

Macclesfield Town Centre

Strategic Regeneration Framework: Delivery Plan

Prepared for:



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

1.0 Purpose of the Delivery Strategy

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

2.0 The Strategic Regeneration Framework

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

Macclesfield - a town that celebrates its quiriness¹
Green, creative, connected and social. A home to innovators, entrepreneurs and independents
Thriving, diverse, distinctive and inclusive. Rich in heritage and culture, with outstanding employment opportunities and nestled in stunning countryside
Cherishing its past, striving for a sustainable future

¹ Defined as "unusual in an attractive and interesting way."

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

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

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

- **Chestergate and Historic Heart** - characterised by a wealth of attractive and historic buildings and urban spaces and the focus of cultural events. The priority in this area is on enhancing what is already here through the refurbishment and repurposing of historic buildings to create new quality space for homes and jobs.
- **Jordangate** - the north-south axis of Jordangate forms an area of potential change with aspirations for the modernisation of Jordangate Car Park, public realm enhancements and infill development on Jordangate's frontage.
- **Station Gateway** - whilst Macclesfield's strategic rail linkages are a major asset to the town the area around the main line rail station does not currently create a good first impression. As such, the Station Gateway needs to be a key area of change with a leisure, business and residential focus.
- **Retail Core** - the main retail centre of Macclesfield should continue to function as the shopping core of the town but recognise that some retail consolidation and re-use of existing units and voids for alternative uses such as food and drink, and residential on the periphery will enhance the current offer.
- **Churchill Way Boulevard** - transforming this key route to create a greener 'boulevard' would enhance first impressions of the town, improve legibility and wayfinding, and reduce car dominance, resulting in pedestrian prioritisation at key junctions. New infill residential development would enhance the currently 'broken' frontage to Churchill Way whilst providing new homes that are well connected to the town centre. Consolidation and enhancement of car parking in this area will be a priority.
- **Sunderland Street and Silk Quarter** - the traditional historical character and buildings within this area has potential to become a vibrant urban mixed use area incorporating residential, boutique retail, employment, leisure and evening/night-time economy uses characterised by distinctive independent businesses.

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



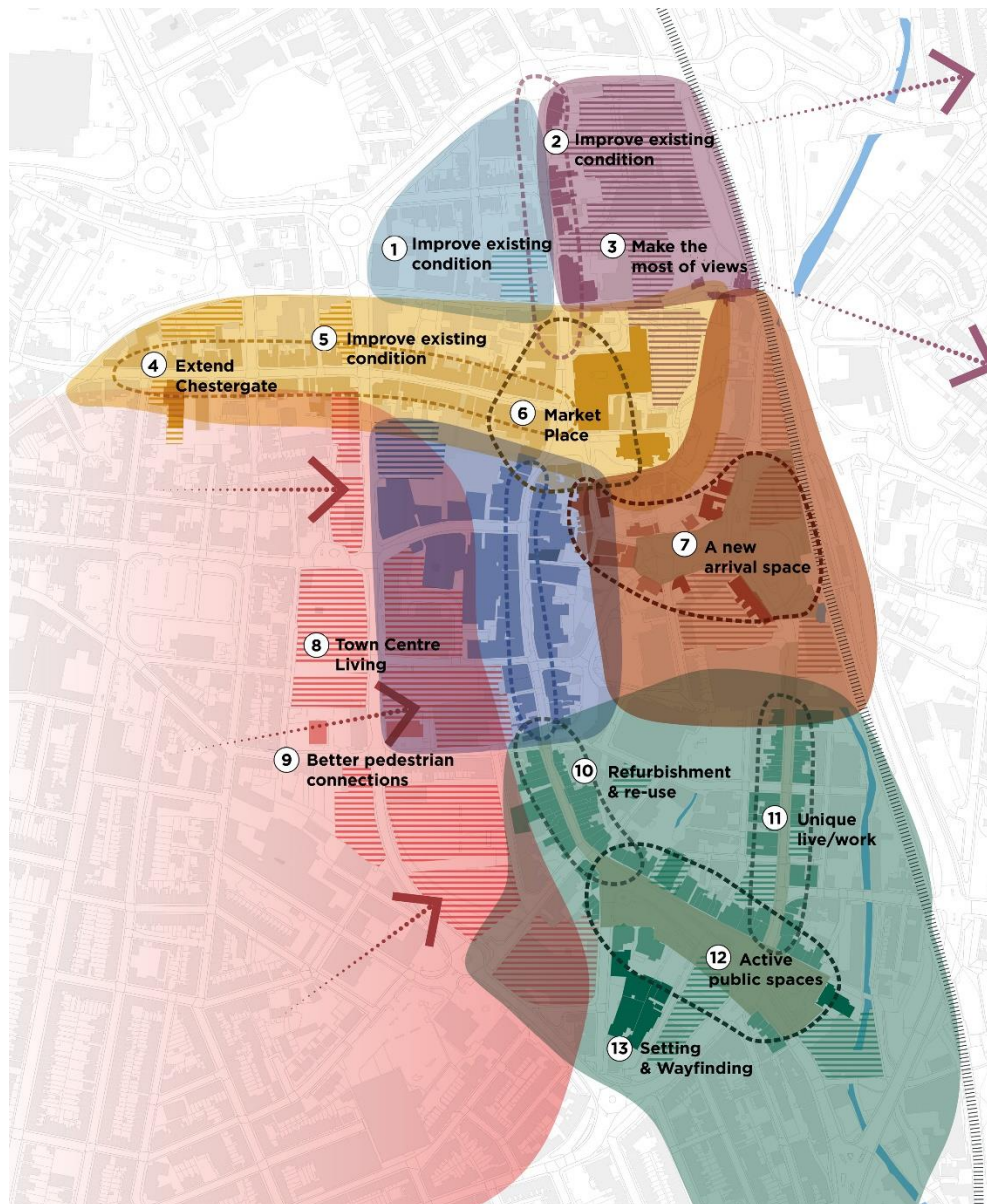
Source: OPEN

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

1. Improve existing condition for established businesses
2. Improve setting of historical buildings
3. Make the most of views
4. Extend Chestergate through improved pedestrian crossing over Churchill Way
5. Improve existing condition for established businesses
6. Enhance Market Place
7. Create a new arrival space and pursue rationalising parking to unlock development opportunities
8. Encourage more Town Centre Living
9. Better pedestrian connections

10. Refurbishment and re-use of existing buildings
11. Support creation of live/work spaces
12. Enhance active public spaces
13. Improve setting and wayfinding.

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

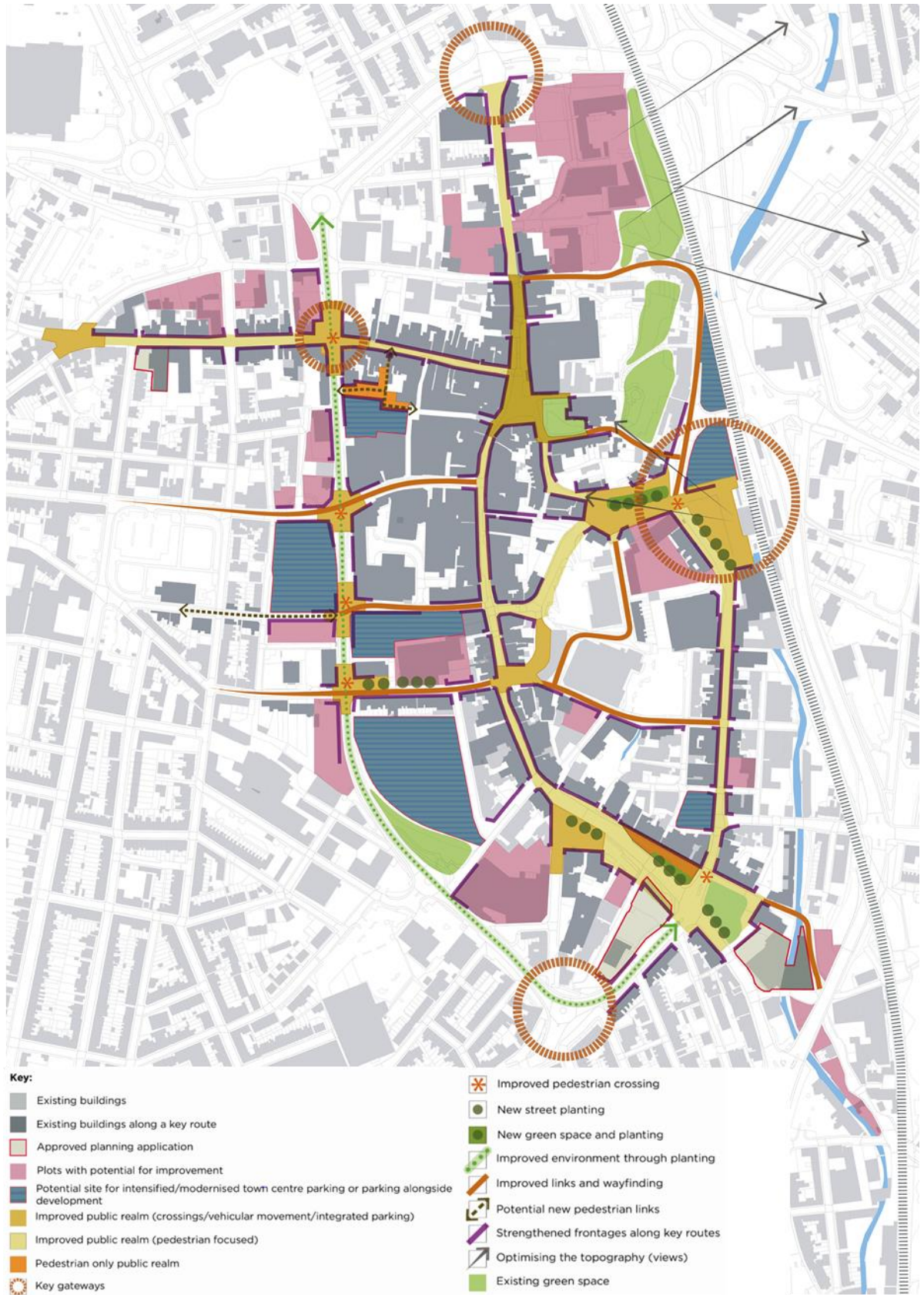


Key:

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

Source: OPEN

- 2.10 The **Illustrative Framework** for Macclesfield Town Centre has been drawn up to demonstrate how this Strategic Regeneration Framework and the proposed actions will manifest physically. It focuses on physical environment enhancements as a very visual indication of the successful regeneration of the Town Centre.
- 2.11 This could include development/refurbishment of vacant or underutilised sites and buildings as well as softer actions to support the objective of 'enhancing the town centre environment'. This could include improved public realm, new green space and street planting to ensure that the whole town benefits from investment not just individual sites. There is also a focus on improving connectivity in and around the town centre; shifting the focus away from the current car dominance, integrating the town centre with the surrounding residential areas, enhancing existing linkages or creating new linkages, and tackling car parking issues in a sensitive way.
- 2.12 We will know that we have **met our objectives** through the following:
- More people living in the central wards
 - More housing choices - in terms of unit types, tenures, prices
 - Reduction in number of vacant units and consolidation of retail units (more "after-five" uses including leisure and residential) including increasing the number of historic buildings and/or under-utilised sites brought back into use
 - More places to eat, drink and enjoy leisure time including an enhanced family friendly offer
 - More independents
 - Increased footfall and spend
 - More trees and soft planting
 - Better sustainability credentials
 - More public art and celebrations of creativity
 - Increased private sector investment.



Source: OPEN

3.0 Governance and Delivery

Strong Strategic Leadership

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

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

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

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

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

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

Other Partners

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

Public Sector

- **Homes England** - discussions have already commenced as to how Homes England could get involved in supporting the delivery of new homes in the town centre. Homes England is committed to supporting the delivery of new homes, working with public sector partners and

in supporting small and medium sized developers. As such, Cheshire East Council needs to continue to maintain a regular dialogue with Homes England to support delivery of the SRF.

- **Cheshire & Warrington Local Enterprise Partnership (C&W LEP)** - in addition to its role to support economic development (for example through the Cheshire Science Corridor Enterprise Zone at Alderley Park), the LEP has recognised the important role that housing can play in supporting the economy. The Council should continue to engage proactively with the LEP to ensure where initiatives or funding sources emerge Macclesfield is well placed to bid for them.
- **Historic England** - like Homes England, the Council has already established a good relationship with Historic England. The heritage assets showcased within the SRF should be discussed with Historic England to determine ways to support investment in underutilised heritage assets or those that are not fulfilling their potential.

Development Partners

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

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

Local Community Groups and Local Residents

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

Supporting Site Delivery

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

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

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

4.0 Priority Actions

Priority areas for change

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

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

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

Actions

- 4.3 Table 4.1 sets out potential actions to pursue the delivery of the SRF. For each action it identifies the following:
- Lead partner - who is considered most appropriate to take the initiative forward
 - Priority - high (significant actions which will support wider improvements), medium (potential to have some wider impact on the town) and low (likely to have less impact on the wider town)
 - Phasing - short term (0-2 years), medium term (3-5 years) and long term (5+ years)
 - Links to other actions - the impact of a number of projects will be maximised if they are delivered in connection with other projects.
- 4.4 This list is not exhaustive and new potential actions will emerge going forward. These can be tested against the SRF and added to the action plan as appropriate. In addition, the priority of actions will change over time as new sources of funding emerge (or are not accessed) and in light of changes to the property market. The Framework has been established to flex to these changes whilst its objectives will be upheld.

Table 4.1 Action Plan

Ref No	Actions	Objectives/Themes	Lead	Priority	Phasing	Link to other actions
P1	Engaging with the private sector and social housing providers/registered providers to deliver new high quality homes within the town centre through new build, infill development and refurbishment of underutilised and vacant buildings	Grow our town centre population	CEC ² /Homes England	High	Short	P2 P3 P4
P2	Improve housing choice in terms of type and tenure to attract and sustain a more diverse community of occupiers attracted to town centre living - employees (particularly young professionals) from the highly skilled businesses in the local catchment (e.g. Alderley Park) first homes, singles, young families, downsizers, retired and older people etc. Also ensure appropriate provision of affordable homes within the town centre	Grow our town centre population	Homes England/Developers	High	Short	P1 P3 P4
R1	Support proposals to enhance the range and quality of town centre retail uses with a focus on independents	Enhance the retail offer	CEC/private sector	High	Short	R2
C5	Undertake a comprehensive car parking strategy which considers the amount, role, utilisation, location, quality and cost of parking across the town which will improve the overall quality of car parking whilst freeing up sites for redevelopment	Make more of our connectivity	CEC	High	Short	Multiple
C6	Undertake a Movement Strategy that considers all modes of transport and seeks to enhance linkages, connectivity and way finding. This should seek to consider how to Enhance ease of connectivity to/from surrounding residential areas and to points of interest on the periphery including: <ul style="list-style-type: none"> Focus on east-west connections to the residential areas to the west of the town centre along Great King Street/Castle Street; Waterloo Street West/Exchange Street; and Roe Street South along Waterside and from the station into the town centre core via Churchside, Brunswick Street and Boden Street. Improved pedestrian crossings for example at Waters Green to enhance pedestrian movement from the rail station into the town centre core and across key junctions on Churchill Way and Sunderland Street.	Make more of our connectivity	CEC	High	Short	All connectivity actions
C10	Pedestrian focused public realm enhancements should be prioritised around routes with greatest footfall including Chestergate, Mill Street, Park Green, Jordangate, Station Gateway and Sunderland Street. There will be some areas that will need to consider integrated vehicular movements, in particular Market Place, Waters Green and at key crossing points on Churchill Way. Focus will also be given to ensuring critical gateways provide a quality initial welcome to the town centre.	Make more of our connectivity	CEC	High	Short	E10
H2	Explore opportunities for increasing use of the Town Hall complex for a wide variety of events working with events organisers to understand barriers and potential solutions	Cheshire our historic buildings and repurpose underutilised assets	CEC	High	Short	H1
H6	Working with stakeholders, research potential to access funding streams focused on restoring and heritage assets and bringing back into active and viable uses	Cherish our historic buildings and repurpose underutilised assets	Various	High	Short	

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Ref No	Actions	Objectives/Themes	Lead	Priority	Phasing	Link to other actions
H7	Harnessing interest in local markets support the revitalisation of the existing external market and explore options for better use of the indoor market space to attract a wider range of visitors	Cherish our historic buildings and repurpose underutilised assets	CEC	High	Short	
E1	Ensure basics are delivered well - streets are clean and tidy	Enhance the town centre environment	CEC	High	Short	Various
E5	Prioritise the physical enhancement of key gateways and corridors including the station and major car parks	Enhance the town centre environment	CEC	High	Short	C1
E8	Ensure all development proposals conform to high quality design principles - consider the preparation of design guidance/development frameworks for key development sites as they are agreed	Enhance the town centre environment	CEC	High	Short	
E10	Identification of a series of public realm/greening projects and shopfront improvement grants which support greening of the town centre. Consider the preparation of a 'green plan' to bring each of these elements together across the town but recognising the financial implications of delivery and maintenance	Enhance the town centre environment	CEC	High	Short	C10
A1	Develop a comprehensive marketing and communication strategy which raises awareness of the existing offer and promotes the town centre	Raise aspirations and change perceptions	CEC	High	Short	Various
A6	Continue to engage and work collaboratively with key local stakeholder groups to support delivery of actions	Raise aspirations and change perceptions	Various	High	Short	
C1	Redevelopment of station gateway to enhance first perceptions of arrival, and provide clear routes into the town centre whilst creating new development opportunities in line with the Local Plan	Make more of our connectivity	CEC	High	Medium	L3/C4/A3
H4	Engage with land/property owners to encourage underutilised buildings and sites to be repurposed to attract new investment and occupiers into the town including residential, employment and cultural uses	Cherish our historic buildings and repurpose underutilised assets	CEC	High	Medium	D2/H3
E6	Rationalisation of surface car parking which currently creates visual blight subject to a comprehensive car parking strategy for the town	Enhance the town centre environment	CEC	High	Medium	C5/C1
P5	Ensure town centre meets 'everyday' needs of resident population including local services, amenities, health care and education provision	Grow our town centre population	CEC	Medium	Short	Multiple
L1	Following the recent announcement for a food hall in the former Picturedrome, grow the food and drink offer to support existing retail and create a café culture/evening economy that encourages increased spend and dwell time and appeals to the town's affluent catchment population	Grow and diversify our leisure and evening economy	Private sector	Medium	Short	D2/D3 H4 E2
C7	Consider implementation of residential permits, disabled parking, pay on exit and clear signage to guide visitors to the best place to park relative to their arrival point and purpose of visit	Make more of our connectivity	CEC	Medium	Short	
A2	Identification of Macclesfield 'Ambassadors' to utilise existing social capital and informally promote the town	Raise aspirations and change perceptions	CEC	Medium	Short	
P3	Work with Registered Providers/developers to convert underutilised buildings or upper floors and vacant buildings into residential	Grow our town centre population	CEC/RPs	Medium	Medium	P1/P2/
P4	Support delivery of specialist housing for older people given accessible and well served location	Grow our town centre population	RPs/Homes England	Medium	Medium	P1/P2/P3

Ref No	Actions	Objectives/Themes	Lead	Priority	Phasing	Link to other actions
P6	Exploit the opportunities presented by an enlarged catchment through large scale housing and population growth at South Macclesfield Development Area (SMDA) and other sites by ensuring Macclesfield becomes their local shopping destination of choice	Grow our town centre population	Various	Medium	Medium	Multiple
L2	An extended events strategy that builds upon existing success and the Town's distinctive and cultural assets working with event organisers to identify and overcome barriers and challenges to event delivery. Work with event organisers to develop an information pack and resources list to inform others seeking to create new events	Grow and diversify our leisure and evening economy	CEC/Town Council	Medium	Medium	D1 L3
L3	Consider the potential for a new and accessible multi-functional events space around the station gateway which complements Market Place and encourages visitors to explore the town centre	Grow and diversify our leisure and evening economy	CEC	Medium	Medium	C1 D1 L2
L4	Explore scope to provide new leisure destination within the town centre but with flexibility to adapt to future changing trends	Grow and diversify our leisure and evening economy	Private sector	Medium	Medium	
L5	Work with the private sector to determine the appetite for delivering a new hotel offer	Grow and diversify our leisure and evening economy	CEC/Private sector	Medium	Medium	Multiple
R2	Consider options for 'meanwhile' uses and pop ups within retail voids	Enhance the retail offer	Private sector	Medium	Medium	R1/D1/D2
C2	Promote strategic rail access to world class businesses and labour markets to inward investors	Make more of our connectivity	Marketing Cheshire/C&W LEP	Medium	Medium	All Business Actions
C4	Maximise opportunities presented by HS2 proposals to drive future growth and regeneration	Make more of our connectivity	Various	Medium	Medium	C1 L3
C8	Ensure good legibility into and around the town centre through improved signage and wayfinding both by road from the motorway and by foot to encourage increased footfall	Make more of our connectivity	CEC	Medium	Medium	
C11	Improvements in cycle routes alongside improvement to pedestrian and vehicular flows should also be considered.	Make more of our connectivity	CEC	Medium	Medium	L6
C12	Ensure all proposals are future proofed for emerging connectivity trends including EV charging points and autonomous vehicles	Make more of our connectivity	CEC	Medium	Medium	
B1	Work with existing major occupiers to understand their requirements and role they could play in supporting new investment	Support businesses to create jobs and develop skills	C&W LEP	Medium	Medium	
B2	Target small and medium sized-enterprises in sectors of strength including science, finance, creative and digital and promote opportunities for collaboration and clustering	Support businesses to create jobs and develop skills	C&W LEP	Medium	Medium	
B3	Provide refurbished quality workspaces with appeal to flexible working and smaller local occupiers across a mix of sectors within existing buildings recognizing the viability challenges associated with new build.	Support businesses to create jobs and develop skills	Private Sector	Medium	Medium	
B4	Support and promote the high quality of life and housing offer demanded by high value growth sector employers	Support businesses to create jobs and develop skills	Marketing Cheshire/CEC	Medium	Medium	P1

Ref No	Actions	Objectives/Themes	Lead	Priority	Phasing	Link to other actions
B5	Promote the excellent skills and labour market credentials of Macclesfield to inward investors and support skills development link to existing major businesses schools	Support businesses to create jobs and develop skills	C&W LEP	Medium	Medium	B1/B2
B6	Support establishment of creative and digital start up - e.g. by supporting reuse of heritage buildings potentially on a temporary basis	Support businesses to create jobs and develop skills	C&W LEP	Medium	Medium	B1/B2
D1	Promote services and events that are unique to Macclesfield	Harness our distinctiveness	CEC/Marketing Cheshire/Town Council	Medium	Medium	L2
D2	Support a wide range of independent, distinctive businesses to set up and thrive	Harness our distinctiveness	Private Sector	Medium	Medium	L1
D3	Build on and promote cultural, arts and heritage assets to encourage local tourism including the Silk Museum, Heritage Centre and the proposed Picturedrome.	Harness our distinctiveness	Various	Medium	Medium	D1
D4	Explore the potential to work alongside the Weave and Silk Trust to raise awareness of the heritage and culture on offer in the town including more engagement with local schools	Harness our distinctiveness	Various	Medium	Medium	D5
D5	Promote Macclesfield's positioning at the 'Gateway to the Peaks' and the western end of the Silk Road	Harness our distinctiveness	CEC/Marketing Cheshire/Private sector	Medium	Medium	D4
H1	Protect and maintain distinctive heritage buildings including but not limited to Town Hall, Police Station, Buttermarket and Christ Church and consider future potential of poor quality buildings such as the former Three Pigeons Public House on a case by case basis	Cherish our historic buildings and repurpose underutilised assets	CEC/Historic England	Medium	Medium	H2
H5	Reduce the negative impact of retail voids through creative or temporary re-use	Cherish our historic buildings and repurpose underutilised assets	Various	Medium	Medium	D2
E2	Support new uses for old buildings - vacant and underutilised shops should be brought back into use for residential, leisure or employment use	Enhance the town centre environment	Private Sector	Medium	Medium	L1/P3
E3	Build on public realm and shop front improvements undertaken to date	Enhance the town centre environment		Medium	Medium	
E4	Act on and enforce action by land owners on derelict and/or dangerous buildings which create an eyesore. Consider Compulsory Purchase Orders (CPO) as last resort, but can provide a useful tool for persistent problem sites and premises	Enhance the town centre environment	CEC	Medium	Medium	H3
E7	Ensure any new decked or multi-storey car parking provision is well screened and visual impact minimised	Enhance the town centre environment	CEC/private sector	Medium	Medium	E6
E9	Investigate support for creating a Business Improvement District (BID)	Enhance the town centre environment	CEC/private sector	Medium	Medium	
A3	Utilise key gateways to change perceptions for those who usually 'pass through' Macclesfield, for example through enhanced signage and physical environment at station and along key road corridors	Raise aspirations and change perceptions	CEC	Medium	Medium	C1

Ref No	Actions	Objectives/Themes	Lead	Priority	Phasing	Link to other actions
A5	Consider the potential to generate income through advertising of local businesses at highly visual locations such as the station which would provide an income to support further investment in the town	Raise aspirations and change perceptions	CEC	Medium	Medium	
H3	Undertake enforcement where actions are undermining the potential of the town for example enforce Listed Building and Conservation Area status requirements, and targeted enforcement of existing unauthorised development, adverts etc which are detracting from the character of the area.	Cherish our historic buildings and repurpose underutilised assets	CEC	Medium	Long	H4
C3	Promote access to surrounding countryside (Peak District and Bollin Valley) including increased utilisation of cycle and foot links such as the river and canal network and encourage visitors to explore Macclesfield	Make more of our connectivity	CEC/Town Council	Low	Long	D5
C9	Lobby public transport operators to expand scope of destinations and timetable for bus and rail users	Make more of our connectivity	CEC	Low	Long	

Next Steps

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

- **Car Parking Review and Regeneration Focused Car Parking Strategy (C5³)** - to commission a detailed car parking review and strategy across the town centre to include, inter alia: identification of the current quantum, location, function and pricing provision of car parking including disabled parking, workers parking, short stay shoppers parking, resident permit parking, on street as well as off street provision. It should also consider the function of car parking, quality, signage and linkages to the wider town centre. It should then make recommendations on appropriate quantum, location, and pricing mechanism for different types of parking to meet the needs of visitors, workers and residents moving forward; identifying opportunities for releasing any car parking sites for redevelopment whilst taking full account of the needs of existing residents, visitors and workers and future anticipated demand and sustainability; identification of other ways parking management can better support the vitality of the town centre.
- **Town Centre Movement Strategy (C6)** - to commission work to identify ways to support enhanced movement through the town by foot, cycle and motor vehicles, to ensure that everyone is able to move around the town efficiently and to decrease the dominance of vehicles, including reconsideration of TROs in the central area to reclaim more of the public arena for people to enjoy. This would seek to increase footfall to support the sustainability of existing occupiers and attract new.
- **Development of public realm/greening projects (E10)** - developing public realm/greening designs for key streets which focus on pedestrian experience, greening and enhancing sustainability, taking account of potential increases in longer term maintenance costs, and the preparation of business cases for delivery funding. The SRF has started to identify priority routes and these need to be tested further in order to support a programme of investment to enhance the overall quality of the environment in the town centre.
- **Market Options Appraisal (H7)** - commission options appraisal to address the existing underperforming town centre market offer (indoor and outdoor) and the role that it can play in supporting the wider retail and leisure offer.
- **Design Guidance (E8)** - dependant on the findings of the car parking review, if existing sites are identified as suitable for full or part release for development, to commission design guidance/development frameworks to set out the Council's expectations around new development quality, materials, massing, heights etc. to potential investors.
- **Town Hall Appraisal (H2)** - Council staff to liaise with event organisers etc to explore options to enable greater use of the space in the Old Town Hall to further revitalise the historic heart of the town.

³ From Table 4.1

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

- Lead partner and supporting partners
- Sources of funding
- Specific actions in terms of ground investigations, planning application, accessing funding etc
- Delivery mechanism
- Timescale.

5.0 Communication and Engagement Strategy

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

Who

5.2 The first engagement should be internally within the Council to review the recommendations of the SRF in the context of the wider commitments and resources of Cheshire East. The aim will be moving the SRF on from strategy to delivery, to agree actions and identify potential resources for delivery.

5.3 This internal engagement should include the following:

- Members - to ensure that they are familiar with the SRF and its agreed objectives, to agree how it should be delivered and to take it into account in their decision making including investment planning etc.
- Officers - to ensure key department heads and their teams are aware of the SRF and its objectives and take it into account as they go about their day to day activities.

5.4 Once the actions have been agreed internally, engagement can focus on the wider stakeholders that will be crucial in supporting the regeneration of the Town Centre. Specifically:

- Existing residents and business - to ensure that they are aware of the changes that will take place in the Town Centre. Importantly, in terms of existing businesses to encourage them to share the vision and as a result encourage them to consider investing in their own businesses as a result of the new vision for the Town Centre.
- Targeting potential developers and investors - informal discussions have been held with a number of local and regional developers during the preparation of the SRF. Once further feasibility is undertaken, and potential development opportunities are defined this engagement can become more formal but in the short term informal discussion should continue to maintain interest in the Town Centre.
- Potential occupiers - as the SRF is formally launched it will be important for the Council to engage with interested parties who are keen to hear more about the potential of Macclesfield.
- Funding and delivery partners such as Homes England, C&W LEP, Historic England etc - this dialogue has already commenced but will need to become more targeted as opportunities are defined and the areas of need are clarified.
- Local press - although the importance of using the local press to communicate messages has been diminished by social media, it is nevertheless important to get the local press on side to ensure that they are bought into the vision and support what is trying to be achieved rather than undermining it with negative press.
- Local stakeholder groups - there are already a number of established stakeholder groups who have supported the preparation of the SRF and will be important in its delivery. In particular, to lead funding bids which can only be submitted by local community groups.

What

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

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

How

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

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

When

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

- Launch.
- Major milestones - major planning applications submitted or approved, key site taken to market.
- Informal events held through the year in the town.
- Annual Update to demonstrate progress made over the year and setting out priorities for the coming year.

6.0 Delivery Resources

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

7.0 Monitoring and Evaluation

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

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

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

8.0 Risk and Mitigation

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

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