[redacted]

1. [redacted]

2. [redacted]

3. [redacted]

4. 

Business Incubator
Managed Workspace

5. 

Culture and Leisure Hub
Atrium

Appendix 5

Project Delivery Plan

CANNOCK CHASE COUNCIL – LEVELLING UP FUND APPLICATION FOR CANNOCK TOWN CENTRE

DELIVERY PLAN

1. Introduction

1.1 In line with the Levelling Up Fund Technical Note and Guidance, this document sets out a Delivery Plan for the Cannock Town Centre Levelling Up Fund Application. The purpose of the Delivery Plan is to describe the overall governance and decision-making process for the Project and its stakeholders.

1.2 The document details the following:

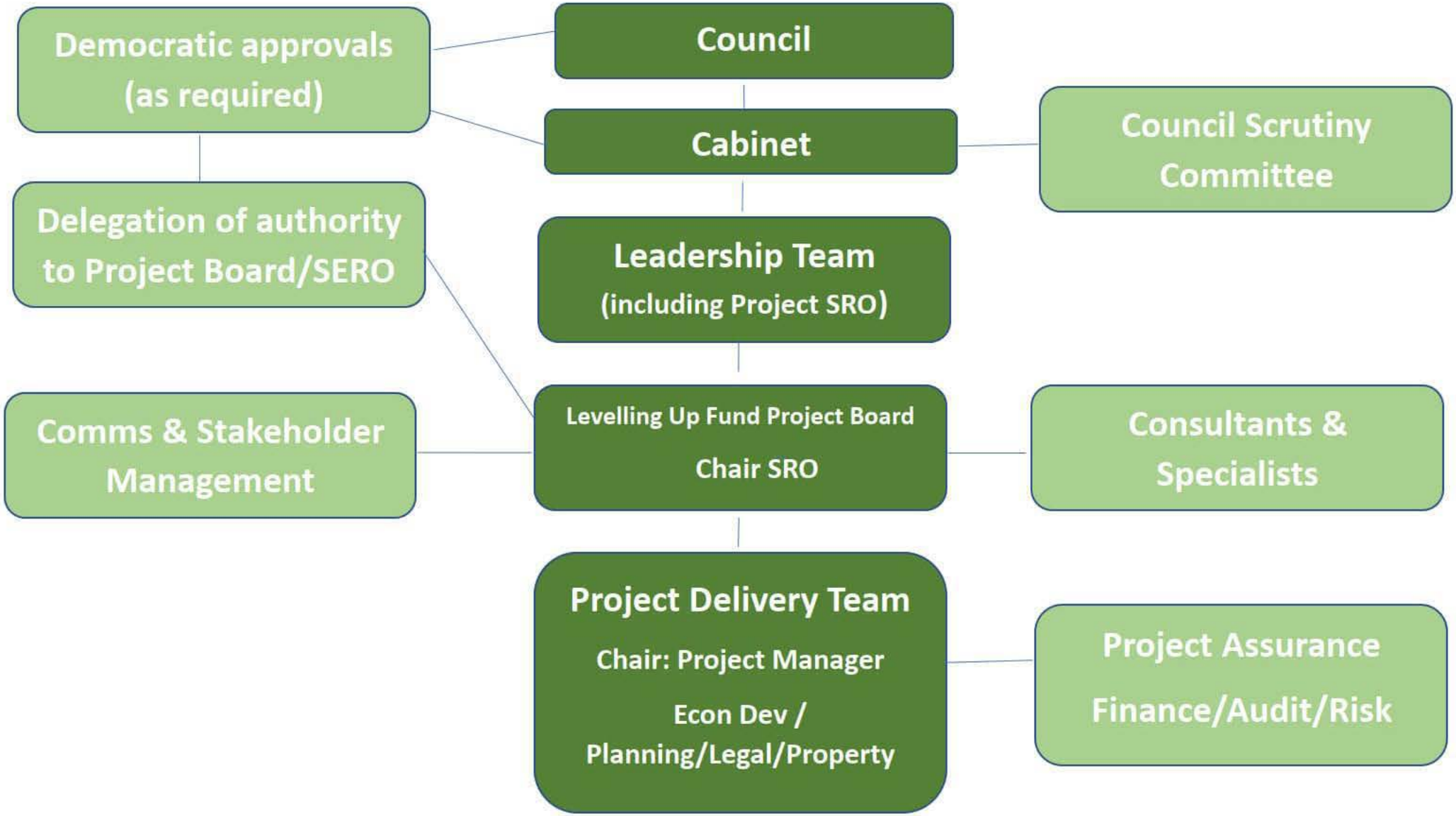
- Delivery Structure
- Roles and responsibilities
- Project Plan
- Risk management
- Arrangements for managing delivery partners
- Engagement with developers/occupiers
- Stakeholder management
- Confirmation of statutory approvals / consents

2. Proposed Delivery Structure

2.1 Supporting Economic Recovery is one of 3 key priorities set out in the Council's new Corporate Plan for 2021-24 and one of the strategic objectives that falls within this is the Reshaping our Town Centres. The Levelling Up Fund project for Cannock Town Centre is considered to be a key priority project. The realisation of a programme of transformational change to Cannock Town Centre is central to the Council's ambition to promote the economic recovery of the District.

2.2 It is proposed that at the inception of the Project, a Delivery Structure with clear lines of accountability and governance will be created to ensure that the project delivers against the agreed objectives and in line with the Levelling Up Fund Assessment Framework and Criteria. The Delivery Structure will have clear democratic accountability and be aligned with existing Cannock Chase Council governance arrangements and decision making protocols. Key workstreams will include Finance; Procurement; Contract Management; Engagement and Communications; Planning and Approvals; Evaluations and Risk Management. Table 1 outlines the proposed delivery structure.

Table 1 – Proposed Delivery Structure



2.3 Key decisions regarding scheme approval, commitment of funding and allocation of resources will be taken at Full Council and Cabinet level ensuring democratic oversight and accountability.

2.4 A Project Board will be established chaired by the Senior Responsible Officer (SRO) for the project, and this will comprise senior elected members and officers. Terms of reference for the Project Board will be developed and agreed by Cabinet and the Project Board will be responsible for ensuring delivery of the project in line with the agreed objectives and will deliver the project according to the relevant delegated authorities agreed by Council / Cabinet.

2.5 A dedicated Project Delivery Team will be set up including a Project Manager and Project Assistant. The team will liaise with key service areas to deliver the key tasks included in the Project Plan. A suite of project management documentation will be developed and updated as follows:

- Project Initiation Document (PID)
- Work packages
- Project structure
- Project Highlight reports
- Exceptions report
- Issues Log
- Risk Register
- Communications Plan

2.6 The Project Delivery Team will be responsible for producing meeting agendas, minutes, action logs and ensuring that key reports are prepared in a timely and efficient manner.

2.7 Project assurance will be provided internally by Internal Audit & Risk, Finance, Legal and Procurement with external support brought in as required.

3. Roles & Responsibilities

3.1 Table 2 below sets out the various roles and responsibilities of the Proposed Delivery Structure. It is proposed to utilise existing skills and experience of Council Officers from a range of services/functions including Economic Development, Regeneration, Planning, Property/Assets, Leisure/Culture, Legal, Finance, Procurement, Audit and ICT. Specialist skills and expertise will be brought into the Project Delivery Team to advise and support delivery as required i.e., urban design,

commercial / market insights, valuation advice. The Council will seek to augment existing resources by recruiting a Project Manager and Project Assistant to provide additional capacity and focus to project delivery.

Table 2 – Cannock Town Centre Levelling Up Fund – Roles & Responsibilities

Role	Lead	Responsibility
Council	• Leader of the Council	• Approval of the outline scheme and funding, as this currently sits outside of the Council's approved budget and policy framework. Once the scheme has been approved, future decisions can be made by Cabinet unless additional funding is required of there is a significant change to the scheme.
Cabinet	• Portfolio Holder Innovation & High Streets	• Will make recommendations to full Council seeking funding and/or approval for the scheme(s) • Will be responsible for taking decisions on amendments to the scheme ▪ Delegate authority for certain actions to appropriate Chief Officer (in this case Head of Economic Prosperity as the Senior Responsible Officer)
Leadership Team	• Chief Executive	• Responsible for ensuring appropriate governance arrangements are in place for the management and delivery of the Project. • Makes decisions on scope, schedule, or budget changes or makes recommendations to Cabinet as to any changes . • Facilitates open communication regarding the project. • Removes obstacles that could impede success. • Alignment of project with key Council policies. • Alignment of project with Corporate Priorities & Plans. • Monitor's progress made by Project Board. • Ensures resources are made available to implement project decisions timely. • Makes decisions escalated by the Project Board or escalates to Cabinet/Council if outside of Policy / Budget framework or significant project delay or change.

Role	Lead	Responsibility
Project Board	• Senior Responsible Officer (Head of Economic Prosperity)	• Provides strategic direction and support to the project. • Removes project barriers that could impede effective delivery. • Makes decisions on issues that were escalated by the Project Manager including any scope, schedule, or budget changes up to an agreed variance. • Escalates issues to the Leadership Team / Cabinet / Council for a decision as required. • Makes decisions escalated by Project Manager within agreed tolerance levels.
Project Manager	• To be appointed. • *New post to be formally created to ensure effective project delivery.*	• Develops and keeps up to date full suite of project management documentation. • Makes daily decisions based on direction provided by Project Board, SRO, and Leadership Team. • Presents agenda items to the Project Board. • Serves as administrator of Project Board. • Escalates issues for resolution to the SRO and/or Project Board not within agreed tolerance levels. • Meets weekly with SRO to validate priorities, review direction, and ensure appropriate communication is occurring. • Establish Project Delivery teams / sub-groups as required. • Commission / engage consultants and specialists as required in agreement with SRO and within agreed Budget.
Project Management Assistant	• To be appointed. • *New post to be formally created to ensure effective project administration.*	• Supports Project Manager with project management documentation and delivery of key tasks included in the Project Delivery Plan. • Has no decision-making authority on this project; this is a support role.`
Communications and Engagement	• Policy & Communications Manager	• Ensure effective communication on the project internally and externally. • Develop project branding and identity to maximise appeal and reach. • Handle media enquiries, promote the project via press releases, social media and develop/deliver marketing campaigns as required.

Role	Lead	Responsibility
		• Engage local residents and communities in the project. • Develop and execute a stakeholder engagement plan.
Project Assurance	• Chief Internal Auditor & Risk Manager • Procurement • Legal Services Manager • Chief Accountant	The project assurance function will: • Support effective project governance. • Provide advice on key issued relating to finance, internal audit, risk, legal and procurement. • Complete Audit Reviews as the project progresses. • Support the Project Manager to identify and manage risks.

3.2 The proposed delivery models for each scheme component are as follows:

- **Cultural Hub Building –** will be delivered by Cannock Chase Council with support from the Council's Leisure Partner in relation to the Theatre / [redacted] / studio space. The Council will progress the process of site assembly, demolition/clearance and procurement of a development partner.

- **Church Street, Public realm –** will be delivered by Cannock Chase Council with support from Staffordshire County Council (as Highway Authority).

- **Northern Gateway -** will be delivered by Cannock Chase Council with support from Staffordshire County Council (as Highway Authority) and working with the [redacted].

4. Project Plan

4.1 An outline Project Plan has been prepared and this sets out the key tasks required to deliver the project. The Project Plan assumes that there is a decision from Ministers on whether to proceed with the scheme by Autumn 2021.

4.2 The project has a number of inter-related tasks and activities, and successful delivery will require effective project planning and organisation. The Council will ensure that a Project Delivery Team is quickly established to ensure that the project can

hit the ground running and importantly ensure project expenditure and delivery in 2021-22. The Project Plan will be dynamic and regularly updated to reflect any changes to timescales. Major changes to project milestones will be controlled and agreed by the Project Board within agreed tolerance levels, with any changes exceeding tolerance levels escalated to Cabinet/Council as required.

4.3 The Key Milestones within the Project Plan are as follows:

Scheme component	**Complete negotiations with third party landowners** **Secure Acquisition or disposal of key sites/assets**	**Procurement**	**Demolition / Enabling works**	**Construction work commences**	**Completion**
Cultural Hub Building					
▪ [redacted]	Q1 2022				
▪ Demolition of Market Hall	Q4 2021	Q1 2022	Q3 2022		
▪ [redacted]		Q2 2022	Q4 2023		

▪ [redacted]	Q4 2021	Q1/Q2 2022	Q1 2023		
▪ [redacted]		Q2/Q3 2022		Q3 2022	Q4 2024
▪ [redacted]		Q2/Q3 2022		Q4 2022	Q2 2024
▪ [redacted]		Q2/Q3 2022		Q3 2022	Q1 2025
▪ Theatre refurbishment		Q2/Q3 2022		Q4 2022	Q1 2025
▪ Managed workspace/ Business Accelerator		Q2/Q3 2022		Q2 2023	Q4 2024
▪ Café/ Bar/Central Hub		Q2/Q3 2022		Q2 2023	Q4 2024
▪ [redacted]	Q4 2022			Q1 2024	Q2 2025

Church Street,					
▪ Street-level servicing arrangement	Q4 2021	Q4 2021 / Q1-Q2 2022		Q2 2022	Q2 2023
▪ Public realm improvements linked to [redacted]		Q4 2023		Q1 2024	Q1 2025
Northern Gateway					
▪ Commercial element including café	Q4 2021	Q1/Q2 2022		Q2 2022	Q1 2023
▪ Public realm – new 'at-grade' crossing		Q1/Q2 2022		Q2 2022	Q1 2023
▪ [redacted]		Q4 2021 / Q1-Q2 2022		Q2 2022	Q2 2023
▪ Bike Hub, Beecroft Rd Car Park		Q1/Q2 2022		Q2 2022	Q1 2023

4.4 In advance of an announcement from MHCLG regarding the award of funding, it is proposed to undertake further consultation with the public and key stakeholders commencing in June 2021 and running through the summer to gather views on the proposals and support for the scheme. Cabinet approval to proceed with the Levelling Up Fund project will be secured in Q4 2021. Within the above programme, monthly Project Board meetings will be factored in, and quarterly updates will be provided to Cabinet.

4.5 There are a number of tasks and activities that are inter-dependent on each other and will require careful planning to ensure that the project can progress in line with expected timescales and benefits can be realised. The key dependencies are set out below:

- [redacted]

4.6 The programme allows for contingencies to be made in case specific tasks cannot be progressed in line with the above timetable. [redacted] The key risks are captured in the Risk Register with appropriate mitigations included.

5. Risk Management

5.1 The Council's risk management policy states that:

"The Council recognises that it has a responsibility to manage risks effectively in order to control its assets and liabilities, protect its employees and community against potential losses, minimise uncertainty in achieving its goals and objectives and maximise the opportunities to achieve its vision".

The Council is aware that some risks can never be eliminated fully, and it has in place a strategy that provides a structured, systematic and focused approach to managing risk.

Risk management is an integral part of the Council's corporate governance arrangements and has been built into the management processes as part of the Authority's overall framework to deliver continuous improvement.

5.2 A risk register is maintained for each project and the key risks relating to this scheme are set out in the Risk Register attached. Each risk is scored according to a risk matrix as shown at Table 3:

Table 3 – Risk/change matrix

RISK		IMPACT		
LIKELIHOOD		Minor/Non-Disruptive	Moderate/ Disruptive	Major/Serious Consequences
	Very Likely (4)	4	12	20
	Probable (3)	3	9	15
	Possible (2)	2	6	10
	Unlikely (1)	1	3	5

5.3 The key risks identified in the Risk Register are as follows:

i. The Council does not secure Levelling Up Fund investment or is awarded a reduced amount.

ii [redacted]

ii. [redacted]
iii. Market conditions further deteriorate and reduce investor / developer confidence.
iv. Complexity of securing demolition of the existing Multi-Storey Car Park and [redacted] – potential for time delays and additional cost.
v. Inability to secure solution for street-level servicing for adjacent [redacted].
vi. Slippage to project delivery resulting in delivery outside of Levelling Up Fund programme timescales.
vii. Potential for cost increases – either entire scheme or specific scheme components.
viii. Reputational risk to the Council of project not delivering required outputs and within agreed timescales.

5.4 Project risks and mitigation measures will be kept up to date by the Project Delivery team and regular reports will be provided to the SRO, Project Board and escalated if required to the Council's Leadership Team and Cabinet.

6. Arrangements for managing delivery partners

6.1 Where scheme components require inputs from delivery partners, the Council will establish effective arrangements for securing commitment to delivery of agree tasks or work packages. The Council's Legal team will provide advice on the type of agreement required, whether this be a Service Level Agreement or more formal contract depending on the nature of the work and potential value of the work.

7. Engagement with developers/occupiers

7.1 Cannock Chase Council published and launched a Town Centre Development Prospectus for Cannock Town Centre in October 2019 which presented nine Council owned opportunity sites and set out the Council's vision to repurpose the Town Centre and develop a culture and leisure hub. The Council invited prospective developers and occupiers to a launch event. Since the Prospectus was launched, the Council has engaged with a number of potential developers and developed a database of contacts.

7.2 A key barrier to investment in Cannock Town Centre is the proliferation of derelict, obsolete and rundown retail buildings/Shopping Centres which are in need for demolition and clearance to make way for a programme of transformation that will radically change Cannock Town Centre. Investment from HM Government through the Levelling Up Fund will remove the significant constraints faced by the Town Centre and act as a catalyst for private sector re-development and exciting new schemes to come forward, complemented by enhancements to the existing Theatre and potential [redacted]. The Council will continue to engage with potential developers via informal and formal means to test the

appetite to work with the Council to transform Cannock Town Centre. Subject to securing investment from HM Government, the Council will work to competitively procure development partners to deliver components of the scheme and use its existing Procurement Policy to ensure that proposals deliver value for money and quality.

8. Stakeholder management

8.1 The project will be led by Cannock Chase Council, but its successful delivery will require engagement with a wide range of stakeholders. The Council has a strong track record of working in partnership with public and private bodies and has experience of effectively working with stakeholders from project inception to completion. Notable examples include the recent £160m McArthurGlen Designer Outlet scheme in Cannock, where the Council has worked pro-actively to attract a high quality development into the District and developed an exceptional partnership with the operator to maximise the benefit of the scheme to local residents and businesses. [redacted].

8.2 The key stakeholders that will be participating in the project are as follows:

- *Staffordshire County Council, (SCC),* the County Council are a significant partner and stakeholder in the programme. In particular there is a requirement to work closely with SCC Highways in relation to any changes to Church Street and move to on-street servicing and creation of the at-grade crossing over the Ringway. Furthermore, discussions are on-going between CCDC and SCC regarding the [redacted].

- *Inspiring Healthy Lifestyles, (IHL),* IHL is Cannock Chase Council's leisure partner responsible for the operation and management of the Prince of Wales Theatre. Importantly IHL work with the Council and a diverse network of partner organisations to improve health and wellbeing outcomes in the district and encourage / deliver cultural and arts activity and community engagement.. IHL are actively involved in the project specifically in terms of the enhancements and refurbishment to the Theatre and creation of shared facilities and amenities with the [redacted] café/restaurant, and potential studio / [redacted].

- [redacted]

- *Cannock Town Centre Partnership (CTCP),* engagement with the CTCP forms an important component of the project, particularly in facilitating access to the view of local businesses and traders and assisting with consultation with residents and the wider community.

- *West Midlands Combined Authority, (WMCA)*, Cannock Chase is a non-constituent member of the WMCA, the project supports the aims and objectives of the WMCA particularly in relation to the renaissance of town centres, supporting entrepreneurship and innovation and delivery of [redacted].

- *Greater Birmingham & Solihull LEP (GBSLEP) / Stoke-on-Trent & Staffordshire LEP (SSLEP)*, Cannock Chase is a member of both the GBSLEP and SSLEP; the project supports the Strategic Economic Plans of both LEPs by delivering new jobs and [redacted], improving the vitality of town centres, supporting entrepreneurship and innovation and enhancing cultural assets.

- *Cannock Chamber of Commerce,* Engagement with the local Chamber of Commerce will provide the opportunity to reach out to local businesses within the district and seek their support for the project.

- *Local Community Groups*. In support of the proposed programme the Delivery Team will map all local community groups within close proximity to Cannock Town Centre in order to ensure maximum engagement and involvement of local groups.

- [redacted]

- [redacted]

8.3 The Council will seek the active participation of key stakeholders, local residents and community groups in the development and delivery of the project and utilise a range of methods to engage effectively with them:

- Undertake a further consultation engagement exercise on the project proposals using displays / exhibition boards and virtual consultation via website/social media which is ready to be launched on Friday 18th June.
- Engage developers/agents/potential delivery partners via open days and 1-2-1 meetings.
- Set up a Stakeholder Group involving [redacted].
- Early engagement with statutory consultees as required.
- Make all relevant documents available for viewing on our website.

9. Confirmation of statutory approvals / consents / land ownership

9.1 Table 3 sets out the relevant information relating to each component of the scheme:

Table 3

Scheme component	Current position	Action required
Cultural Hub Building	• Multi-Storey Car Park / Prince of Wales Theatre – currently in ownership and control of CCDC. Prince of Wales Theatre subject to long lease held by CCDC's Leisure Partner Inspiring Healthy Lifestyles (IHL). IHL are fully supportive of the proposed scheme and enhancements to the Prince of Wales Theatre. • [redacted]	• Planning consent will need to be secured – pre-application advice has been obtained. • [redacted]

	to enter into negotiations to dispose of the site to CCDC. • [redacted]	• [redacted]
Church Street, Public realm	• Church Street – Highway land owned and maintained by Staffordshire County Council. • New pedestrianised public space between the existing buildings and the new development. Initial discussions have taken place between CCDC / SCC regarding the outline design. • [redacted] • [redacted]	• Approval from Staffordshire County Council (Highways Authority). • [redacted] • [redacted]

		• [redacted]
Northern Gateway	• Subway connecting Beecroft Road Car Park to Cannock Shopping Centre. • [redacted] • Ringway – Highways land owned and maintained by Staffordshire County Council • Beecroft Road Car Park owned by CCDC.	• Planning consent will need to be secured for new connection and replacement food and beverage unit – pre-application advice has been sought from Council's Planning team. • [redacted] • [redacted]

Appendix 6

Project Programme

Appendix 7

Risk Register

Risk register											
Project name	Cannock Town Centre Levelling Up Fund										
Ref No	Date raised	Risk Description	Likelihood of risk occurring	Impact if the risk occurs	Severity Rating based on severity and impact	Risk Owner	Mitigating action Action to mitigate the risk, e.g. reduce the likelihood	Contingent action Action to be taken if the risk happens	Residual risk score	Progress on actions	Status Open/closed
1	16/6/21	Levelling Up Fund Application not successful	3	5	15	Council		Scheme cannot commence	15		Open
2	16/6/21	Full amount of Levelling Up Fund Bid not received	3	5	15	Council	Dependancy on full amount included in bid	Scheme cannot commence	15		Open
[redacted]		[redacted]	[redacted]				[redacted]	[redacted]		[redacted]	
4	26/05/2021	Ability to agree decanting strategy with Long lease holders of [redacted]	2	3	6	Delivery Team	Prior to submission of bid early stakeholder engagement with land owner and tenants	Redesign of the overall scheme. Programme to be adjusted	6		Open
5	26/05/2021	Market conditions further deteriorate and reduce investor / developer confidence	2	3	6	Head of Economic Prosperity	Consultants to provide specialist advice on market conditions	Revise individual elements of the scheme to reflect market conditions	6		Open
6	26/05/2021	Inability to secure an appropriate development manager / contractor(s)	1	3	3	Delivery Team	Consultants advising on potential Delivery options	Await for market conditions to improve	3	Consultants appointed to advise Council on Market conditions	Open
7	26/05/2021	Complexity of securing demolition of the existing Multi-Storey Car Park and [redacted] – potential for time delays and additional cost	3	5	15	Delivery Team	Consultants to factor in additional time and additional costs. Carry out intrusive surveys to minimise programme slippage and cost over runs	Value Engineering to bring costs within budget. Expertise of Demolition Contractor to be utilised to minimise risk to program	6	Consultants appointed to advise Council on all technical aspects of demolition, including: programme and cost	Open
8	26/05/2021	Lack of demand for [redacted] and enhanced Prince of Wales Theatre	2	3	6	Delivery Team	Market research carried out to confirm appetite from potential [redacted]	Revise content and scale of scheme to reflect market conditions and end user requirements	3	Consultants appointed to advise Council on potential occupiers of scheme	Open
9	26/05/2021	Insufficient demand for managed workspace / small offices.	2	3	6	Delivery Team	Market demand study to have been carried to support demand assumptions	Revise content and scale of scheme to reflect market conditions and end user requirements	1	Brief to be produced with a view to commissioning a viability study for a incubator/accelerator facility	Open
10	26/05/2021	Possible delay to achieving street-level servicing on Church St for adjacent [redacted] - impact on programme delivery	2	5	10	Delivery Team	Prior discussion with Planning Department and Highways Departments and land owner / tenants	Technical and design solution would be required and implemented as part of enabling works	3	Early engagement and discussions commenced with Planning and Highways Departments and land owner / tenants	Open

11	26/05/2021	Slippage to project delivery resulting in delivery outside of Levelling Up Fund programme timescales	2	5	10	Delivery Team	Project Plan and Program to be continuously monitored by Project Board	Program to be amended to revised timescales	6	Project Program in place with regular governance monitoring	Open
12	26/05/2021	Potential for cost increases – either entire scheme or specific scheme components	2	5	10	Delivery Team	Cost Consultants appointed and contingency built in to cost plan assumptions	Value Engineering to be carried out to de-scope specific scheme elements	10	Cost Plan produced and continuously reviewed	Open
13	26/05/2021	Inability to secure planning consent on proposed design	1	5	5	Delivery Team	Early stakeholder engagement to mitigate any potential planning issues	Review and redesign of scheme to factor in Planning issues/observations	3	Pre -application meetings held with Planning to identify any potential Planning Consent issues	Open
14	26/05/2021	Contractor liabilities - contractor / sub contractor/s becoming insolvent	2	3	6	Delivery Team	Financial checks carried out on potential Developer and sub-contractors as part of the procurement process; Monitoring of company financials and alerts via Companies House	Early warning system in place to identify any potential issues	6		Open
15	26/05/2021	Council political support for project changes	1	5	5	Head of Economic Prosperity	Early engagement with Cabinet and elected members to secure support for project	Engage with members and seek to revise elements of the scheme if required	3	Briefings with Cabinet have taken place already and there is a high degree of political support for the project	Open
16	26/05/2021	District's economy adversely affected by COVID-19 and ongoing economic uncertainty	3	3	9	Head of Economic Prosperity	Continue to review economic conditions; adjust plans if necessary	Review and redesign of scheme to factor in changes to economic conditions	9		Open
17	26/05/2021	Reputational risk to the Council of project not delivering required outputs and within agreed timescales	2	5	10	Council	Strong project management controls, clear milestones and timescales	Program to be amended to revised timescales	6		Open
18	26/05/2021	Public opposition to the plans	1	3	3	Council	Ongoing engagement and consultation with the public to ensure buy-in and support to the project		3		Open

Risk		Impact		
Likelihood		Minor (1)	Moderate (3)	Major (5)
	Very likely (4)	4	12	20
	Probable (3)	3	9	15
	Possible (2)	2	6	10
	Unlikely (1)	1	3	5

Appendix 8

[redacted]

Appendix 9

Commercial Works (LSH)

Lambert Smith Hampton

www.lsh.co.uk

Review of Market Conditions to Support Levelling Up Fund Proposals

In relation to

Cannock Town Centre

On behalf of

Cannock Chase District Council

Cannock Chase COUNCIL

Prepared by
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Tel: 0121 236 2066

Date: June 2021
Ref: SH/CannockDC Levelling Up

CANNOCK TOWN CENTRE – MARKET REVIEW

As the country emerges from the Pandemic and the succession of lockdowns that have affected the country and particularly the economy, there is a significantly changed commercial property market. Whilst some sectors, principally warehousing and logistics, have seen unprecedented growth, others particularly offices, retail and the hospitality sector have been significantly impacted with significant changes likely to affect the sectors in the future

Much of this impact has been, and is likely to continue to be seen in town and city centres with the pandemic accelerating the changes that were already being seen in the retail and hospitality sectors where operators were using the CVA process to close stores and/or obtain substantial rent reductions

Cannock is like many regional centres which have seen a number of out of town retail parks developed over recent years leading to a number of retailers relocating from the town centre to retail parks. This has resulted in a number of vacancies, but has also led to other niche or local operators taking their place providing a more varied shopping experience.

Whilst the pandemic has undoubtedly had a significant impact upon these market sectors and the population and economy as a whole, it also presents a generational opportunity to repurpose the High Street to deliver a different offer meeting the changing requirements coming from new ways of working which have the potential to give people more leisure time and the potential to work in very different ways.

Cannock Town Centre

The existing town centre retail and leisure offering is focused around Market Hall Street extending into Market Place and Cannock Shopping Centre accessed directly off Market Hall Street and The Forum, a more secondary, smaller shopping centre which is predominantly vacant which is also accessed off Market Hall Street

Cannock town centre is the dominant retail and service destination within the district and is seen by local residents as an important convenience goods destination

The town benefits from a reasonable representation of both national multiples and fashion retailers, although a number of these have stopped trading in the town recently, either as a result of national retailers failing or decisions being made on the future of individual stores.

The MacArthur Glen West Midlands Outlet Village on the outskirts of Cannock, runs contrary to this as it operates with a regional focus with a potential market of 2 3 million, with retailers that focus on experience and customers with high disposal income seeking value for money Local considerations are therefore of little importance other than the quality of the immediate environment and ease of access by road and rail to capture that catchment population

Leisure Provision

Existing leisure and entertainment provision in the town centre is via Chase Leisure Centre, the Museum of Cannock Chase, the independent Electric Palace Cinema and the Prince of Wales Theatre.

The town centre is well represented with bars, cafes restaurants, although there are no national restaurant chains with demand from these now likely to be focussed on the Outlet Village A

number of national restaurant chains including Chiquitos, Pizza Express, Café Rouge, Carluccio's, Prezzo's etc have been through the CVA process and seen closure of all or some of their stores

The cinema industry has suffered in a similar fashion as a result of the pandemic with cinemas being closed for a long period of time and even now only able to open with maximum of 50% capacity The release of a number of major films has been delayed, although these are now starting to come out, with the new James Bond film being probably the most high profile one scheduled for release on September 30th.

[redacted]

Offices and Managed Workspace

The office market in Cannock has recently tended to be focussed on the M6 Toll with developments immediately adjacent to the A460/A5/A34 junction and at Cannock Lakeside where there have been a number of new office developments over the past 15 years. Aside from the Council, there are no large office occupiers in the centre, with the former DWP offices on Allport Road converted/to be converted to residential

The flexible space market (or serviced office sector) has expanded rapidly in recent years, underpinning demand in the broader office market The COVID 19 crisis will be a major test for the sector, with its income levels clearly at risk as tenants fail to renew leases. However, we are currently seeing a short-term uptick in demand from tenants with imminent lease expires and break options seeking to downsize and requiring 'stopgap' accommodation until the business climate becomes more certain

Whilst there remains uncertainty around Government direction on working from home/returning to the office and mixed messages coming from major employers there seems to have been an increase in demand for flexible or managed workspace allowing companies to take short term, high quality space whilst determining how they might operate in the future One example of this is Goldman Sachs who recently announced that they were opening an office in Birmingham, and who have this

week announced that they are taking one floor of 55 Colmore Row from WeWork on a two year lease.

Major cities in the West Midlands such as Birmingham are showing signs of resilience to the global pandemic However, total office activity for 2020 amounted to 520,000 sq ft in the city centre and 172,000 sq ft out-of-town, 29% and 48% below their respective averages. The city centre market performed better than the out-of-town market largely due to its strong performance at the beginning of the year, whereas during Q4 the out-of-town market proved more robust. The largest deal of the quarter was 53,882 sq ft to Lounge at Blythe Valley Park, Solihull and in the city centre the largest deal was 14,208 sq ft to Axa Insurance at St Philips Point.

Occupiers are likely to turn to central office space which can operate as regional hubs, or may commit to space at out of town business parks given that they are typically well connected in terms of road access, meaning employees will not need to use public transport to access them, a major deterrent to the return to office life for many.

Regional town centres are likely to struggle more than these two sub categories of office space unless they can offer a flexible solution negating the need for long term financial commitment.

[redacted]

Retail

The accelerated shift towards the online channel since social distancing took hold last March has not been surprising. Nevertheless, the shift has led retailers having to transform operations in a matter of weeks not years to cope, with online practically doubling in some categories such as Homewares.

This is seeing retailers fast track digital integration, using innovation to come up with cunning ways to leverage existing stores to support online sales For example, Dunelm quickly introduced a contact free 'deliver-to-car' click and collect alternative, while partnerships with third parties such as Deliveroo and Aldi continue to provide a lifeline to those dabbling in e commerce

A greater focus indoors has seen home categories outperform over recent months. But continued elevated levels of demand for home furnishings is unsustainable, given that the housing market continues to be dogged by low supply.

When shoppers do venture out, they appear to be avoiding historically crowded places, with consumers re-discovering local and out of town shopping. In 2020, footfall in city centres was at around half the level of 2019 throughout the summer months as consumers avoided public transport.

With such unsustainable levels of footfall, retailers are reducing their reliance on costly stores. H&M is set to close 250 stores worldwide in 2021, while luxury label Aspinal of London is looking to shutter all its UK stores to move the brand online

Retailers that are keeping the lights on in shops will be looking at rent reductions, as physical stores fundamentally generate less revenue. As stores move to turnover-based rents, the rebalance of power between retailers and landlords shifts in favour of the former.

Such cost cutting underlines a strong focus on balance sheets to ensure retailers do not burn through cash over the coming months. Unfortunately, fallout in the form of redundancies and

administrations is inevitable. Also, the pressure on working capital remains severe. But it also provides an opportunity for M&A activity and retail partnerships

The impact of store closures is likely to impact the small-medium sized town centres the most keenly as shoppers move online for most of their purchases, and look to larger city centres who can offer a larger and more diverse range of outlets in a single trip.

Cannock town centre has not been immune to the effects of the pandemic, which have emphasised earlier issues. The main Cannock Shopping Centre has been in the hands of receivers for a number of years, with several units being vacant It is understood that the Argos store will be closing in July when the lease expires.

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Residential Development

Along with many other areas of the country, Cannock Chase has seen continued demand for new housing with strong growth in prices over the past twelve months (a rise of 12 5%), with particularly strong growth (3.8%) between March and April 2021.

This growth has been fuelled by two main factors Firstly Government interventions in the housing market with both Help to Buy and the Stamp Duty Holiday helping to fuel demand and hence give rise to price increases This is especially evident in the March to April rise of 3 8% following the Chancellor's announcement in the Budget that the Stamp Duty Holiday would be extended.

Alongside this are the effects of the pandemic with people looking to move out of cities to areas where they have access to more green and open space. With Cannock Chase on the doorstep, along with excellent transport links to Birmingham and the rest of the country, the district has been well placed to benefit from the increased demand for space.

Aligned with this and affecting the price of land and hence housing has been a shortage of development sites and an increasing demand from a growing number of housebuilders. We are seeing increased competition for sites from developers with more than double the number of bids for sites that we might have seen twelve months ago. Added to this is the increased prevalence of unconditional bids with purchase monies paid in one tranche at levels that we would not have expected in the past.

This is largely driven by the levels of money which is available to developers, through Government funding, raising of capital on the stock market and increasing numbers of pension funds investing into the housing market

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Financial Considerations

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Cannock Centre

Development Appraisal
Lambert Smith Hampton
17 June 2021

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Appendix 10

Sustainability Plan

TETRA TECH

Cannock Town Centre Levelling up Regeneration Project

People and Place Sustainability Plan

June 2021

Cannock Chase COUNCIL

complex world | CLEAR SOLUTIONS™

Cannock Town Centre Levelling up Regeneration Project People & Place Sustainability Plan

The people and place sustainability plan is a live document which will develop through the RIBA work stages to promote and maximise environmental performance.

The plan will be based around the three pillars of sustainability:

- Social
- Economic
- Environmental

The plan will balance these key sustainability pillars and establish a deliverable framework for the design of the development to maximise building performance and the sustainability of the wider scheme.

The regeneration proposals for Cannock Chase Town Centre set out in the Levelling up Fund Business Case submission (June 2021) will make profound positive impact on the town and its communities. The breadth of the initiatives scope and regenerative potential provides a significant opportunity for sustainable development.

This briefing paper sets the foundations for the approach to sustainability. The plan sets out how the project will focus on different aspects of sustainability and how those different aspects will be balanced through future design development following a funding award.

Cannock Chase Climate Emergency Context

Extract from 2021-2024 Corporate Plan: Cannock Chase District Council

In 2019 the Council declared a Climate Emergency in Cannock Chase District and has set the ambitious target of creating a Net Zero Carbon District by 2030. This will and must be at the heart of everything we do going forward. To achieve our net-zero carbon ambitions we must seek new ways of doing things and seek out new approaches to delivering services and accessing investment. We must work more closely together, across the public, business and community sectors; to find solutions for the challenges we are all facing.

Key Opportunities and Scope for Change:

Social Sustainability

- Education and learning – Young people and mature learners on site within new education space with scope for work-based experience.
- Business skills and entrepreneurial support within the managed workspace business incubator, supporting local people to establish and grow business.
- Creative sector opportunities for professional and amateur performance
- Mental health and well-being benefits from performance.
- Physical activity supported through studio provision for dance and performance.
- [redacted]
- Removal of existing unattractive townscape and neglected areas and replacement with high quality new buildings and public realm. This addresses issues of crime and social incivilities within the town centre.
- Greater accessibility.
- Bike hub enhances active travel.
- Fully accessible buildings. This will bring leisure, education, and training to a full spectrum of local people. The existing theatre has limited provision for people with impaired mobility.

Economic Sustainability

- Jobs - direct employment.
- Jobs - supply chain support.
- Employment space.
- Training.
- Business.
- Maximising spend in visitor / leisure economy.
- Supporting evening economy.
- Re-use of redundant land for new economic purpose.
- Re-structuring this part of the town centre for a more relevant economic future.
- Promoting linked trips and encouraging local visitor trips and spend in the town centre.
- Stimulation of tourism attracting new visitors to the region.

Environmental Sustainability

- Energy use and carbon emissions.
- Renewable and low carbon opportunities.
- Passive design through architecture and materials.
- Construction design, materials and reflecting key building uses.
- Ecology, landscape, trees and biodiversity net-gain.
- Use of water and drainage.
- Demolition and waste management.
- Sustainable transport - walking / cycling routes.
- [redacted]
- Carbon savings relocating the Council function to a new purpose-built development compared with the existing out of date facility.

The Sustainability Plan in Balance – Delivering Across all Opportunity Areas

It is clear that with this major investment in the town centre the project brings transformational change and an opportunity to create a sustainable development which can exemplify urban regeneration.

The key to success will be balancing the three strands of sustainability to ensure the scheme can be delivered to a high standard. For example, sensitivity testing through the commercial and economic modelling has shown already that a carbon neutral building would not be affordable based on the commercial and funding parameters and the value for money assessment. If the very highest standards of environmental design were applied to the new architecture, then the scheme would not be fundable and the economic and social benefits would be lost.

The sustainability plan is a mechanism by which the client and design team, working with government, can balance the sustainability opportunities to best achieve the desired outcomes for Cannock Town Centre through the schemes design and specification.

Building Performance and wider Place Considerations

It is likely to include:

1. Energy & Carbon Emissions, recognising the building typologies.

 a. Reduce carbon emissions.

 b. Consider energy efficiency initiatives.

 c. Consider renewable energy generation through scheme design.

 d. Consider low carbon technology.

2. Passive design benefits through scheme and detailed design.

3. Water efficiency & conservation.

4. Sustainable urban drainage.

5. Biodiversity (including offsetting)

 a. Planting for enhanced habitat.

 b. Planting to offset emissions / biodiversity net gain.

6. Sustainable waste management.

 a. Resource efficiency & waste management plan for the site.

7. Air Quality.

 a. Assess current performance levels and set KPI for air quality improvements.

8. Construction sustainability management (BREEAM & CEEQUAL).