

# Ellesmere Port Town Centre Strategy

## Specification

5 March 2018

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## 1. Introduction

Tenders are invited for the provision of an Ellesmere Port Town Centre Strategy.

This note sets out an outline brief for a strategy that is considered essential to provide a clear and joined up approach in regenerating the Ellesmere Port town centre area, in order to respond to a number of key priorities; not least building on the significant existing and emerging new homes and employment opportunities. While benefiting from the development ambitions set out in the Local Plan, Local Transport Plan, Borough Wide Parking Strategy and Action Plans, Ellesmere Port Vision and Strategic Regeneration Framework to ensure the continued success of the town and the surrounding area.

In addition work needs to take into account the sub-regional relationships with neighbouring areas. This includes an assessment of where the town fits into the wider sub-regional retail offer, while delivering the Councils and the Local Enterprise Partnerships (LEP) 'Cheshire and Warrington Strategic Economic Plan' objectives. The strategy will support our objectives to improve current and future accessibility, movement and connectivity in and around the town in accessing jobs, education, healthcare, leisure and recreational opportunities while growing our economy.

## 2. Background

Ellesmere Port town centre is characterised as a shopping centre primarily serving local residents with an offer concentrated more towards the value end of the market. Changes in shopping behaviour over recent decades has favoured online and out of town shopping in Cheshire Oaks, Coliseum Retail Park and larger city centre locations like Liverpool and Chester.

Changes in shopping behaviour have affected the type of retail, in terms of market appeal, that are attracted to Ellesmere Port Town Centre. Whilst there is a successful indoor shopping centre that attracts a good level of footfall, there is currently too much retail space in the town centre and specific areas of the outdoor retail space is failing due to oversupply and being of poor quality.

There is a need to reconsider and refresh a number of elements of the town's current retail environment and to diversify the town centre offer while retaining what is successful. There is a unique opportunity to bring in new town centre uses that will support and diversify the retail environment and drive more footfall into the town whilst improving legibility and access.

The town centre is made up of areas with different character

- Whitby Road, the traditional looking high street, consists of smaller, older properties, which provided core retail in previous decades. This has gradually transformed away from retail with establishment of takeaways, hairdressers, offices, and community services. The high street is a busy vehicular road that continues to need improvements in respect of environmental appearance and pedestrian experience. Whitby Road is also an Air Quality Management Area.
- The 1960's modern town centre has gradually changed over the years in offering more value retail than fashion led retail. It is this 1960's shopping area that suffers the most from vacancies with buildings looking tired and dated, due to lack of investment. This area would benefit from significant intervention.
- The Civic Centre services around Civic Square are an anchor in the town centre that could be strengthened by constructing a new 'hub' building on the south side of the square (where the square is 'open ended'). However, if it was decided the hub is to be built elsewhere, the Civic Centre area may need another use, whilst retaining the locally important Civic Hall and Central Library buildings. Decisions around the new hub, will have an impact on the future of the Coronation Road area, as a new hub may, or may not, lead sites to be vacated there.

- The town centre between ASDA, ALDI, Port Arcades and the Market is dominated by the Town Centre Car Park layout and does not contribute to a pleasant and welcoming town centre environment. This area could benefit from a new lay-out, new access, new routes and other customer focussed improvements.

### 3. Strategic Context

In 2010, Cheshire West and Chester Council (CW&C) brought together key organisations and individuals with an interest in and passion for Ellesmere Port (across public, private, voluntary and community sectors) to form a new strategic regeneration and investment partnership for the Town - the Ellesmere Port Development Board (EPDB). This was in recognition of the significant scale of investment and the potential of Ellesmere Port.

The EPDB commissioned the Ellesmere Port Vision and Strategic Regeneration Framework (V&SRF) to set out a route map to support the physical and economic transformation of the Town. The V&SRF presents the assets and opportunities on offer in the Town and seeks to focus, stimulate, and support activities and developments over the next 10 to 15 years to advance economic development and physical improvement of Ellesmere Port Town Centre.

The V&SRF (2011) identified the transformation of Ellesmere Port Town Centre as one of three key development zones and a critical strategic theme transforming the Heart of Ellesmere Port. The aim was to ensure the Town Centre fulfils its role as an attractive shopping, service, leisure and residential location.

#### 3.1 Recent Investment

Ellesmere Port Town Centre has enjoyed significant levels of investment in recent years including the £41 million to develop the College Campus and £20 million School Academy. This investment has delivered a step change in the quality of the built environment in the Town and sets a new platform for improved design going forward.

Significant investment in new housing development in Ellesmere Port is taking place on sites adjacent to, and within easy reach of the town centre, including Cromwell Road, where both Countryside and MacBryde are building homes; the former Greyhound Stadium, where Linden Homes is building; and Sutton Way, where Barratt is building homes. In Rossmore, on the other side of the railway, Peel's Rossmore Park is being built out. On the western fringe of town, Redrow have started construction of their 2,000 new homes development at Ledsham Road, connected to the town centre via Sutton Way. In total around a 1,000 new homes are being built.

Good progress has been made with many of other actions identified in the V&SRF in respect of the Town Centre, in particular the implementation of the early wins including:

- A Town Centre Improvements Manager since 2012 focused on encouraging investment in the Town and overseeing the implementation of a number of important initiatives.
- Establishment of the Town Centre Improvement Advisory Body, a group of local stakeholders (the Town Team) who meet regularly to consider opportunities to improve the physical aspects of the Town Centre.

- Whitby Road occupation and refurbishment of vacant units - CW&C has been supporting the re-use of empty shops within the Town Centre with a focus on Whitby Road and particularly shop frontage improvements.
- Public realm improvements - work has been completed to upgrade Stanney Lane, with tree planting and the construction of a widened, shared cycleway and footpath better linking the Town Centre, Academy, and College with the new Ellesmere Port Sports Village EPSLV. Work to deliver the same level of improvements on Sutton Way is also underway

Despite this progress and investment in the Town Centre, Cheshire West and Chester Council recognise there is still a need for targeted action to ensure that the Centre thrives and contributes to transforming perceptions of the Town for residents, visitors and investors alike. It is also very important to anchor spend from the residents of the new homes in the town centre.

The 2011 Town Centre Vision & Strategic Regeneration Framework is owned by Cheshire West and Chester Council, the Ellesmere Port Development Board, local businesses and residents and other key stakeholders in Ellesmere Port. The ongoing transformation of Ellesmere Port will only be achieved through the collaborative actions of all partners in the private, public and voluntary sectors.

### 3.2 Place Proposition

The V&SRF identified the following place proposition for the Town which reflects the aspirations of EPDB and seeks to communicate the distinctiveness of Ellesmere Port to investors, new residents and visitors:

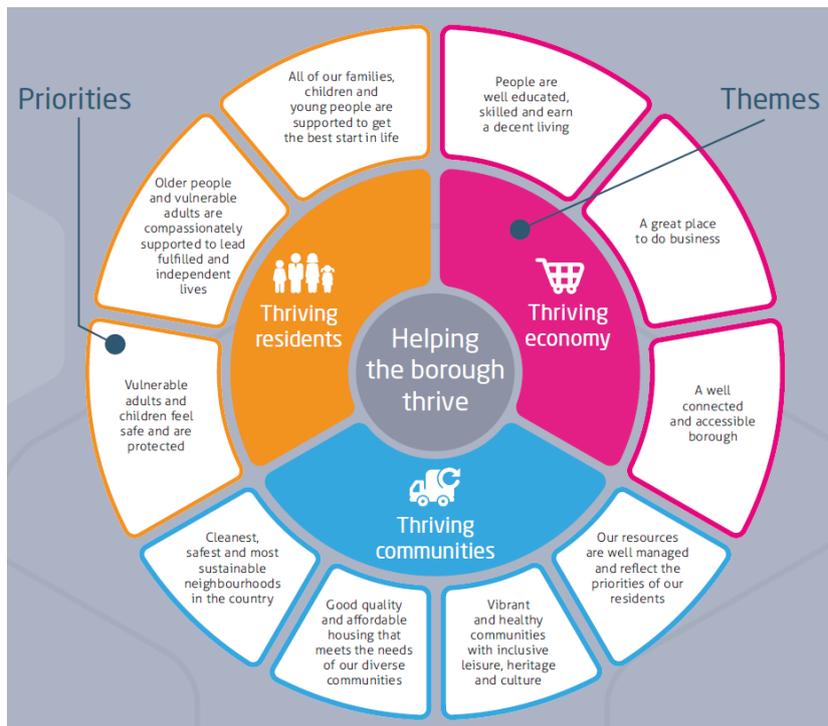
*'Ellesmere Port is a place of work and positive activity at the heart of commerce, advanced industry and business in Cheshire. It is a progressive, changing, forward looking and busy place where products, projects and ideas are conceived, developed and delivered. Growth and energy are at the heart of Ellesmere Port with new housing developments, new retail investments, thousands of new students arriving in the new Town Centre, West Cheshire College campus and significant investment occurring in its employment base through international companies ranging from GM Vauxhall, to Essar Energy and EA Technology'.*

The Strategic Framework pays particular emphasis to:

- Re-establish a stronger connections hierarchy creating a sense of structure and linkages
- Creating a stronger sense of arrival to help reinforce the identity of the Town particularly when arriving from the motorways and by public transport
- Significant improvements to key routes as a way of strengthening identity and town structure
- Strengthening the sense of identity for the Town Centre, and
- Re-organising uses and the building fabric of the Town to emphasise different areas

### 3.3 Cheshire West and Chester Council Plan – Thrive

Cheshire West and Chester Council have adopted a Council Plan based around the principals of thrive. Meaning that everything CW&C deliver must support the principals of thriving residents, communities and economy (Appendix 14), it is essential that the principals of the Council Plan are considered during the development of this strategy and in relation to each proposal.



Defining Outputs, Outcomes and Benefits will be an important way of measuring the success of the strategy.

Bringing the key opportunity sites forward will deliver the following outputs of the strategy;

- a. Build quality and affordable new homes;
- b. Reduce the surplus dated retail floorplate;
- c. Resolve brown field sites; and
- d. Make better use of underused assets;

Delivering the above outputs will bring the following outcomes;

- e. Increase the number of residents;
- f. Increase footfall and local spend;
- g. Improve the environment;
- h. Create more jobs; and

- i. Increase income for the Council;

These outputs and outcomes together will lead to the following benefits for Ellesmere Port:

- j. Better and more sustainable service delivery of the public sector;
- k. Increased economic viability of businesses and greater inward investment;
- l. A more positive perception of the town's central area; and
- m. Reduced poverty and worklessness of local residents;

## 4. Submission Requirements

The client team is seeking a consultant team that shares the culture, ambition and commitment to securing a step change for Ellesmere Port Town Centre. In particular, the client team are looking for a team that can demonstrate a fully collaborative approach to the commission including professional skills to support the delivery in the following areas.

### 4.1 Property

During the development of the masterplan professional property experience will be required, CW&C and partners require clear recommendations on the type of development that is suitable on key sites in the town centre. Experience will need to include:

- Market knowledge of Ellesmere Port to advise on suitable uses for the town centre sites including Residential (town centre living), Commercial Office, Retail (convenience and comparison), Food & Beverage and Hotel (evening economy) etc.
- Delivery of property appraisals for key sites we identify in the town centre, skills include commercial property valuation and appraisal Skills.
- Development delivery models, delivery staging and timescales and appraisal of delivery proposals.
- Landlord and Tenant skills, with particular reference to gaining vacant possession for re-development purposes.
- Knowledge of retail market, office market and ancillary commercial revenue earning opportunities to the Landlord.
- Advise on acquisition and dispose of sites.

### 4.2 Transport, Highways and Car Parking

CW&C and partners requires a detailed movement strategy for the town, this must analyse the current movement for cars, busses, cyclists, pedestrian and delivery vehicles. It must then propose solutions to the issues highlighted and build in the impact on other potential developments that will become obvious through the development and delivery of the strategy. This work is essential as a number of options to redevelop sites and improve access in the town could require altering the flow of traffic and movement of pedestrians.

The following are important issues and the consultants are required to consider the issues and propose innovative and practical solutions. The Whitby Road corridor is designated as an Air Quality Management Area, the bus station appears to be large and underutilised and the Town Centre Carparks do not function well and can be difficult to access.

Consultant support will be required to:

- Consider how the current traffic flows can be better managed in the town centre including the possibility of creating new road linkages through the Knot hotel site.

- How to make access to the current car parking easier and more efficient, including designing a new car parking layout or the possibility of a multi-storey solution for the town.
- Provide traffic mitigation measures by removing capacity constraints where possible due to increased traffic flows, as a result of the redevelopment proposals. Including; new trips generated and traffic displacement due to changing road/junction layouts or creating new access points to key attractors/destinations;
- Consider key opportunities to install electrical charging points and other solutions to the wider sustainability agenda.
- How smart technology can be used to improve the overall experience in the town centre and impact on health and wellbeing of residents and visitors.
- Challenge the current use of space for busses and the bus station and how this can be more efficient, while ensuring pedestrian priority is retained in accessing bus services and local amenities.
- Propose how the links between the town centre and the surrounding housing developments can be maximised for the benefit of the town centre, including the identification of necessary infrastructure and priority schemes/projects.

#### **4.3 Consultation and Public Engagement**

It will be essential that the new Town Centre Masterplan is developed in collaboration with the residents, businesses, local ward members, the MP, Town Centre Improvement Advisory Body, and Ellesmere Port Development Board. All parties have a keen interest in the redevelopment of the town and will need to support the development of the strategy in order for it to be adopted as the future plan for the town. The consultant team will need to work with Council officers in Regeneration, Localities and other services to develop a consultation plan and lead on its delivery.

The consultant will need to attend meetings and with organisations listed in the document to get a clear understanding of their views and opinions. They will also need to organise, promote and deliver wider public consultation events at different times of day to engage with as many interested parties as possible. CW&C will support the delivery of the consultation events.

#### **4.4 Planning, Urban Design, Architecture and Master planning**

Key to the redevelopment of the town centre will be the development of a vision and masterplan. This will include the consideration of all relevant sites and possible uses and their proposed/potential development. An adopted masterplan that will tackle the form and function of the Town Centre and will guide future development

Supporting the development of a new plan for the town centre it will be necessary to draw on the following support.

- Previous experience in the delivery of similar work and examples of how they have delivered change in the towns and cities.
- Professional advice on planning uses and potential change of use for specific sites.
- Propose a Town Centre Urban Design scheme that will challenge the way the town is currently used and make recommendations of how to create a more thriving commercial centre.
- Viability and impact of change of use and scale and size of potential new developments in the town to support the development appraisals. It will be necessary to propose a high level cost profile for the delivery of each potential development in the town.
- Recommendation of a whole town centre masterplan that will propose a solution to the town centre issues raised and a short, medium and long term plan for delivery. We require the document to be developed with the potential to be adopted as a statutory planning document.
- Propose changing access for vehicles (cars, busses and taxis), pedestrians and cyclists into the town centre
- Proposals for improved public realm in the Town Centre

#### **4.5 Commission Objectives**

A Strategy for Ellesmere Port Town Centre must include

- A Strategy that identifies the most suitable future for a number of key opportunity sites within the town centre, transforming the heart of Ellesmere Port, making sure that the town centre is fulfilling its role as an attractive shopping, service, leisure and residential location.
- A plan that includes the Key Elements of Town Centre Transport considering freight/deliveries (loading and unloading), public transport links and interchanges (bus, rail and taxi), emphasis on enhanced pedestrian amenity and cycling infrastructure, car parking, improving a feeling of 'Welcome' and positive experience in the town centre, and providing links to key housing development schemes being brought forward in Ellesmere Port.
- The strategy will identify key opportunity sites in the town centre for a number of new development opportunities that include a new public services hub, improved food and beverage offer, improved car parking, town centre housing, hotel, petrol station and supermarket, working together in one plan

## 5.0 Specific Sites for Considerations

### 5.1 One Public Estate

Increased partnership working within the public sector of Ellesmere Port town centre will see a major capital project come forward in the Town Centre. This will not only provide a great improvement to the way public services are being delivered, its construction will also drive the regeneration of the town centre and the new hub will become an anchor in the future of the town centre. Any additional employment in comparison to current occupation levels of public offices in the area will give an impetus to retail spending in the town centre, which is good for the vitality of town centre retail. Supported by the Local Enterprise Partnership, discussions have been ongoing with various public sector authorities to commit to a shared building.

An option is to build the proposed shared services hub in the existing 'Civic Campus', which area is in ownership by the Local Authority. Initial massing studies have shown there is sufficient space in the area to allow for a shared services hub. Attention would need to be given when locating the hub in the Civic Campus area to increased car parking demand, as a building on this location may impede on existing parking provision.

The Local Plan (Part Two) Publication Draft plan includes Policy EP1 supports regeneration proposals in and around the town centre including mixed use development and a public services hub, which is identified on the accompanying policies map.

*Question 1: How could the link between the new Shared Services Hub and the retail centre best be strengthened?*

### 5.2 Civic Campus

The area around Civic Square was intended to be a Civic Campus in town centre plans that emerged shortly after the Second World War. After the Civic Hall and the Central Library had been built according to the original plans, and Civic Square was laid out, the original plans proposed a 'classical' Town Hall as third elevation to the square. However the plans were altered and a 'modernist' Civic Way Office was constructed at the corner of the Civic Campus. A proposed theatre was never built, as the economic boom of Ellesmere Port grinded to a halt in the eighties. In 2002 the lay-out of Civic Square was altered to enable events taking place; however these never really proved successful with footfall and spend generally lacking. This lack of successful use of the square has meant that some local residents regret the changes made to the square in 2002.

Civic Way Car Park is currently fully occupied on working days, whilst the Council is increasing the number of staff working in Civic Way Office as part of the Council's Accommodation Review. This is likely to be a temporary measure as it is realised that Civic Way Office would require substantial investment, if it was not going to be vacated as part of the plans for the Shared Services Hub.

A new Shared Service Hub potentially sited South of Civic Square would create a third elevation to the square, as originally envisaged, and improve the setting of the square and increase footfall and use.

The Civic Hall is managed by Brio and its use is not (yet) at full capacity. The Library and other uses currently based in that building are intended to go into the new shared services hub, and the Library building itself could become a Council office.

*Q2: What would be the best long term future use and lay-out of Civic Square?*

### **5.3 Rivington Road**

Rivington Road used to be the busiest shopping street in town but has seen a most remarkable downturn in footfall since the closure of Littlewoods and Woolworths, due to nationally changed retail consumer behaviour. Whilst a public realm scheme had been implemented in 2004, this improvement in itself has not been able to attract new private investment. The public realm scheme is being damaged, as it was not designed properly for heavy delivery vehicle access.

A thriving new shopping area back in the sixties and seventies, the area is now in need of a fundamental strategic re-orientation, with vacancies and charity shops currently filling some large gaps.

The mainly large shops built in the 1960s seem to have come at the end of their lifespan, and are in need of substantial repair, whilst demand for such new retail floor space is weak. The lack of footfall, poor state of repair of the public realm, tired looking buildings and charity shops, are all indicators of the need to consider other uses than retail. Bringing the wider area back into beneficial town centre use requires larger scale removal of retail floor space. This is an area where opportunities could be developed for other town centre uses. The Council owns the freehold, with the shops owned mainly, but not exclusively, by The Port Arcades.

A consistent enquiry for new retail in the town centre is from a medium sized supermarket. This option requires a car park, offering free parking to their customers and would ideally want a hectare of space.

*Q3a: How could the Rivington Road area best be revitalised?*

*Q3b: How could a new scheme best address the failing granite surface?*

### **5.4 Bus Exchange**

The bus exchange in Wellington Road is well located in the town centre at the doorstep of the Port Arcades shopping centre and well served by various bus routes. The local mobility shop is located adjacent the bus exchange to provide lesser able shoppers with mobility support, however in the current configuration they do not have an official drop off point. The customer services facilities at the bus exchange are out of date, especially since the information office and toilet closed in 2013.

The lay out of the bus exchange with different island platforms may not be required anymore and the number of buses could be accommodated on a single platform. The footprint of the bus exchange is of such a size it could have the potential to enable other use.

National Coaches have a stop/pickup at the side of the library on Civic Way.

*Q4a: Is the current bus station oversized? What would be a better use of the bus station site? Where would bus stops be relocated to?*

## **5.5 The Town Centre Car Park**

The Town Centre Car Park provides an estimate of 1000 car parking spaces in the heart of the town centre and is owned and managed by the Council. The Asda lease places conditions on the planning permission for the new Asda superstore. The lease aims to protect sufficient parking spaces in the town centre required in the area to enable the Asda superstore to be built in addition to what was there around 2007.

In the past ten years, since the formulation of the Asda lease, the situation has changed gradually and both Asda and the Council would like to make changes to the town centre car park. For instance, as a planned extension to the Port Arcades was never built, a laid out taxi rank with associated waiting area for customers has never been used for its intended purpose. Agreement has recently been reached to install a trolley retention system within the car park.

Introduction of electric charging points into the car park and improvements in relation to the Councils parking strategy should be implemented. The public toilets at the car park are difficult to maintain and need to be reviewed in light of such provision becoming available in close proximity, possibly in the new shared services hub.

*Q5a: How could the lay out of the Town Centre Car Park be improved to benefit both vehicle movements and pedestrian way finding?*

*Q5b: Is there an alternative to the public toilets at the Town Centre Car Park, so these can be closed?*

## **5.6 The Market**

The Indoor Market is a popular asset of the town centre, drawing visitors in from further afield. The market occupied the former Asda, when Asda opened its new superstore in 2007. The market is connected in 4 different directions with the surrounding area. The main entrance of the market is towards the Town Centre Car Park and is highlighted by permanent canopies enabling outdoor trading, however clear pedestrian links leading upto this entrance are lacking.

Ten years into its new life, the Indoor Market has a persistent number of vacant stalls and attracting new, different businesses remains a challenge. Long term established local traders have managed to build up a loyal clientele base and the market as a whole is attracting good footfall whilst, innovation and attracting a different audience has been difficult.

The Second Hand Market (flea market) is held three times per week, and although a busy event in itself, the building is not used efficiently. A complication is that the physical buildings of Indoor

Market and Second Hand Market are not 2 separate buildings, but built as one. For instance the public and traders toilets for the Indoor Market are in the 'other' building. Nevertheless, the Second Hand Market and the outside area immediately surrounding it could benefit from a strategic review.

*Q6a: How could the Indoor Market strategically be improved to create better conditions for existing traders and customers, and additionally attract new traders and new groups of customers?*

*Q6b: Is the Second Hand Market building underused, could the building or site be used differently, would there be an alternative location for the Second Hand Market?*

## **5.7 Whitby Road, The Knot, and alleyways**

With no on street parking, Whitby Road shops cannot take advantage of passing trade. Over time the character of Whitby Road has gradually transformed from a vibrant high street before the War into a thoroughfare more and more dominated by non-retail uses. Whitby Road is a busy vehicular road and as a consequence an Air Quality Management Area. The environment does not encourage dwell time and there is no on-street parking, no trees and no cycle lane.

The privately owned Knot hotel site has been derelict since 2009, when the Knot closed as a pub. After demolition of the pub in 2014, anti-social behaviour has been removed from the site. Various attempts have been made in the past years to bring development of the privately owned site forward. Ideas for housing and for commercial have been tested but no planning application has been made for this site located in the Shop1 area of the Local Plan.

The Knot site appears to be a large site on the high street, and therefore attracts initial attention from developers; however the site is quite constrained. An intervention in the shape of a new Town Centre retail development could stop this functional erosion, and link the former high street with the modern town centre around the market, via the Knot.

Road safety interventions, traffic calming and better linked traffic lights would improve Whitby Road for a wide variety of users, and should be part of any scheme. Resolving access to the Town Centre Car Park via the Knot should be considered fitting into a wider circulation and parking plan.

There are numerous alleyways (between and behind properties) in the Fields, Exeter, Cambridge, Cromwell and Whitby Road areas. Currently these alleyways cause significant environmental issues (fly tipping, waste/side waste issues). Matters are made worse due to the continued confusion over the adoption status of these areas. Better management and maintenance making the area safer and cleaner is needed.

*Q7a: How could the narrow part of Whitby Road best be improved?*

*Q7b: What would be the best future use of the Knot Hotel site? Could it become an access into the Town Centre Car Park?*

*Q7c: How important is it for the town centre as a whole that issues with alleyways are resolved by the Council itself?*

## 5.8 Cambridge Road School

With the new house building along Cromwell Road yielding more children in the future, Cambridge Road School may need more classrooms. The school site is however constrained and does not meet modern standards for outside space.

Immediately surrounding the school on one side is a play area for younger children (LEAP), a multi user games area for older children (MUGA), a pathway giving access to both play areas, and a verge of the town centre car park, with well-established trees.

On the other side of the school a green field is located for which the school and community have shared use. Although these play facilities are needed in the local community, their use on this location is rather low, and it is envisaged the school taking over these areas, when an alternative location has been identified for play and recreation. It is important for the school to gain exclusive use, as the areas attract anti-social behaviour which leaves the school to check on a daily basis for broken glass, alcohol bottles and drug needles, which is an unsustainable risk and burden.

In order to achieve school standards for outside space, and the potential to extend the school, it may need to extend its red line boundary. This could provide Cambridge Road School with a better setting, helping the school to sustain good educational results. A good school is something that potential new residents will look for and influence their decisions to move into an area.

*Q8: How could Cambridge Road School best expand?*

## 5.9 Wellington Road Car Park

The Wellington Road Car Park has been hardly used by shoppers since it was laid out after the ASDA Superstore was built in 2007. The car park provides 293 spaces, of which 200 spaces for long term customer parking are referenced in the 'Asda Lease'. The car park benefitted from a special free parking offer in 2015, which increased daily use from five to ten cars parked. Currently, builders working on the Cromwell Road housing developments are using the car park in numbers. This situation may continue for a couple of years, while construction of homes takes place.

The Council is also looking to encourage more staff to park on the Wellington Road Car Park in order to ease pressure on Civic Way Car Park. The car park should be reviewed for the medium to long term, with different uses considered, as it is considered to be in a peripheral location to the town centre proper, and maybe suitable to provide a solution for the Cambridge Road school expansion constraints.

*Q9: What would be the best future use and lay-out of Wellington Road Car Park in the short and in the medium to long term?*

## 5.10 Railway Station

The reopening of the Halton Curve in 2018 will see Ellesmere Port Railway Station grow passenger numbers. A potential future stop at Thornton Science Park would increase the use of the Railway Station further. New housing developments along Cromwell Road may well increase patronage between Ellesmere Port and Hooton. Improvements to the station and its immediate area should therefore be considered. Public realm between the Railway Station and the Memorial Garden could be enhanced to create a more aesthetically pleasing entrance into the town.

*Q10: How could the railway station environment as a gateway into the town centre be improved?*

### 5.11 Other

There are further sites and opportunities to consider which have an impact on the vitality of the town centre, including the Whitby Hall cultural centre, the Thornton Road and pedestrian bridge to Cheshire Oaks, Rossfield Park and pedestrian bridge over the railway line, Meadow Lane brownfield site, Cromwell Road final phases, the Ellesmere Port Waterfront, canal towpath improvements and the greenway loop, Sutton Way Boulevard project and housing developments, Coronation Road area including former EPIC site, and the Royal British Legion site on Stanney Lane.

*Q11: How could the opportunities from key development schemes adjacent the town centre and in the wider Ellesmere Port area, be successfully linked to the town centre?*

## 6. Client Team Management

CW&C is the client for this commission and the consultant must report directly to the Core Client Group:

Alison Armstrong – CW&C Localities Senior Manager – Client Representative  
Chris Capes – Ellesmere Port Programme Manager – Project Director  
Laura Dutton – CW&C Property Services – Supplier Representative  
Jochem Hollestelle – Ellesmere Port Town Centre Manager – Project Manager

Lisa Harris, Director of Places Strategy, is the Project Sponsor.

## 7. Reporting Protocols

The Core Client Team will meet on a regular basis (at least monthly) and will be chaired by Chris Capes. This is the strategy group, and it will be responsible for setting the tempo for the commission, the vision and ensuring that the commission is executed according to the brief and the key deliverables are produced to the required quality and in the right time. It is expected that key representatives of the successful consultant team will service the Core Client Team Meetings.

The Consultant shall appoint a Project Director who will be responsible for the day-to-day work of the study, attend all project management meetings and be the main contact point for enquiries regarding the conduct of the study.

The Core Client Team will be mirrored by the consultant team which will be chaired by a Project Director and include key representatives of the core disciplines. The composition of the Consultant Team will be determined at the first meeting of the Core Client Team (Inception Workshop).

The Consultants shall attend all client group meetings at agreed intervals throughout the study period. It will be the Consultants responsibility to:

- Prepare a progress report in advance of the meeting for circulation, indicating progress against programme and cost against budget;
- Prepare an agenda for each meeting; and
- Produce minutes of each meeting for circulation.

When appropriate, Consultants will also attend the Ellesmere Port Member Working Group meetings at agreed intervals and, when required, will provide briefing notes, presentations and progress reports for consideration by Members. In total there are 15 meeting envisaged plus consultations.

**The study requires the following key milestones:**

<b>Deliverables</b>	<b>Timescales</b>	<b>Payment schedule</b>
Chest out	Estimate 7 March	
Chest deadline	3 April 10am	
Appointment Consultant	Estimate 6 April	
Inception workshop with client team	13 April 10am	
<b>Interim report</b>		10% fee
Wider officer group	11 May AM	
Members	16 May 5pm	
EPDB	18 May AM	
TCIAB	22 May 6 pm (tbc)	
LEP	email	
Wrap up with client team	24 May AM	
<b>First Draft Report</b>		20% fee
Wider officer group	13 July AM	
Members	tbc	
EPDB / TCIAB	20 July AM	
LEP	email	
Wrap up with client team	27 July AM	
<b>Draft Final Report</b>		30% fee
Wider officer group consultation session	September tbc	

TCIAB, EPDB, LEP, Members combined consultation session	September tbc	
Trinity, Port Arcades, Indoor Market, Library: 4 consultation sessions	September, 4 events (one early evening) tbc	
Cabinet meeting	tbc	
Wrap up with client team	28 September AM	
<b>Final Report deadline</b>	1 November 2018	40% fee
EPDB	23 November AM	
Cabinet meeting	28 November AM	

## 8. Programme

The Consultants shall produce a proposed project programme as part of the tender submission which will be agreed with the Client soon after appointment. This programme should identify key milestones during the period covered by the study.

The programme for the execution of the strategy is time critical due to the impending development and is summarised above.

The Wider Officer Group, made up of representatives of Cheshire West and Chester Council has been established to oversee the development of this work. Other interested stakeholders may be invited to attend as required. The Wider Officer Group members include:

Alison Armstrong Senior Manager Ellesmere Port Localities  
 Karen Bates, Market Manager  
 David Butler, Principal Planner  
 Chris Capes, Ellesmere Port Regeneration Programme Manager  
 Kieran Collins, Highways Commissioning Senior Manager  
 Laura Dutton, Senior Surveyor Property Services  
 Paul Friston, Senior Planning Officer  
 John Hickey, Locality Officer Ellesmere Port  
 Jochem Hollestelle, Ellesmere Port Town Centre Improvement Manager  
 Lyndsay Jennings, Senior Planner  
 John Ellis-Jones, Operations Manager Transport  
 Simon Lammond, Street Scene Commissioning Senior Manager  
 Mary Lavery, Green Infrastructure Officer  
 Darryl Pickering, Head of Cambridge Road School  
 Graham Pink, Director of Commercial Management  
 Ken Prior, Parking Services Manager  
 Diane Richards, Senior Projects Officer (Schools)  
 Andy Raynor, Highways Commissioning Officer  
 Colin Rutter, Asset Manager  
 David Saville, Principal Transport Strategy Officer  
 Calvin Stockton, Play Project Officer

### **Inception Meeting**

An Inception Meeting with the Core Client Group will be used to effectively mobilise the commission and will amongst other things define the programme for the remainder of the study and the key deliverables. The inception workshop will produce as an output the following information:

- Engrossed contract documentation
- An agreed fee / invoice schedule
- An agreed methodology / project execution plan
- A definitive schedule of deliverables
- An agreed short listed and prioritised list of projects, strategies and reviews
- Confirmation of the principal actors in the consultant team
- Reporting protocols, and
- A definitive programme

### **Wider Officer Group Workshop:**

The Consultant Team will plan and deliver workshop for Wider Officer Group.

### **Member Presentation meeting:**

The Consultant Team will plan and deliver a presentation during a scheduled Members Briefing meeting, where all 14 Ellesmere Port local ward Councillors are invited to, facilitated by the Council.

### **Ellesmere Port Development Board meeting:**

The Consultant Team will plan and deliver a presentation during a scheduled EPDB meeting, consisting of town wide business and community stakeholders, facilitated by the Council.

### **Town Centre Improvement Advisory Body Meeting:**

The Consultant Team will plan and deliver a presentation during a scheduled TCIAB meeting, consisting of town centre business and community stakeholders, facilitated by the Council.

### **Public consultation events:**

The Consultant Team will plan and deliver 4 half day general public consultation events with a questionnaire (questions to be agreed). The events will be supported by Council officers. The locations will be provided at no cost to the consultant at Trinity church, the Indoor Market, the Port Arcades and the Central Library (early evening event). The material needs to be suitable to be left unstaffed in the Library for a period of three weeks.