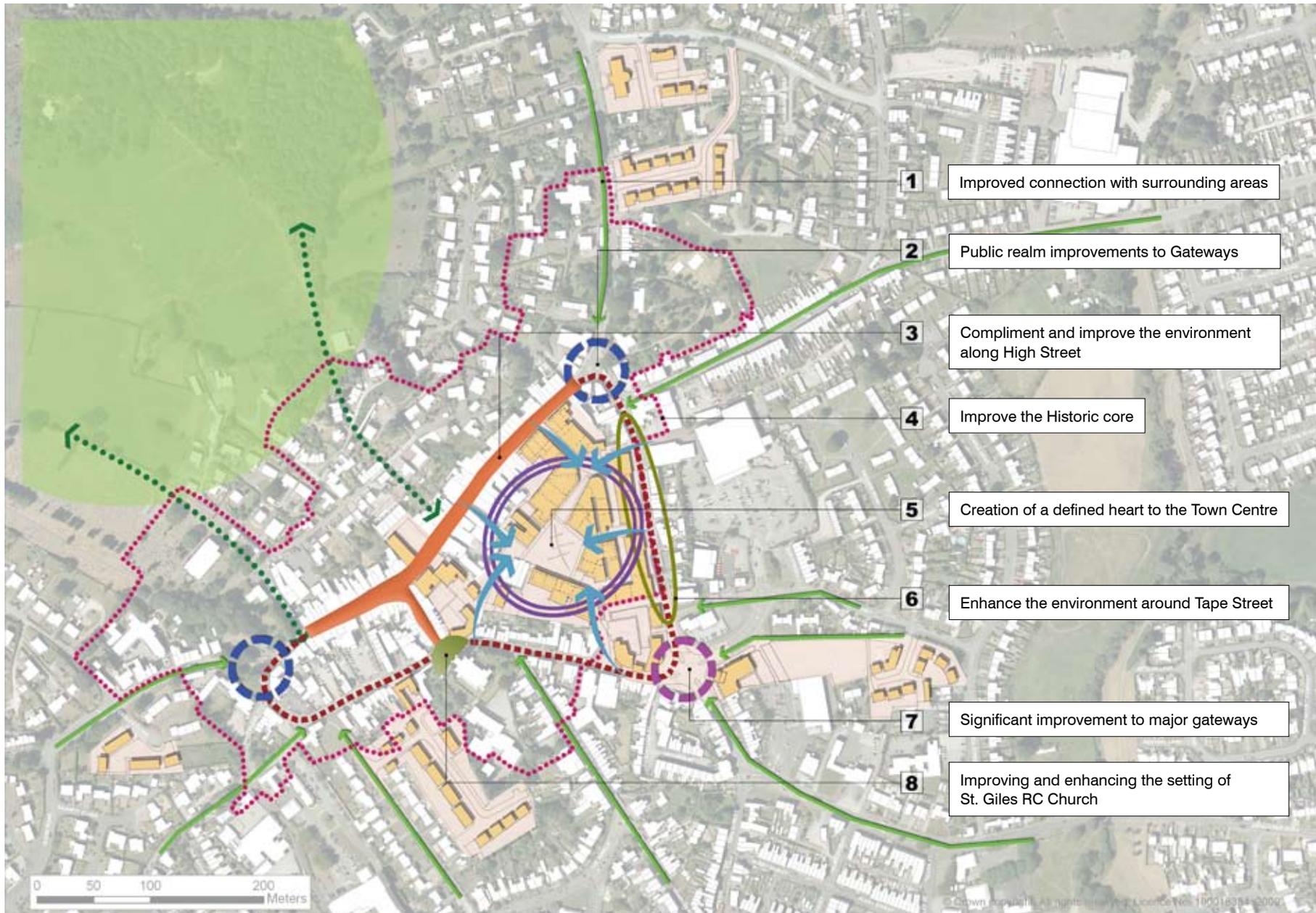
Planting- planting helps to soften the urban street- scene, creates visual and sensory interest and improves the air quality and microclimate. It can also be used to limit forward visibility to help reduce vehicle speeds.

Shared surface streets- streets where there is no kerb to separate the carriageway from the footway, meant to encourage low vehicle speeds and promote social interaction.

The Masterplan vision has defined Cheadle Town Centre as "A local service centre for the wider rural hinterland, recognised for its individual character and diverse independent shops. Visitors will also be drawn to the Town Centre in order to experience its fine historic core and the unique attraction of Pugin's Gem.

The design response identified in this section should be diverse and incorporate characteristics that are specific to Cheadle.





Opportunities & Constraints Overlay

Design Principles

The Cheadle Town Centre Masterplan incorporates a number of key design principles that have been developed in response to specific challenges identified in the baseline stage of the work. These principles are illustrated and summarised opposite.

Transformation of key gateways and improved connections to surrounding areas

There are three major gateways into Cheadle Town Centre that will be transformed as part of the Masterplan:

- Leek Road/ Tape Street/ High Street
- Tape Street/ Chapel Street
- High Street/ Watt Place/ The Terrace.

All three will involve varying degrees of physical change including new high quality buildings, junction reconfiguration, signage and lighting, and environmental changes.

Connections to surrounding areas will be strengthened through the creation of key new routes and integrated signage. There will be extended signage into adjacent residential and open space that will build upon ideas discussed in the 'Better Welcome' initiative.

Complement and enhance the environment along the High Street

High Street will remain the dominant retail area. The proposed Masterplan aims to

boost its appeal through introduction of a stronger retail circuit as a result of redevelopment of the Penny Lane Mall. Increased activity throughout the length of the High Street, together with material and highway configuration changes, will reinforce the commitment to the future strength of the High Street.

Improve the historic core

Changes to street frontages and a reduction in the dominance of car parking in the heart of Cheadle Town Centre will have significant impact of the overall setting of the Town Centre's key historical assets. This is not seen as an approach to 'preserve' the town, rather an ability to create contemporary streets and buildings that enhance the overall appeal of Cheadle Town Centre as a place to visit.

Creation of a new heart for the Town Centre

The new square will be a focal point for activities within the Town Centre defined by high quality new buildings of a scale that responds to Cheadle's historic character. The square will be a fully pedestrianised environment providing a space that will enable appreciation of some of the town's most important assets such as Pugin's Gem.

Enhance the environment around Tape Street

Tape Street presently suffers from a lack of definition and over dominance of vehicular traffic. The Masterplan proposes new buildings on the eastern edge that will provide the required scale definition and natural surveillance. This will also enhance the overall positive perception of Cheadle for visitors as a place to visit and do business.

Improvements to the setting of St. Giles (RC) Church (Pugin's Gem)

Many people already choose to visit Cheadle Town Centre in order to experience Pugin's Gem. The Masterplan will further reinforce this importance through the development of new streets and connections that will provide 'framed views' through to the church, and by specific environmental changes adjacent to the church that will improve the setting.

Public Realm Strategy

The public realm strategy for Cheadle Town Centre includes four key areas:

- Central public square
- Market Place
- High Street, Cross Street, Chapel Street and Bank Street
- New crossing points and junctions.

This strategy will be supported by a series of overarching design principles which should inform future implementation:

Cheadle's public realm will respect and enhance the heritage setting and contribute to the creation of a unique sense of place.

This will be achieved through:

- Consideration of the setting of listed buildings such as Pugin's Gem, The Wheatsheaf and Lulworth House
- Enhancing the character of the conservation area
- An appropriate and unique palette of materials to unify the Town Centre
- Variation in design and palette to develop distinct spaces, route hierarchy and local character
- Incorporation of historic and place-specific interpretation including a wider appreciation of Pugin.



A variety of interesting streets and spaces will be developed within the public realm offering diverse provision for a range of Town Centre users.

This will be achieved through:

- Consideration of the existing function of spaces such as High Street and Central Car Park and the opportunity to develop/diversify these
- Identification of the range of potential users that should be catered for.



The public realm will be designed to the highest quality, fulfilling functional needs as well as creating appealing environments.

This will be achieved through:

- A high quality material palette
- Attention to detail and consideration of function and user needs
- Use of a design review process at all stages of public realm evolution to ensure that design aspires to the highest possible standards.



Cheadle's public realm will be designed to be welcoming, safe and accessible for all.

This will be achieved through:

- Relevant and easy to use visitor information including an information point
- Development of a comprehensive lighting strategy which creates a well-lit movement network
- The possible opportunity to extend the municipal town centre CCTV system
- Development of spaces which provide for a range of functions/uses at different times of the day to encourage passive surveillance across public realm
- DDA (Disability and Discrimination Act, 2002) compliant design of public realm reviewing gradients of routes, design of surfacing and incorporation of street furniture
- Ensuring all pedestrian surfaces are appropriate for all users and maintain kerb definition on shared surfaces

- Minimisation of obstructions and clutter within the public realm. Where street furniture/ other obstacles are included ensuring that they are clearly identifiable for visually impaired users
- Creation of controlled pedestrian/ cycle crossings at key locations in the public realm
- Ongoing consultation with access groups and design audits/reviews.





A strong and legible public realm movement and framework will be developed.

This will be achieved through:

- A comprehensive signage strategy building on initial work undertaken as part of the 'Better Welcome' initiative
- Enhancement of existing, and creation of new, vistas and landmarks

- Creation of a clear hierarchy of routes that respond to key destinations and desire lines.



Cheadle's public realm will be designed to be highly durable with consideration given to long-term maintenance from the outset.

This will be achieved through:

- Material selection- longevity/life expectancy
- Consideration of initial costs, costs of replacements or repair/ maintenance

- Consultation with SCC's maintenance team
- Potential to order extra over materials to be stored for maintenance/ repair
- Council liaison with utility companies to foster good communication and support over works within the public realm.



Cheadle's public realm will be designed to be adaptable, allowing for flexible change of use.

This will be achieved by:

- Simple, high quality and timeless design
- Creation of unencumbered spaces that can accommodate a range of uses
- Incorporation of multi-functional elements (e.g. informed seating on walls/ steps, artworks that also act as lighting, signage, seating, play features, etc.)

A holistic approach to sustainability will be taken in the design and construction of Cheadle's public realm.

This will be achieved by:

- Local sourcing of materials, local manufacture and utilisation of local workforce wherever possible
- Utilisation of recycled and reclaimed materials (including below ground construction)
- Incorporation of other principles of environmentally friendly construction- waste minimisation and recycling on site
- Encourage walking, cycling and public transport through provision of better facilities in the public realm and improved access
- Involving the community in the design and implementation process, to ensure appropriate design and foster a sense of ownership and pride
- Development of a parallel green space strategy which seeks to enhance the role of the park and incorporate bio-diversity and wildlife value, including the potential for sustainable urban drainage.

The following plan illustrates how the principles described above could be applied to Cheadle Town Centre in order to create the sense of place and quality environment envisaged as part of the Masterplan output.



Public Realm

Specific public realm intervention in the four key areas is summarised below.

Central Public Square

A new pedestrian square will be created at the Central Car Park Area. The square will provide a focus for a series of new pedestrian streets that link to High Street, Tape Street and Chapel Street. The square will be defined by new and existing buildings incorporating active public frontages with a range of uses including retail, cafes, restaurants and potentially a new market hall.

New buildings will generally be two-storey with three-storey buildings along the rear of High Street and Tape Street where topography and definition allow.

Above street level ancillary office and community uses (such as a new Library) will overlook the new square.

Seating areas will be created in the new square that will allow adjacent activities such as cafés and restaurants to spill out into the space. This aspect will be complemented through the introduction of trees that will provide shelter and soften the overall environment.

Longer term, the square may also become a new focus for market activities (both indoor and outdoor) reinforcing the position of the market as a focal point in the Town Centre.

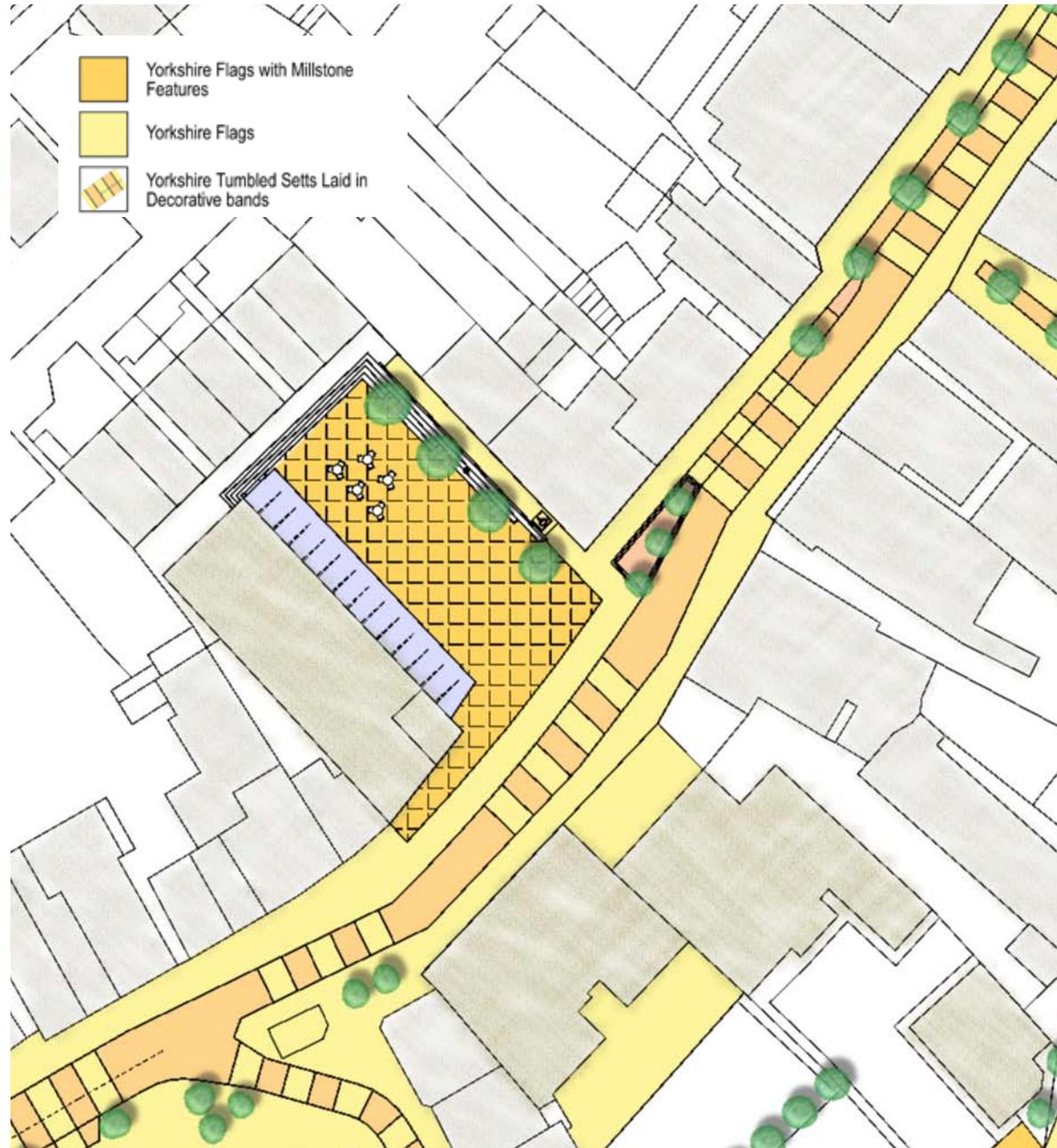


Market Place

A fundamental driver for the Cheadle Town Centre Masterplan from the baseline workshop stage has been to reinforce the position of the market. Public realm changes to Market Place will support this approach, initially through material upgrades and the removal of stalls when they are not in use. This will also be achieved through the control of car parking on Market Place through the introduction of removable bollards to the High Street frontage.

Beyond these short term changes, the role of Market Place within the whole Town Centre should be assessed. In the scenario that the market is relocated to the new central square Market Place will still be able to perform a valuable function in the Town Centre. It will provide a significant public open space that can showcase a number of important historic buildings, open up areas for a greater diversity of uses and will become one of a series of anchors on High Street.

The impact on the buildings at the northern edge of the square, which have the potential to provide enhanced DDA compliant access to the frontage, should not be underestimated. In this scenario the existing indoor market could be refurbished/ reconfigured for café or restaurant users.



High Street, Cross Street, Chapel Street and Bank Street

At present all of these existing streets are dominated by vehicular movement.

The streets are relatively narrow, a consequence of the historic character of the routes and their relationship with existing buildings. A number of different activities compete for space in the streets including vehicular movements, car parking and servicing. Pedestrian and cycle space generally come lowest on the list of priorities.

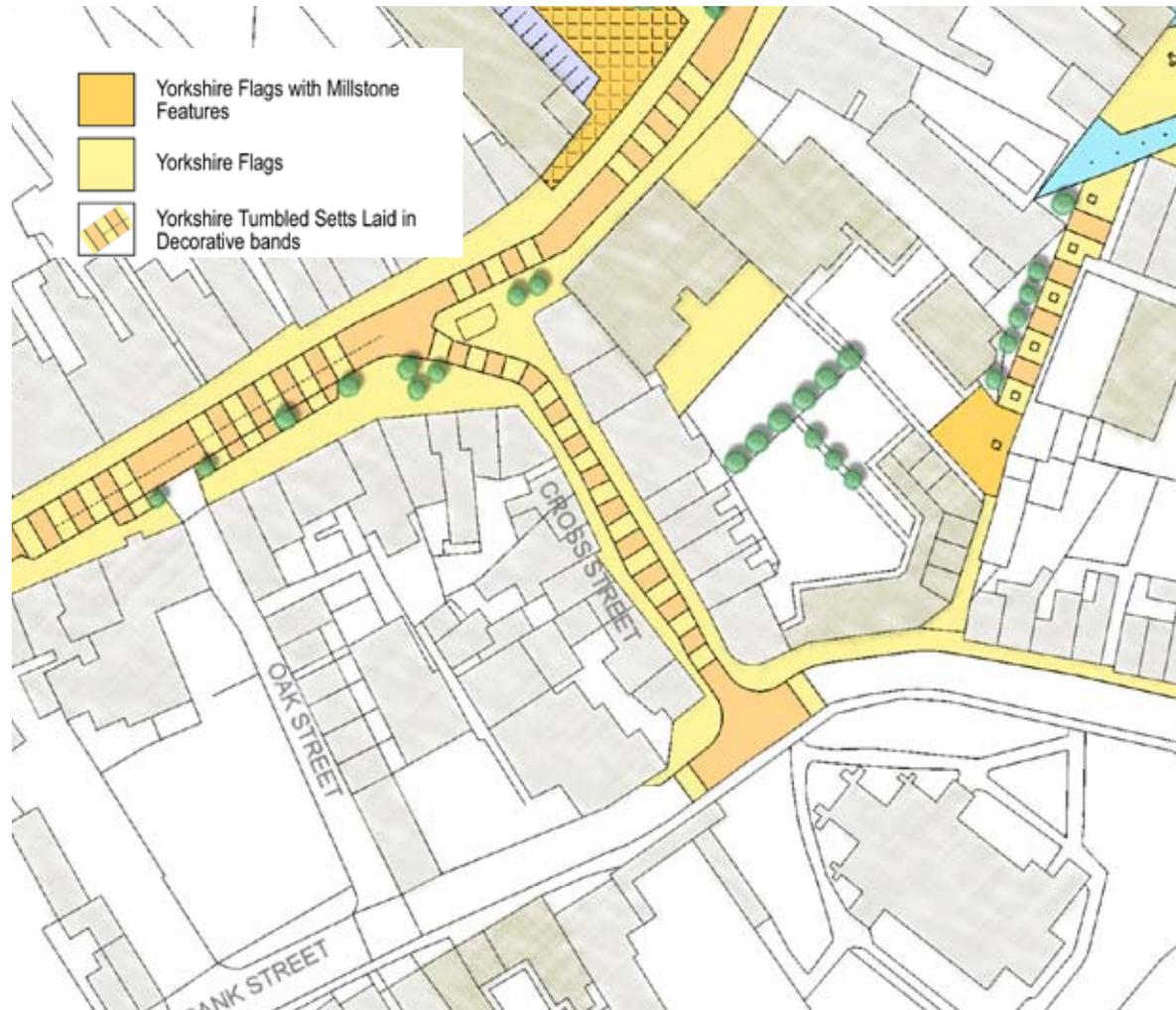
The approach taken within the Masterplan is to work with these existing demands on the street network rather than exclude any function. It is recognised that the historic character of the town will mean that compromise will be required in order to achieve the best balance between heritage, business activity and public space.

A shared surface will be introduced on High Street and Cross Street in combination with a 20 mph speed limit and new 'superstop' bus stops on High Street. Existing loading bays and car parking bays will be retained; however areas will incorporate greater levels of control through material changes (raised cobbles to define bays and deter parking in non-designated areas) and street trees to soften the environment. This strategy will be combined with greater control of parking and loading through enforcement.

Improved signage and better facilities elsewhere in the Town Centre will encourage people to use other, more appropriate car parking.

At the junction of Chapel Street, Bank Street and Cross Street a new raised

pedestrian table will be introduced providing a higher quality public realm setting for Pugin's Gem. This will also serve to reduce the speeds of the vehicles using Chapel Street and Bank Street.



New Crossing Points and Junctions

The Masterplan proposes to revise crossing points in Cheadle Town Centre, particularly those at the Leek Road/ Tape Street/ Chapel Street gateways. Although in relation to the larger public realm ambitions these changes are relatively minor, the experience of the pedestrians and overall patronage of the Town Centre on foot should not be underestimated.

As part of these revisions the most significant change is envisaged at the Tape Street/ Chapel Street gateway where it is proposed to remove the existing large roundabout and replace with a series of pedestrian signalled crossing points. The ability to control and manage vehicular movements through these signalled junctions is also seen as a positive benefit to the overall appeal of the Town Centre to both local people and visitors.



Way-finding and Signage Strategy

The aim of the way-finding and signage strategy is to provide an excellent first impression for visitors arriving and using Cheadle Town Centre. It will also enhance the user experience, providing relevant information for both local people and visitors. 'Way-finding' aims to make it easier for people to find their way around, and find key points of interest. It can also help to reinforce a sense of place, that can build into the 'Better Welcome' and 'Discover The Secret' brands.

As well as signage, gateway features and visual cues delivered by surfacing materials can help to aid the sense of orientation. It is vital that, in the development and use of signage and other forms of way-making, a consistent high quality approach is used. For Cheadle Town Centre this can build upon the design concepts already developed for the "Better Welcome" initiative. This initial outline strategy provides a starting point and framework to develop the signage to the next level of delivery.

Gateways

The Design Principles diagram identified three gateways into Cheadle Town Centre that should contribute to the sense of arrival.

Of these three, the two gateways at either end of the High Street are sensitive historic environments with a tight street pattern. Gateway recognition here will consist of material changes, identification

and interpretation panels with associated lighting, framing either side of the route.

The Tape Street/ Chapel Street gateway provides the opportunity for more radical change. Removal of the existing roundabout will also release land that can be used to create higher profile buildings and also allow the creation of associated gateway features.



These could be of particular significance in relation to the present route to Alton Towers acting as a point of interest and 'signpost' to the adjacent Town Centre development.



Enhanced Shopping Route

The enhanced shopping route will encourage use of the existing shopping streets of High Street, Tape Street and Chapel Street through signage and way-finding markers from existing primary car parks.

This will be extended to pick up other shopping destinations further east with the new square acting as a focal point for activities and a more diversified shopping experience.



Extended Visitor Route

Many visitors to Cheadle Town Centre are probably unaware of other attractive areas beyond Pugin's Gem. This will of course be the starting point for any visitor but will extend through to the potential Heritage Centre in Lulworth House, picking up framed views looking south down Cross Street. Further exploration of the route will extend into the park offering extensive views of the wider Staffordshire Moorlands. Visitors will be encouraged to visit the new public square, where another view of Pugin's Gem will be found, framed between new developments.



Fingerposts

Fingerposts should be designed to be distinct to Cheadle, and should reflect the 'Better Welcome' brand. They will be located at key locations within the Town Centre. The following provides a list of some of the key destinations that would need to be highlighted:

- Pugin's Gem
- High Street
- Market Place
- New central square
- The park
- War memorial
- The library
- New heritage centre
- Public toilets
- Main car parks.

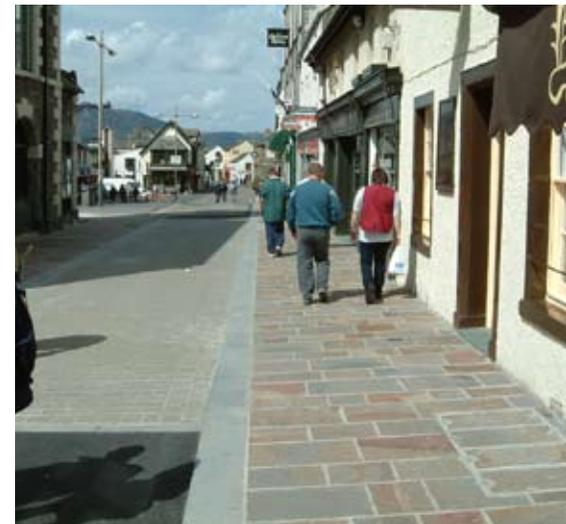


Surfacing Strategy

The surfacing strategy for Cheadle Town Centre will be used to define a clear hierarchy of routes.

High Street/ Cross Street and Chapel Street Raised Table

Surfacing within roads will be predominantly natural stone with colours and textures chosen to be harmonious with adjacent architecture.



Central Square and New Streets

High quality clay paving and natural stone detailing should be used at all new pedestrian areas.



Tape Street/ Chapel Street/ Bank Street

Tarmacadam with natural stone flag pavements and natural stone kerbs and edging should be used on Tape Street, Chapel Street and Bank Street.



Street Furniture Strategy

The street furniture strategy will help in developing a consistent and high quality approach to the use of street furniture. There are a number of key locations in Cheadle Town Centre where street furniture is required. These consist of:

- Main seating areas: Market Place and the new central square. Seating will be chosen from the palette indicated opposite with the potential to introduce

graphic references from the 'Better Welcome' initiative

- Minor seating opportunities: seating that corresponds to the main seating areas will be positioned as part of the overall public realm strategy at approximately 100m intervals. The opportunity to place a seat adjacent to the Chapel Street/ Bank Street raised table should also be explored
- Recycling/ litter bins: Recycling bins will be located in Market Place and the new central square with litter bins positioned adjacent to seating on High Street.





Lighting Strategy

The approach to the lighting for Cheadle Town Centre will focus upon two different strands of lighting.

Functional

In the majority of Cheadle's public realm it is essential that lighting is used to create safe and well-lit routes for the public to use at night. Leek Road, Tape Street, Chapel Street, Cross Street, Bank Street and High Street are all key routes for pedestrians and cyclists which should be specifically designed as 'safe' routes, using luminaries with a white light source at the appropriate lux.

It is important that during the daytime lighting columns and fittings do not interfere with the views and settings of listed buildings that are either unobtrusive or aesthetically pleasing. A consistent approach and restricted product palette is recommended. In addition the appropriate white lighting of Town Centre car parks will ensure that drivers have safe access to their cars at night.

Decorative

The areas of functional lighting will overlap with decorative lighting, which will be located to highlight specific areas of interest. The following areas will form the initial target list for decorative lighting proposals:

- Pugin's Gem
- Market Place
- High Street
- The new central square
- The war memorial
- Cross Street
- The Bethel Chapel.

Potential light fittings for this functional and decorative use are illustrated in the images below.





KEY

- Study Area Boundary
- Residential
- Retail
- Leisure
- Commercial
- Educational
- Place of Worship
- Health care
- Public Services
- Employment
- Vacant Premises
- Car Park
- Scheduled Memorial
- Hotel

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Proposed Land-use

Diversity and mixed use (new land-use proposals)

Proposed land-use illustrated in the diagram opposite indicates the diversity of different activities proposed for the Cheadle Town Centre Masterplan.

The proposals for the Opportunity Sites have tried, wherever possible, to introduce a range of different uses in order to encourage more people to use the Town Centre. This greater number of people will in turn develop interaction between people and places that will add to the vitality of the area.

The mix of uses should extend to different use classes, with attention paid to horizontal and vertical spilt. For instance placing offices and community uses above new retail at the Central Car Park Area will help to animate the external spaces and could bring more people into the area throughout the day and evening. These same people could also use the shops, cafes and restaurants at street level, providing the vibrant environment that the Masterplan seeks to achieve.



New residential development in the Town Centre will also support this approach with sites including Hurst's Yard, Carlos Close, Lightwood and Depot off Leek Road introducing new residents that will be encouraged to use the Town Centre's facilities.

Density and Massing

Form and massing in Cheadle Town Centre should be more dense than surrounding areas to reflect the



importance, the demand for space and the need to promote a compact pedestrian friendly centre. New development should reflect Cheadle's historic character with buildings developed to be a maximum of three-storeys. In addition views through to Pugin's Gem should also be respected.

The diagram on the following page describes the proposed building storey heights for the Masterplan.



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Proposed Building Height

Car Parking

Car parking in Cheadle Town Centre is currently provided on-street and at a range of publicly accessible car parks. These are owned by the District Council or provided by local retailers with an agreement for public use (e.g. Morrisons). Large areas of the Town Centre are devoted to unattractive surface car parking and there is high demand on streets such as High Street resulting in congestion and a cluttered appearance.

The Masterplan proposes to develop the Central Car Park Area and incorporate decked car parking with high levels of lighting and security. This would become a gateway, 'destination' car park, signed from various routes into the Town Centre with easy access to other facilities. Local people and visitors will be encouraged to use this new car park.

In turn parking on High Street will be controlled through greater enforcement, and the implementation of public realm measures as described previously. Additional signage and lighting between the areas will also be introduced to ensure only short term parking takes place on High Street. This will further encourage walking and the exploration of the wider shopping circuit.

Townscape and Legibility

Key gateways into Cheadle Town Centre need to be enhanced to promote Town Centre attractions, capture the visitor market, and emphasise the sense of arrival. Similarly, other gateways are important to attract people to key parts of the Town Centre e.g. from the new square through to Pugin's Gem. Signage, lighting, and changes in surface materials will be used in these areas as described previously. This will be combined with an approach to building design, incorporating distinctive architecture with changes to scale and typology that provide markers within the urban landscape aiding navigation and orientation.

As noted on a number of occasions key vistas to Pugin's Gem should be strongly framed by new buildings and associated landscape features. There is also the opportunity to create a series of distinctive new views on High Street through the introduction of new trees and signage.

Scale of New Streets

The diagram overleaf illustrates the proposed figure ground for Cheadle Town Centre and demonstrates the relationship between built form and open space. It further indicates that the scale and character of individual streets bears a direct relationship to the existing character of Cheadle.





Proposed Figure Ground

Character

Architectural and public realm design should complement the existing character of Cheadle Town Centre and provide contemporary design, which reflects modern functions and styles. Irrelevant and watered-down pastiche design is not recommended. Research into the local vernacular and detail should be undertaken in order to understand and learn from local design precedent.

New development should consider a palette of predominately locally sourced materials (or material choices that minimise transportation impact), which are fit for purpose. This will provide coherence with existing development and with the surrounding environment.



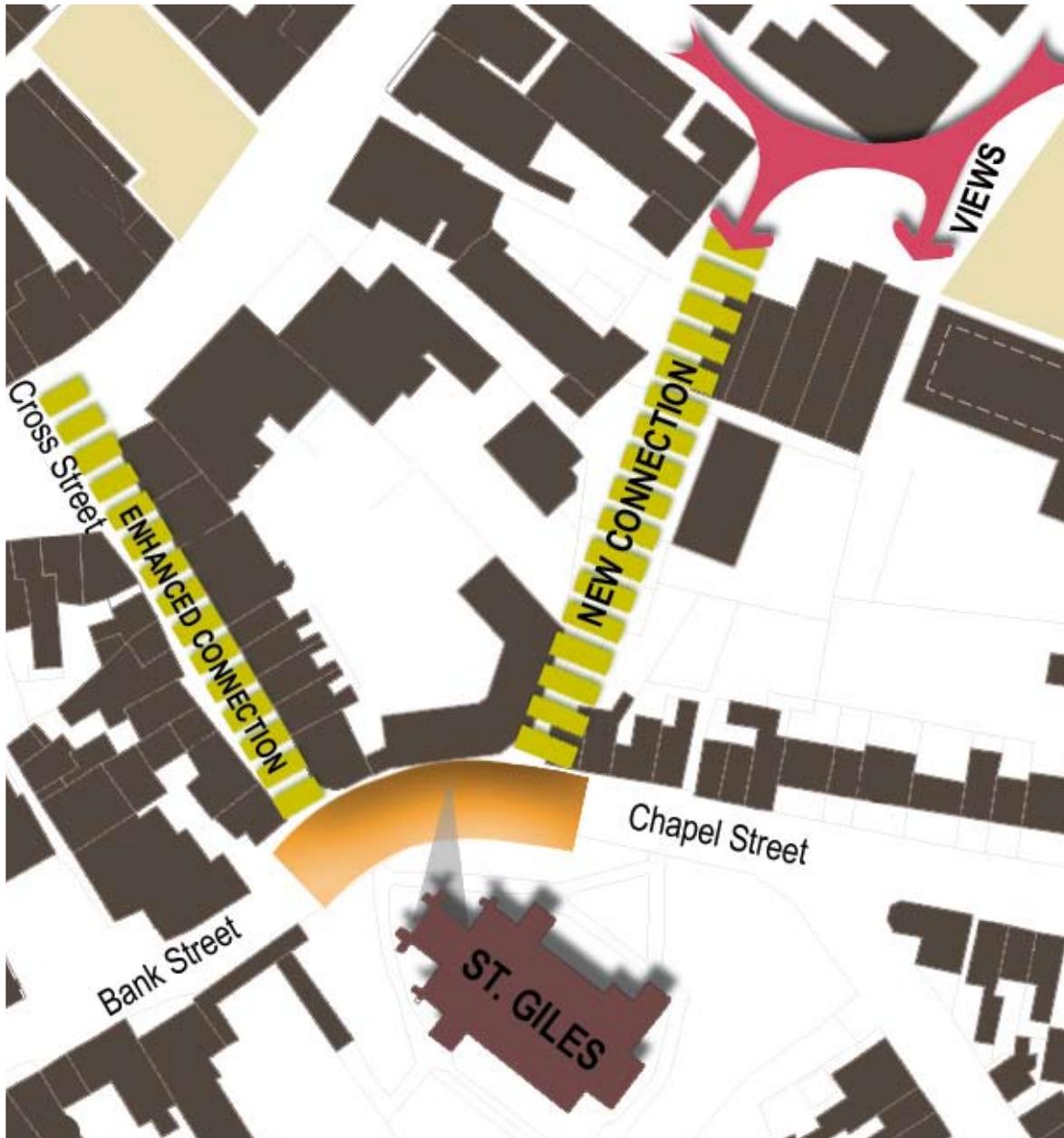
Heritage-led regeneration can add value to schemes through retaining the familiar in a new context. Historic buildings of character should only be demolished if the strategic benefits outweigh the loss. Attempts to preserve buildings should include investigating the potential to convert to other uses (as proposed at the Wheatsheaf Hotel and Lulworth House). In all cases close consultation with the District Council's Heritage and Conservation officer will be required.

Enhanced Setting and Key Views to St. Giles (RC) Church

The impact that St. Giles (RC) Church has on the visual character of Cheadle Town Centre is already very strong. Proposals within the Town Centre Masterplan enhance this situation through three main interventions:

- Creation of new buildings that will frame views towards the church together with new external space that will allow appreciation of these views
- Formation of a new connection from the square to Chapel Street that will open up a direct pedestrian connection to the base of the church
- Enhancement of the setting on Cross Street and Chapel Street/Bank Street to provide areas where long distance and close up views of the church can be contemplated.

The diagram overleaf illustrates these proposals.



Enhanced connections to St. Giles (RC) Church

Sustainability

One of the key areas of the Masterplan is to address sustainability issues. The Masterplan seeks to address these in a balanced and coherent manner, to create more sustainable development.

Approach

Energy and Water

A more sustainable approach to energy and water is sought through several interventions. The provision of new buildings presents an opportunity to develop more advanced energy and water efficient technology than at present. At the building scale the use of renewable energy sources should be considered including solar photovoltaics, solar thermal ground source heat pumps and air source heat pumps. Further consideration could also be given to passive systems such as light tubes and ventilation chimneys to promote natural passive ventilation.

Energy Efficiency

Buildings and open spaces should be developed to maximise the use of locally sourced materials incorporating orientation that maximises the benefits of heat and light from solar gain. Development should also contribute to the local eco-system by use of green roofs, rainwater harvesting, tree planting and ensuring there is easy and safe access to pedestrian, cycle and bus links. Principles and performance indicators within AWM's built environment, sustainability and

design standards policy should be followed wherever possible.

Design Quality

Significant new-build development offers the greatest opportunity to improve the design quality and perception of Cheadle Town Centre together with improvements to existing buildings and enhancing public realm. It is critical that these opportunities are taken as design quality will raise the profile of the town and attract investment - a critical part of securing economically sustainable development. This will allow further investment in other elements of sustainability, such as energy efficient renewables to be funded.

Sustainable Transport

The impact on existing transportation systems in the Town Centre has been limited as a result of predominantly having to work with existing systems. However, several components of the Masterplan will contribute to the promotion of sustainable transport modes.

A network of new streets has been proposed in the centre of town, to promote direct access to services that are attractive to pedestrians and cyclists. The majority of these new streets are traffic free and will link to new pedestrian crossings.

Mixed Uses

The Masterplan seeks to accommodate a more varied mix of land uses than the current offer. This includes additional shops, cafes/ restaurants, offices and a hotel. This will ensure that the town is better equipped for changing economic circumstances and increase investment attractiveness.

Utilisation of Existing Resources

Local businesses and the community are an important resource in developing a strong, economic and social base from which the town can grow. Existing businesses are accommodated in the Masterplan, either by retaining existing premises or providing suitable new premises for their relocation. There is also opportunity for existing businesses to grow by providing an appropriate range of new accommodation.

Building on Wider Opportunities

The Masterplan seeks to provide accommodation for businesses and services not currently located in the Town Centre. This will strengthen Cheadle's economic base and retain expenditure within the area.

Measuring Sustainability Performance

Sustainable development should form an integral part of good design. This not only reflects the way in which places are designed in terms of siting and movement, but also

in terms of the eco-performance of individual buildings. AWM's Built Environment, Sustainability and Design Standards has been developed to set the environmental benchmark for development in the West Midlands.

AWM is committed to raising the quality of the built environment in the West Midlands in line with the aspirations expressed in the West Midlands Economic Strategy and the National Sustainable Communities and Sustainable Development Strategy. In order to achieve these standards, AWM requires minimum standards to be achieved in all built environment projects that it supports. This includes projects that seek to deliver area based schemes, new buildings, refurbishment of existing buildings and the connecting public realm and open spaces, all of which are applicable to the Cheadle Town Centre Masterplan. The standards are reviewed and revised periodically therefore any development should make reference to the AWM website to ensure that the most up to date version has been referenced.

Any built environment project that is funded through AWM, requires planning permission and is requesting over £250,000 will be asked to acknowledge the requirements of the built environment and design standards at outline proposal stage. As part of a full application the project will be appraised

on compliance to the required standards, and delivery will be monitored as part of the legal agreement.

AWM's standards and a brief summary of their implications are described below:

Environmental Risk

Consider environmental risk including location, flood risk, transport infrastructure, biodiversity and energy and water, and provide a statement summarising any environmental risks.

The Coal Authority also recommends the consideration of land stability issues resulting from former coal mining activities. The requirements of PPG14 (Development of unstable land) outline this consideration.

Sustainability of Larger Developments

Use of the West Midlands Sustainability Planning Checklist for Developments on mixed use developments is available at www.checklistwestmidlands.co.uk. Every project should achieve good practice or above for each question, which would give at least a score of 67 percent in each subject category. Developers should aim for best practice in each question where this is applicable and is feasible.

Energy for Developments

Urban design, passive solar design, maximising thermal efficiency and natural ventilation should be used to minimise

resource use and maximise the comfort of users over the lifetime of the development. Particular attention should be given to minimising the risk of overheating in the summer months.

Major commercial and residential developments need to demonstrate that consideration has been given to the following ranking method for heating and where necessary, cooling systems:

- passive design
- solar water heating
- tri-generation or co-generation, preferably powered by renewables
- community heating and cooling
- heat pumps
- gas condensing boilers.

For all developments outdoor lighting should be energy efficient, time controlled and of suitable (not excessive) luminescence, whilst minimising light lost to the sky.

Energy Use Buildings

New offices - aim for Building Emission Rates of at least 20 percent below the Target Emission Rate set out in Part L 2006 building regulations.

New domestic buildings- energy/CO2 category in the Code for Sustainable Homes Level 3 required (+25 percent better than Part L 2006 building regulations). Other residential developments should meet the proposed targets for homes set

out in "Building a Greener Future, towards zero carbon development" consultation document by Communities and Local Government which are as follows:

- + 44 percent (Code Level 4) by 2013
- zero carbon (Code Level 6) by 2016.

Other new non-domestic buildings – aim for Building Emission Rates of at least 10 percent below the Target Emission Rate set out in Part L 2006 building regulations wherever possible.

BREEAM/Code for Sustainable Homes

AWM requires all new buildings to aim to achieve an excellent BREEAM rating, unless site constraints or project objectives mean that this requirement conflicts with the obligation to achieve value for money. If an excellent rating is not achievable due to site constraints or project objectives, then new buildings should achieve a Very Good BREEAM rating (over 65 percent).

All refurbishment projects are to achieve at least a Very Good rating, unless site constraints or project objectives mean that this requirement conflicts with the obligation to achieve value for money. Residential developments should meet a minimum of Level 3 under the Code for Sustainable Homes but should aim to achieve Level 4 under the Code wherever possible.

Water Efficiency

New domestic buildings - water category in the Code for Sustainable Homes Level 3/4 is required.

New office buildings – In line with the DEFRA “Water efficiency in new buildings” consultation document (December 2006) suggestion of the lower level of the BREEAM offices scale (1 credit), which equates to normal average usage of about 15-20 litres per full time employee per day, based on a working year of 220-240 days.

Non - domestic developments other than offices should incorporate the following water efficiency measures:

- Dual flush WCs
- Urinals with IR controls
- Water minimising taps
- Showers with flow rate below 9 litres/min.

Construction Site Impact

Registration with the Considerate Constructors Scheme and compliance with the scheme's Code of Considerate Practice.

Developer Sustainability Credentials

AWM is seeking to work with organisations who can demonstrate their sustainability credentials through: environmental policy documents signed off at board level; Environmental Management System certification (ISO14001) or other non certified system, Green Procurement Policy document.

Climate Change Future Proofing

New developments must reflect the principles set out in “Adapting to Climate

Change: A Checklist for Developers” available at www.london.gov.uk/climatechangepartnership/adapting-mar07.jsp and demonstrate how they have taken climate change into account by using the checklist. Flood risk should be considered and developments must demonstrate compliance with Planning Policy Statement 25 Development and Flood Risk.

Materials

The design needs to consider the environmental impacts of the materials used in the construction and operation of the building or open space. Life Cycle Assessment is a method of evaluating the environmental impacts of a system taking into account its full life cycle from the cradle to the grave. The following references on environmental impacts of construction materials may be useful:

- BRE Green Guide to Specification, Blackwell Publishing
- BRE Green Guide to Housing Specification
- The Green Building Handbook Vol I and II, E and FN Spon
- Handbook of Sustainable Building, James and James.

Developers should specify A rated construction materials as described in generic form in the BRE Green Guide to Specification and BRE Green Guide to Housing Specification for the following key elements:

- External walls
- Windows
- Roof
- Upper floor slabs.

Where a B or C material specification is essential to reduce operational energy use, this should take priority over specification for minimising embodied energy. Developers should minimise the use of new aggregates. The amount of recycled aggregate specified should be over 25 percent (by weight) of the total “high grade” aggregate uses (see definition following).

Recycling aggregates can be obtained on site, or obtained from sites within a 30km radius or obtained from a recycled, non-construction post consumer/post-industrial by product source, such as crushed/blown glass pellets, PFAs, blast furnace slag etc.

AWM are seeking to promote the procurement of products which do not contain ozone depleting materials and with minimal global warming potential. The use of refrigerants should be minimised wherever possible. The following benchmarks should be achieved except where there is no alternative:

- All refrigerant types in use have an ozone depletion potential of ZERO
- All refrigerant types have a global warming potential of below 5
- Use insulating materials which avoid

the use of ozone depleting substances and substances with global warming potential of 5 or more in either manufacture or composition

- No peat or natural weathered limestone to be used in buildings or landscaping.

AWM, in line with the UK Government timber procurement policy, requires developers to actively seek to purchase legal and sustainable timber and wood derived products. In line with the Government’s timber procurement policy 70 percent of all timber used in developments will be from a recycled or a sustainable source as approved by the Central Point of Expertise on Timber. See guidance at www.sustainabledevelopment.gov.uk/government/estates/documents/Timber%20Procurement%20Advice%20Note%20November%202005.pdf

40 percent of construction materials by mass used in the development to be sourced from a factory/plant, quarry, wharf, railhead or recycling centre within 35 miles of site wherever feasible.

Recycled Content

All new developments will ensure that at least 10 percent of the total cost of materials used derives from recycled and reused content.

At least 10 percent of the total value of materials used in the construction project

must derive from recycled and re-used content in the products and materials selected. Identify and subsequently adopt for use, the most significant opportunities to increase the recycled and re-used content by value of the project, such as the top 10 quick wins identified by WRAP’s recycled content toolkit. The toolkit is available at www.rctoolkit.wrap.org.uk. Quantify the targeted improvement in the total recycled content above “baseline practice” for the project.

Before demolition an appraisal of maximising recycling materials by use of ICE Demolition Protocol must be demonstrated. Available at: www.ice.org.uk/knowledge/document_details.asp?Docu_id=414&intPage=1&faculty

Green Transport

A Green Transport Plan for individual buildings must be produced in line with the requirements set out in the relevant version of BREEAM and in line with planning requirements.

The Travel Plan should be structured to meet the needs of the particular site and take into consideration the findings of the site specific transport assessment that covers the following as a minimum:

- current local environment for walkers and cyclists
- public transport links serving the site
- current facilities for cyclists.

The Travel Plan should address the following types of travel:

- commuter journeys
- business travel
- visitors/customers
- deliveries.

Waste Minimisation

Follow DTI's Site Waste Management Plans – Guidance for Construction Contractors and Clients available at: www.wrap.org.uk/downloads/site_waste_management_plan.de9f0b1b.pdf.

Disability Discrimination Act (DDA)

All applicants will be required to confirm that any Built Environment projects will be compliant with the DDA.

Design Review

The aim of Design Review is to encourage design excellence in both the public and private sectors. Its role is to review projects and provide input to the developers/clients that will enhance the quality of the design.

AWM sponsors two Design Review Panels, managed by the region's two Architecture Centres. The panel applicable to Cheadle Town Centre is Urban Vision North Staffordshire (UVNS).

Designing out Business Crime

All applicants must describe the measures that they will design, implement and monitor in the relevant

section of the Built Environment, Sustainability and Design annex of the Full Application submitted to AWM.

One approach that applicants may wish to consider is to apply for a Secured by Design Accreditation for their project which is awarded by ACPO Crime Prevention Initiatives Ltd, the details of which can be found at www.securedbydesign.com.

Further information and guidance on the AWM Sustainable Development and Built Environment, Sustainability and Design standards can be obtained through the supporting website- www.advantagewm.co.uk/what-we-do/improving-places/sustainability-and-the-environment.aspx.

Emerging Sustainability Guidance

It is important to maintain the commitment to sustainability in the Cheadle Town Centre Masterplan through detailed design of phases and individual buildings.

As well as creating a more attractive Town Centre that people will want to shop, work in, live in and visit, the elements of the Masterplan that contribute to its sustainability will help ensure this commitment over its 10-15 year lifetime. It will therefore be well equipped to meet existing and emerging demands of sustainability policy and building regulations.

These include:

- Updates to building regulation part L2
- Carbon Reduction Commitment
- BREEAM standards
- Code for sustainable homes
- Zero carbon non-residential by 2019
- Future renewable targets.

By retaining, enhancing and developing the sustainability elements of the Masterplan, individual developments will be far better positioned to meet these standards in an effective economic manner reinforcing the overall benefits for Cheadle Town Centre.

8



Section Eight
Transport Framework

TRANSPORT FRAMEWORK

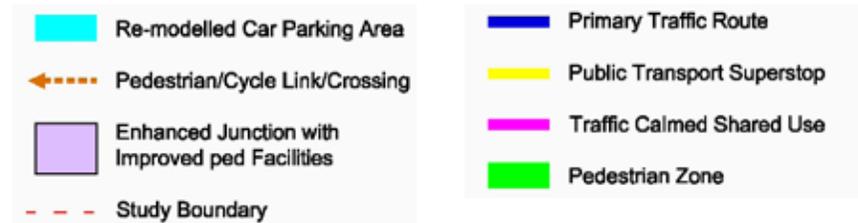
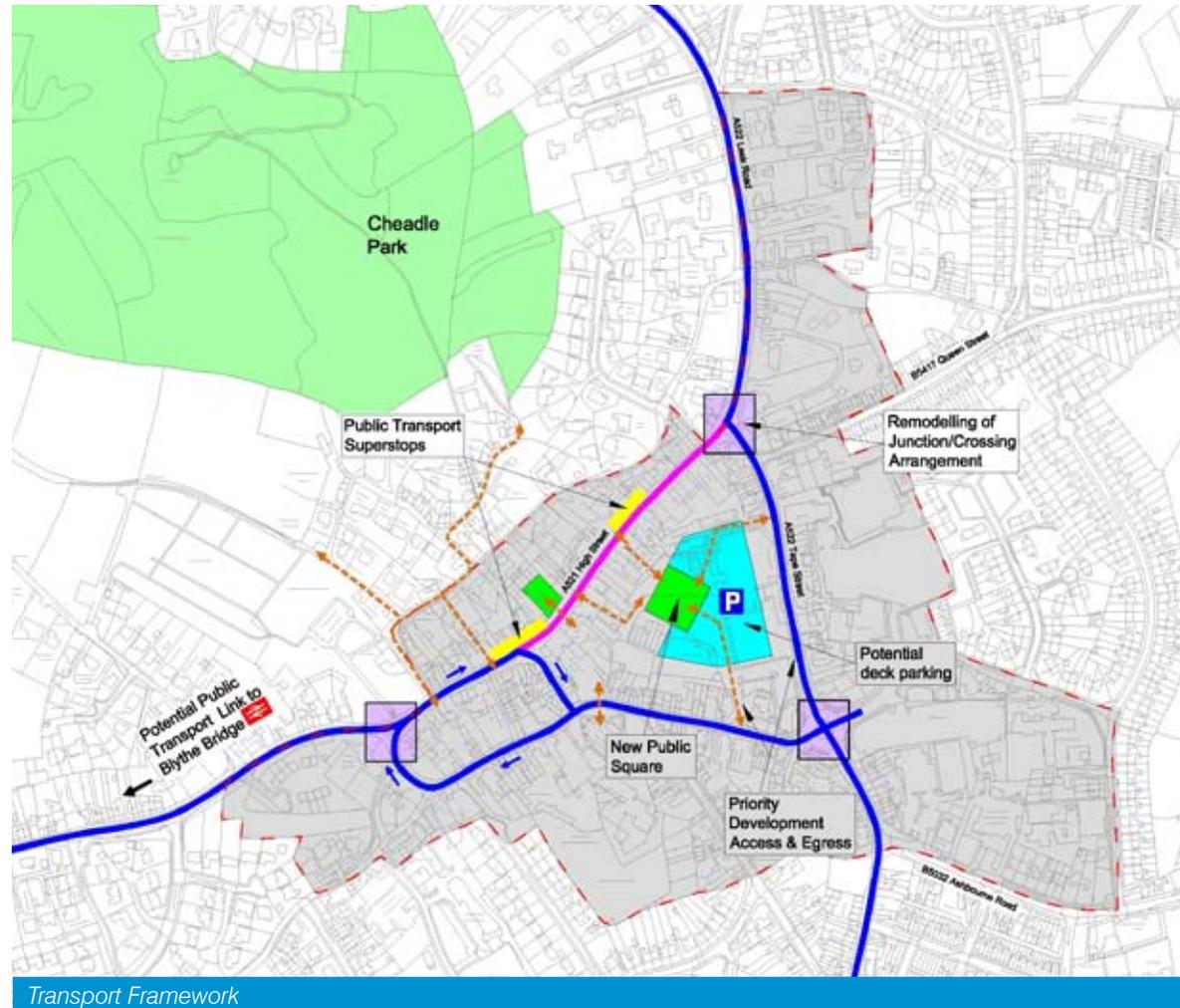
Introduction

The baseline and options stages of the masterplan process identified outstanding issues and opportunities for remedial action. These are detailed in Section 5.0.

In order to address the key issues, a Transport Framework has been developed to guide the future direction of access and movement policy within the Town Centre. This seeks to rectify the primary issues of severance between the retail core and the food retail supermarkets to the east of the town. It also aims to make better use of the large Central Car Park Area in order to enhance public realm and connectivity throughout the Town Centre.

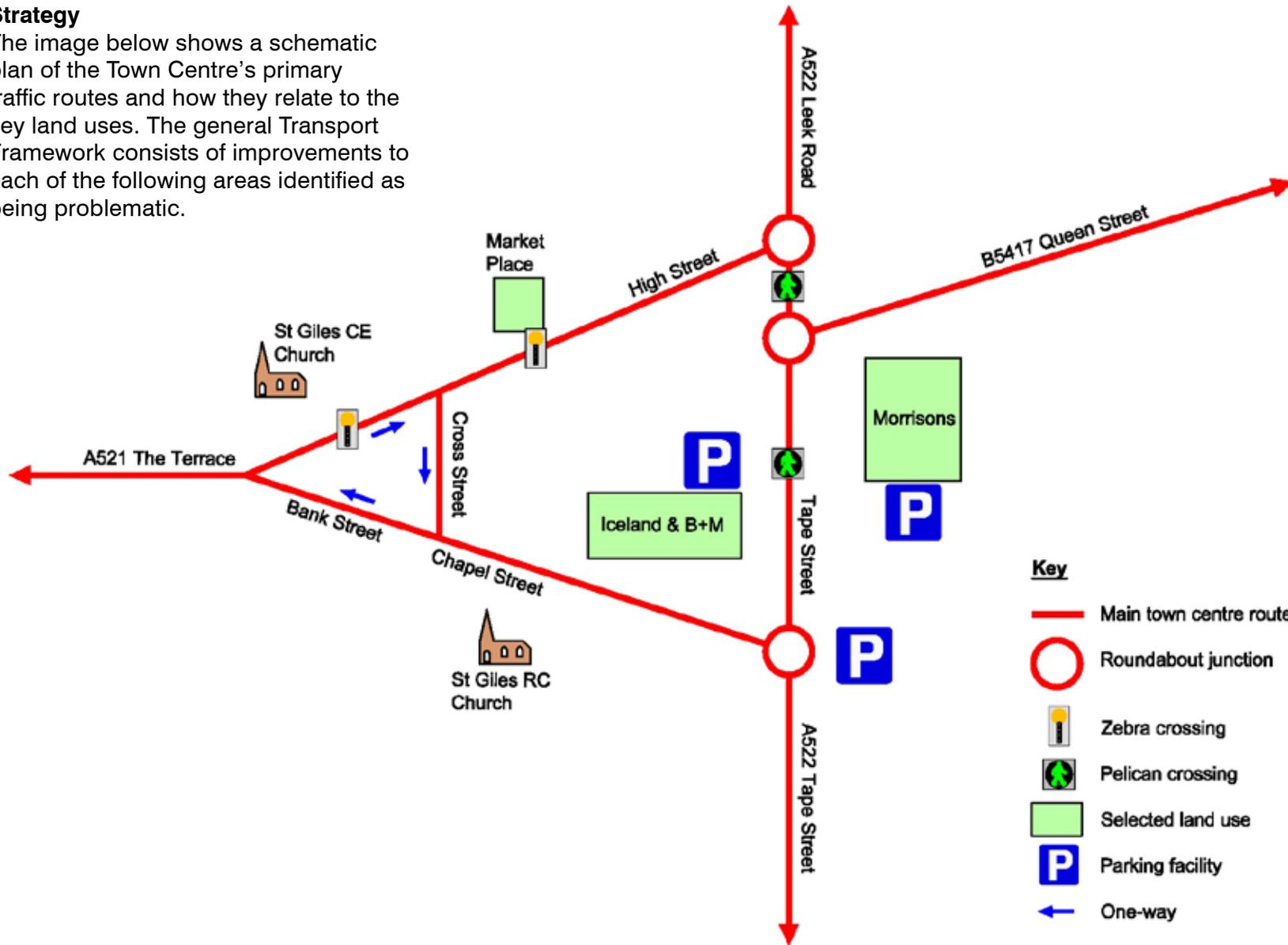
Junction improvements are proposed at the three key junctions, with special consideration given to the reduction of congestion at the Leek Road, High Street, Tape Street and Queen Street junction system. In addition, the implementation of decked parking underneath the Central Car Park Area could facilitate the creation of an enhanced public square with no loss of parking accessibility. Public transport and public realm infrastructure improvements are also proposed for High Street in particular.

The Transport Framework is summarised by the diagram opposite. It should be noted that an in depth traffic model will be commissioned before any developments or modification are implemented.



Strategy

The image below shows a schematic plan of the Town Centre's primary traffic routes and how they relate to the key land uses. The general Transport Framework consists of improvements to each of the following areas identified as being problematic.



Cheadle Schematic

Traffic Access

The Town Centre core is served by a number of primary radial routes feeding a central (predominantly one-way) gyratory system. This surrounds the Central Car Park Area and consists of High Street to the north, Tape Street to the east, Chapel Street to the south, and Cross and Bank Streets to the west.

This arrangement creates conflict between the different numbers and types of road users competing for space. The one-way High Street is heavily used by cars as a through-route, as well as for local access. It is also populated with pedestrians, cycles, service vehicles and buses. The resultant severance to the east of Cross Street is also exacerbated by the presence of unnecessary car traffic caught in the gyratory system, which is intending to travel southwards or to Tape Street car park. This traffic would be best served by turning right onto Cross Street and then left onto Chapel Street to access either the car park or the A522 southbound.

A comprehensive signage strategy should be implemented to minimise traffic on High Street and reduce congestion by intercepting southbound and Town Centre traffic at the Cross Street junction and directing it south onto Chapel Street. From here, traffic could either turn southwards at an enhanced junction with Tape Street, or access the Central



Chapel Street/Tape Street Proposed Junction Re-design

Car Park Area directly from Chapel Street. Traffic on High Street would then consist primarily of northbound through-traffic from the west. Other traffic could be further discouraged through the implementation of traffic calming measures, to be integrated with public realm and public transport enhancements.

From the north and south, traffic will still use Tape Street as the primary through-route, with Town Centre and westbound traffic directed to turn at the junction with Chapel Street. An important change will be the closure of the existing traffic access to Tape Street car park. This will

be replaced with decked, underground car parking, primarily accessed from Chapel Street (although an egress to Tape Street may be maintained).

The junction of Chapel Street and Tape Street will become an important gateway and should be enhanced to reflect this. Improvements could include the conversion of the roundabout to traffic signals. This would free up space that could then be used to display public art. An initial sketch showing how a signal junction could fit into the existing roundabout footprint is shown above.

Further junction enhancements are recommended for the network of junctions connecting Tape Street, Leek Road, High Street, and Queen Street. This arrangement of two mini-roundabouts separated by a pedestrian crossing is inefficient and currently causes unnecessary congestion and delay. Further investigation will be needed to decide the most appropriate replacement, however the option to use an arrangement of linked signals should be considered. Westbound traffic would use Chapel Street, routing to the A521 via the one-way Bank Street, as currently occurs.

Further gateway improvement is suggested for the junction of Bank Street and The Terrace to signify arrival to the Town Centre from the west.

Pedestrian and Cycle Movement

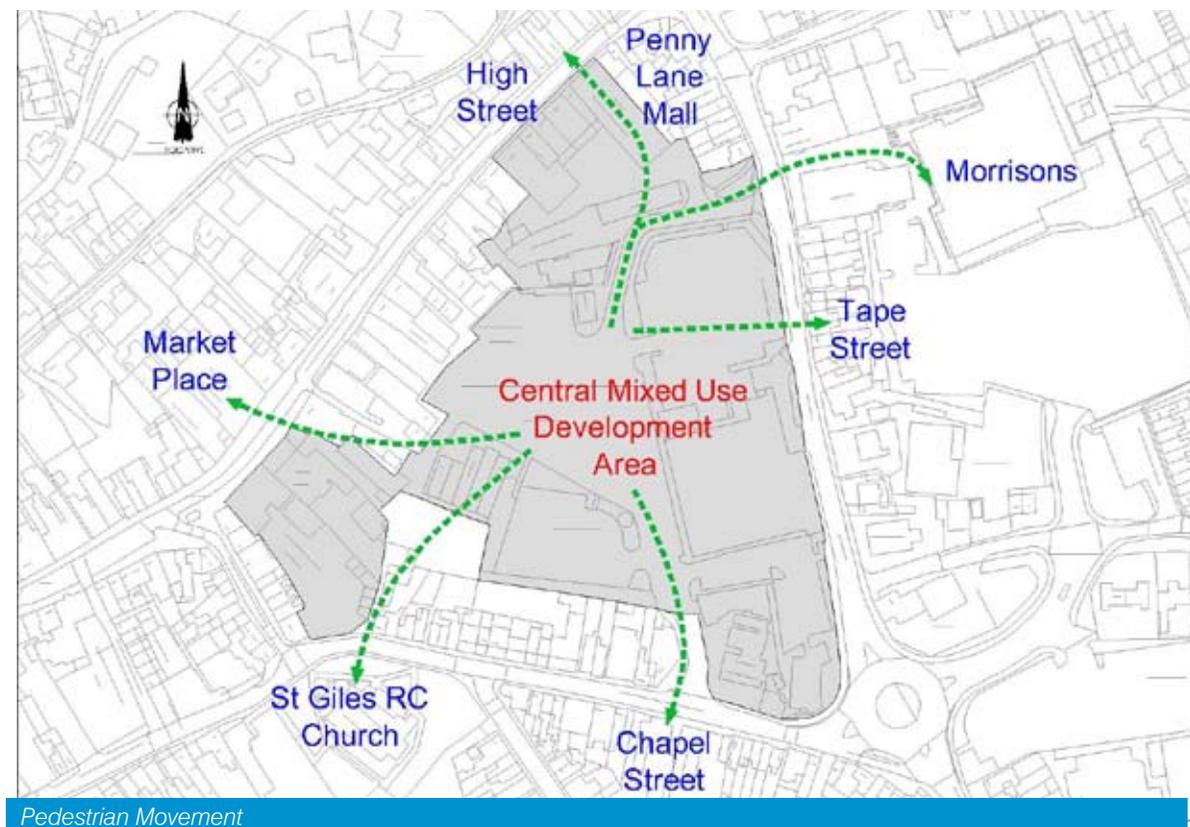
A major issue, inherent in the design of Cheadle Town Centre, is the problem of severance caused by busy traffic routes surrounding the Central Car Park Area. In particular, High Street and Tape Street are major barriers to movement, as they have limited pedestrian crossings, located at inconvenient locations, away from the popular pedestrian desire lines.

The Transport Framework should open up the Town Centre to allow greater ease of pedestrian movement and to remove the

barriers, both physical and psychological, caused by the surrounding roads. Therefore proposals for the Central Car Park Area have been designed with pedestrian permeability in mind. The relocation of car parking underneath the development will allow a better flow of pedestrians above-ground. Street frontages are proposed with breaks to enable pedestrian movement between the buildings themselves. The following

diagram shows the pedestrian desire lines that link the Central Car Park Area with other areas of the Town Centre.

Public realm enhancements are proposed throughout the Town Centre. Proposals for High Street include the removal of on-street parking, to allow the widening of footways, the planting of trees to enhance the streetscape, and the creation of shared-surfaces. It is also proposed



Pedestrian Movement

that new controlled crossings are implemented to link into Market Place and the redeveloped Penny Lane Mall.

In terms of cycle facilities, the removal of on-street parking on High Street could allow the introduction of a cycle lane, although further investigation is required before this idea could be fully supported. As a minimum, cycle parking facilities should be provided throughout the town. In addition, controlled crossings could be upgraded to Toucan standard to provide cycles with better Town Centre access, especially to the Market Place and the Central Car Park Area.

To resolve the issue of severance between Morrisons and the rest of the Town Centre, a pedestrian crossing is proposed that will be integrated with existing pedestrian access to the store.

Additional enhanced pedestrian connections are recommended to connect the Central Car Park Area and High Street with St Giles (RC) Church. This is in recognition of the important historical and cultural role that the Church has to play in the context of the Town Centre. It will also help to better integrate this important asset with the rest of the town. In addition an improved pedestrian connection between the Church and the proposed heritage centre at Lulworth House should be developed, which would help to encourage linked visits between these sites.

Public Transport Provision

Public transport provision in Cheadle Town Centre consists solely of bus travel, given that there is not a railway station in the town. Therefore the provision of a quality bus service and associated infrastructure is considered an essential aspect of the Masterplan. At present buses mix with heavy traffic in the Town Centre and this impacts on punctuality, ease of movement and general public transport experience. In addition, bus stop facilities are generally quite limited and this can further deter users.

It is proposed to designate High Street as a quality bus corridor and enhance the experience and provision accordingly. As part of this, an upgrade to existing bus stops is required, to provide seating, adequate all-weather shelters and 24 hour access to real-time public transport information systems. These 'superstops' should be located at either end of High Street, and integrated with wider public realm improvements.

There is potential for a shuttle service to be introduced to link Cheadle with the nearest rail network at Blythe Bridge. This service could potentially be part developer funded if a suitable business model could be constructed, although it is assumed that subsidisation will be necessary in order to ensure a reliable service that will appeal to potential rail users.

Servicing

Service vehicles use High Street, loading and unloading directly outside the shops and businesses. These add to the general congestion in the Town Centre. It may be possible for some of these vehicles to carry out their loading activities to the rear of the properties, particularly to those businesses on the northern side of High Street. It may also be possible for some servicing to be undertaken outside of normal working hours to minimise overall impact, and this should be encouraged wherever appropriate. However, it is likely that some loading will still have to be undertaken on-street, during periods of high activity. This needs to be managed.

Given that the Town Centre must be able to remain competitive, it is critical that the public realm and transport proposals for High Street are designed with servicing in mind. This could include features such as traffic calming build outs and chicanes with built in loading bays.

Signing

As mentioned previously, signage should aim to minimise throughput on particularly sensitive streets in the Town Centre, such as High Street. Signage should therefore direct traffic from the west via Cross Street and Chapel Street rather than directing all vehicles via High Street. In addition the Central Car Park Area will be primarily accessed from Chapel Street, and signage should reflect this.



Variable message signs could be used at strategic locations to indicate parking availability in the Town Centre's car parks. This would minimise the need for fruitless journeys around the gyratory system to find informal infill parking spaces.



Summary

The Transport Framework includes potential transport and access improvements to complement other of the Masterplan's proposals. This is a reflection of the high level of interrelation between transport, property regeneration and urban design.

The Framework provides a blueprint for how these three strands of regeneration can be implemented alongside each other, in order to develop and improve Cheadle Town Centre. It encompasses proposals to change traffic movements; junction amendments; public realm improvements; improved pedestrian circuit and visual linkage to car parking; improved bus stop infrastructure and enhanced signage.



9



Section Nine Exemplar Projects

EXEMPLAR PROJECTS

Introduction

During the design options stage all eleven Opportunity Sites were assessed against criteria relevant to the Masterplan's objectives and implementation. Regard was had to the feedback analysis from the options workshops and public consultation.

The assessment considered the contribution to the Town Centre's regeneration (regeneration benefits; cultural, leisure, commercial and community added value; night time economy benefits; place making contribution); sustainability of access and movement; the linkage to other Opportunity Sites or projects and financial matters (order of cost; economic viability; risk profile).

The full sites' assessment table is shown opposite. It includes indications of those Opportunity Sites considered as possible early wins.

It was agreed that the three highest scoring Opportunity Sites should become exemplar projects for the Masterplan. Each has a perceived level of change that contributes to the future of the Town Centre. All are generally located in highly visible areas of the Town Centre, in positions that require at least some visual uplift.

The three exemplar projects are:

- Market Place Area
- Wheatsheaf Hotel and Lulworth House Area
- Central Car Park Area.

The following drawings are included for illustrative purposes only, to identify how redevelopment could achieve the regeneration objectives. As these projects progress and partners/ developers become involved, designs and layouts will change.

The Role of Cheadle Town Centre

Ultimately the Masterplan's role is to help ensure that the vision is achieved and that Cheadle Town Centre fulfils its role as a distinctive, attractive and welcoming retail and service hub, with an enhanced role as a tourism destination. It is also to ensure that it plays its full part in the economic and social performance of the town and the wider environment.

The Vision has evolved throughout the various stages of the Masterplan process. It has informed a number of key regeneration themes which have guided the preparation of the Masterplan.

Regeneration Themes

- Promotion of a 'Town Centre Champion' to lead and provide momentum to Town Centre activities
- Consolidating and expanding the retail core on High Street and the Central

Car Park area, to create a healthy shopping circuit

- Development of complementary roles, including leisure (evening economy), residential and office employment to other areas besides High Street
- Creating a new town square as a focal point for the Town Centre, linked to High Street and Tape Street through a series of new streets
- Developing an enhanced visitor role based upon the town's heritage and environmental attractions
- Creating new investment opportunities for larger retail and modern office uses
- Improving pedestrian connections into and within the Town Centre to encourage more patronage
- Public realm improvements to include more attractive Town Centre gateways, modified highway junctions, better signage and an improved setting of St Giles (RC) Church
- Consolidating attractive car parking and access points at strategic locations
- Maximising economic and social benefits for local people.

CHEADLE TOWN CENTRE : OPPORTUNITY SITE ASSESSMENT

Site Reference Number	Project	Regeneration Benefits (L-1, M-2, H-3)	Economic Viability (L-1, M-2, H-3)	Order of Cost (L-3, M-2, H-1)	Cultural Added Value (L-1, M-2, H-3)	Night Time Economy Benefits (L-1, M-2, H-3)	Risk Profile (L-3, M-2, H-1)	Leisure Added Value (L-1, M-2, H-3)	Community Added Value (L-1, M-2, H-3)	Sustainability of Access & Movement (L-1, M-2, H-3)	Commercial Added Value (L-1, M-2, H-3)	Place Making Contribution to Environment (L-1, M-2, H-3)	Linkage to Other Opp/Projects (L-1, M-2, H-3)	Total Score	Physical Elements	Potential Uses	Funding (public, private, partnership)	Early Win
7	Market Place	H	L	M	H	H	H	H	H	H	H	H	H	31	Refurb/Extend	Retail/Leisure	Private	N
8	Wheatsheaf Hotel Area	H	H	H	H	M	M	L	H	H	L	H	H	28	Refurb/Extend	Assisted Care/Cultural	Private	Y
9	Central Car Park Area	H	M	H	L	M	H	H	H	H	H	H	H	28	New Build/Refurb	Retail/Leisure/Parking	Partnership	N
5	Hurst's Yard Area	H	H	H	H	L	L	L	H	M	L	H	M	26	Refurb/Extend	Residential/Culture	Private	Y
4	Former Job Centre Site	H	M	H	L	L	M	L	H	H	M	H	H	25	New Build	Employment/Police Station	Partnership	Y
11	Penny Lane Mall	H	L	H	L	L	H	M	M	H	H	H	H	24	Refurb/Extend	Retail	Partnership	N
1	Cheadle Council Office Area	H	M	M	L	L	L	L	M	M	M	L	L	21	Refurb/Extend	Employment	Partnership	Y
6	Carlos Close Area	M	H	M	L	L	L	L	M	M	L	L	L	20	Refurb/Extend	Residential	Partnership	Y
2	Lightwood Area	L	H	H	L	L	L	L	M	L	L	L	M	18	New Build	Residential	Private	Y
3	Well Street Car Park Area	L	M	M	L	L	M	L	M	M	L	L	M	18	New Build	Hotel/Parking	Partnership	N
10	Depot off Leek Road	L	M	H	L	L	M	L	M	M	L	L	L	16	New Build	Residential	Private	N

Market Place Area

Design Objectives

The present configuration of indoor and outdoor facilities at Market Place undersells Cheadle's historic market. The space does not fulfil its potential as a south facing public square, because market stalls are left in place when they are not being used. Indiscriminate parking also takes place on non-market days. This conceals the attractive terrace of historic buildings, which line the site's northern edge.

Proposals for the Market Place Area involve reinvigorating the existing space to strengthen it as a destination, and contribute to the overall appeal of High Street. The space will be transformed to become a civic square, with improvements to its built environment and public realm. In the short term the existing indoor market hall and external stalls will be refurbished to provide active frontage onto the new square. New arrangements will be introduced to allow stalls to be de-mounted and stored when they are not in use. This will enable the space to act as a new social hub, providing a location for community activities and events.

Design Objectives for the Market Place Area are:

- To create a vibrant new space in the heart of the town as a focus for

community interaction and expression, events, art, ice rink, etc

- To create new community facilities to complement the future public use of Lulworth House
- To introduce planting, lighting and landscape features providing further spatial definition
- To renovate the existing market building and create strong active frontage on the square.

Access and Movement

As noted within Section 8.0, public realm and traffic calming enhancements will form a key part of the proposals for High Street. The refurbishment of the Market Place Area will complement and strengthen improvements in this part of the Town Centre, and better integrate it within the wider Town Centre. As such, it is proposed that high quality flagging, which will be used to form the improved and widened pavements on High Street, is continued to merge seamlessly into the Market Place environment. This will promote pedestrian circulation by incorporating the site into a logical pedestrian circuit of the Town Centre.

It is considered crucial, to enhance the environment of the Market Place Area, to maintain the space throughout the week. As such it is recommended that the existing unregulated off-street parking, which currently occurs on non-market days, be prohibited after the

refurbishment. This will encourage better use of the area throughout the week and promote it for other uses, such as community events.

Using high quality urban design to create a unique public space will also raise the Market Place's profile from High Street. Car parking at the Central Car Park Area will be signposted from High Street. This will provide a convenient place to park for locals and visitors, as well as passing traffic that has been encouraged to stop because of the attractive environment. Similarly, improved visibility to the site from other parts of the Town Centre should help to reduce the perception of severance and isolation, currently caused by the existing building lines. It is also essential that strong pedestrian links across High Street are implemented.

Servicing requirements should be considered in the detailed design of the redevelopment.

Property Market Considerations

Unlike many historic market towns, Cheadle remains a market town with a market (both indoor and outdoor). However, despite investment in recent years its long term viability is an issue. Although fully occupied, the indoor market accommodates only eleven stallholders. Only three stallholders regularly trade in the outdoor market.

Feedback from the baseline stage consultations suggests many of the market traders are unhappy with the changes to the indoor market building. The revised configuration replaced flexible space with a smaller number of inflexible stalls. There are also concerns that the market has an ageing customer base, not attracting younger shoppers who seek a different type of retail experience.

Some 10 percent of all comments from the public, during the initial consultation stage, related to the market. These indicated a degree of support for relocation to a more central location where it would enjoy a higher footfall.

The current permanency of the outdoor stalls has negative impact on non-market days. It creates a visual barrier to the ground floor retail space on the terrace along the north side of the Market Place.

There is scope to utilise Market Place, if the outdoor stalls are removed, to attract new users such as a café bar/restaurant linked with the indoor market building. A combination of trend in the sector, plus the smoking ban with such buildings, means operators now seek premises with useable external frontages.

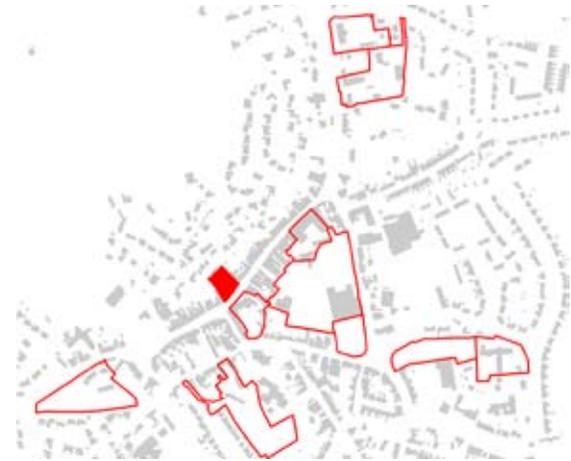
The challenge for change rests however with property ownership issues. Not only is the indoor market building in private ownership, but so is the outdoor market

square. It is understood that the District Council lease both, but the current lease is due to expire in 2012. Whilst this presents a number of scenarios around who runs (and where) the market post 2012, one outcome could be there is no market in two years time. Also, an identified important public open space could remain in private ownership, presenting difficulty in achieving enhancement.

The District Council needs to give priority to determining the future, in both operational and ownership terms, of the indoor market building and the associated outdoor area.



Market Place Area



Existing Images



Inspirational Images

Wheatsheaf Hotel and Lulworth House Area

Design Objectives

This area consists of two Grade II listed buildings – the Wheatsheaf Hotel and Lulworth House. The Wheatsheaf Hotel has been vacant since 2006 and the building has fallen into disrepair. The Masterplan aims to bring it back into use, to enhance the character of the Town Centre. Lulworth House currently houses Cheadle Police Station. However the Police plan to relocate to a new building on the Former Job Centre Site (subject to planning permission).

The site sits at a very strategic location within Cheadle Town Centre, with prominent frontage on High Street. It also has a strong relationship with Pugin's Gem, which is opposite the site, to the south.

The proposed re-use of Wheatsheaf Hotel for an assisted care facility with ground floor café/restaurant, and possible redevelopment of Lulworth House for a heritage centre, will be an important step in preserving a significant part of the original character of Cheadle Town Centre. It will also provide Cheadle with new visitor attractions (particularly the heritage centre) and encourage greater levels of activity on High Street. This will help to improve footfall in this part of the Town Centre.

Design Objectives for Wheatsheaf Hotel and Lulworth House Area are:

- To re-use attractive listed buildings
- To provide new uses in the heart of the Town Centre
- To provide an enhanced environment which respects the surrounding historic context of Pugin's Gem
- To conserve and enhance the historic built environment
- To ensure that special architectural and historic features are preserved.

Access and Movement

The conversion of these two buildings will essentially create a small community hub. As such it is vital that the area is accessible by a variety of transport modes.

The heritage centre must be accessible by pedestrians and other non-vehicular traffic. It will have a high profile frontage onto High Street to promote this, and will also be accessible from the Central Car Park Area. It will therefore become a key attraction on a main pedestrian circuit in the town. In addition, there should be clear views and a pedestrian route from the heritage centre to St Giles (RC) Church, to emphasise this Town Centre asset. New pedestrian crossing facilities and road safety measures are recommended for Chapel Street, opposite the Church.

The assisted care facility must be accessible by vehicles, for the benefit of its residents and staff. The facility should

have drop-off access at High Street, Chapel Street or Cross Street, or via a private car park facility. This is important for mobility impaired users. In addition, ambulances and other service vehicles must be able to access the facility.

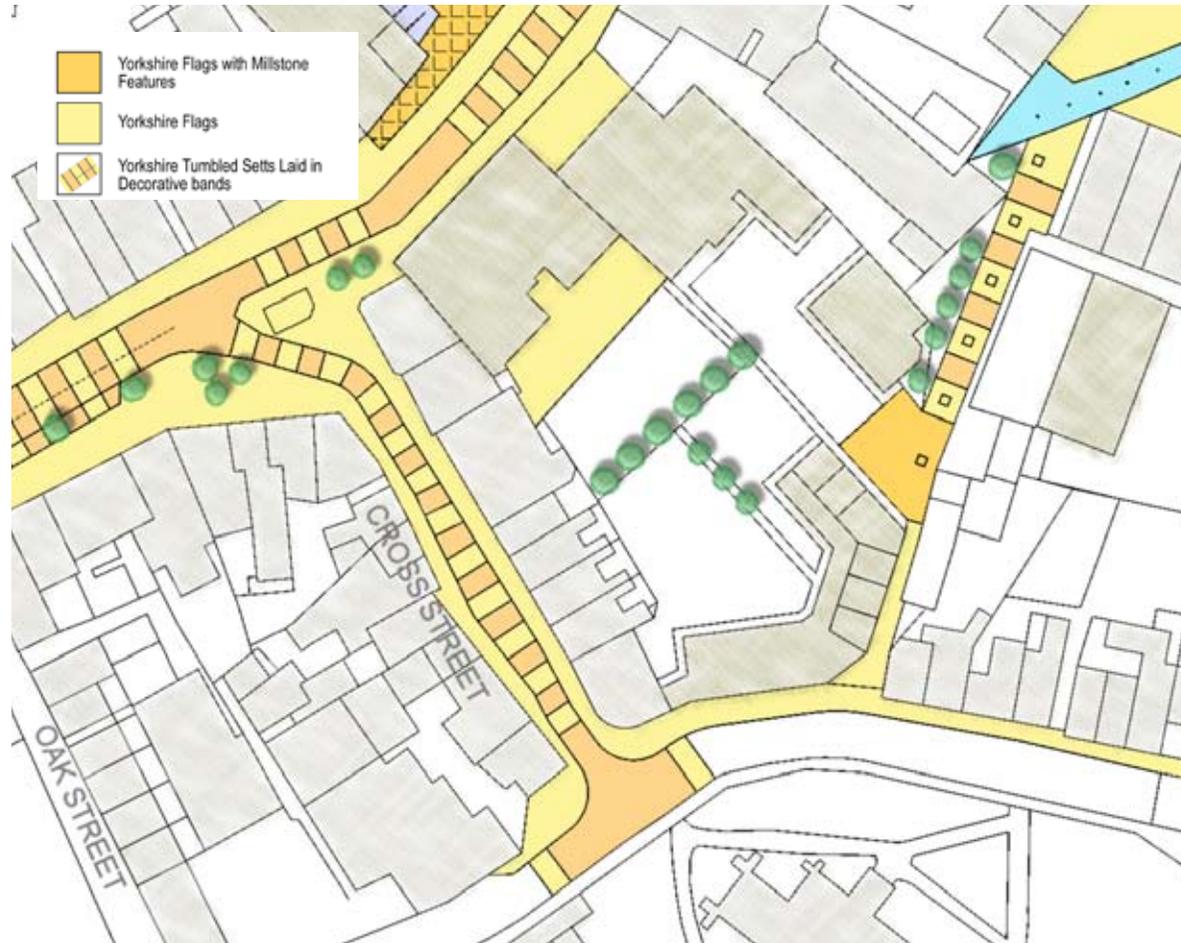
Staff parking for both of these uses could potentially be provided on-site. If so, this should be discrete, so as not to compromise the aesthetic appeal of the development.

Property Market Considerations

These two properties are in separate ownerships. Both are Grade II listed buildings, which clearly impacts upon their future use. Although at one time a prominent hotel, the Wheatsheaf has been vacant for some time. Hoteliers do not consider it to be appropriate to create a viable business. Consequently the private owners have explored alternative uses, and following discussions with both the District Council and SCC are pursuing its re-use as a specialist extra care residential facility for young people. This will include use of the ground floor street frontage as a café, providing employment for some of the residents.

Lulworth House is owned by Staffordshire Police Authority and remains in use as Cheadle's police station, housing the neighbourhood policing unit. The building is no longer fit for purpose, and as a result the Police Authority has agreed to purchase the former Job Centre Site off Chapel Street, and is pursuing planning for a new police station

Wheatsheaf Hotel and Lulworth House Area



building. It has also, following the invitation of tenders, agreed the sale of Lulworth House. At the time of producing this Masterplan report the sale, although exchanged, had not completed. Hence the new owners and their intentions are not yet known.

Central Car Park Area

Design Objectives

In its present state the Central Car Park Area provides an unattractive and traffic dominated environment. Tape Street, to the east, acts as a major link between two important gateways into the Town Centre, but provides a poor first impression for visitors. The eastern part of the Town Centre has fragmented urban fabric. The development of the Central Car Park Area will help to revitalise the Town Centre and strengthen connections with the wider area.

The Central Car Park Area needs to undergo a major transformation in order to improve the overall feel of the Town Centre and provide a safer and more attractive environment for pedestrians.

The range and diversity of activities, as well as the quality of place envisaged, will create an appealing location that will be carefully considered to sit within its historic context.

Design Objectives for Central Car Park Area are:

- To revitalise Cheadle through regenerative, well designed,

- and environmentally sustainable development
- To create new focus within the Town Centre and provide a potential new location for the market
- To bring transformational change in the development of the Town Centre
- To provide strong pedestrianised connections between High Street and southern/eastern parts of the Town Centre
- To promote high quality public realm
- To animate the space with a diverse mix of uses
- To enhance the town's retail offer by complementing the existing offer on the High Street.

Access and Movement

The area currently occupied by Tape Street car park (and the neighbouring Penny Lane Mall and Former Job Centre Site) represents the largest single area of redevelopment within the Town Centre. It therefore requires a high level of intervention to ensure it is accessible to all. The redevelopment proposed for the site includes a new central square, which will have pedestrian connections to a variety of new buildings. It is proposed to relocate existing parking provision to below the development area, using the natural north-south gradient to create a decked facility, which will be accessible from the new central square.

The primary vehicular access will be from Chapel Street. There will be a number of access points to the Town Centre from

the car park, and there is also potential to develop a connection to Morrisons which would again enhance pedestrian links, and eliminate severance. Vehicles will be able to exit the car park onto Chapel Street. There is also potential to create a secondary egress onto Tape Street. The design of access and egress for vehicles is critical. Entrance and exit points should be developed at points where minimal interaction with pedestrian routes is anticipated.

On the surface, attractive, car-free public space will be created. Shared-use walkways and cycleways are envisaged to run through this area, connecting the new central square to adjacent developments, as well as to Tape Street, High Street and Chapel Street. New links will also incorporate the new heritage centre and upgraded Penny Lane Mall, in order to bring these attractions into the main pedestrian circuit around the Town Centre.

In summary, the Central Car Park Area should be the focus of the Town Centre transport network, with the new decked car park being promoted as Cheadle's main car park. It should also become the heart of all the main pedestrian circuits. It should have good linkages to public transport services, including pedestrian and cycle links to the new bus 'superstops' on High Street.

Property Market Considerations

The baseline assessment and design options stages highlighted the importance of restructuring the large, unattractive surface car park off Tape Street to create a new vibrant, welcoming heart for the Town Centre. The scale and topography of this area provides opportunity for significant new development incorporating new public realm.

The Masterplan proposals could deliver modern retail floorplates at street level – something Cheadle Town Centre currently lacks. There would be scope for upper floor use for modern offices (again, currently lacking) and community uses (e.g. an expanded library). Car parking would be replaced at deck level below a new public square.

However, the proposals impact on a series of land ownerships and existing uses. Although much is controlled by the District Council, some ownerships rest with the private sector. The largest area, after that owned by the District Council is controlled by Somerfield Stores (let to B&M and Iceland).

Whilst there have been some initial discussions with a number of parties that have legal interests (freeholds/lessees) it has not been feasible to contact them all. There may well be issues around reconfiguration of premises, relocations, servicing infrastructure and associated

costs. To deliver the better pedestrian shopping circuit aspiration will require commitment from some of the owners – particularly High Street property owners and occupiers in and adjacent to Penny Lane Mall. The risk of existing businesses/retailers not buying into the concept would need to be addressed by promoting the overall benefits to footfall, and of greater patronage.

Soft market testing of the Central Car Park Area proposals has been carried out through discussions with developers who have experience of joint venture town centre development with local authorities. The extent of the District Council's existing land ownership is a clear strength in addressing the base issue of land assembly.

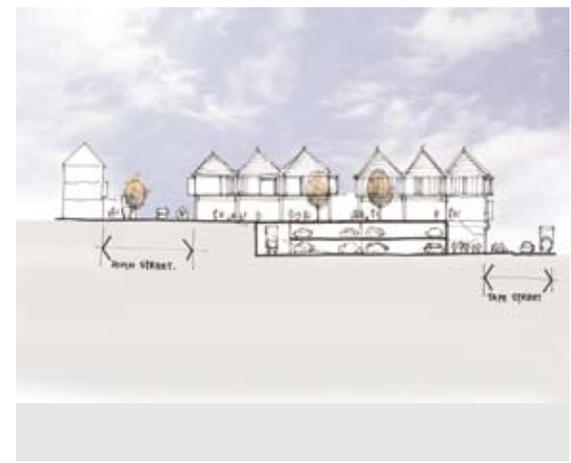
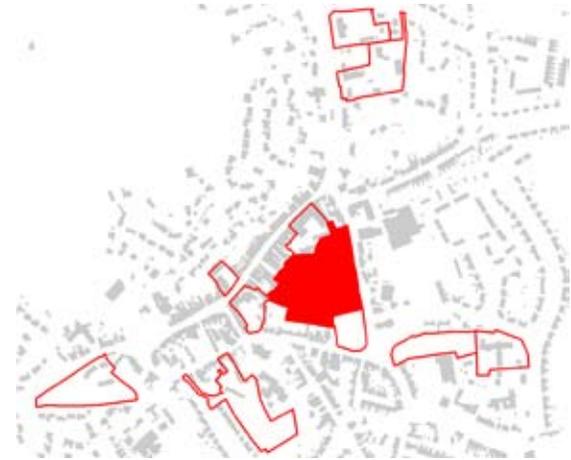
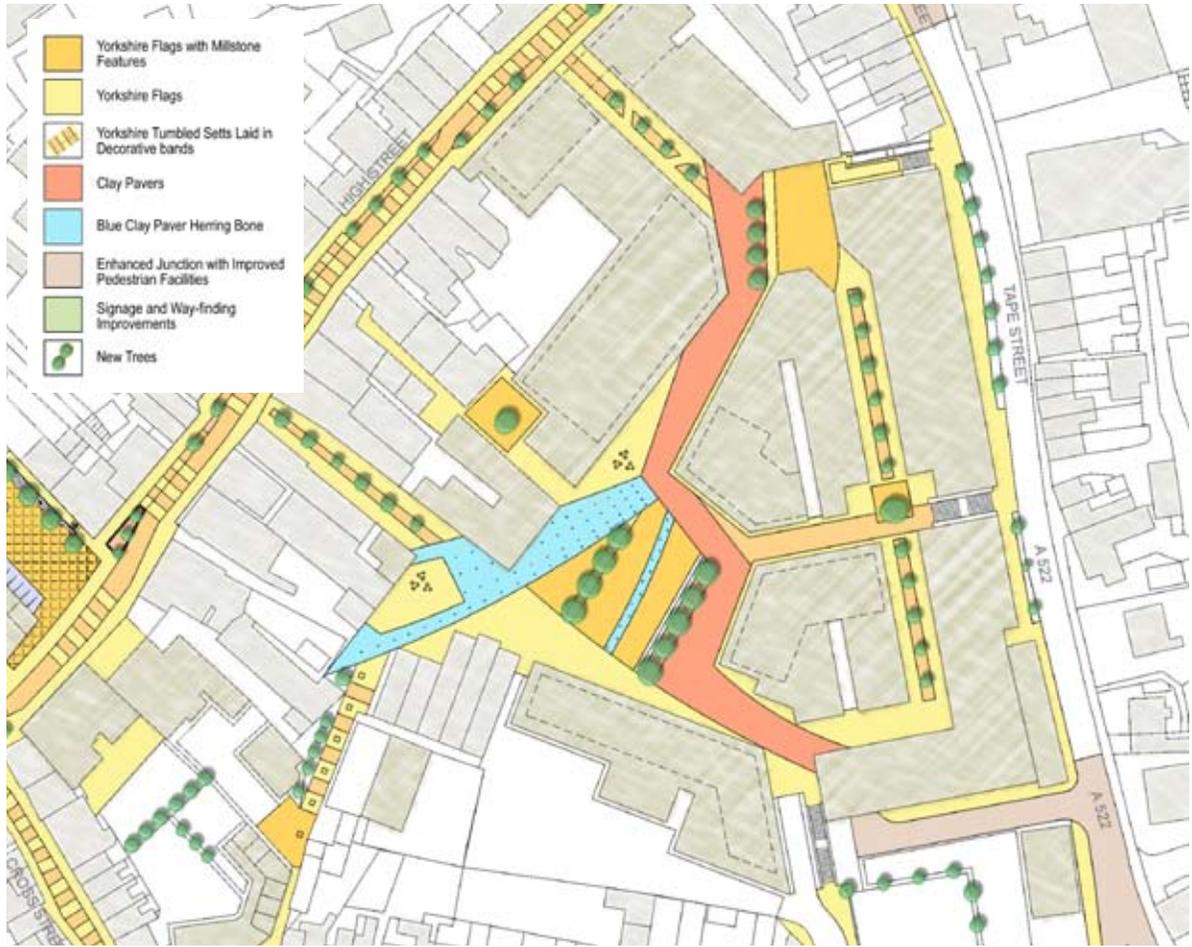
Implementation will depend on one of two approaches. The commitment, if necessary, by the District Council to use CPO powers to acquire required ownerships. Or, the ability of the private sector to negotiate the buy in of all relevant ownerships. The private sector will be more confident in this latter approach if there is the Council commitment to provide backing with CPOs.

The Central Car Park Area represents a huge opportunity to upgrade the Town Centre and its offer. Ultimately, although environmental improvements will help to enhance the setting of the Town Centre's retail offer, Cheadle's vitality

depends upon the content of the offer. In this respect, as other towns have demonstrated, it is possible to target the attraction of specific retailers, or retail uses, to enhance the local offer.

However, it is as equally important to recognise that the retailers themselves through the products and service they offer and through their personnel's approach to customer contact and marketing, substantially influence shoppers' perceptions and thus willingness to visit and spend in Cheadle Town Centre.

Central Car Park Area



Existing Images



Inspirational Images

10



Section Ten

Making it Happen

MAKING IT HAPPEN

Successful implementation of the Masterplan will require sustained and coordinated commitment. This will be needed from not just the District Council but also partner agencies, key stakeholders and others with interest in Cheadle.

The District Council is in the process of establishing its LDF and Core Strategy. The Cheadle Town Centre Masterplan, once adopted, will be a Supplementary Planning Document.

Guidance on land ownership and assembly is outlined in this section, as well as priorities and phasing, costs and funding, and delivery mechanisms and management. The delivery mechanisms include development and planning briefs, and developing the role for a Town Centre Champion.

Introduction

Previous sections of this document have outlined the potential for Cheadle's Town Centre regeneration over the next ten years. As stated above successful implementation of the Masterplan will require sustained and coordinated commitment. The makings of an effective partnership with land holdings and initial pump priming resources are already in place due to the District Council's strategic ownerships. However it should be recognised that more detailed work will

be required to take interventions forward beyond the scope of this commission.

Development Outputs

The overall indicative development costs for implementation of the Masterplan total almost £40 million. These costs relate to the development proposals for each of the 11 Opportunity Sites, as well as the new Public Realm and Transport Infrastructure proposals for the Town Centre.

Collectively the Opportunity Sites could deliver 8361 sqm of new retail floorspace, 3883 sqm of new offices and circa 84 new dwellings. In addition there would be refurbished residential (including assisted care provision) and office properties; a new hotel; a replacement police station and new community use space. Around 550 car parking spaces would be associated with the redeveloped Central Car Park Area.

Based on job:floorpace densities defined in 'English Partnerships & the Regional Development Agencies Employment Densities: A Full Guide 2001' the Masterplan could generate some 650 new jobs. Just over half would be associated with retail activity. The provision of new and refurbished accommodation, for example the new Police Station, will safeguard further existing Town Centre based employment.

The development outputs and indicative costs for each Opportunity Site, together with those for the Public Realm and Transport Infrastructure interventions are set out in the following tables. Commentary is also provided on the rationale for each project; on constraints and required key actions; on the considered implementation timescales and associated risks, and recommended Project Champions.

Opportunity Site	Cheadle Council Offices, Leek Road
Project Description	Retention of the existing office building to the Leek Road frontage, to be retained in public sector ownership, and the development of new traditional housing on the current car park area to the rear of the site. The area proposed for housing to be disposed of to the private sector for development. The offices will be served by the retained existing Leek Road access. The housing development will be served by a new access from Harborne Road.
The Rationale	To retain a significant gateway building to the town centre, that will continue to provide employment opportunities. To redevelop underutilised land within the site, to generate capital receipts to be reused to refurbish the office building to modern standards. New residential development to the rear of the site will provide a better relationship with the existing surrounding residential properties. Contributes to the objective of attracting more people to live in the heart of the town.
Constraints	Existing buildings dictate the form of office layout. Significant change in levels across the site may impact on the form of the development. Residential development is market dependent. Property ownership issue in terms of the release of land from public to private sector and the ring fencing of capital receipts raised, for reinvestment in the retained offices. The presence of surface coal resources and the legacy of the former coal mining activities need to be considered.
Key Actions	Staffordshire Moorlands District Council to seek consent for change of use to residential for part of the site. Staffordshire Moorlands District Council to market the surplus site to housing developers. Commission and implement a refurbishment scheme for the retained office building.
Economic Output:	
New Jobs	20
Floorspace	1022 sqm (offices - refurbishment)
No. of Dwellings	8
Cost Estimates	£1,737,500
Implementation Timescales	This is seen as a short term i.e. 1-3 years project.
Risks	Office refurbishment is a low risk, although it depends on securing capital receipts for the housing land sale. However receipts may not match refurbishment costs and this may dictate a lower level of re-investment. Low risk for housing land sale, as relatively small infill development opportunity.
Project Champion	Staffordshire Moorlands District Council

Opportunity Site	Lightwood Area
Project Description	Demolition of existing Staffordshire County Council's vacant former residential home and redevelopment of the site for new traditional housing.
The Rationale	This is a redundant building, institutional in design and construction which is no longer an appropriate format for the current approach to extra care housing. The proposed use is compatible with the setting in a clearly residential area, served by streets of a residential design. Contributes to the objective of attracting more people to live in the heart of the town.
Constraints	Demolitions required Staffordshire County Council asset value may exceed market value for demolition and rebuild. The presence of surface coal resources and the legacy of the former coal mining activities need to be considered.
Key Actions	Staffordshire Moorlands District Council and Staffordshire County Council to agree an appropriate disposal approach. Staffordshire County Council to market the site to private developers.
Economic Output:	
New Jobs	0
Floorspace	0
No. of Dwellings	20
Cost Estimates	£2,351,750 (including demolition)
Implementation Timescales	Short term project i.e. 1-3 years.
Risks	Medium risk. Staffordshire County Council may not support disposal, and future use, for non-extra care accommodation as it does not align to the strategy of the provision of additional extra care within the County. Political risk associated with open market disposal to private sector. No action increases the blight on the surrounding residential areas and issues associated with vacant dilapidated buildings.
Project Champion	Staffordshire Moorlands District Council Staffordshire County Council

Opportunity Site	Well Street Car Park Area
Project Description	The proposal is for a 3-star quality hotel with associated car parking to be developed on the frontage of the existing car park.
The Rationale	Currently underused long-stay car park. Perceived demand for hotel provision in the Town Centre (there is very limited supply at present) to accommodate needs of local businesses and attractions e.g. JCB, Alton Towers. Development will provide recognition/definition of a major gateway location to the Town Centre.
Constraints	Loss of some long-stay car parking. Market dependent in terms of attracting hotel operator/developer. The presence of surface coal resources and the legacy of the former coal mining activities need to be considered.
Key Actions	Research and produce promotional document setting out the case for a 3-star hotel in Cheadle Town Centre, with input from JCB and Alton Towers. Staffordshire Moorlands District Council to take decision to release car park land for hotel use. Produce development brief for the site. Proactively target hotel operators/developers.
Economic Output:	
New Jobs	25
Floorspace	1858 sqm (hotel)
No. of Dwellings	0
Cost Estimates	£2,601,000
Implementation Timescales	Long term i.e. 5 years +
Risks	High risk proposal as development is market dependent – there may be no interest. Also requires political decision to release public car parking and dispose of freehold asset
Project Champion	Staffordshire Moorlands District Council Cheadle Business Group (Better Welcome)

Opportunity Site	Former Job Centre Site
Project Description	The site encompasses three separate property ownerships. Two are currently cleared sites, with proposals for new office development to be built on a current car park area and a new police station to be constructed on the land previously occupied by the Job Centre building. The third ownership relates to the retention for retail use of the existing building fronting Chapel Street.
The Rationale	Police require a new neighbourhood policing unit facility and this is their preferred location because of its proximity to the Town Centre. The office proposals have the potential to be an enabling site for the Central Car Park Area development, to accommodate relocated offices. They also introduce new employment into the Town Centre and generate footfall. This is a key gateway site into the Town Centre and its development will help to define and recognise this factor.
Constraints	Loss of public car park space. Office development element is market dependent upon attracting private developers to a considered non-prime investment location. The presence of surface coal resources and the legacy of the former coal mining activities need to be considered.
Key Actions	Staffordshire Moorlands District Council to ensure Police Authority planning proposals accord with Masterplan intentions. Staffordshire Moorlands District Council to take decision to release car park land commercial offices use Produce design brief for offices. Secure change of use consent from car park to offices. Staffordshire Moorlands District Council to market and dispose of car park site for office development.
Economic Output:	
New Jobs	61 (assumes no new jobs associated with the police station element – this will purely be relocation of existing staff)
Floorspace	1626 sqm (police station – 465 sqm; offices – 1161 sqm)
No. of Dwellings	0
Cost Estimates	£2,439,500
Implementation Timescales	Police station – short term i.e. 1-3 years Offices – long term i.e. 5 years +
Risks	Low risk for police station element as Police Authority has now acquired the site and therefore relates only to securing a planning consent. Offices element is high risk as it is market dependent/has demand issues – there is need to attract private sector developer to a non-prime office location with perceived limited demand. Also requires political decision to release public car parking and dispose of freehold asset.
Project Champion	Staffordshire Police Authority Staffordshire Moorlands District Council

Opportunity Site	Hurst's Yard Area
Project Description	Proposed residential development which includes both refurbished and new build accommodation. It includes a possible visitor centre facility on the Bank Street frontage, to link with Pugin and St Giles RC Church. Access for the site is to be off Meadow Drive with the majority of the new housing developed on former allotments.
The Rationale	Residential infill development of under-utilised site which will bring additional activity to the heart of the town. The allotments have been derelict for some time and have been replaced elsewhere by Cheadle Town Council. The current employment uses within part of the site are inappropriate to the Town Centre location. The visitor centre would provide a tourist related facility to raise awareness/educate regarding Pugin and St Giles RC Church.
Constraints	Property occupancy issues, with existing businesses needing to be relocated. Conservation Area designation. Access limited to Meadow Drive. Need to retain existing Bank Street frontage buildings. Environmental protection may limit site capacity. Proximity to the setting of St Giles (RC) Church with Pugin's School and Presbytery The presence of surface coal resources and the legacy of the former coal mining activities need to be considered.
Key Actions	Determine appropriate planning response to landowners' application.
Economic Output:	
New Jobs	0
Floorspace	56 sqm (possible visitor centre)
No. of Dwellings	28 (excludes apartments in refurbished Bank Street frontage buildings)
Cost Estimates	£3,763,000
Implementation Timescales	Residential – short term i.e. 1-3 years Visitor centre – medium term i.e. 3-5 years
Risks	Residential element considered low risk although it is market dependent in attracting developer and there is a need to relocate existing businesses from the site. Visitor centre is seen as high risk because of financial viability, securing an operator and long term sustainability.
Project Champion	Private Sector

Opportunity Site	Carlos Close Area
Project Description	Residential in-fill development utilising existing access from The Terrace off Carlos Close.
The Rationale	Residential infill development of under-utilised site which will bring additional activity to the heart of the town.
Constraints	Some of the site is the subject of legal interests, as used as garden extensions by neighbouring property owners. Primary access point from The Terrace onto Carlos Close has capacity issues. Local opposition to residential development that may not be bungalows. Market dependent on attracting a developer. Environmental protection may limit site capacity. The presence of surface coal resources and the legacy of the former coal mining activities need to be considered.
Key Actions	Determine appropriate planning framework for the development of the site.
Economic Output:	
New Jobs	0
Floorspace	0
No. of Dwellings	6
Cost Estimates	£715,000
Implementation Timescales	Medium term i.e. 3-5 years
Risks	Low risk though issues associated with the existing legal interests may influence the timescale for availability. Market demand for housing. Local opposition to the form of residential development.
Project Champion	Private Sector

Opportunity Site	Market Place Area
Project Description	Proposals for the refurbishment of the existing market hall building for retail/leisure use together with associated public realm enhancements. This will see the existing building retained even though the market operation (both indoor and outdoor) may be relocated elsewhere. The proposals will see the removal of the unsightly open-air market stalls, which remain in situ on non-market days, as well as the random car parking associated with the Market Place.
The Rationale	Retention of a significant building in the heart of the Town Centre. The creation of an important piece of public open space and an enhanced setting of the terrace of listed buildings on the north side of Market Place.
Constraints	Legal interests – both the building and outdoor space are privately owned with Staffordshire Moorlands District Council holding a lease which has only a short period remaining to run. Uncertainty of the future of the market – scale and financial viability. Continuity of trade for the outdoor and indoor market may constrain refurbishment activity. The presence of surface coal resources and the legacy of the former coal mining activities need to be considered.
Key Actions	Staffordshire Moorlands District Council to either secure control of the site (negotiates acquisition of freehold interest or lease renewal). Secure development agreement with development partner to take forward the site.
Economic Output:	
New Jobs	0
Floorspace	0 sqm
No. of Dwellings	0
Cost Estimates	£146,500
Implementation Timescales	Medium term i.e. 3-5 years
Risks	High risk because of cost and financial viability. Failure to resolve legal interest/secure District Council position leads to no refurbishment/enhancement and creates a lack of control over key piece of public realm. Inaction contributes to detrimental impact upon the High Street and its improvement plans. This is a key anchor on the High Street.
Project Champion	Staffordshire Moorlands District Council Private Sector

Opportunity Site	Wheatsheaf Hotel and Lulworth House Area
Project Description	<p>Refurbishment and new build associated with the Wheatsheaf to create an assisted care residential facility for young adults. This will include new residential accommodation for carers. The assisted care facility to include a potential café function to maintain active frontage on High Street. Car parking will be provided off Bank Street/Chapel Street.</p> <p>The adjoining Lulworth House property to be refurbished following vacation by the police, potentially as a heritage centre.</p>
The Rationale	These are both Grade II listed buildings and should be retained and refurbished with active uses that contribute to the whole Town Centre.
Constraints	<p>Grade II listed building status.</p> <p>Need to protect relationship of both buildings to St Giles RC Church.</p> <p>Market demand for proposed uses.</p> <p>Ownership and owners' intentions may frustrate development/or appropriate uses.</p> <p>The presence of surface coal resources and the legacy of the former coal mining activities need to be considered.</p>
Key Actions	<p>Process planning for the Wheatsheaf in accordance with assisted care facility proposals.</p> <p>Staffordshire Moorlands District Council to meet with new owner of Lulworth House, once identified, with view to exploring joint use with the Wheatsheaf to achieve a better relationship of assisted care and heritage functions.</p>
Economic Output:	
New Jobs	Not known
Floorspace	790 sqm (excludes refurbished areas in both Wheatsheaf Hotel and Lulworth House)
No. of Dwellings	0
Cost Estimates	£2,815,500 (excludes any work to Lulworth House)
Implementation Timescales	Both buildings are seen as short term projects i.e. 1-3 years.
Risks	<p>Low risk for the Wheatsheaf as planning application negotiations already commenced.</p> <p>High risk for Lulworth House as owner's aspirations unknown and may be financial viability issues associated with Grade II listed building status.</p>
Project Champion	<p>Private sector</p> <p>Staffordshire Moorland District Council (facilitation role)</p>

Opportunity Site	Central Car Park Area
Project Description	Proposes a new Town Centre heart, incorporating new pedestrian streets and public square and possible enhanced market.. The scheme includes a mix of retail, offices, and community uses together with associated car parking and servicing arrangements. The potential phasing of development will be subject to selective demolitions or the decanting of existing businesses.
The Rationale	Under-utilised, under-performing central area of the Town Centre but with potential to galvanise the prime retail area of High Street through better linkages and enhanced retail circuits. Significant additional benefits to realising the Town Centre's full potential to attract national and local business through the provision of modern floorplates. The proposals respond to the increased residential provision proposed for Cheadle and potentially redress the leakage of spend to other centres.
Constraints	Market dependent and ability to deliver appropriate phased development. Physical changes of levels across the site. Highway impact on Chapel Street and Tape Street. Property ownerships and leasehold interests. Existing utilities unknown. Planning, cost and viability. The presence of surface coal resources and the legacy of the former coal mining activities need to be considered.
Key Actions	Produce development brief Define all property interests i.e. ownerships, leases, easements, rights of way, etc. Staffordshire Moorlands District Council to determine development partnership approach, including the degree of control/ownership retained, and to market the opportunity initially identified during soft market testing.
Economic Output:	
New Jobs	465
Floorspace	10,173 sqm (retail – 7061 sqm; offices – 2183 sqm; community use – 929 sqm)
No. of Dwellings	0
Cost Estimates	£12,757,750 (this figure excludes £2,261,250 that is included within the Public Realm Interventions costs)
Implementation Timescales	Long term – i.e. 5 years +
Risks	High in terms of ownerships and leases to be resolved, some of which could frustrate development intentions. Cost and viability of proposals. Planning permission issues. No development leads to the decline of Cheadle's retail offer.
Project Champion	Staffordshire Moorlands District Council Private sector

Opportunity Site	Depot off Leek Road
Project Description	Redevelopment for residential use of coach depot and workshops. There will be a repositioned vehicular access off Leek Road and the existing Harborne Road access will be upgraded. The residential development would be in the form of traditional housing.
The Rationale	Current use of the site is increasing inappropriate to the setting amongst existing housing. The site may be inappropriate for the long term business intentions of the owners. Contributes to the objective of attracting more people to live in the heart of the town.
Constraints	Site level changes. Potential of contamination from previous use. Requires planning change of use. Impact upon adjacent highways. Market dependent in terms of attracting developer. The presence of surface coal resources and the legacy of the former coal mining activities need to be considered.
Key Actions	Process planning change of use
Economic Output:	
New Jobs	0
Floorspace	0 sqm
No. of Dwellings	22
Cost Estimates	£2,703,000
Implementation Timescales	Long term – 5 years +
Risks	Low risk project in that is driven by the owner’s own aspirations and timescale. Low risk in terms of planning and market demand. Owner needs to secure alternative site for business.
Project Champion	Private Sector

Opportunity Site	Penny Lane Mall
Project Description	Demolition and redevelopment of existing poor quality retail mall together with adjacent High Street frontage properties, to create pedestrian link with the new Town Centre heart and to create modern retail units (with Town Centre offices at upper level) to the High Street frontage.
The Rationale	The existing Penny Lane Mall is not functioning effectively as a retail centre. The proposals would create an enhanced retail circuit at the eastern end of High Street, connecting with the Town Centre heart. The development would create new buildings that would be more representative of the Town Centre character of Cheadle.
Constraints	Property ownerships and leases. Cost and viability. Conservation area status. Potential party wall issue. Servicing arrangements. Market demand. The presence of surface coal resources and the legacy of the former coal mining activities need to be considered.
Key Actions	Confirm all ownership and leasehold interests. Explore development opportunities and the potential for partnership development. Produce development brief.
Economic Output:	
New Jobs	93
Floorspace	1839 sqm (retail – 1300 sqm; offices – 539 sqm)
No. of Dwellings	0
Cost Estimates	£1,803,000
Implementation Timescales	Long term – i.e. 5 years +
Risks	High risk scheme due to ownerships/leases constraints; market demand; business relocations/continuity issues.
Project Champion	Private Sector Staffordshire Moorlands District Council (facilitator role)

Public Realm Interventions	
Project Description	Interventions are proposed for four key areas, namely: Central public square; Market Place; High Street, Cross Street, Chapel Street, Bank Street and New crossing points and junctions. These are detailed in Section 7 of this Final Masterplan document
The Rationale	Existing public realm upgrade and enhancement is the most significant first step to changing the perception of the Town Centre environment. It is also an area where the public sector can bring the greatest level of change, and within a relatively short timescale, thereby ensuring support for the following principles: creation of a new heart for the Town Centre; improve the historic core; complement and enhance the environment of High Street; enhance the environment around Tape Street; improve the setting of St Giles RC Church; transform key gateways and their connections to surrounding areas. It will be the most immediate demonstration of these principles to both local people and visitors.
Constraints	Cost. Highways and detailed implementation of shared surfaces Utilities. Potential opposition to detailed design approach. The presence of surface coal resources and the legacy of the former coal mining activities need to be considered.
Key Actions	Produce detailed public realm designs (including budget and funding sources). Consultations with utilities and bus operators. Phased implementation commencing with High Street. Ensuring continuity of development between all public and private sector investors.
Economic Output:	
New Jobs	0
Floorspace	0
No. of Dwellings	0
Cost Estimates	£4,190,000 (includes £2,261,250 for Public Realm works within the Central Car Park Area) Public realm works could possibly attract a Commuted Maintenance Payment
Implementation Timescales	Short term 1-3 years
Risks	High risk. Funding availability for capital works. Impact of consultations could lead to aspirations being reduced. Inadequate ongoing maintenance regime and funds.
Project Champion	Staffordshire Moorlands District Council Staffordshire County Council Advantage West Midlands Cheadle Town Council (Better Welcome)

Transport and Access Infrastructure Interventions	
Project Description	Improvement to Tape Street/Chapel Street/Well Street junction (removal of existing roundabout; introduction of traffic signals and pedestrian enhancements). Improvements to Tape Street/High Street/Queen Street/Leek Road junction (introduction of traffic signals and pedestrian enhancements). These will include two Puffin crossings (at Tape Street and High Street) as well as signal heads and controllers for the traffic signals. The provision of two enhanced bus stops on High Street including real time passenger information and bus-boarder kerbs.
The Rationale	To complement other of the Masterplan proposals, reflecting the high level of interrelation between transport, property regeneration and urban design. The proposals respond to current traffic congestion issues to reduce conflict between the different numbers and types of road users competing for space and the need to deliver gateway improvements at three key locations. Public transport provision consists solely of bus travel so the provision of a quality bus service and associated infrastructure is considered an essential aspect of the Masterplan. Existing bus stop facilities are generally quite limited and the intention is to upgrade to enhance the experience and provision.
Constraints	Existing movement patterns and congestion, particularly on High Street. Cost. Bus service operators. Planning. The presence of surface coal resources and the legacy of the former coal mining activities need to be considered.
Key Actions	Commission traffic modelling linked to Masterplan proposals. Design, cost and consult on proposals. Undertake safety audit. Phased implementation.
Economic Output:	
New Jobs	0
Floorspace	0
No. of Dwellings	0
Cost Estimates	£354,000
Implementation Timescales	Short-Medium term i.e. 1-5 years
Risks	High risk in terms of securing funding. High risk in that traffic modelling indicates inability to deliver a strategy due to existing Town Centre constraints. Medium risk of opposition to elements of the design.
Project Champion	Staffordshire Moorlands District Council Staffordshire County Council Advantage West Midlands Private Sector.

Planning Policy

The Masterplan will help inform the Core Strategy for Staffordshire Moorlands which sets out a vision for the District for the next 16 years. The Masterplan supports the strengthening of Cheadle Town Centre as a key retail and service centre. It provides new employment and residential opportunities, and a better range of shopping, leisure and tourism focused facilities for those that live, work and visit the town.

The Masterplan, once adopted by the District Council as a Supplementary Planning Document (SPD), will be used as material consideration in development negotiations. It will also provide a useful tool for procuring funding or negotiating developer contributions, as well as negotiating improved design outcomes on planning applications.

Land Ownership and Assembly

Control over the key development areas is important to the successful delivery of the priority projects and the regeneration of Cheadle Town Centre. Often land assembly is the most important to the development of regeneration projects. The approach and complexity of the land assembly process will depend to a large extent on the existing pattern of ownerships.

For sites where land is already mostly in public sector control, the acquisition and

assembly of additional land should be relatively straightforward. If this cannot be achieved through negotiations then the eventual scheme may need to be varied to accommodate ownership constraints. Alternatively, if a third party ownership is essential, use of the District Council's Compulsory Purchase Order (CPO) powers may be required.

For other of the Opportunity Sites, the landowners' aspirations accord with the objectives of the Masterplan. For these there is therefore no need for intervention through land assembly activity.

Priorities and Phasing

The Masterplan clearly defines priority interventions – fundamental projects that are essential for the successful long term regeneration of the Town Centre. These projects are:

- Town Centre Core (Central Car Park Area)
- Town Centre Core (Market Place Area)
- High quality public realm improvements to High Street and Cross Street
- Gateway improvements at High Street/ Tape Street and Tape Street/Chapel Street/Well Street junctions
- Development of a comprehensive Town Centre management initiative that engages key stakeholders in promotional and management activities.

There are, through existing or emerging planning applications, the potential for some short term 'quick wins' which can demonstrate early action to Town Centre users and businesses. These include:

- Provision of a new police station on the Former Job Centre site
- Re-use of the Wheatsheaf Hotel as a specialised assisted care facility
- New Town Centre housing at Hurst's Yard
- Initial Town Centre management activities, including specialist market and promotional events
- Commissioning traffic modelling to test the impact of the Masterplan.

Many of the more medium to long term interventions will require actions in the short term, including the preparation of development briefs, costed sketch designs and feasibility studies.

Delivery Mechanisms and Management

The delivery of the Masterplan strategy will require targeted action and effective management of the implementation process, in order to achieve and sustain the improvement required within the Town Centre. The following key steps are required for establishing an appropriate delivery structure:

- Maximising use of public land ownerships
- Targeting public and private investment
- Appointing a Town Centre champion.

Establishing an Appropriate Delivery Structure

An important first step following endorsement of the Masterplan is to establish appropriate delivery structures to drive and manage the delivery of the regeneration strategy for the Town Centre.

It is envisaged that the District Council will take a lead in the delivery of the Masterplan strategy through its planning, property and regeneration departments, supported by external property and urban design, planning, highways and other consultants when required, as well as external organisations as and when appropriate.

The District Council can help to drive projects through development on its own land, or can use its land acquisition powers to assemble sites and enter into development partnerships with the

private sector to help deliver projects. In the latter case public sector costs can be recovered from the private developer partners and this should be recognised in any development brief.

The statutory planning process will be one key way in which the proposals are implemented. In particular the Local Plan and emerging LDF are key mechanisms to ensure the delivery of many of the projects and proposals contained in the Masterplan, since planning applications which accord with the plan will be considered favourably.

The Masterplan should be proactively used by the District Council to generate investor and developer interest. The soft market testing during the Masterplan drafting has begun this process. An important element of generating this interest is to provide the confidence that the Council will support proposals that come forward in accordance with future planning documents.

It is suggested that a dedicated delivery team is established, possibly as an extension of the existing project steering group, to include key officers from the District Council, the Town Centre Champion with a chair and lead officer appointed to lead and manage the delivery of the strategy and key projects. Aside from reporting directly to the relevant committee structures within the District Council, this group would also report to

other stakeholders, who would ensure the involvement of the private sector and other interested parties in the overall approach to the proposals and delivery programme.

All further feasibility work, public consultation, funding applications, etc could then be formulated through this group, which would ensure an integrated and coordinated approach.

Maximising the Use of Public Land Ownerships

It is important to maximise the use of publicly owned land to help drive and deliver the key proposals. Land in public ownership (or acquired through CPO) is a major asset for regeneration because it gives the public sector greater control of the development beyond the normal planning controls. With high quality design and an integrated approach, value derived from more efficient use of public land can potentially help to fund wider improvements within the Town Centre.

Development of publicly owned land, however, offers the potential for absolute control over the form and quality of new development provided sufficient interest from developers can be generated. A process of issuing a development (rather than planning) brief, marketing as required to generate competition, and control over work by a development agreement is therefore advocated.

Targeting Public and Private Sector Investment

Public sector funding is limited and this is expected to be the case for some time.

Investment in both capital projects, and in the tools and skills to deliver projects, will be important. The public sector has an important enabling role to play in development and it will require time and resources to lead the process.

In terms of development proposals, the aim will be to ensure that development is self-funding and will not require public sector gap funding. The public sector can help to create value through the land use planning process and targeted improvement to the public realm. The procurement route must seek to capture this value for the benefit of the regeneration proposals. Private developers will be encouraged to invest by the wider regeneration context being set by direct public sector improvements. In this way a gearing up will be achieved – public sector pump priming private sector interest and investment.

Management and Maintenance

The long-term management of the public realm, car parks and market is essential to the successful improvement of the Town Centre. A management and maintenance strategy should be prepared to support the objectives, to include guidance on the management and maintenance structures,

operational regime and design specification of materials for ease of maintenance.

The operational regime for maintaining the public realm and street scene should be formalised, with details of the cleansing regime indicating tasks on a daily, weekly, monthly and annual basis. Provision should be made for the repair and replacement of items within the public realm to ensure a consistent quality is maintained. In addition, measures for the emergency cleansing and repair of the public realm should be established with a helpline set up to ensure a speedy response.

The desire to encourage outdoor facilities associated with the new town square and Market Place is an important part of this Masterplan. The District Council should produce a guide to encourage outdoor facilities and to put the onus on proprietors to keep areas free of litter and work with the District Council's cleansing operations.

The suitability of designating the Town Centre as a litter free area might also be investigated. This would make owners responsible for keeping the front of their premises, plus reasonable distances either side, clear of litter. Similarly ENCAMS (environmental campaigns) operate a Tidy Business Award Scheme which could also be introduced to encourage businesses to sign up to certain codes of practice. These are aspects which should be considered with organisations such as Cheadle

Business Group. Such approaches can only improve the image and presentation of the Town Centre.

The design and specification of the public realm and street scene is crucial to maintaining a quality public realm and environment. Good quality materials and functional, robust design can create places that stand the test of time. Streetscape improvements should not impose an excessive management burden on the public or private sector. Investment in furnishings and materials that are resistant to vandalism and abuse provides good value for money in the longer term. Keeping streets clean and well maintained is essential in establishing an enduring sense of quality. Litter and graffiti should be cleared and cleaned frequently with bins well located (without them causing clutter).

Marketing Cheadle Town Centre

Marketing is an important tool to help promote the use and attractiveness of the town as a place to shop, work live and visit. A co-ordinated marketing strategy should be prepared that utilises the full range of media to help promote the qualities of the town; it should encourage investment and increased use and activity, including events, specialist markets and themed initiatives.

The marketing activity needs to be linked closely to the Town Centre champion as detailed overleaf.

Town Centre Champion

The Town Centre Champion's role is an important part of this regeneration programme. The Champion forms part of the organisational and promotional 'glue' that will hold the Masterplan strategy together, and importantly it will engage the private sector.

There needs to be a Town Centre Forum, to run in conjunction with the District Council and Town Centre Champion. The Forum should engage a broad range and number of local businesses, and could be based on the existing Cheadle Business Group. A potential Champion initiative would embrace greater involvement in action on the ground, such as:

- Developing branding that stresses distinctiveness and changes perceptions
- Celebrating local heritage through tourism and destination management
- Increasing choice and diversity by promoting and integrating new amenities, residential development and the evening economy
- Enhancing the quality through major infrastructure improvements to the public realm
- Ensuring that the Town Centre is welcoming to all and an experience worth having
- Marketing and events coordination.

Management of the markets is a district-wide issue that needs to be considered strategically. It is particularly important in Cheadle because the existing legal arrangements with Northern Markets are due to expire in the near future.

The above mentioned activities would require resourcing, as part of a comprehensive business plan. Local business contributions will be required.

Delivering the Opportunity Sites

For a number of the Opportunity Sites landowners or developer/end user intentions have already manifested, or are emerging, in planning applications. The delivery strategy is known. For the remainder this is not the case, and particularly so for the three exemplar projects. For these sites careful consideration has to be given to the best form of delivery.

The criteria for assessing this include financial viability, how to procure detailed design of a scheme and how to ensure good quality design, vital for a successful urban regeneration solution. There is ready evidence within Cheadle Town Centre of past built form that has failed to do this. It is also necessary to consider how public costs can be controlled without prejudging quality.

Within realistic budgets the consultants would usually advocate a strong

approach to guiding delivery partners, ensuring that the vision is not undermined by poor delivery. Public sector land ownership and/or assembly, and control over developers by the use development agreements, can ensure this is achieved.

It is especially important to ensure that current best practice design is actually delivered by a development industry that is too often focussed on driving down cost and with little effort put into design. Design guidance and planning powers are often insufficient to control this (due to statutory limitations) and the tough current economic climate, and its impact on the property development market, exacerbates the challenge.

However, where the District Council is not only the local planning authority but is also the landowner, there is opportunity for greater influence in securing better design.

The recommended approach is to start with a relatively ambitious stance to lift the image of Cheadle, and to use strong marketing to create a choice of partners.

Development Procurement Process

The end quality of development is vitally important to the wider regeneration objectives for Cheadle Town Centre. In the consultants' view this will only be delivered to a high standard with control exercised as landowner, and not simply through planning controls. In a difficult market, such as at the present time, developers will work hard to cut back quality if the site is secured prior to planning applications. The sites which are more difficult to control through ownership must be controlled as well as possible using planning powers. The planning framework for this requires careful thought and preparation.

As the landowner, or where a CPO route is advocated, the client is recommended to produce development briefs (not planning briefs) for appropriate development projects. These should set out the criteria for competitive bids for the sites, based on clearly set out objectives for uses, i.e scale, form, quality, etc. Bids would probably be invited based on design and price, although more detailed advice should be sought at the appropriate time. The disposal should be carried out by development agreement, with title to the land passing when the quality of the scheme is ascertained, and not before.

Development briefs can strongly guide the form of the finished scheme whilst getting the best creative contribution

from bidders. This can be achieved by preparing briefs of real quality that can be adopted as SPDs to set aspirations high.

Following the bidding process, development agreements with the selected bidders must be drafted to control the developer partners and guarantee the scheme selected is the one ultimately delivered on site. Public sector professional costs beyond the selection stage can often be recovered from the developer.

Content of Development Briefs

Once the required concept for the project is fixed, a clear and simple brief should be created to use as a marketing document and guide for potential partners to bid against. The brief should clearly demonstrate the broad expectations of Cheadle and be ambitious to 'raise the game' in terms of quality of responses. Some of the key areas it should cover are:

- Development context/contribution to the overall Masterplan
- Site ownerships and land assembly strategy
- Design brief, architectural quality, sustainability and approach
- Programme for implementation
- Requirements of a preferred developer
- Financial matters
- Development agreement process
- Joint working relationship with the public sector
- Public consultation requirements
- Selection criteria (probably two

stage – initial CVs of developers and professional teams as a basis to select a short-list, than a detailed response from those short-listed).

Partner Selection and Control

Market Testing

BE Group has extensive experience of development - working for, and with, private development companies. Its experience has been used in identifying projects which will appeal to the development market.

To further ensure the development proposals suggested in the Masterplan are realistic and deliverable initial discussions have been conducted with developers, owners and agents for a number of the key Opportunity Sites, especially Central Car Park Area. This has identified that developers would want to see a foodstore anchor as the high value use that would support the new Town Centre heart and public realm, whilst also providing a counterbalance to Morrisons.

Market testing has also involved the hotel development sector.

Financial Commentary

Financial Implications for the District Council

The financial aspects of delivering the proposals will require detailed development. The indicative costings suggest public realm and transport infrastructure improvements could total around £4.5 million. Public sector funding constraints dictate that self-funding approaches should therefore be sought. Providing sufficient effort is put into creating attractive opportunities and effective marketing, negotiation and documentation, there is scope to minimise public sector costs.

Whilst the public sector must expect to incur costs in the short term, certainly after development partner selection and exchange of partnership agreements, most reasonable public sector costs can become development costs covered by the developer(s). This is an important aspect of project financing, as focussing on up-front cost cutting can be counter-productive if available resources and skills are insufficient, compared to achieving a high quality procurement process which can generate funds to work with. In addition the selected developers(s) can be expected to cover the costs of detailed design and financial feasibility work.

Next Steps for the Immediate Future

The Masterplan process and content has been supported by a committed Steering Group. This has developed considerable momentum which needs to be maintained if successful Town Centre regeneration is to be achieved. Progress needs to be made on two fronts – policy and delivery.

Progress on regeneration should continue to be driven by the continued regular meeting of the Steering Group, with a change of emphasis away from policy towards programme delivery – without losing sight of the co-ordinated approach.

The ‘Town Centre Champion’ will need to be recruited and supported by a key senior officer with the resources, skills and political support necessary to focus on driving the programme forward.

Membership of the Steering Group needs to ensure inclusion of delivery skills – notably in property, design and project management. This may involve public sector officers or continuing consultancy involvement. Engagement with stakeholders outside of the core Steering Group will need to be further developed. This will include key landowners, developers and local businesses.

A Town Centre Forum (this could be Cheadle Business Group), incorporating key external organisations or business

representatives should meet regularly to ensure action is delivered against the implementation plan and to input skills, resources and assist in decision-making.

Specific next steps include:

- Masterplan to be endorsed by the District Council and fed into the LDF, with recommended land use changes adopted as Council policy
- Masterplan to be used as a negotiating tool for Development Control, to encourage higher quality design in the Town Centre. This should include current planning applications, especially those linked to identified Opportunity Sites
- Preparation of development briefs for key sites
- Preparation of a Design Guide for the setting of St Giles (RC) Church
- The District Council to review land and property ownerships and legal interests associated with the Opportunity Sites, and establish policy/approach to their contribution to future development (e.g. freehold or long leasehold disposals; capital or revenue receipts; joint venture shares)
- Preparation of Design Guides, including a Servicing Management Plan to ensure an integrated and comprehensive approach to servicing provision is followed
- Preparing a Town Centre Management Strategy and business plan in line with the ambitions of the Town Centre Masterplan

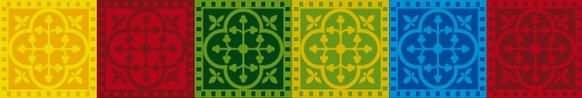
- Undertake testing of the proposed traffic alterations, using a microsimulation model, such as VISSIM
- Consultations with AWM, SCC and Cheadle Town Council on their possible future roles and contributions to implementation and management.

Immediate actions need to focus on the known current or emerging development plans and planning applications regarding the following Opportunity Sites:

- Hurst's Yard Area
- Wheatsheaf Hotel and Lulworth House Area
- Former Job Centre Site
- Lightwood Area.

This is not simply to achieve the delivery of 'quick wins' but to ensure development schemes and standards accord with the Masterplan strategy.

In the longer term successful delivery needs to be monitored against the regeneration programme, strategic objectives and regular reviews of the outline Town Centre health check.



Cheadle

Staffordshire



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