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TRAFFORD
COUNCIL

AGENDA PAPERS MARKED 'TO FOLLOW' FOR SCRUTINY COMMITTEE

Date: Wednesday, 5 February 2014

Time: 6.30 pm

**Place: Committee Rooms 2 & 3, Trafford Town Hall,
Talbot Road, Stretford M32 0TH**

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| 5. TOWN CENTRE UPDATE ON PROGRESS | | 1 - 50 |

To receive a report from the Executive Member for Economic Growth and Prosperity on the Council's progress in supporting Town Centres within the Borough.

THERESA GRANT
Chief Executive

Membership of the Committee

Councillors B. Shaw (Chairman), M. Cordingley (Vice-Chairman), S. Adshead, R. Bowker, C. Candish, R Chilton, Mrs. P. Dixon, A. Duffield, D. Higgins, J.R. Reilly, D. Western and J. Lloyd (ex-Officio).

Further Information

For help, advice and information about this meeting please contact:

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Agenda Item 5

TRAFFORD COUNCIL

Report to: Scrutiny Committee
Date: 5th February 2014
Report of: Executive Member for Economic Growth and Prosperity

Report Title

Town Centres – Update on Activity, Achievements to Date and Future Work Programme

Summary

This report provides an update on the activities taking place in Altrincham, Sale, Stretford and Urmston town centres.

Recommendation(s)

To note the contents of the report.

Contact person for access to background papers and further information:

Name: Martin Ledson

Extension: 4137

Background Papers: N/A

| | |
|---------------------------|--|
| Financial Impact: | |
| Legal Impact: | |
| Human Resources Impact: | |
| Asset Management Impact: | |
| E-Government Impact: | |
| Risk Management Impact: | |
| Health and Safety Impact: | |

1. INTRODUCTION

- 1.1 Trafford's main town centres as defined in the Trafford Core Strategy – Altrincham, Sale, Stretford and Urmston – and Partington, a key local centre, provide five unique centres which complement each other, offering the people of Trafford a range of facilities and services right on their doorstep. Supporting and regenerating the town centres is a major priority and focus for the Council as they are an important part of the social and economic fabric of the Borough. They provide employment, retail, leisure and other essential services to meet the needs of local communities. Collectively, Trafford's town centres generate around £44 million in business rates.
- 1.2 The Council has taken a strategic and coordinated approach to the sustainability and regeneration of the town centres in partnership with local stakeholders and residents. This includes learning from 'what works' in one town centre and applying it to others. For example, the Landlords Forum model in Altrincham is an initiative which can be replicated in the Borough's other town centres such as Urmston. The Stretford Masterplan, the Sale Road Map, the Urmston Road Map and draft Altrincham Strategy illustrate this approach. This report provides a comprehensive update on current and planned activity in each of the Borough's town centres. Copies of the key strategic documents are attached to the report.

2. STRETFORD

2.1 Developments

Updates on the key developments in Stretford are outlined in Appendix 1.

2.2 Work with Stretford Town Centre Partnership

The Stretford Hive project was launched on 18th July 2013 in Stretford Mall in a unit that had stood vacant for 9 years. The project has become a 'hive of activity' for the community delivering: workshops, events and measures that promote and encourage use of Stretford town centre; promoting health and wellbeing; and providing diversionary activities for young people. The project secured funding initially for a two year period and external funding opportunities are being pursued to extend the project, and pay for additional activities in the Hive.

The Stretford Hive project has continued to operate successfully with users including Trafford College Apprenticeships, blueSCI (Arts & Reflexology), Pakistani Resource Centre, Trafford Drug Service, Stop Smoking, LGB&T, Gorse Hill Studios, Police, Kids in Space (Maths and English tuition), Trafford Leisure Trust and Ward Councillors. Activities have included 'Bee Active Tuesdays', jewellery making and 'Stretford Sings' sessions. The recent addition of Wi-Fi will broaden the range of activities that can take place in the unit.

The four main partners are Trafford Council, Trafford College, the Lesbian and Gay Foundation, blueSCI and Gorse Hill Studios (part of the Trafford Youth Service).

2.3 **Stretford Town Centre Masterplan Development**

The Masterplan seeks to establish a comprehensive vision for Stretford town centre, identify areas for future development and set out key actions required to deliver growth. The intention is that the Masterplan will provide a coherent framework for the Council, property owners, prospective developers, existing occupiers and community stakeholders which will assist in realising the opportunities which exist within the Masterplan area over the next 10-15 years.

The Council undertook a public consultation on the draft Stretford Town Centre Masterplan from 24th July 2013 to 20th October 2013. Officers presented the proposals to number of residents/ community groups, held drop-in sessions at Stretford Hive and consulted children from a local school. A Neighbourhood Forum meeting to discuss the consultation was held on 16th September and was very well attended (over 170 residents turned out). In total 242 representations were received during the consultation period via both the questionnaire and stand-alone responses.

Most of the respondents were positive and stated that they agree with the proposed approach to the regeneration of the Town Centre. Following the close of the public consultation, the Council has considered all the responses, and prepared a revised draft of the Stretford Town Centre Masterplan. This was approved by the Executive in January 2014 and a drop-in Neighbourhood Forum meeting will be held to feedback to the community on the results of the consultation and changes made.

Additional work will now be completed to identify the specific works required as part of a comprehensive public realm and movement scheme that will make Stretford a more attractive and successful town centre. Work will also take place to develop the detail for individual sites with the initial focus on Canalside residential and Stretford Public Hall.

2.4 **Market**

Discussions are continuing with the Mall's management regarding operating occasional Markets within the indoor market area. An operator produced a draft proposal and is negotiating with the Mall. If this is successful, it is hoped that the Markets will commence early in the year linked to special events such as Valentine's Day, Easter etc.

2.5 **Events**

The Mall hosted a Snapper Jaxx Kids Club event on 7th December 2013 which included Christmas crafts and workshops. This event tied in with Small Business Saturday.

An approach has also been made to the Council by a local resident to develop community events using the subways in Stretford which would involve music, arts and crafts sessions and improve the connectivity from Edge Lane to Stretford Mall. The proposals are based on similar events that take place in other European Cities and are hugely popular.

3. SALE

3.1 Developments

Updates on the key developments in Sale are outlined in Appendix 1.

3.2 Sale Road Map

A Sale Town Centre Road Map has been drafted which will outline the current baseline position for the town centre together with planned activities and events to take place over the next 12 months.

A presentation was made to the Locality Partnership in November 2013 and comments were gathered on the document. It is clear that the members of the Locality Partnership had aspirations to develop a wider plan, beyond the scope of the Road Map, and were keen to be involved. The comments received will be useful to guide future work in the Town Centre.

A meeting with Sale Members took place on 24th January 2014, which will be followed by further consultation with Stakeholder groups, including the Town Centre Partnership.

3.3 Work with Sale Town Partnership

A successful Summertime Sounds & "I Love Sale" day took place on 8th June 2013 with performances and music, a market as well as other activities. The event was also used as a launch for the public access defibrillators in the town centre.

The Christmas 2013 event took place on 30th November and was a great success. The event included:

- Four hours of local talent performing in the Square Shopping Centre
- A Christmas Light switch-on with local children from Cadman's Dance School, Brooklands School Choir and Sale Nomads
- Father Christmas Boat Parade down the Canal
- Father Christmas distributing gifts on the Waterside Plaza

The event cost in the region of £1,000 which was met by business members of Sale Town Centre Partnership, some donations and a small grant from THT Community Panel. The local dance schools and drama clubs who performed all gave their time for free on the day.

Work is now progressing on developing the 2014 events programme.

3.4 Markets

The success of the local produce and craft markets during December 2012 led to plans being made to host four per year these were held to coincide with the Easter, Sale Festival, Heritage Open Day and the Christmas lights switch-on event. The Markets were held along School Road with local produce and crafts.

The Square in Sale Town Centre hosted Food Festival in October and December which saw local produce on sale, as well as some Christmas Gift ideas.

3.5 Environmental Works

£95,000 of funding has been identified to make investment in improving the public space in Sale Town Centre. A list of costed options for Environmental Improvements has been prepared for discussion with Members and the Town Centre Partnership in January 2014. This will take into account the priorities outlined by the Partnership. The proposed options are centred on the main School Road pedestrianised area and aim to help stimulate increased business to retailers, and encourage more widespread economic regeneration. The proposals will go out to consultation, tying in with the Sale Town Centre Road Map.

4. URMSTON

4.1 Developments

Updates on the key developments in Urmston are outlined in Appendix 1.

4.2 Draft Urmston Town Centre Road Map

Following on from the work carried out on the Sale Road Map, a Road Map has now been drafted for Urmston Town Centre. The Road Map outlines the current baseline position for the town centre together with planned activities and events to take place over the next 12 months. A meeting is to be set up with Urmston members to discuss the document in February 2014 before consulting more widely.

4.3 Work with Urmston Town Centre Partnership

In April 2013, a Spring Fayre took place in Eden Square and on Golden Hill Park. The event included crafts and food stalls in Eden Square along with children's activities and entertainment including dance and music performances from local groups. A fun fair was organised on Golden Hill Park to spread the activity across the town centre and to draw more visitors to the event.

The 2013 Events Programme continued with an Autumn Food Festival on 28th September with over 25 producer and artisan stalls in Eden Square along with seating and a performance area.

The Urmston Partnership held their Christmas Lights Switch-on event on 22nd November. This included:

- Entertainment at the Christmas tree on Queens Road from local choirs and bands.
- Entertainment, food stalls and lights switch-on in Eden Square.

A Halloween Event took place in October 2013 and included children's activities such as crafts, painting and gingerbread making in Eden Square, and spooky story telling. A spooky walk was organised in Golden Hill Park.

The Urmston Partnership also held a town centre Christmas Competition in November/December 2013 to increase footfall in the town centre; over 80 local children took part.

The Urmston Partnership and the Council are to set up a Landlords Forum to assist in tackling tenant and vacant unit issues (along similar lines to the Altrincham Forward Landlords Forum). Work on this is currently underway. Landlords and letting agents will be sent a letter to inform them of the reasons for establishing the group. This will be followed with a phone call or visit.

4.4 Markets

A proposed sale of Urmston Market has recently fallen through. Urmston Town Partnership will be meeting with the traders in early 2014 with the hope of supporting them to organise an event to boost footfall to the market; this event may coincide with the Partnership's Spring Fayre in April 2014.

A Christmas Market took place on 30th November in Eden Square; over 35 stalls were present selling food, crafts and gifts. Entertainment was also provided by local community groups.

4.5 Pop-Up Shop

The Urmston Partnership has earmarked some of their Town Centres Investment Fund allocation towards pop-up shops. A suitable location has been found fronting the former Co-op unit in Victoria Parade, which is proposed to become a soft play area & café and is subject to a town centres loan scheme application. The unit could potentially be divided to accommodate 3 or 4 'pop-up' businesses to occupy. It would be managed by Cheeky Cherubs, a social enterprise who will operate a soft play area and café from the Co-op unit and a proposal is being developed.

4.6 Environmental Works

Environmental Works proposals have been drawn up in consultation with Urmston Partnership. The first phase of works have been completed and carried out the initial priorities identified from the consultation (see Appendix 1).

A "green link" between Goldenhill and Davyhulme Parks and the town centre is currently in the detailed design stage and proposals were discussed with the Town Centre Partnership in March and November 2013. This is to encourage dwell time by creating a green connection/environment that will appeal to adults and their children. The Partnership made a number of requests that will be considered during the design process. These works will be discussed with Members as part of the Town Centre Road Map consultation.

5. ALTRINCHAM

5.1 Altrincham Developments

An update on some of the key developments is outlined in Appendix 1.

5.2 Altrincham Strategy

The draft Altrincham Strategy has been prepared setting out the Council's vision and ambitions for the regeneration of Altrincham Town Centre. The ambition is to create one of the best market towns in the country and make Altrincham the 'Modern Market Town'. The Strategy will provide a coherent framework to assist in realising the transformation of Altrincham Town Centre over the next 10 years and support future formal planning guidance for the town. It has been informed by a range of documents including the Altrincham Forward Town Centre Action Plan, the Altrincham Town Centre Public Realm and Movement Strategy and the adopted Trafford Core Strategy. The draft Strategy will be subject to public consultation from 3rd February 2014 for a period of eight weeks concluding on 31st March 2014.

5.3 Pop-Up Health and Wellbeing Hub

A 'pop-up' shop was set up on George Street from 5th – 9th November 2013 to help people lead healthier lifestyles through music, arts and crafts. Fitness assessments were carried out by Trafford Community Leisure Trust, while taster sessions using gym equipment, complementary therapies and information about healthy eating, smoking cessation and alcohol awareness were also available. SCILightArts volunteers held arts and craft sessions and facilitated discussions on mental health issues.

5.4 Fab Lab

'Fab Labs' are digital fabrication laboratories set up to inspire people and entrepreneurs to turn their ideas into new products and prototypes by giving them access to a range of advanced digital manufacturing technology. A global network of over 100 Fab Labs now exists with 9 currently in the UK. Fab Labs share core capabilities, so that people and projects can be shared. Equipment includes lasercutters, milling machines and 3D printers.

Work is progressing on the Altrincham Fab Lab project in partnership with the Manufacturing Institute. It is proposed that the facility is located on the ground floor of Clarendon House, below the Library.

5.5 Litter Pick

A programme of environmental clean-ups are taking place with local schools in conjunction with the Altrincham Forward Quality of Life Workstream. Two town centre clean-ups days were held with volunteers from Altrincham Girls Grammar School in October and Navigation Primary in November 2013. Similar events are to be held in 2014.

5.6 Altrincham Forward

In May 2013, the Altrincham Town Team was established in a previously empty Council unit on Shaw's Road which has now been refurbished with office accommodation and a large exhibition space. A Town Centre Manager, Paul

Armstrong, was appointed in July. Two Council officers have been seconded to the team and are now based in the town centre. The office will offer a single point of access for town centre enquiries and coordination of town centre activities.

The Altrincham Town Centre Office receives on average 10 visitors a day during the week with around 35 on Saturdays (dependent on which exhibitions are in situ). The Action Plan for Year 2 is scheduled to be launched in early 2014 to cover the period January 2014 – March 2015.

A variety of exhibitions have taken place at the unit with users including local arts groups, the civic society and Trafford College.

5.7 Public Realm Strategy

Following on from the concept proposals produced in early 2013, detailed options have been produced by Planit and Stockley. Phase 1 is due to start in 2014 subject to further consultation, final detailed design and procuring a delivery partner for phased delivery starting in 2014. The initial schemes will cover the key axis of Railway Street/ Stamford New Road and Moss Lane/ Cross Street and Shaw's Road. Phase 1a will be completed at Lower Market Place in early 2014.

5.8 Potential Business Neighbourhood Development Plan

The Localism Act introduced new rights and powers to allow local communities to establish general planning policies for the development and use of land in a neighbourhood, through the preparation of 'Neighbourhood Development Plans'. The opportunity exists for Altrincham Forward to play a key role in leading and determining the future planning framework for Altrincham.

The Chair of the Shadow Neighbourhood Forum, Tony Collier (who is a local business owner) was elected at a meeting of the Forum on 18th December 2013. He will lead the feasibility study into the capacity and timescales required to deliver a Business Neighbourhood Plan.

5.9 Events

An 'Alty Easter' programme of events took place between 22nd March and 7th April 2013. This included many events hosted by local businesses, a Twilight Market and 'A Taste of Spring' food event.

A Taste of Trafford took place on 22nd September 2013 with a record number of visitors and stall holders. Feedback has been very positive from both participants and visitors. An Arts Festival took place from 17th to 27th October and used vacant units in the town centre to showcase local artwork and performing arts activities. This was carried out in conjunction with Altrincham Town Centre Team and the Landlords Forum. A Pop-up Health and Wellbeing Shop will be in Altrincham from 5th to 9th November 2013.

A full Christmas programme of events for Altrincham proved very popular. This included the Switch-on event, Santa's Grotto, Christmas and Twilight Markets, Small Business Saturday, Fashion event and Carols at Goose Green which

were promoted widely and jointly with local businesses and networks and through a proactive social media campaign. In addition, Trafford College opened a pop-up Christmas Altrincham Originals shop in a vacant unit at The Graftons.

5.10 Vacant Units

Landlords of properties which were in poor condition were given an opportunity to improve the condition of the property. A significant number of units have been given warning of enforcement action and have now undertaken repairs and improvement works. Most of the others have changed ownership or are in lease negotiations with tenants for occupation of vacant properties. The few remaining will be issued with Section 215 notices for completion of the recommended works, where appropriate.

5.11 Market Operator

The agreement was signed with the new market operator in mid-December 2013. The work is progressing on the specification of the refurbishment, with planning permission granted for the enhancement work.

Work to the Lower Market Place is progressing on-site, with Cooney's delivering the groundwork to create a modern shared surface. A planning application has been approved for the proposed market canopy and cabins to complement the offer. These are being procured for installation early in 2014, which will allow the operator to decant the traders to the new operating area.

Christmas markets took place on Thursday evenings ('Twilight Markets') and Sundays over the Christmas period. There is an ongoing programme of markets including specialist markets on Sundays.

5.12 Business Improvement District

Work is progressing to scope the BID proposal, including research visits to existing comparable BID organisations. There is a target list of local businesses which will be surveyed to soft-test the proposals and provide evidence needed to complete a Government loan application.

5.13 Business Rates Appeals

A business rates appeal guidance sheet has been produced with WHR property consultants who have produced a collective evidence base for businesses to use to appeal their business rates. This is based on the impact of developments in the town, such as the Interchange and Hospital, on the value of properties.

6. PARTINGTON

6.1 Developments

Updates on the key developments in Partington are outlined in Appendix 1.

6.2 Partington Shopping Centre

The Shopping Centre development has started on site and will take around 6 months to complete. Details of the scheme are contained in Appendix 1. Peel has agreed to sign the Partington Pledge and is in discussions with the tenants for the new Shopping Centre.

6.3 **Canalside Residential Scheme**

Work is continuing with Peel, Barratt & HCA to support the Canalside Residential Scheme. A new planning application for the scheme is expected in the near future.

6.4 **Green Gym**

The Conservation Volunteers and Intu Trafford Centre launched Partington Green Gym in July 2014. This involves local volunteers in practical conservation projects on the new Partington Nature Reserve to improve both their health and the environment at the same time. Weekly sessions are held with activities including wildflower planting, tree planting, woodland management, creating a woodland ride, clearing invasive species and improving the footpaths through the woodland.

7. **GENERAL TOWN CENTRES UPDATE**

7.1 **Town Centres Investment Fund**

There have been 130 enquiries about the scheme across all the town centres (to the end of December 2013). Of these, 3 applications have been approved or approved in principle with other applications expected soon. The approved applications are summarised as follows:

| Business type | Town Centre | Status |
|---|--------------------|--|
| Boxing Gym | Altrincham | Approved. Opened Dec 2013. |
| Chandelier Shop | Urmston | Approved. Opened Jan 2014. |
| Soft Play Area (Social Enterprise / Not for Profit) | Urmston | Financial aspects approved. Funding has been ringfenced. Awaiting confirmation of other match funding. |

A detailed review of the scheme was undertaken in October 2013 and the scheme was revised, taking into account feedback from prospective applicants. These have now been incorporated into the documentation, which has been simplified and sent to those who have made previous enquiries. The changes already appear to be having a positive effect on interest in the scheme.

The principal changes to the scheme include:

- Certain revenue costs will now be funded (rent, rates, utilities and insurance) up to 50% of the loan value.
- Equipment can now be funded, with some exclusions.
- Up to £1,000 can be used for marketing and promotion as part of the revenue costs.
- One quotation will be required for the works/ scheme (reduced from 3).
- The required contribution to the scheme from the applicant has reduced from 50% to 25% of the loan value.

- Landlords can now apply to the scheme as well as tenants.

A revised Marketing plan is being drawn up which will be implemented in Early February 2014 to coincide with the publicity about the successful loans.

7.2 Town Centre Newsletters

The latest Town Centre Partnership newsletters were distributed to all town centre businesses during November and Altrincham Forward Newsletters in December, with information updates relevant to each town centre, plus general business support information and details of forthcoming projects. The next newsletters will be sent out in February. The Stronger Communities Team is developing a survey which will be sent out with the newsletters and will feed into the 2014/15 Town Centre Partnership Action Plans.

7.3 Performance Monitoring

Work on the 'Performance Dashboard' in Altrincham town centre is continuing. This template is being rolled out to the other town centres to monitor key performance indicators, with work carried out by Economic Growth and Stronger Communities teams. Data collection is underway - the town centre vacancy data for January 2014 shown below. The north-west average is around 20.1% (as at September, 2013).

| | Vacancies - Jan 2014 (%) |
|-------------------|-------------------------------------|
| Altrincham | 19.51 |
| Sale | 10.74 |
| Stretford | 38.41 |
| Urmston | 12.25 |
| Overall | 18.50 |

7.4 Websites

The Town Centre Partnership websites are to be updated. The Stronger Communities team gave feedback on the style of the websites to the Communications team before Christmas. The template will be rolled out to all of the Partnerships. A draft Altrincham town centre website template has been produced to be updated in early 2014 and the Altrincham Forward website has recently been updated and will be further refreshed in early 2014.

7.5 Town Centre Profiles

Profiles for each of the town centres in Trafford have been drafted. They will contain specific information about the strengths of each town centre and Trafford in a general context. They will be used to help promote the town centres when responding to enquiries and be available on the business pages on the Council Website.

Altrincham Forward is developing an investment pack to target specific businesses and attract additional investors to the town. This will be launched in spring 2014.

7.6 **Autumn Statement**

A number of new schemes were announced as part of the Government's Autumn Statement 2013 that will help Town Centre Businesses and will be promoted by the Economic Growth team. These include:

- Temporary reoccupation relief, granting a 50% discount from business rates for new occupants of premises that have been empty for the previous 18 months.
- £1000 discount for premises with rateable value up to £50,000 for next two years.
- 2% Cap on business rates.

The reoccupation relief will come into effect from April 2014, which might discourage businesses from signing new leases before April. This could impact on the numbers of new openings before March and also on the numbers of Town Centres Loan Scheme applications. However, it would be expected that in the longer term this would have a positive impact on the reoccupation rates in the town centres.

7.7 **GM Town Centres Review**

The GM Town Centres review was published in March 2013. There was support in the review for much of the work that is underway in Altrincham such as: improving the public realm; improving the market; Altair; and ensuring the long term sustainability of Altrincham Forward. Proposals for GM investment will be taken forward via a proposed GM Town Centres and Strategic Employment Sites Fund. The details of how the fund will operate will be finalised in early 2014.

APPENDIX 1

STRETFORD DEVELOPMENTS

- **Stretford Mall** - A planning application was approved in April for an extension to the Mall, adjacent to the Wilkinson's unit, which will provide space for the new Supermarket. There will be 5 kiosks (around 100 sq m each) created within the existing Wilkinson's unit space and the remaining space will form part of the supermarket.
- **Edge Lane Shops (H/78555)** – The application was approved in April 2013 but work has not yet started on site. The proposed development includes a conversion of some of these ground floor units from offices to residential accommodation. The upper floors are already residential. The proposals have not been progressed but the Council has spoken to two commercial operators who are developing alternative food and drink proposals for the units.

SALE DEVELOPMENTS

- **The Square** – As part of their representations on the Broadheath supermarkets during Summer 2013, the owners indicated that they were proceeding with pre-application discussions for redevelopment of the Square Shopping Centre for a supermarket, together with other development including some residential. These pre-application discussions are still open but are not being progressed at the current time.
- **Public Realm Works** – £95,000 of funding has been identified to make investment in improving the public space in Sale Town Centre.

A menu of proposals for environmental improvements has been prepared, taking into consideration the priorities outlined by the Town Centre Partnership. These proposals will be shared with the Partnership at their meeting on 14th January 2014. The proposals have been centred on the main School Road pedestrianised area and aim to stimulate increased business to retailers, and encourage more widespread economic regeneration. Potential improvements could include:

Refurbishment of street furniture e.g. benches, cladding of existing brick planters, replacement of litter bins, provision of a small plaza/play sculpture, tree replacement and paving repair/refurbishment works.

The menu of items will exceed the £75,000 currently allocated and will therefore require a priority selection process. Dependent upon the selection process it may be possible to introduce additional funding from the highway maintenance budget of £50,000 for highway works that contribute to the reduction of trips and slips. This additional money requires approval from the Executive Member for Highways and Environment as part of the annual capital programme allocation.

URMSTON DEVELOPMENTS

- **Eden Square** – Negotiations are in final stages for the last remaining units in Phase 2 of the Eden Square development. The vacant units in Phase 1 of the Eden Square development are continuing to attract additional interest and there are plans for increased targeted marketing by Ask and their letting agents.
- **Environmental Works** – Phase 1 is partially complete to carry out the initial priorities identified by the Partnership. The Partnership wished to see the following work included in the improvement works. Options included:

| Option | Timescale |
|---|---|
| Provision and lighting of a Christmas tree on Queen's Road (private sector contribution) | Complete |
| Additional greening in the town centre, providing links to surrounding parks and open spaces | Proposals presented to Town Centre Partnership for approval |
| Improved signage – including to car parks in the town centre such as the main town centre decked car park | Signage currently being identified and ordered |
| Paving improvement works, including weed removal and repairs on Flixton Road/Station Road | Complete |
| Re-installation of the Urmston clock | Complete |
| Relocation of Urmston noticeboard | Complete |
| Repair/paint railings over Station Road Bridge | Complete |
| Repair damaged paving outside former restaurant, Mambos | Complete |
| Clear, prune and deep clean seating area behind bus stop next to railway station entrance | Complete |
| Installation of two bins on Crofts Bank Road between Railway Road junction and Urmston library | February 2014 |
| Planting of saplings along Flixton Road and Station Road | February 2014 |
| Clean plate on Station Road Bridge | Complete |

The focus of the green proposals is to link the town centre with the nearby parks such as Goldenhill and Davyhulme to encourage dwell time by creating a green connection/environment that will appeal to adults and their children. The Head of Highways presented proposals to the most recent Urmston Partnership meeting. The Partnership made a number of requests for issues to be addressed as part of the proposals, which will be considered.

ALTRINCHAM DEVELOPMENTS

- **New Hospital Site** – Work is currently taking place on site and the Hospital is due to be operational by early 2015. Public perception is changing as the building is rising from the foundations. Discussions with Derwent are ongoing about securing a covered route from the multi-story car park to the hospital upon completion.
- **Market Area and Existing Hospital Site** – Work will start on the existing hospital site once the new hospital has been completed. The work to the Lower Market Place will be complete in early 2014 and refurbishments to the Market Hall and covered Market are scheduled to be completed by late spring 2014.
- **Altair** – An outline planning application was submitted in July 2013 and approved with conditions at committee. Funding options are being explored, including a bid for HCA funding. The developers are stepping up their consultation and engagement with stakeholders.
- **Interchange** – The construction works are scheduled for completion by the end of 2014. The Taxi Rank has just reopened before Christmas, and most paving to the opposite side of Stamford New Road is complete.
- **Station House** – The ground floor of the development is complete and is being actively marketed by local agents RPS. Work to the upper floors continues with residential sales likely to start in spring. Work to the court-yard is subject to approvals for demolition and redevelopment of the court-yard building, with discussion with Transport for Greater Manchester to remove the boundary wall to the interchange.

PARTINGTON DEVELOPMENTS

- **Shopping Centre Redevelopment**

Peel commenced the preparatory work for the development in November and the contract works commenced in the New Year. The new centre will take eight months to build, so should be open by mid to late 2014.

The new mall will be anchored by Tesco and Heron Frozen Food. It will provide nine shops including a baker's shop and newsagents, with one unit still available. There is active interest in the remaining unit and this should ensure that the development opens fully let.

The new centre will also provide over 7,000 sq. ft. of flexible first-floor space accessed by a lift, and the first occupier upstairs will be a hairdressers. A new market square will be constructed, a 126-space car park will serve the shops and there will be an improved green space at the front of the scheme.

Sale Town Centre Road Map November 2013



Consultation Draft

1. Background

1.1 Purpose

The purpose of the Road Map is to provide a clear, overarching plan for the physical, economic and community development activities taking place in Sale over the next 12 months. It will be used to set the priorities for the work of the Council in the town centre, and to identify potential future activity.

1.2 Brief History

The town of Sale is part of the Metropolitan Borough of Trafford and lies about five miles south west of the city of Manchester. Historically, it was part of the English county of Cheshire and its postal address is still 'Sale, Cheshire'.

Sale has a number of important geographical and historical features. The town is linked to the main waterway networks in the North West by the Bridgewater Canal which reached Sale in 1765 on its route to Manchester from the mines at Worsley. The canal runs through the heart of Sale, is home to Sale Cruising Club and offers a pleasant, relaxed environment. Sale is bisected in a roughly north to south direction by the Roman Watling Street, which, today, as Cross Street and Washway Road, forms the A56 main route between Manchester and Chester. Most importantly, Sale lies on the former Manchester South Junction and Altrincham railway line which reached the town in 1849, linking it to Manchester and acting as a catalyst for its growth.

In Roman times Watling Street was a part of the route from Mamucium (Manchester) to Deva (Chester). Until the 1930s, the area to the west of this road was known as Ashton-on-Mersey, whilst that to the east constituted Sale and Sale Moor. Today the name Sale is applied to the whole area, including Sale Moor and Ashton-on-Mersey, although both those names are still in use for particular parts of Sale.

The M60 motorway clips the northern part of Sale on its way to Stockport from the west. Both Ashton-on-Mersey and Sale Moor have their own 'village' centres, in addition to the shopping and other commercial facilities of the main Sale town centre, which lies around the A56, School Road, Ashfield Road, Tatton Road and Northenden Road.

1.3 Defined area

The area referred to as the “town centre” within the Road Map is the area defined as Sale town centre within the Trafford Unitary Development Plan (UDP). This is shown in Appendix 1. It is important to note that the defined town centre boundary may change slightly as a result of the work being carried out on the Local Plan: Land Allocations Plan. However the changes are not expected to affect the principles of the Road Map or projects within it.

The areas that are included in the Road Map are listed below (property numbers are shown in brackets when only part of a road is included):

| | |
|--------------------------------|-----------------------------------|
| School Road | Cross Street (2-24) |
| Northenden Road (2-26, 1-35) | Washway Road (1-23, M&S) |
| Sale Waterside | Curzon Road |
| Hope Road (1) | Hereford Street |
| Broad Road (2-6, Q-Park & B&M) | Hayfield Street |
| Tatton Road (1-21) | The Square – Market Walk and Mall |
| Ashfield Road (1-55) | Orchard Place |
| Claremont Road (2-14, 1-17) | Springfield Road (2) |
| Sibson Road (Friars Court) | |

1.4 Sale Town Centre Partnership

The Sale Town Centre Partnership is a not for profit group that was formed in 1998 to help tackle everyday issues that affect the area and to promote Sale. The Sale Town Centre Partnership Action Plan 2013-15 sets out the following vision for the town centre:

“To ensure that Sale is a prosperous and vibrant town that offers a diverse range of activities in an attractive, clean and safe environment for the enjoyment of the local community and visitors alike”

The overall objective of the Partnership is to ‘ensure that Sale is a prosperous and vibrant town that offers a diverse range of activities in an attractive, clean and safe environment for the enjoyment of the local community and visitors alike’. The Partnership works to do this through promoting and raising the profile of Sale as a place to shop, relax and enjoy; creating an environment to be proud of and a safe and secure town centre. The Partnership is a recognised representative organisation for Sale businesses and is consulted on proposals/planning applications for the area.

Events are one of the ways in which the Partnership aims to increase footfall to the Town Centre. The key events within the programme to date are the Christmas Lights Switch On, the Summer Festival and the Farmers’ Markets which take place four times a year.

1.5 Aims

The proposed aims for the Road Map are to:

1. Identify developments that will realise the full potential of Sale Town Centre;
2. Identify how the retail, leisure and services offer in the town centre, including the evening economy, can be improved;
3. Promote Sale as a place to live, work, shop, relax and enjoy; increasing the footfall of the town;
4. Assist existing businesses in maintaining and improving their business performance and sustainability whilst encouraging new businesses into the area;
5. Ensure Sale town centre is a clean, safe and accessible place for residents and visitors alike;
6. Ensure the town centre fulfils its role as a vibrant social hub for the whole community.

2. Current Baseline

2.1 Resident Population

There are estimated to be 134 residents living within the UDP Boundary area (from an analysis of postcodes and ACORN data). The town centre serves Sale's total population of around 54,696 (2011 census data).

2.2 Vacancy rates

Town Centre Vacancy Rates are monitored on a quarterly basis:

- There are 242 ground floor properties in Sale town centre with 21 currently vacant.
- The vacancy rate as at October 2013 is 8.6%. This has fallen from 12.4% since July 2012.
- This compares very well against both the north-west average of 20.1% and national average of 14.1%.

2.3 Number of new businesses opened/closed

Since July 2012, 13 vacant units have been brought back into use compared to 4 that have closed meaning that 9 net additional businesses have opened during this period.

An additional 4 units have changed use (this excludes businesses that have changed names).

2.4 Proportion of independent businesses

The independent business sector is strong in Sale town centre with around 63% of the businesses being independent.

2.5 Business rates

The total rateable value for the whole of the town centre is estimated to be £8.93 million. The other town centres in Trafford are estimated as follows:

- Altrincham - £25,669,760
- Stretford - £5,250,071
- Urmston - £4,118,570

2.6 Parking provision

Parking is plentiful, and is well distributed, throughout Sale town centre. The majority is within private ownership but there are also a small number of Council owned street parking spaces available on Northenden Road, Hope Road, Ashfield Road, Claremont Road & Broad Road. The numbers of spaces in the private car parks are shown in Table 1 and on-street spaces in Table 2.

| Private Car Park | Number of spaces |
|--------------------|------------------|
| Q Park, Broad Road | 440 |
| Sainsburys | 361 |
| The Square | 300 |
| Aldi | 114 |
| Tesco | 244 |
| M&S | 60 |
| Total | 1519 |

Table 1. Private Sector Car Parks and Number of Spaces

| On Street Car Parking | Number of spaces |
|-----------------------|------------------|
| Ashfield Road | 18 |
| Claremont Road | 12 |
| Broad Road | 4 |
| Northenden Road | 17 |
| Hope Road | 8 |
| Total | 59 |

Table 2. On Street Car Parking and Number of Spaces

One particular issue that has been highlighted during this work is poor signage to the car parks. The Q-Park is particularly difficult to get to and navigate from. Combined with the impact of nearby one way streets this can make using the car park particularly difficult for those who are unfamiliar with the area.

Private Car parking in Sale is relatively cheap:

- £2.50 all day in The Square Car Park or £6.50 at Q-Park compared to around £12-18 in central Manchester.

- On Street Parking is a nominal 10p for the first hour and 30p for 2 hours which is the same as elsewhere in Trafford and is amongst the lowest in the North West.
- Supermarket parking is free for customers via a redemption system.

2.8 Crime

Crime statistics for the past two years are found in Table 3. It is positive to note that most types of crimes have reduced compared to the previous year, including the total number of crimes. It is also worth noting that where there has been a percentage increase the total numbers of crime are small, so although the 300% rise in graffiti incidents may appear to be alarming, the rise concerns only 3 additional reported incidents over 12 months.

| Performance Measure | 2012/13 | 2011/12 | Variance +/- | % Variance |
|--|---------|---------|--------------|------------|
| STP3: Total Recorded Crime | 351 | 428 | -77 | -18.0% |
| STP4: Serious Acquisitive Crime | 13 | 12 | 1 | 8.3% |
| STP5: Domestic Burglary | 6 | 5 | 1 | 20.0% |
| STP6: Robbery | 1 | 2 | -1 | -50.0% |
| STP7: Vehicle Crime | 7 | 7 | 0 | 0.0% |
| STP8: Theft | 211 | 230 | -19 | -8.3% |
| STP9: Criminal Damage | 23 | 33 | -10 | -30.3% |
| STP29: Violence Against Person with Injury | 14 | | | |
| STP30: Serious Sexual Offences | 1 | | | |
| STP13: Total number of ASB Incidents | 124 | 155 | -31 | -20.0% |
| Total number of Fly-tipping Incidents | 14 | 15 | -1 | -6.7% |
| Total number of Graffiti Incidents | 4 | 1 | 3 | 300.0% |

Table 3. Crime in Sale town centre

2.9 Partnership Members

The Partnership has 40 members at present made up of local businesses, schools and charities. The majority of the Members are businesses.

3. SWOT Analysis

A SWOT Analysis (**S**trengths, **W**eaknesses, **O**pportunities, **T**hreats) was carried out to provide an assessment of the baseline position for the town centre and the direction of travel required to:

- build on its strengths;
- manage its weakness and address the gaps;
- identify and grasp the opportunities; and
- have awareness of the threats, and manage where possible.

The SWOT Analysis is shown on the following two pages:

Internal Factors

Strengths

Location & Accessibility

- Pedestrianised shopping is easy and accessible
- Good transport links by tram, bus, cycle and car - less than a mile to M60 motorway
- Linked to the main waterway networks in the North West by the Bridgewater Canal
- Large residential populations close by- relatively affluent with disposable income
- High quality housing surrounds the centre with varied housing types
- Lots of low cost private and on street car parking
- Q-Park Multi- storey car park is well maintained, clean and secure

Offer

- Supermarkets – Tesco, Sainsburys, Aldi
- Big retail names present e.g. M&S, New Look, Wilkinsons, Argos, Boots, Peacocks
- Lots of independent retailers
- Good leisure offer with active evening economy - lots of restaurants/cafés
- Public facilities – Contact Centre, Library & Leisure Centre
- Provision for arts and creative industries - Sale Waterside
- The Square – excellent for events and well maintained
- Market 4 times per year in 2013
- Good representation of business and professional services sector
- Presence of a traditional fishmonger and butchers
- Summer and Christmas Events

Public Realm

- Lots of trees & greenery
- Sale Waterside has attractive public realm with seating and views of the canal

Other

- Low vacancies compared to Altrincham and Stretford town centre
- Relatively safe - good CCTV coverage
- Presence of a Town Centre Partnership & Local Chamber of Commerce
- Community feel – people associate with the town centre from all over Sale
- Public toilets
- Taxi marshalling at Christmas
- Opportunities for start-up businesses – Traders Outlet and small unit sizes.
- Nearby green space – Worthington Park (Green Flag status)

Weaknesses

Location & Accessibility

- Traffic congestion at certain times of day – a.m. and post school
- Poor signage – difficult to navigate, particularly to car parks
- Cost of Parking – Competition from free parking at out-of-town retail parks and the Trafford Centre. Private parking is more expensive than on-street.
- Lack of control over retailers' advertising boards on School Road.
- Some pedestrian routes are unattractive, poorly defined and lack clear signage .e.g. link from The Square to M&S.

Offer

- Reputation of night time economy
- Poor mix of retail – certain types of shops missing e.g. men's clothing
- No traditional, independent bakers/greengrocer/
- Too many charity shops
- Lots of discount/budget shops but shortage of higher-end named retailers
- Lack of activity on School Road after 5pm.

Public Realm

- Poor quality public realm on School Road inc. trip hazards and pigeon infestation – poor image of Centre
- Poor quality buildings and high vacancies on A56

Marketing

- Lack of a theme/brand – what is the main attraction, why is it different to other centres?

Other

- Small number of active Town Centre Partnership members and poor business representation at meetings
- Daytime/ Night time uses divided (School Road / Northenden Road)
- Not attracting 'higher-spend' customers in sufficient numbers
- Small size of retail units - difficult to attract named retailers
- Face-to-face charity collectors ("chuggers") hassling shoppers on School Road

Opportunities

Location & Accessibility

- Improved signage – especially to car parks & Bridgewater Canal
- Encourage cycling as a mode of transport – consider removing cycling restrictions on School Road

Development Opportunities

- Redevelopment of The Square Shopping Centre
- Encouraging business/residential on vacant upper floors
- Improvements to properties through the Town Centres Loan Scheme

Offer

- Encouraging independent retailers
- Regeneration of Cross Street/ Washway Road
- Pop up shops / other uses
- Increased frequency, diversity and marketing of events
- Bringing in further non-retail uses
- Greater integration of daytime and night time uses
- Strengthening the creative offer based around Sale Waterside

Public Realm

- Funding identified for Environmental Improvements
- Improved public realm linking Northenden Road and School Road
- Improved street cleaning on School Road and Northenden Road at key times of the week i.e. Sat am and Mon am

Marketing

- Promoting leisure offer around the Bridgewater Canal.
- Marketing of Sale and what town centre has to offer
- Pro-active media support
- Encouraging linked visits to other tourist attractions in Trafford
- Encouraging local businesses to work together to add value e.g. Waterside Arts Centre & local restaurants

Other

- Developing an overarching strategy or masterplan for the centre
- Partnership recruitment
- Action to address safety concerns about the evening/night time economy with improved presence of police during evening/night time
- Enforcing legislation on face-to-face charity collectors
- Relatively affluent local population

Threats

Financial Pressures

- High Business rates are one of the most significant concerns reported by businesses
- Economic situation - low consumer spending power
- Changing retailer strategies – Less stores serving larger catchments
- Cost of Public Realm Improvements – limited resources.

Offer

- Increasing numbers of charity shops, pound shops, bookmakers, e-cigs etc. dominating the high street (as in many other centres)
- Further retailer closures increasing vacancy rate.

Competition

- Competition from other town & city centres and the Trafford Centre
- Online shopping
- Trafford has a number of town centres so Sale ‘competes’ with others for resources

Reputation

- Bad reputation of evening economy

4. Current activities & issues

Note: A comprehensive summary of the actions is contained in Appendix 2.

4.1 Markets

Markets can often be a key attraction for people to visit a town centre and can play a key role in regeneration. They can provide a different offer to the products sold in shops, including the provision of fresh locally sourced produce, and also provide a means of encouraging entrepreneurialism; allowing people to try out business ideas with minimal costs and risk.

Sale does not have a fixed market site or markets held on a weekly basis. However, the success of the local produce and craft markets during December 2012 led to plans being made to host four in 2013. The first three have been held to coincide with Easter, Sale Festival and Heritage Day. The final one will form part of the Christmas light switch on event on 30th November.

Consideration should be given to the role of the Market and the products offered to ensure that it compliments, and is not in competition with, other nearby markets such as Altrincham.

The primary aim of the Market should be to attract additional footfall. To achieve this it is essential that the Market is well publicised using both traditional forms of marketing and social media.

4.2 Reinventing the High Street

Stakeholder Involvement

It is important that all Stakeholders are involved and work together to drive change. A membership recruitment drive for the Town Centre Partnership was undertaken in April/May 2013. A new promotional leaflet was produced, and the Treasurer and Stronger Communities Officer visited each business in the Town on a one-to-one basis. This approach resulted in two additional members joining the Partnership. Events (including public consultations) and newsletters have been, and will continue to be, used as a platform to promote the partnership.

4.3 Independents and Business Support

Independent retailers with local connections generally have a closer relationship with local communities and the local economy. More of the money spent in them is liable to stay and re-circulate in the local area and they are more likely to support other local businesses, compared with national and international suppliers. With many national chains now choosing not to locate in smaller towns it is important that independent retailers are encouraged to fill the space that is left.

Economic Growth

The Economic Growth Team provides advice and support to new businesses that make enquiries. This includes advice on potential funding opportunities, making contact with landlords and agents and often signposting businesses to relevant support agencies and initiatives (either local, GM level or national) based on the specific nature of their enquiries. For example, many people who have enquired about the loan scheme for a new start up business have been signposted to Blue Orchid who offer new start up advice.

A list of available business support for town centre businesses is currently kept by the Economic Growth Team and is circulated to businesses that make enquiries. This information will be kept up to date and made available on the Council's website.

Loan Scheme

The Town Centres Loan Scheme has now been running over 6 months. No loans have yet been given out but there have been 10 enquiries about the scheme to date with 6 still being live.

The funding pot for Sale amounts to £20k. A review of the scheme is almost completed using feedback that has been gathered from potential applicants. The review will make recommendations on how the scheme can be improved and it is likely that the scope of the scheme will be amended to ensure the benefits of the scheme are fully realised and the town centres receive maximum benefit from the available funding. This is especially important as a lot of enquiries have been made but they are slow to convert into applications. A second wave of marketing will then be planned as part of the review process.

4.4 Events

Events are an important way of promoting the town centres and attracting additional footfall. The Town Centre Partnership currently holds two main events held per year in Christmas and Summer. They are publicised through the local press, posters in the town centre and the town centre partnerships.

We Love Sale/Summertime Sounds

The most recent event held by the Partnership was the summer event on 8th June which included dance and music performances in the Square, a craft and produce market on School Road, a canal boat parade and an opportunity to learn about resuscitation (CPR) from the North West Ambulance Service coinciding with the launch of the defibrillators and promoting Sale as a 'Heart Safe' town.

Food Festival/Local Produce

The Square in Sale Town Centre hosted its first Food Festival on Saturday 12th October. The festival saw local produce on sale, as well as some Christmas Gift ideas.

Retail Offers/Discounts

For the last 2 town centre events (November and June) the Partnership has engaged many of the retail businesses in Sale to develop a local discount scheme, to drive footfall and spending on each event day. This involvement has been sought via quarterly newsletters and special 'Get Involved' leaflet drops. The majority of the businesses getting involved have been independents or franchises with national retailers proving to be more difficult to engage.

4.5 Places for People

Maintenance

Ensuring that Sale looks attractive and is well maintained is important to attracting visitors and encouraging dwell time. The main pedestrian thoroughfare running through the town centre is Northenden Road-School Road-Hayfield Street, yet this key route is looking tired and poorly maintained.

Defibrillators

To help to promote Sale town centre as a “safe” location, a recent initiative has been to install public access defibrillators in the town centre to be used if a person in the town centre has a cardiac arrest. The first is located near to the Tesco store. Stronger Communities are working to secure a second location. A free defibrillator training course was offered to local businesses and partners by North West Ambulance Service in July 2013.

4.6 Marketing / Communication / Information

Communications

Information to businesses and residents about Sale town centre is communicated in a variety ways but chiefly through Partnership websites, quarterly business newsletters, social media, press releases, regular business visits and consultation events.

Town Centre Partnerships

Social Media is now very important in disseminating information to both businesses and the public. The Sale Town Centre Partnership Twitter account now has over 1000 followers.

5. Future Opportunities / Actions

Note: A comprehensive summary of the actions is contained in Appendix 2.

5.1 Markets

The three Markets that have taken place so far during 2013 have been well received. Further plans should be made to continue hosting occasional Markets during 2014, the frequency of the Markets could also be considered to ascertain whether there is sufficient appetite from traders for more frequent events. The Markets should be widely promoted to ensure that they generate additional footfall and the local community is able to benefit.

Currently the Markets take place along School Road. The 'Square' in front of Wilkinsons provides an open area that may lend itself towards hosting a Market on a more regular basis and would draw in footfall to an area where there is currently a high concentration of vacant units. This area is currently in private ownership so proposals would need to be taken forward with the involvement of The Square Shopping Centre.

There is an additional opportunity around encouraging shop traders to set up stalls and displays outside their shops on Market days to add to the vibrancy of the Market and ensure that the permanent retailers benefit.

5.2 Reinventing the High Street

Although Sale has a lower vacancy rate than many town centres around the Country it is important that this is tracked and 'future proofing' measures implemented to ensure vacancy levels do not increase. Changing consumer habits, retailer strategies and the threat of online shopping mean that there is a need to adapt. The town centre should no longer be considered as a solely retail space – other community, work, leisure and residential uses must be encouraged.

Landlords'/Retailers' Forums

Setting up a forum for landlords and agents to communicate and share information and explore options for filling vacant units could be a suitable option for Sale. This approach has been successfully trialled by Altrincham Forward.

A retailers' forum could be another option to encourage retailers to work together to come up with and implement ideas which can improve the town. This could be either a sub-group of the Town Centre Partnership focusing on retail focused issues or a separate group, preferably with a strong lead from the retailers themselves.

In establishing these groups there is a need to think clearly about the objectives. In Altrincham the Landlords forum was set up to focus on reducing the high vacancy rates. For Sale, with a lower vacancy rate, the focus could be on getting more people to shop and stay longer in the town centre and improving its overall appearance.

Use of Vacant Units

Inventive ways to ensure use of vacant units should be explored. For example, some of the activities that have been implemented in Altrincham could also be implemented in Sale:

- Window Displays – Independent retailers in Altrincham have created window displays in the vacant Grafton's units on Stamford New Road based around particular themes e.g. weddings/ bridal. A similar approach could be applied relatively easily in The Square where there are a number of adjacent properties that are vacant within the same ownership.
- Arts/Events – In Altrincham there have been successful examples of using vacant units for Photography Exhibitions and a pop up Health and Wellbeing Centre. There is a strong arts offer in the Town Centre based around Sale Waterside, who could be approached to jointly develop ideas to promote the arts. Trafford College may also be interested in using vacant units for activities or exhibitions.
- Pop-up shops – Vacant units could be used to provide short term occupation for retailers trying to test the market or promote a new product.

If a Landlords' or Retailers' Forum is established in Sale then this could make the implementation of some of these activities easier, though it is not essential. Trafford College or local schools could be contacted to see if they wish to become involved in using units for art or educational projects. There are potential funding issues (e.g. business rates for the period of occupation) that would need to be resolved if these activities are to be implemented.

The owners of The Sale Square Shopping Centre would be a key player in any discussions about vacant units and within a potential Landlords' Forum. The Council should meet with the owners to discuss potential uses for vacant units

5.3 Independents and Business Support

Business Support Package

There are a number of activities that could be carried out in Sale town centre that would promote business opportunities in the town and encourage the independent sector. A support package could be developed for retailers that could be tailored individually to Sale. This support is particularly important for independent retailers who will not have access to the same resources as larger multiples. This could include:

- Funding to employ business advisors to give specialist retail advice to assist retailers.
- Extending a skills package currently being delivered in Altrincham with discounted prices for customer service skills. If there is no take-up in Altrincham then it could be considered whether this could be rolled out more widely.
- A campaign to promote the businesses along the lines of the 'Altrincham Originals' campaign.

The Trafford Centre Pledge is a joint project with DWP and Trafford College to provide a locally trained workforce for retail businesses in the Trafford Centre through a Skills Shop . If successful, this local recruitment offer could potentially be extended out to all retailers in all of the Borough's town centres, including Sale.

Business Rates Appeals

One of the most frequent complaints by businesses in all town centres and by those thinking of moving to the town centre has been the high business rates payable for units. Business rates are based on a proportion of the rateable value of a property, which broadly represents the annual rent the property could have been let for on the open market on a particular date, on full repairing and insuring terms.

For the current rating lists, this date was set as 1 April 2008 when the property market was at its peak. Commercial property values have fallen since 2008 and other economic factors have made it more difficult for businesses to turn a profit, however the rates that businesses are liable to pay have stayed the same. This has caused hardship for many businesses and the Government's decision to delay the revaluation will mean businesses will pay rates based on 2008 values until 2017.

Altrincham Forward is working with WHR property consultants to help to develop a collective evidence base to appeal against the value of properties. This is being translated into a fact sheet for businesses to assist those making appeals, which they have to do

on an individual basis to the Valuation Office Agency (VOA). In Altrincham the appeal is based on increased void space and disruption caused by major developments in close proximity such as the Interchange and Hospital.

The case for appeal in Sale is unlikely to be the same due to the lower vacancy rates but the Council should seek advice from WHR in respect of Sale Town Centre to establish if there is an alternative case for proceeding. If there is a case, a business meeting should be organised where the process can be explained and advice provided regarding potential grounds for appeal. Following this, an information sheet with generic evidence that could assist individual businesses to appeal to the VOA would also be prepared.

Small Business Rates Relief Scheme

A further activity around business rates that may assist some smaller businesses would be to identify eligible businesses who have not already taken up the small business rates relief scheme (through the Business Rates section) and encouraging them to do so. The relief for eligible businesses can be 50-100%.

Small Business Saturday

The Department for Business Innovation and Skills has asked for the support of Local Authorities in promoting the first ever UK Small Business Saturday, which will be held on 7 December this year. Small Business Saturday is aimed at raising the profile of small businesses of all kinds, both locally and nationally, and to encourage people and organisations to do business with them. Economic Growth and Stronger Communities have produced initial ideas for this day, many of which focus on town centre businesses including Sale. Activities include raising awareness, business to business opportunities and events.

5.4 Events

Work should continue to ensure that events are delivered during the next 12 months at key times of the year, such as Christmas and Summer. More frequent events would be hugely beneficial to the town centre and local communities.

Christmas 2013

Work is currently underway to plan the Christmas 2013 event which will be held on Saturday 30th November and will consist of:

- Christmas Farmers Market along School Road
- Four hours of local talent performing in the Square Shopping Centre
- A Christmas Lights switch on with local children from Cadman's Dance School, Brooklands School Choir and Sale Nomads
- Father Christmas Boat Parade down the Canal
- Father Christmas distributing gifts on the Waterside Plaza

In addition the following are also happening on the same day:

- 4Manchester Women Christmas Fayre at Sale Waterside
- 'I've Seen Santa Christmas' Theatre Production at Sale Waterside.

5.5 Places for People

Ensuring that the town centre is attractive and provides a pleasant experience for visitors and shoppers is vital to its success. Two major developments have been proposed that could transform the town centre. The Council will provide technical advice and support to potential developers on Planning and Highways issues and the Economic Growth Team will advise on matters such as funding or employment. It is recommended that the Council draw up a Strategy or Masterplan to help provide a detailed planning framework for developments in the town centre to ensure that the scheme links effectively with the rest of the town centre and all future developments are considered as part of the wider vision for the town centre. A comprehensive strategy could help to attract private sector development.

The Square Shopping Centre

As part of their representations on the Broadheath supermarkets during Summer 2013, the owners indicated that they were proceeding with pre-application discussions for redevelopment of the Square Shopping Centre for a supermarket, together with other development including some residential. These pre-application discussions are still open but are not being progressed at the moment.

Environmental Improvements

Proposals are currently being prepared and costed for discussion with the Town Centre Partnership, taking into account the priorities outlined by the Partnership. The proposals are to be funded from the Town Centre Investment Fund using funding for Environmental Works and additional funding diverted from the Vacant Units allocation at the request of the Partnership. Options include:

- Tree management e.g. pollarding, crown management, etc. to try and resolve the lime tree dew discharge problem and trips and slips issues
- Removal/facing of dated, obstructive brick planters
- De-clutter of unnecessary signage and street furniture where possible
- Introduce new street furniture along the centre of School Rd
- Improve signage at key entry points
- Repair existing damaged areas of paving
- Introduction of new soft landscape features
- Introduction of children's play equipment
- Improve Christmas lighting infrastructure

The proposed options are centred on the main School Road pedestrianised area. The intention is to try and create a modern, attractive, legible streetscape, which creates an environment with pavement seating capable of holding events and social interaction. It must be remembered that there are significant limitations on what can be achieved within the financial envelope provided.

£95k of funding has been identified to invest in improving the public space in Sale Town Centre. This is to help stimulate increased business to retailers, and more widespread economic regeneration.

Car Parking

Although the total number of car parking spaces in Sale does not appear to be a problem at the present time, the most significant issues appear to be the directional signage to the car parks, particularly Q-Park, which is the largest car park and also the greatest distance from the A56 (the main arterial route through Sale from Altrincham), the Motorway and central Manchester. The pedestrian routes from the car parks could also be made clearer and more attractive.

A review of the existing traffic signage should be carried out and a strategy adopted for improving signage to the car parks. The good availability of parking should be highlighted in town centre publicity, particularly for events. Where there is opportunity within publicity documents, a map showing parking opportunities should be included. Sale Waterside could include a parking map within their publicity.

The parking section on the Sale Town Partnership website should highlight all of the parking options in the town centre and include a map to show where the parking is located.

Maintenance

Until new proposals for School Road are implemented the area should be kept clean and landscaped features maintained. Utility companies should be forced to reinstate to a high standard after carrying out excavation works.

Cycling

Given that Sale's accessibility is one of its key strengths with the A56 and Bridgewater Canal towpath providing some of the most used cycling routes in the area, there is a significant opportunity to improve cycling access to the town centre. Initial activities that are identified as priorities for action are:

- Reviewing the provision of cycling stands to ensure that there is sufficient capacity in the locations where there are greatest requirements.
- Consider a trial of removing cycling restrictions down School Road.
- Improving signage to/from the Bridgewater Canal.

There are proposals for a high quality cycle parking installation providing swipe card access to enclosed storage and lockers to be undertaken as part of a wider TfGM project. Preferred site not yet confirmed but likely to be either Waterside Plaza or Sale Metrolink station. The facility is expected to be completed in early 2014.

5.6 Marketing / Communication / Information

Press

Existing marketing activities should continue. There should be proactive press releases based around key achievements and opportunities. Key milestones should be identified well in advance so that the communications can be issued quickly when required.

Websites

Information on the Town Centre Partnership and Council websites should be reviewed and developed to ensure they are useful and relevant to users and kept up to date.

There could be pages within the Business section of the Council's newly designed website that could be dedicated specifically to town centres, both for attracting new investment and the support and services that are available to existing businesses. The support that is highlighted for existing businesses would act as a toolkit for businesses to help themselves and include both in-house and third party support. The website would include links to other areas of the Council's website that might be of use, such as licensing, environmental health and business rates.

Links to and from Visit Trafford pages could attract more people into the town centre by highlighting the Town Centre as part of the wider offer within the local area.

Town Centre Profiles

The Economic Growth Team have now drafted the text for a document that will contain profiles of each of the town centres plus a section highlighting the benefits of what Trafford has to offer business looking to locate in the Borough. This will be formatted to reflect the style of the recently agreed Trafford Investment Pack and used to attract businesses to the town centre. It will also be used as a tool to help promote the Town Centres Loan Scheme.

Performance Dashboards

Following on from a successful pilot of the 'Performance Dashboard' in Altrincham town centre, it is planned for this template to be rolled out to the other town centres to monitor key performance indicators, with work carried out by Economic Growth and Stronger Communities teams. Discussions are also taking place with New Economy to develop indicators which link into work across Greater Manchester.

6. Funding

6.1 Income from use of display space

Opportunities for income generation should be explored and the money recycled into town centre improvements and activities. An opportunity currently being explored in Altrincham is to ensure greater returns from renting pitches in the pedestrianised area to businesses to market and sell products. In Altrincham, management companies have indicated they could draw in greater income than at present. Developments on this should be closely monitored if it is implemented next year - if this is successful then it should be considered as an option for Sale.

6.2 Sponsorship

Opportunities for sponsorship should be pursued in order to raise money to enable events and deliver regeneration activities. There are two areas for which this should initially be explored:

- Sponsorship of events (including Summer and Christmas) – to enable more frequent or better quality events.
- Sponsorship of Christmas Tree and Lights – The Town Centre Partnership will engage with town centre businesses to promote sponsorship opportunities for Christmas 2013. A letter is to be sent to them to ask for support.

National retailers, including the supermarkets, have proved difficult to engage in the past, particularly in terms of securing financial contributions, but efforts should be made to establish contact with them as key town stakeholders.

Sponsorship opportunities do not need to be restricted to town centre businesses. There may be businesses elsewhere in the town who may wish to contribute in exchange for mention of their contribution on advertising and signage. Town Centre Businesses and existing business contacts should be approached in the first instance.

6.3 External Funding Opportunities

Other external funding opportunities to deliver regeneration and Economic Development activities should be continually monitored. At the current time, the scope for public sector funding for retail areas is generally more limited than other employment sectors, as it is more difficult to demonstrate genuine economic growth rather than displacement of activity from other areas. Also, with moves

towards loan funding in preference to grant, it is difficult to find support for activities such as public realm improvements which do not directly generate a return. The Greater Manchester Town Centres Fund is being set up to get around this issue but currently appears focused on the 8 key town centres in Greater Manchester, including Altrincham. This means that the other town centres are unlikely to benefit in the short term, however there could be future opportunities.

6.4 Business Funding

As part of the business support activities of the Economic Growth Team, advice is given to businesses of all kinds about potential grant or loan funding opportunities that are available at the time.

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7. Locality Partnerships

In Summer 2013, the Trafford Partnership established four Locality Partnerships, made up of Councillors and partners including the police, health services and council, and Community Ambassadors.

Locality Partnerships have responsibility for deciding local priorities and shaping local services. The overarching benefit of locality working is to create a collective effort to achieve the best possible outcomes for Trafford's neighbourhoods and residents. This will be achieved by:

- Increasing active citizenship
- Increasing community ownership of issues and challenges and developing innovative solutions
- Reducing demand for services
- Improving transparency and accountability to local people
- Providing local communities with the opportunity to influence change and commissioning decisions

Sale town centre is within the Sale Locality area. The wards that make up this area are: Bucklow St Martins (Sale); Ashton upon Mersey; Brooklands; Priory; Sale Moor; and St Marys.

The three key themes that the Sale Locality Partnership is focusing on are:

1. **Healthy Lifestyles** - Increase healthy lifestyles through the promotion of health, wellbeing and sporting provision in the area
2. **Economic Vibrancy** - Increase the economic vibrancy of Sale through the profiling of events **and** signposting people to services particularly debt advice; employment and volunteering opportunities
3. **Community Spirit and Fun** - Give a platform for community and voluntary groups, increase a feeling of community spirit in the Sale area and get more citizens involved in the work of the Board and other community projects

The Sale Locality Partnership has identified the need to focus on the town centre as a matter of priority and is planning an engagement event in Sale town centre in March 2014 that will focus on these key themes. Appendix 2 provides a summary of the projects and activities within this report with each of the activities linked to these themes.

Locality Partnerships will evolve over time and it is envisaged that, in the long term, they may take on devolved services and will influence the resource allocation of an area. They therefore have an important role to play in determining the future of town centres.

8. Governance Structures and Monitoring

8.1 Partnerships

There are now less resources within the public sector to implement improvements than there have been in the past. Therefore it is important to ensure that all stakeholders, particularly businesses and property owners, are involved in the delivering activity in Sale town centre. The Landlords' and Retailers' Forums discussed in Section 5.2 are examples of this approach.

The Stronger Communities Team will continue to source and secure new members to join the Partnership. It is clear that the Sale Town Centre Partnership needs more business representation so active recruitment campaigns should continue. Regular update newsletters should continue to provide information on progress and opportunities.

It is also important to show that the Partnership is a “doing group”. A key project undertaken in 2012/13 was the installation of public access defibrillators in the town centre and a training session for businesses was arranged. One activity arranged by the Partnership was an Employment Law session hosted by ACAS in October 2013. This was free for members with a small charge for other businesses. Hosting events like these can help to demonstrate the benefits of being in the town centre partnership.

Plans were made in early 2013 to use the proposed regeneration of the street scene of School Road to boost the partnership. Although the consultation has been delayed, this could also offer an opportunity to promote the partnership.

The annual Town Centre Partnerships Forum is next scheduled for May 2014. The purpose of this forum is to allow businesses and external stakeholders from each town centre partnership within Trafford to share best practice ideas and input into future Strategy.

The legal status and structure of each of the partnerships could be reviewed to understand what the best approach is to deliver action. For example there may be financial advantages to gaining charitable status e.g. a development trust with charitable status could get rates relief if the partnerships were to take on responsibility for pop-up shops.

The Management Group of Sale Town Centre Partnership could be strengthened with more targeted recruitment of local figureheads and stakeholders with a range of specialist skills.

8.2 Private Sector Income

In order to deliver a greater level of improvements and activities to help to promote the town centre with limited public sector resources, it is imperative that contributions are secured from the private sector. Businesses could be asked to contribute on a voluntary or compulsory basis but either route might be difficult to implement because of the challenging conditions that retailers currently face, meaning that businesses may feel they don't have spare money to contribute. Therefore a strong case would need to be made about the value they would get from the funding invested and how the businesses would benefit.

In some areas private sector contributions to town centre improvements have been made cost neutral through membership benefits such as reduced insurance, waste collection and utility costs as a result of collective negotiations. If similar benefits could be identified in Sale then this would increase the chances of securing contributions.

Voluntary contributions

Businesses could be asked to pay voluntarily into a fund perhaps as a membership fee, where there would be clearly defined activities implemented using the funding.

The success of the scheme may be limited because of the difficulties in persuading businesses to pay into a fund where not every business would contribute and those who don't pay might receive benefits. Additionally, if businesses are able to opt-out then this reduces the scope for income generation.

Voluntary contributions may be more effective for smaller projects where there may be some goodwill involved e.g. Christmas Tree and Lights, or where individual businesses gain some recognition of their contributions through sponsorship opportunities.

Business Improvement District

The Altrincham Forward model of governance and generating sustainable income could provide potential options for other towns within Trafford, including Sale. It should be clearer what the chances of success of a potential Business Improvement District (BID) in Altrincham town centre might be in the next 12-18 months and it should then be considered whether this approach is suitable for other town centres. A significant issue with this approach would be the considerable resource requirements (particularly officer time) to set up a BID.

A BID is a flexible funding mechanism to improve or manage a clearly defined commercial area. It places an additional levy on all ratepayers following a majority vote. If the vote achieves both a majority in terms of numbers of ratepayers and the proportion of the rateable value, then it becomes mandatory on all ratepayers within the defined area. The BID levy is on the occupier rather than the owner for occupied properties so if the property is unoccupied the landlord is required to pay. A BID can last for up to 5 years and businesses may vote to renew their BIDs once the initial period has elapsed and this has happened in many areas.

Legislation allows any *additional* functions to be funded by the BID (i.e. those that are not statutory functions of the local authority). Marketing and Events, Crime Prevention, Public Realm Enhancement, Transport, Environmental and Carbon Reduction and Cleaning are some of the most popular activities implemented through BIDs.

Based on a business rates levy of 1-2% of the rateable value which is typical of BIDs in other areas, a Sale town centre BID would have the potential to generate between £89,300 and £179,600 per annum before administration costs are taken into consideration.

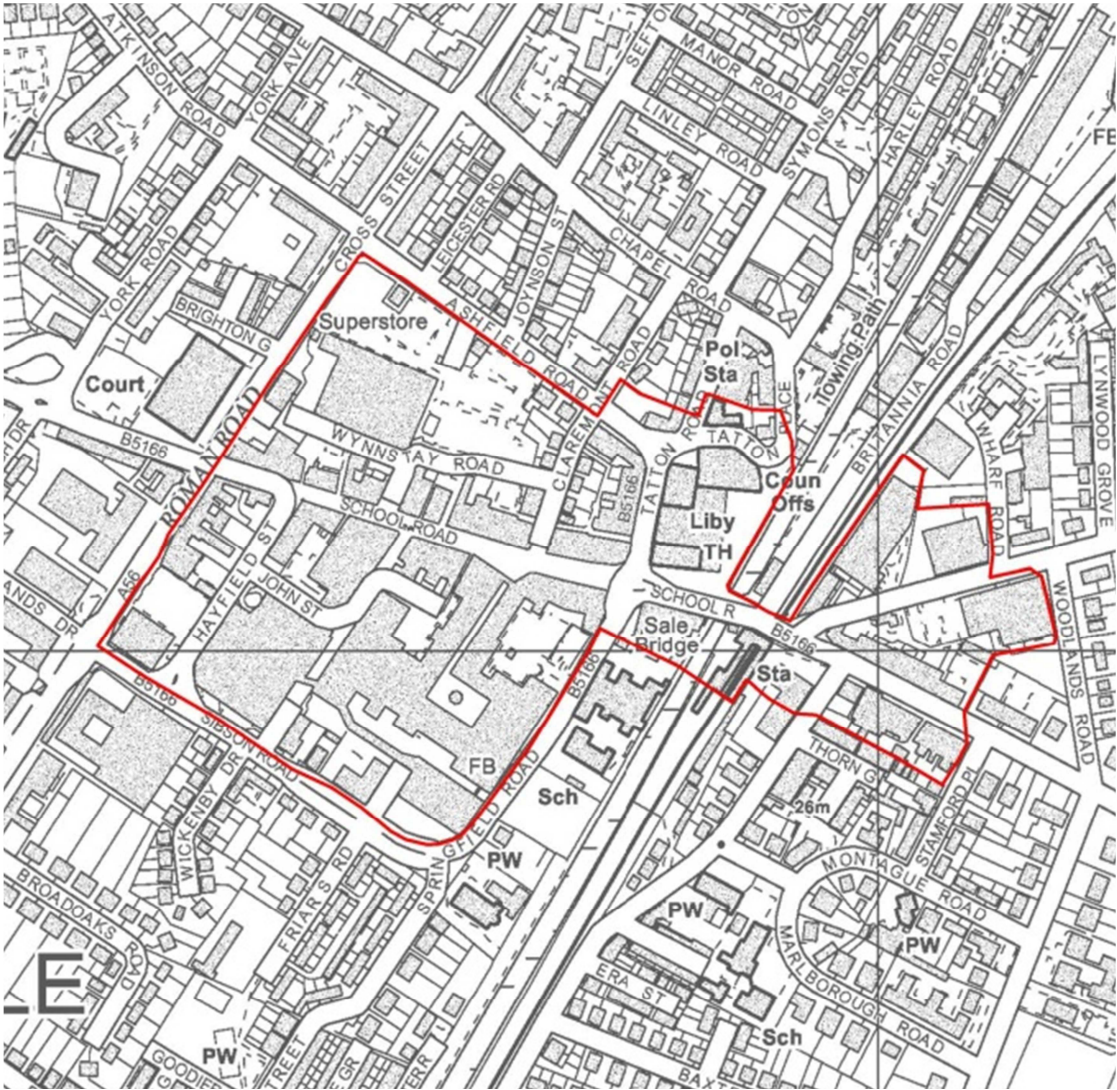
Some potential issues with the BID approach in relation to Sale that would need to be overcome are:

- Businesses within the Square Shopping Centre will already pay a service charge which covers some of the activities a BID might fund, therefore they may see it as a duplication of payment.
- The Supermarkets make up a large proportion of the rateable value within the town centre so have a lot of power in terms of influencing the vote. Therefore for the BID to be successful the supermarkets would need to be supportive of the BID.

9.0 Conclusion/Next Steps

The Sale Town Centre Roadmap provides an overarching plan for the physical, economic and community development activities taking place in Sale over the next 12 months. It will also form the basis for the production of a Delivery Plan to set out future activity in the town centre which will be prepared in conjunction with the Sale Town Centre Partnership and other key stakeholders.

Appendix 1 – UDP Boundary



Appendix 2 – Comprehensive Summary of Activities

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Sale Projects and Activities

| Locality Partnership Theme | Name of Activity | Description | Timescales | Costs (£) | How it will be resourced? | Project Lead | Other comments |
|--|---|--|---|---|---|---|---|
| Market | | | | | | | |
| Healthy Lifestyles, Economic Vibrancy and Community Spirit | Christmas Market | Craft & producers' market located on School Rd as part of festive activities | Saturday 30th November | Cost / Outgoings: Staff Time | Christine Munro co-ordinating with support from Sale Town Partnership. | Joanne Ellor, Stronger Communities. 912 4145, joanne.ellor@trafford.gov.uk | |
| Healthy Lifestyles, Economic Vibrancy and Community Spirit | Producers' market & heritage open day | Craft & producers' market located on School Rd - delivered alongside Heritage Open Day activity | November 2014 | Cost / Outgoings: Staff Time | Christine Munro co-ordinating with support from Sale Town Partnership. | Joanne Ellor, Stronger Communities. 912 4145, joanne.ellor@trafford.gov.uk | |
| Reinventing the High Street | | | | | | | |
| Economic Vibrancy | Explore options for reducing vacancy rates | Ways of ensure use of vacant units should be explored including window displays, arts/events and pop up shops. | Ongoing | Cost / Outgoings: Staff Time if schemes are identified. Funding for rents or business rates may be required. | In Urmston some TC Investment Fund money could be used for pop up shops. | TBC. Stronger Communities and Economic Growth Officers. | |
| Economic Vibrancy and Community Spirit | Landlords/ Retailers/Leisure Forums | Setting up sector specific forums, similar to Altrincham Forward - likely to be most suitable for Urmston/Sale as Stretford town centre businesses and properties are largely within the Mall which is in single private ownership. | Work to assemble landlords' forum has started in Urmston. Viability of other groups to be considered through Town Centre Partnerships and Town Centre Strategic Group | Cost / Outgoings: Staff Time | If they proceed Stronger Communities and Economic Growth to lead. | Stronger Communities / Economic Growth | In establishing these groups there is a need to think clearly about the objectives. In Altrincham the Landlords forum was set up to focus on reducing the high vacancy rates. For Urmston or Sale the focus could be to do with improving the appearance of properties. |
| Independents and Business Support | | | | | | | |
| Economic Vibrancy | Create a business support package | A list of available business support for town centre businesses is currently kept by Economic Growth Team and will be continually updated. A support package could be developed with specialist business/retail advice, skills support and independent business campaign. | May 2014 | Cost / Outgoings: Depends on what package is assembled. Could include consultancy times, training, printing and marketing and Staff Time. | Economic Growth to lead with support from Stronger Communities | Martin Ledson, Growth and Business Development Manager, 0161 912 4137, Email: martin.ledson@trafford.gov.uk | |
| Economic Vibrancy | Loan Scheme Review | 6 months review of the scheme now the rate of take-up of the scheme is known and feedback has been gathered. Recommendations made for how the scheme can be improved, scope amended or widened to ensure the benefits of the scheme are maximised and the town centres receive maximum benefit from the available funding. The application process will also be reviewed to see if it can be made more streamlined. | August 2013 | Cost / Outgoings: Staff time. | Led by Economic Growth team | Martin Ledson, Growth and Business Development Manager, 0161 912 4137, Email: martin.ledson@trafford.gov.uk | |
| Economic Vibrancy and Community Spirit | Small Business Saturday | Small Business Saturday is aimed at raising the profile of small businesses of all kinds, both locally and nationally, and to encourage people and organisations to do business with them. See Appendix 2. | 7th December 2013 | TBC | TBC | TBC for individual activities | |
| Economic Vibrancy | Town Centre Website Information | A section of the Council's website could be dedicated specifically to town centres both for attracting new investment and the support and services that are available to existing businesses. The support that is highlighted for existing businesses would act as a toolkit and include both in-house and through third parties. | Spring 2014 | Cost / Outgoings: Staff time. | Economic Growth & Communications team to lead. | Martin Ledson, Growth and Business Development Manager, 0161 912 4137, Email: martin.ledson@trafford.gov.uk | |
| Economic Vibrancy | Sale Town Centre Loan Scheme | Continue to run, monitor and promote the town centres loan scheme. A second wave of marketing will now be planned (could include a Business Drop In Session). | Ongoing | Cost / Outgoings: £90k in grants, £6k in promotion and admin costs plus staff time. | Led by Economic Growth team. Support from Finance and Legal. | Martin Ledson, Growth and Business Development Manager, 0161 912 4137, Email: martin.ledson@trafford.gov.uk | |
| Economic Vibrancy and Community Spirit | Business Visits | Business visits to all town centre businesses four times per year to encourage engagement, understand challenges and raise membership to the Partnership | Ongoing (quarterly) | Cost / Outgoings: Staff Time | Business engagement conducted by Stronger Communities Officers | Stronger Communities Officers Email: stronger.communities@trafford.gov.uk Tel: 0161 912 1173 | |
| Economic Vibrancy | Trafford Centre Pledge | A joint project with DWP and Trafford College to provide local trained workforce for retail businesses in the Trafford Centre through the Skills Shop. This local recruitment offer could potentially be extended out to all retailers in Town centres all over the borough | Initial project to be launched end of September. If successful could be rolled out to all retailers from April 2014. | Initial budget from Trafford College/ DWP resources | Budget for marketing and promotion needed. | Nidi Etim, 0161 912 4085, nidi.etim@trafford.gov.uk | Funding from Intu being requested for marketing and promotion costs for Trafford Centre. Additional marketing and promotion costs would need to be resourced for Town Centre roll out. |
| Economic Vibrancy | Explore viability of business rates appeals. | The Council should seek advice from WHR in respect of Sale Town Centre to establish if there is a case for proceeding. If there is a case, a business meeting should be organised where the process can be explained and advice provided regarding potential grounds for appeal. Following this an information sheet with generic evidence that could assist individual businesses to appeal would also be prepared. | End 2013 | Cost / Outgoings: Consultancy Fees & Staff Time | Resources would need to be identified for consultants fees. | Economic Growth | |
| Economic Vibrancy | Ensure take-up of Small Business Rates Relief | Liaise with Business Rates to find out which eligible businesses have not taken up the scheme and raise awareness with the eligible businesses. | October 2013 | Cost / Outgoings: Staff Time | Economic Growth to lead supported by Stronger Communities. | Martin Ledson, Growth and Business Development Manager, 0161 912 4137, Email: martin.ledson@trafford.gov.uk | |
| Events | | | | | | | |
| Healthy Lifestyles, Economic Vibrancy and Community Spirit | Christmas Lights Switch on | Craft & producers' market located on School Rd - delivered alongside Christmas lights switch on & celebration event | Saturday 30th November | Cost / Outgoings: £1000 and Staff Time | Town Partnership budget. Joanne Ellor to co-ordinate with support from a wide range of partners. | Joanne Ellor, Stronger Communities. 912 4145, joanne.ellor@trafford.gov.uk | |
| Economic Vibrancy | ACAS Workshop | Presentation for Partnership members on changes to Employment Law | October - Date TBC | Cost / Outgoings: Staff Time | Acas have agreed to deliver the presentation for free, room to be arranged and event to be promoted by Joanne Ellor | Joanne Ellor, Stronger Communities. 912 4145, joanne.ellor@trafford.gov.uk | |
| Healthy Lifestyles, Economic Vibrancy and Community Spirit | Sale Festival | Sale Festival summer fun day | To be delivered June 2014 | Cost / Outgoings: £1000 and Staff Time | | Joanne Ellor, Stronger Communities. 912 4145, joanne.ellor@trafford.gov.uk | |
| Healthy Lifestyles, Economic Vibrancy and Community Spirit | Locality Partnership Fun Day | The Locality Partnership would like to arrange an event to promote and celebrate the Town Centre | TBC - Autumn | Cost / Outgoings: Staff Time | Sale Locality Partnership to co-ordinate with the support of the Town Partnership & Stronger Communities | Joanne Ellor, Stronger Communities. 912 4145, joanne.ellor@trafford.gov.uk | |
| Places for People | | | | | | | |

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| Economic Vibrancy and Community Spirit | Proposed Sale Town Centre Public Realm Works | Proposed scheme of public realm works has been designed to master plan level. The scheme has been based on a shared highway surface theme similar to Altrincham. High level costs have been prepared based on a phased approach. A more detailed cost analysis is currently being carried out to facilitate future consultation and the bidding for funds process. | Phase 1 design and estimates complete. Phase 2 detailed estimates and phasing completed end of Sept 2013. | Cost / Outgoings: £2.0m | To be determined. Possible sources: £75k Town Centre Improvement Fund Section 106 Council's Capital Programme Revenue Highways Budget | Peter Townsend, 0161 912 2551 , peter.townsend@trafford.gov.uk | Further detailed drawings available subject to Helen Jones' approval |
| Economic Vibrancy | Square Shopping Centre | Potential Redevelopment including supermarket and residential | TBC | TBC | TBC | TBC | |
| Healthy Lifestyles and Community Spirit | Defibrillator Project | One defibrillator installed with a venue being secured for the second. Training being offered for businesses & employees. | To be completed by October 13 | Cost / Outgoings: £2700 and Staff Time | Funding secured from THT Community Panel. Training offered free from North West Ambulance Service. Joanne Eilor to co-ordinate and arrange installation. | Joanne Eilor, Stronger Communities. 912 4145, joanne.eilor@trafford.gov.uk | |
| Economic Vibrancy and Community Spirit | Annual Environmental Audit | Annual Environmental Audit carried out in town centre by Stronger Communities Officers with Trafford Council's Groundforce/enforcement team to assess any environmental improvements required | Ongoing (annually) | Cost / Outgoings: Staff Time and cost of environmental improvements | Conducted by Stronger Communities Officers with Trafford Council's Groundforce/enforcement team | Stronger Communities Officers Email: stronger.communities@trafford.gov.uk Tel: 0161 912 1173 | |
| Economic Vibrancy and Community Spirit | School Engagement | School Environmental Programme | September 2013 - onwards | Cost / Outgoings: Staff Time | Stronger Communities | Joanne Eilor, Stronger Communities. 912 4145, joanne.eilor@trafford.gov.uk | |
| Economic Vibrancy | Liaison with developers | Working with potential investors regarding key development opportunities in town centres | Ongoing | Cost / Outgoings: Staff Time | Business engagement conducted by EGP, Planning and Economic Growth and Asset Management. | Planning and Economic Growth and Asset Management. | |
| Economic Vibrancy | Businesses and Empty Units | Undertaking audit of town centre businesses and vacant units. Economic Growth to determine & report vacancy rates. | Quarterly | Cost / Outgoings: Staff Time | Stronger Communities & Economic Growth to determine & report vacancy rates. | Joanne Eilor, Stronger Communities. 912 4145, joanne.eilor@trafford.gov.uk, Martin Ledson, Growth and Business Development Manager, 0161 912 4137, martin.ledson@trafford.gov.uk | |
| Healthy Lifestyles | Sale Cycle Hub | High quality cycle parking installation providing swipe card access to enclosed storage and lockers. Undertaken as part of wider TfGM project. Preferred site not yet confirmed. Likely to be either Waterside Plaza or Sale Metrolink station | Complete by early 2014 | c£200,000 | Funded from Local Sustainable Transport Fund | Dominic Smith | |

Marketing and Communications

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|-------------------|---------------------------------------|---|---------------------|---|---|---|--|
| Economic Vibrancy | Town Centre Websites and Social Media | Maintenance of the Town Centre websites and social media sites for all town centres to raise the profile of the town centre offer | Ongoing | Cost / Outgoings: Staff Time | Conducted by Stronger Communities Officers with Trafford Council's Groundforce/enforcement team | Stronger Communities Officers Email: stronger.communities@trafford.gov.uk Tel: 0161 912 1173 | |
| Community Spirit | Press Releases | Develop four press releases per year per town centre to promote events and activities | Ongoing | Cost / Outgoings: Staff Time | Press releases developed by Stronger Communities Officers | Stronger Communities Officers Email: stronger.communities@trafford.gov.uk Tel: 0161 912 1173 | |
| Economic Vibrancy | Town Centre Profiles | Creation of Town Centre profiles to encourage business to locate in Trafford's town centres. | October 2013 | Staff time and cost of printing | Printing costs to be determined. | Melvyn Dawson, Regeneration and Funding Officer, 0161 912 4445, Email: melvyn.dawson@trafford.gov.uk | |
| Economic Vibrancy | Quarterly Business Audit | Quarterly Business Audit carried out in all town centres by Stronger Communities Officers to record newly opened / closed businesses in the town centre. Economic Growth to determine & report vacancy rates. | Ongoing (quarterly) | Cost / Outgoings: Staff Time | Quarterly Business Audit conducted by Stronger Communities Officer | Stronger Communities Officers Email: stronger.communities@trafford.gov.uk Tel: 0161 912 1173. Martin Ledson, Growth and Business Development Manager, 0161 912 4137, Email: martin.ledson@trafford.gov.uk | |
| Community Spirit | Quarterly Newsletter | Quarterly Business Newsletter created and distributed to all town centre businesses on a quarterly basis by Stronger Communities Officers | Ongoing (quarterly) | Cost / Outgoings: Staff Time | Newsletter created and distributed by Stronger Communities Officer | Stronger Communities Officers Email: stronger.communities@trafford.gov.uk Tel: 0161 912 1173 | |
| Economic Vibrancy | Business Survey | Creation and distribution of a business survey to engage with town centre businesses | Ongoing | Cost / Outgoings: Staff Time and cost of printing and tools such as Survey Monkey | Led by Stronger Communities Officers with the support of the Economic Growth team | Stronger Communities Officers Email: stronger.communities@trafford.gov.uk Tel: 0161 912 1173 | |

Funding

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|-------------------|-------------------------------|--|---------|------------------------------|--------------------------|---|--|
| Economic Vibrancy | Monitor Funding Opportunities | Explore opportunities for income generation (including use of display space). Monitor other external funding sources (grants and loans). | Ongoing | Cost / Outgoings: Staff Time | Economic Growth to lead. | Martin Ledson, Growth and Business Development Manager, 0161 912 4137, Email: martin.ledson@trafford.gov.uk | |
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Long Term Approach

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|--|----------------------------------|---|--------------------|------------------------------|--|---|--|
| Healthy Lifestyles, Economic Vibrancy and Community Spirit | Town Centre Partnerships' Forum | Allows businesses and external stakeholders to share best practice ideas and input into future Strategy. | May 2014 | Cost / Outgoings: Staff Time | Stronger Communities to lead | Stronger Communities | |
| Healthy Lifestyles, Economic Vibrancy and Community Spirit | Town Centres Strategic Meeting | Set up a meeting to determine strategy and monitor progress across all the town centres. | December 2013 | Cost / Outgoings: Staff Time | To be chaired by Helen Jones, Corporate Director EGP. | | |
| Healthy Lifestyles, Economic Vibrancy and Community Spirit | Town Centre Operational Meetings | Continue to hold regular Town Centre Operation Meetings involving Stronger Communities and Economic Growth. | Ongoing (6 weekly) | Cost / Outgoings: Staff Time | To be chaired by Sonia Cubrilo, Strategic Manager - Neighbourhoods and Communities | Stronger Communities | |
| Economic Vibrancy and Community Spirit | Recruitment and review structure | Continue recruitment campaigns and initiate targeted recruitment. Altrincham Forward models e.g. Business Improvement Districts should be monitored. Status of partnerships should be considered. | August 2014 | Cost / Outgoings: Staff Time | Stronger Communities to lead | Town Centre Partnerships and Stronger Communities Officers. | |

Town Centre Partnerships

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|--|----------|--|---------|------------------------------|---|--|--|
| Economic Vibrancy and Community Spirit | On-Going | Membership Campaign Drive to increase membership and renewals. | Ongoing | Cost / Outgoings: Staff Time | Stronger Communities & Town Partnership Chair Team working to increase membership | Joanne Eilor, Stronger Communities. 912 4145, joanne.eilor@trafford.gov.uk | |
|--|----------|--|---------|------------------------------|---|--|--|