

# Trafford Economic & Housing Growth Framework

## Final Report

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2017

**new  
economy**

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# CONTENTS

1	Introduction	1
2	Key Themes	4
3	Existing Service Provision	18
4	Growth Interventions	24
5	Metrics	37
6	Appendix	42

## 1 Introduction

- 1.1 Trafford Council, on behalf of the Trafford Economic Growth Board and Strategic Housing Partnership, has commissioned the New Economy to develop an Economic and Housing Growth Framework for Trafford which sets the strategic priorities for growth in the borough and the actual measures required to deliver it. Over the next 5 years the cost benefit analysis approach adopted clearly identifies the benefits of each intervention and provides a clear set of metrics against which performance can be measured.
- 1.2 Deep Dive research led by New Economy, working with Deloitte and Ekosgen, also forms a critical input to this framework. The aim of the Deep Dive research was to provide a detailed understanding of the implications of, and barriers to, growth at a local level right across Greater Manchester (GM) and to identify how all parts of GM can play a full role in meeting the growth ambitions articulated within the draft Greater Manchester Spatial Framework (GMSF). The Deep Dive research will play an important part in supporting the development of the GM vision, investment strategy, residential growth strategy, Public Service Reform (PSR) work and Area Based Review alongside others.
- 1.3 Trafford has a critical role to play within GM and is recognised as one of the economic powerhouses of GM. Over the last 20 years the borough has accounted for close to one in four new jobs (GMFM, Oxford Economics). It is also highly productive with one of the highest levels of productivity per head<sup>1</sup> in GM, a skilled resident labour force (44% educated at NVQ Level 4 and above<sup>2</sup>) and a strong entrepreneurial culture with some 11,000 businesses<sup>3</sup> and the number of business start-ups per 10,000 of the working age population that is well above the GM and UK averages<sup>4</sup>. The attractiveness of the borough from a commercial perspective is evident from its rateable land values which are above the GM average for office, retail and industrial land and furthermore, above England and Wales averages for retail and industrial space.
- 1.4 Trafford has a strong Business, Financial and Professional Services (BFPS) sector, Manufacturing sectors with particularly significant concentrations within Food and Drink Manufacturing and Advanced Manufacturing and a growing Creative and Digital sector. Logistics and Retail are also strong sectors with further potential for growth. The Economic and Housing Growth Framework will provide a basis to look at how these sectors can be further supported to maintain and nurture future growth.

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<sup>1</sup> Greater Manchester Forecasting Model (2014)

<sup>2</sup> ONS, Annual Population Survey (2014)

<sup>3</sup> ONS (2015) Figure refers to enterprises rather than local units.

<sup>4</sup> ONS Business Demography 2015

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- 1.5 The borough is also home to the strategic employment site of Trafford Park, which employs 38,000 people across a diverse range of sectors including retail, manufacturing and wholesale. The Deep Dive research has recognised the site as a strategic employment site for GM and an important asset to manage. Additional employment sites identified with scope for growth include Carrington, which provides a unique opportunity for the creation of a flagship mixed use development that can meet employment needs; in the long term it is estimated that Carrington could provide up to 840,000 sq.m of employment space. Other opportunities for significant employment growth include Trafford City (including Trafford Waters), Pomona/Cornbrook Hub, Davenport Green and Trafford Wharfside.
- 1.6 Despite this strength, the borough does face a number of challenging issues. In recent years employment has not grown substantially, despite the strong overarching figures for the last two decades, and whilst start up figures are high, long term survival rates are lower than the national average. If Trafford is to play a key role in GM's growth ambitions and contribute to a growing Northern Powerhouse, Trafford will need to plan for substantial employment growth and sufficient housing to accommodate the level of growth anticipated. Additional business support is required to enable businesses to survive and grow and Trafford will also need to ensure that alongside sufficient homes to cater for the needs of highly skilled workers, there are opportunities, particularly for the younger population (first time buyers) and for low paid workers, to access the local housing market. The average price paid for a property in Trafford in 2014 was £93K higher than the GM average and has seen a 3.9% increase since 2013; this poses challenges for low paid workers and first time buyers.
- 1.7 There are also evident skills gaps within the borough and scope for further innovation. Trafford, whilst being home to the largest proportion of highly qualified GM residents, does also experience significant diversity; areas such as Carrington and Partington significantly underperform in terms of skills levels compared to their neighbours. There is also a large discrepancy in the skills profile of the workforce in comparison to residents particularly at the higher qualification levels (Level 4 and above). To secure further job growth there is also a need to attract and retain more highly educated workers in Trafford, as well as to up-skill existing residents to ensure that all are able to benefit from the planned growth. Whilst productivity is high within Trafford, the limited number of Knowledge Transfer Partnerships – relationships between Higher Education Institutions (HEI's) and businesses - within the borough would suggest that there is scope for greater levels of innovation.
- 1.8 Furthermore, the leisure sector in particular has been identified as one which underperforms, in employment terms, within Trafford despite the high number of significant visitor attractions and assets that the borough has. The proportion of employment within the Hospitality, Tourism and Sport sector is less than would be expected (location quotient is 0.78 which measures the relative over and under-representation within the sector in relation to the national average). The sector also

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has real potential for further growth notably within the hotel sector and Trafford has an opportunity to ensure that this can be capitalised upon based on its strong base of existing assets.

- 1.9 The UK voted to leave the European Union on 23rd June and uncertainty remains as to the longer term socio-economic impact of this decision. The impact will be determined by the trade relationship negotiated between the UK and the EU, and how the UK government reacts to its new-found potential policy freedom in the areas of migration and regulation. The majority of forecasters have downgraded their short term forecasts to reflect the impacts of Brexit to the UK economy and a particularly large fall in business confidence has been felt across London and South East. The North of England has recorded a particularly sharp fall in consumer confidence according to the GfK Survey. The Bank of England (BoE) Monetary Policy Committee (MPC) has reacted by lowering interest rates to 0.25%, announced an additional £70bn of Quantitative Easing and £100bn of funding to banks to promote lending.
- 1.10 Greater Manchester is consistently monitoring the economic and social trends and policy development arising from the decision to leave the EU through the GM Brexit Monitor. The impact of Brexit is being tracked across the following key themes: Macro-economy trends and developments; Key sectors (including business investment); Rules, regulations and trading relations & access to European Funding; Property investment, housing and planning; and Economic inclusion. It is critical that this evidence is closely monitored by Trafford Council to assess the impact that it may have on the outcomes of the initiatives included within the framework to date.
- 1.11 This report is structured as follows:
- **Key Themes:** Building on the body of existing evidence, this chapter draws out the key opportunities and challenges for Trafford both in terms of housing and economy.
  - **Existing Service Provision:** An overview of the existing economic and housing service provision within the borough.
  - **Growth Opportunities:** Aligning with the deep dive research looking at the opportunities for GM and setting this within the context of the Northern Powerhouse, this chapter identifies the main economic and housing growth interventions for Trafford over the next 5 years.
  - **Metrics:** A monitoring dashboard outlining the key performance indicators (KPIs) based on Cost Benefit Analysis (CBA) against which the interventions can be measured over the course of the 5 year period. Full details of the CBA approach are included in a Technical Annex

## 2 Key Themes

### Context

- 2.1 This chapter looks at the current state of the Trafford economy, identifying sectors that are likely to support future growth alongside the key challenges for the borough. It is structured into four main areas (economic growth, businesses, people and place) with key themes identified within each.

### Economic Growth

#### ***Trafford is a highly productive borough with major existing and planned employment assets***

- 2.2 Trafford is a strong performer within GM. Over the last two decades Trafford accounted for almost one in four new jobs created across GM (GMFM, Oxford Economics). Economic output currently stands at around £6.8bn, making it the second largest contributor to GM's economy and comprising 12% of the City Region's economy<sup>5</sup>.
- 2.3 Trafford forms an important part of the southern corridor of business activity which extends out from GM's regional centre, through Trafford Park, Sale and Altrincham and beyond into Cheshire and Warrington. Trafford is home to a number of key employment assets. Trafford Park, a major industrial location for Trafford, GM, the North West, and the UK, is home to over 1,300 businesses and 38,000 employees<sup>6</sup>. It has a diverse employment base including retail, manufacturing and wholesale. The Deep Dive research has identified Trafford Park as a significant asset for GM and one which must be protected and nurtured given its importance.
- 2.4 The Trafford Centre employs over 8,500 people in over 200,000 sq. m. of retail, leisure and dining space. In Carrington, early phases of development have delivered a £300m SAICA paper mill and the £600m Carrington Power Station. Trafford Wharfside, which sits within MediaCityUK has seen development of a bespoke ITV production site, integrating the area with the wider MediaCityUK development. In addition, a 10 storey, 136 bed hotel opened in the area in early 2015.
- 2.5 Future development sites have been identified and plans are progressing to ensure Trafford meets the demands of future growth. These areas include Carrington, which presents unique opportunity for the creation of a flagship mixed use development meeting the housing and employment needs of the growing City Region and responds positively to the Northern Powerhouse aspirations. The delivery of the Carrington opportunity will unlock unrivalled investment into Trafford, the City Region and the North West securing a significant boost to economic output, strategic

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<sup>5</sup> Greater Manchester Forecasting Model

<sup>6</sup> Business Register and Employment Survey (2014)

investment in infrastructure (including highways), delivery of new homes and job creation. In the long term Carrington has the potential to deliver up to 800,000 sq.m of employment space and 7,500 new homes providing a catalyst for change at both a local and regional level through the delivery of a transformational development. The Trafford Waters site received outline planning approval in November 2016 for the development of 3,000 residential units and around 140,000 sq.m of commercial floor space<sup>7</sup>. The Pomona/Cornbrook Hub site could deliver around 2,000 residential units and approximately 20,000 sq.m of new high quality office floorspace, a new hotel and a mix of supporting uses, including a range of retail uses, commercial leisure and community facilities. Potential has also been identified for the Trafford Wharfside area to deliver a further 10ha of employment land, approximately 900 residential units and further leisure developments. The draft GMSF identifies further strategic allocations at Flixton Station for 750 new homes and Timperley Wedge/Davenport Green for 3,300 new homes and 50,000 sq.m office space. The figures for proposed new housing and employment floorspace relate to the period up to 2035.

### ***Trafford is a major driver of the GM economic growth and within context of Northern Powerhouse and GM devolution***

2.6 The Deep Dive research and Northern Powerhouse Independent Economic Review have identified four prime 'capabilities' in which GM is specialised and distinctive, where it has concentrations of national class assets and which can drive economic growth. These are:

- Business, Finance and Professional Services (BFPS) – legal and accounting, insurance, business services.
- Manufacturing – advanced materials; textiles; chemicals; food & drink; role in national supply chains.
- Health Innovation – life sciences, med tech / devices, health services, devolution.
- Digital – media/creative, data analytics.
- (Additional enabling and supporting capabilities include: Retail, Construction, Health and Social Care, Logistics (with regional and national market opportunities), Leisure and Visitor Economy (regional and national market opportunities) and Energy and Low Carbon).

2.7 Trafford in particular has strengths across all of these prime capabilities and particularly within BFPS, Manufacturing and Digital:

- BFPS is a key employer, with its constituent sub sectors accounting for over 1 in 4 jobs in the borough (26%)<sup>8</sup>. The Professional Services sub sector has the highest

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<sup>7</sup> A planning application for development on the Trafford Waters site has been submitted and is currently being considered by Trafford Council (Correct at the time of writing - November 2015).

<sup>8</sup> Business Register and Employment Survey



level of employment (16,500 jobs), a Location Quotient(LQ)<sup>9</sup> of 1.86 relative to the GB average (LQ 1.44 relative to GM average) confirming that Trafford has a highly concentrated level of specialism within this field.

- Creative and Digital Sector<sup>10</sup> is growing fast, particularly within digital and tech. Computer programming is 1.5 times more concentrated in Trafford than in GM (3,000 employed in the borough).
- The Manufacturing Sector within Trafford is highly concentrated. The Food and Drink Manufacturing sub-sector is 1.5 times more concentrated than in GB. Advanced Manufacturing<sup>11</sup>, a growing and specialist sub-sector, has an LQ of 1 compared to the GM average of 0.9, employing 6,500 people.

### ***Employment growth prospects are strong in high value added sectors***

- 2.8 GM has strong growth ambitions for the next two decades. These are underpinned by aspirations within the long term economic plan for the North West<sup>12</sup> which are to increase the long term growth-rate of the North West to at least the forecasted growth rate of the whole of the UK, and to raise the employment rate in the North West to that of the UK average. This would ensure that over 100,000 additional people are in employment in the North West during the next Parliament. The sectors that contribute most to the additional growth tend to be more heavily concentrated in GM than elsewhere in the North West. They are also sectors in which GM is expected to have a comparative advantage. It is therefore assumed that GM will see a larger boost to economic growth than the North West in the accelerated growth scenario.<sup>13</sup>
- 2.9 On this basis, the Objectively Assessed Need (OAN), a best estimate of likely future growth within the GMSF (Option 2 within the Consultation Paper)<sup>14</sup> suggests that

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<sup>9</sup> The LQ of an industry is an analytical statistic that measures an area's industrial specialisation relative to a benchmark (in this case Great Britain). LQs are calculated by comparing the industry's share of employment in GM with its share of GB employment.

<sup>10</sup> Definition includes SIC codes 18-Printing and reproduction of recorded media, 58 - Publishing activities, 59- Motion picture, video and television programme production, sound recording and music publishing activities, 60 - Programming and broadcasting activities, 73 -Advertising and market research, 90 - Creative, arts and entertainment activities, 7111 - Architectural activities, 741 -Specialised design activities, 742 -Photographic activities, 61 –Telecommunications, 62 -Computer programming, consultancy and related activities, 63- Information service activities

<sup>11</sup> SIC codes 20-Manufacture of chemicals and chemical products, 21-Manufacture of basic pharmaceutical products and pharmaceutical preparations, 26 -Manufacture of computer, electronic and optical products, 27- Manufacture of electrical equipment (electronics), 28 -Manufacture of machinery and equipment not elsewhere classified (automotive), 29 -Manufacture of motor vehicles, trailers and semi-trailers (automotive), 30-Manufacture of other transport equipment (aerospace etc.), 33 -Repair and installation of machinery and equipment, 325 -Manufacture of medical and dental instruments and supplies, 7112 -Engineering activities and related technical consultancy

<sup>12</sup> UK Government (Jan 2015) Long Term Economic Plan for the North West: <http://bit.ly/1SVolkH>

<sup>13</sup> For the purposes of this analysis the high growth forecasts for Trafford have been derived from the high growth forecasts developed by Oxford Economics for GM. It has been assumed the GVA growth rates at a conurbation level in the GM high growth scenario are applicable to Trafford.

<sup>14</sup> GM Spatial Framework Strategic options Consultation (November 2015)

GM's employment may grow by as many as 221,400 over the next two decades (this increases to 376,100 under the most optimistic option presented within GMSF) and given Trafford's existing strengths, particularly within prime capability sectors, there is an important role for the borough within this growth.

- 2.10 Despite the strong overarching figures for the last two decades, in recent years employment has not grown substantially in the borough. Under OAN it is anticipated Trafford will need to accommodate an additional 28,300 employees (growth of 15.9%) over the next two decades; outlining the scale of growth which is required.
- 2.11 Under OAN, within Business Services this amounts to an additional 5,100 jobs, an additional 6,900 jobs in Professional Services, 1,800 in Creative Industries, 1,300 in Digital, 1,900 in Retail and 900 in Wholesale within Trafford over the next 20 years. Whilst there are relatively fewer new jobs within both Advanced Manufacturing and Food and Drink, there will be significant replacement demand within these sectors given the ageing of the workforce driving positive gross value added (GVA) growth (see Appendix 7 for full breakdown of growth opportunities).<sup>15</sup>

***Trafford benefits from a strong entrepreneurial culture yet additional support is required to enable businesses to survive and grow***

- 2.12 Trafford is highly entrepreneurial, having 116 start-ups per 10,000 working age population in 2014, compared to 80.9 in GM and 85.4 in the UK<sup>16</sup>. Historically, Trafford has had a higher start-up rate than either benchmark area since at least 2004 (the earliest date the figures go back to)<sup>17</sup>. At a ward level, Altrincham accounted for the highest number of start-ups in Trafford in 2014 (168), followed by Hale Central (137), Bowdon (136), Gorse Hill (118) and Priory (108).<sup>18</sup>
- 2.13 Despite the high level of start-ups, long-term survival rates in Trafford are lower than the national average. 62% of firms started in Trafford in 2004 were no longer active in 2013, equating to a 5 year survival rate of 38%<sup>19</sup>. The UK 5 year survival rate is 41%, while GM is also higher at 39%. In part this could be related to the risk culture but it certainly prompts further analysis to see if more support could be given to assist these businesses in the early stages.
- 2.14 Results from the 2014 GM Business Survey<sup>20</sup> highlighted a number of important points for the GM business base, including:
- Skills continue to be one of the main drivers of growth (in both GM and Trafford). Skills shortages and gaps act as a barrier preventing companies from growing further.

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<sup>15</sup> Figures drawn from Accelerated Growth Scenario (included in GMSF Autumn Winter Consultation 2015). Expansion and Replacement Demand data provided by Oxford Economics & developed by New Economy to apply to Trafford on a sector basis

<sup>16</sup> ONS Business Demography 2014

<sup>17</sup> ONS, 2014

<sup>18</sup> BankSearch Information Consultancy Ltd., 2015

<sup>19</sup> ONS Business Demography

<sup>20</sup> GM Business Survey (2014)

- The proportion of firms exporting in GM (11.2%) has remained broadly similar over the last three years. The UK Business Barometer gives a national average for exporting of 21%, so GM is lagging behind.
- While the number of businesses reporting difficulties in accessing finance has declined in recent years, around one third of companies who sought funding still struggled to get it. The majority of the gap is in the sub-£100k market suggesting challenges remain in relation to smaller businesses.

**2.15** A number of the issues highlighted above were confirmed by a separate survey that was carried out with the Trafford Park Business Network. In particular, companies who attended the event highlighted the importance of supporting employment and skills development within organisations and were of the view that the public sector has a major role to play here.

***Evidence also suggests that more could be done to foster innovation and partnerships between HEIs and businesses***

**2.16** Whilst productivity is high within Trafford, the limited number of Knowledge Transfer Partnerships (a three-way partnership between a business, an academic institution and a graduate(s) that enables access to skills and expertise to support business innovation and growth) within the borough would suggest that there is scope for greater levels of innovation. Trafford has 1.8 Knowledge Transfer Partnerships (KTPs) per 10,000 businesses. This is in contrast to the GM average of 3.8 KTPs per 10,000 businesses (Manchester exceeds this at 7 KTPs per 10,000 businesses).<sup>21</sup>

***Trafford has highly skilled and productive local residents and strong educational infrastructure***

**2.17** In 2014, just under half of the resident working age population (44%) held a NVQ Level 4 or above qualification (equivalent to a HND/HNC/degree or higher), 12% points higher than GM and 8% points above the UK average<sup>22</sup>. Trafford has one of the highest levels of productivity per head<sup>23</sup> and Trafford residents typically earn higher wages – in 2014 the gross median annual salary was almost £30,000, above the UK and GM wages of £27,195 and £24,945 respectively (see Figure 1).

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<sup>21</sup> Innovate UK

<sup>22</sup> ONS, Annual Population Survey (2014)

<sup>23</sup> Greater Manchester Forecasting Model (2014)

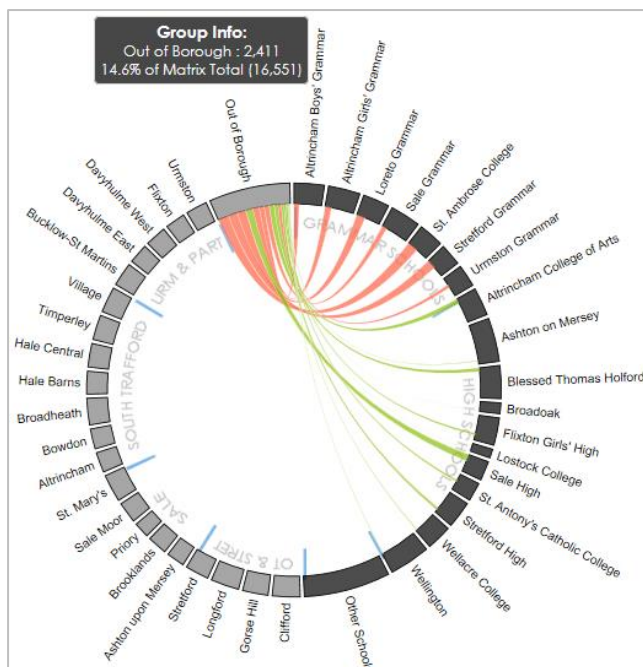
**Figure 1: Gross median annual salary, workplace-based and residence-based**

Areas	Workplace Based			Residence Based		
	2010	2014	% change	2010	2014	% change
Trafford	£ 26,092	£ 26,389	1.1%	£ 28,014	£ 29,993	7.1%
United Kingdom	£ 25,882	£ 27,195	5.1%	£ 25,882	£ 27,195	5.1%
London	£ 33,990	£ 35,069	3.2%	£ 32,003	£ 32,781	2.4%
North West	£ 24,127	£ 25,229	4.6%	£ 24,291	£ 25,292	4.1%
Greater Manchester	£ 24,169	£ 25,108	3.9%	£ 23,838	£ 24,945	4.6%

Source: ONS, Annual Survey of Hours and Earnings

- 2.18 Trafford's strong school offering is demonstrated with 71% of pupils achieving 5+ GCSE's grade A\*-C including English and Maths, 17% higher than the average across England<sup>24</sup>. Trafford's GCSE results have increased by 1% from 2011, where the results over the same time period in England have decreased by 5%. Five of the 20 secondary schools in Trafford gained 95% or greater 5+ GCSE's grade A\*-C in 2014/2015 including Maths and English. Trafford's educational infrastructure is outstanding within the context of GM and evidence suggests that there is rising pressure for places – including for children from outside the area. Figure 2 demonstrates the broad reach of many of the schools within Trafford with 14.6% of the student population coming from outside of the borough, particularly to the Grammar Schools within Trafford.

**Figure 2: Schools in Trafford with students attending from outside the borough**



Source: Trafford Innovation and Intelligence Lab, 2014  
<http://www.infotrafford.org.uk/lab/portfolio/schoolcohortresidency>

<sup>24</sup> Department for Education, 2014-2015

## ***Yet the workforce is not as highly skilled and businesses have identified skill shortages***

- 2.19** A total of 35% of Trafford's workplace population (equal to 45,000 workers) is qualified to NVQ Level 4 or above<sup>25</sup>, compared to 44% of Trafford's resident population. The proportion of Trafford's workplace population qualified to NVQ4+ is in line with that in GM (34%) and England & Wales (35%); however it is still 10% points lower than the proportion of NVQ4+ qualified workplace population in Manchester (45%).
- 2.20** Schemes exist to support training and development within the workforce, not least the Trafford Pledge which offers a recognised apprenticeship programme alongside matching job-seekers with local businesses, providing work experience mentoring and practical help (such as CV writing and interview preparation). It is clear that the services offered under the Trafford Pledge benefit both the local community and the wider economy, and the scheme's coverage across a wide range of industries demonstrates Trafford's focus on addressing skills needs. It is, however, evident from the evidence on up-take to date that there is more work to be done to ensure the local workforce is fully equipped with the skills and knowledge that they need.

## ***Trafford, in line with national trends, has a growing dependency ratio and will need to support growing numbers of non-working age residents***

- 2.21** Trafford's population is projected to grow by 5.3% from 2012 to 2020, equating to 12,800 additional people<sup>26</sup>. The highest growth areas are within the dependant age ranges, with the 0-15 age group forecast to grow by 9.0% (4,213) and the 65+ by 13.8% (5,195), suggesting increased pressure for school places, family housing and care later in life. This forecasted increase in the non-working age groups shows a nominal increase in the dependency ratio in Trafford, from 0.58 in 2012 to 0.63 in 2020. The overall GM ratio is expected to be lower at 0.59.
- 2.22** Trafford has high levels of life expectancy, with ONS population projections estimating that from 2012-2020 the population aged 85+ will increase by 27% (1,420). However, persistent health inequalities remain between different parts of the borough. While healthy life expectancy in the most affluent areas of Trafford such as Hale and Bowdon are 72 years for males and 73 years for females, in the most deprived areas, such as Clifford, Longford, Bucklow St Martins, and Partington, healthy life expectancy is as low as 56 years for males and 55 years for females<sup>27</sup>.

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<sup>25</sup> Census 2011

<sup>26</sup> ONS, 2012-based Subnational Population Projections for Local Authorities in England

<sup>27</sup> Census 2011

## ***Pockets of deprivation and high numbers of claimants are masked by strong overall outcomes for the borough***

- 2.23** In the 2015 Index of Multiple Deprivation (IMD), one Lower Super Output Area (LSOA)<sup>28</sup> in Trafford (in the Bucklow St Martins area) was classed in the bottom 5% most deprived in England (down from two LSOAs in 2010), four LSOAs were classed in the bottom 10% most deprived (down from nine in 2010), and 30 LSOAs in Trafford were in the top 10% least deprived (up from 25 in 2010)<sup>29</sup>. This demonstrates that Trafford has seen a reduction in the levels of deprivation since 2010; however, it is clear that not all of Trafford's residents benefit from the strong economic growth within Trafford. There were just over 11,500 out-of-work benefit claimants in Trafford in 2014, but while an increase was seen from 2008-10, the number of out-of-work benefit claimants has been reducing year on year since 2011<sup>30</sup>.
- 2.24** There is a clear distinction between the north and south of the borough with the former having a much higher proportion of deprived communities and residents who are out of work. The highest levels of out-of-work benefit claimants are in three LSOA's; Clifford has the highest level at 1,405, Bucklow St Martins in Carrington the 2nd highest at 1,190, followed by Gorse Hill with 1,035 claimants. In stark comparison, Hale Central and Bowdon have very low claimant numbers, at 165 and 175 respectively. St Mary's LSOA has notable levels with two LSOA's in the top five highest claimants at 280 and 260 claimants and two in the lowest rates, both with only 15 claimants<sup>31</sup>.

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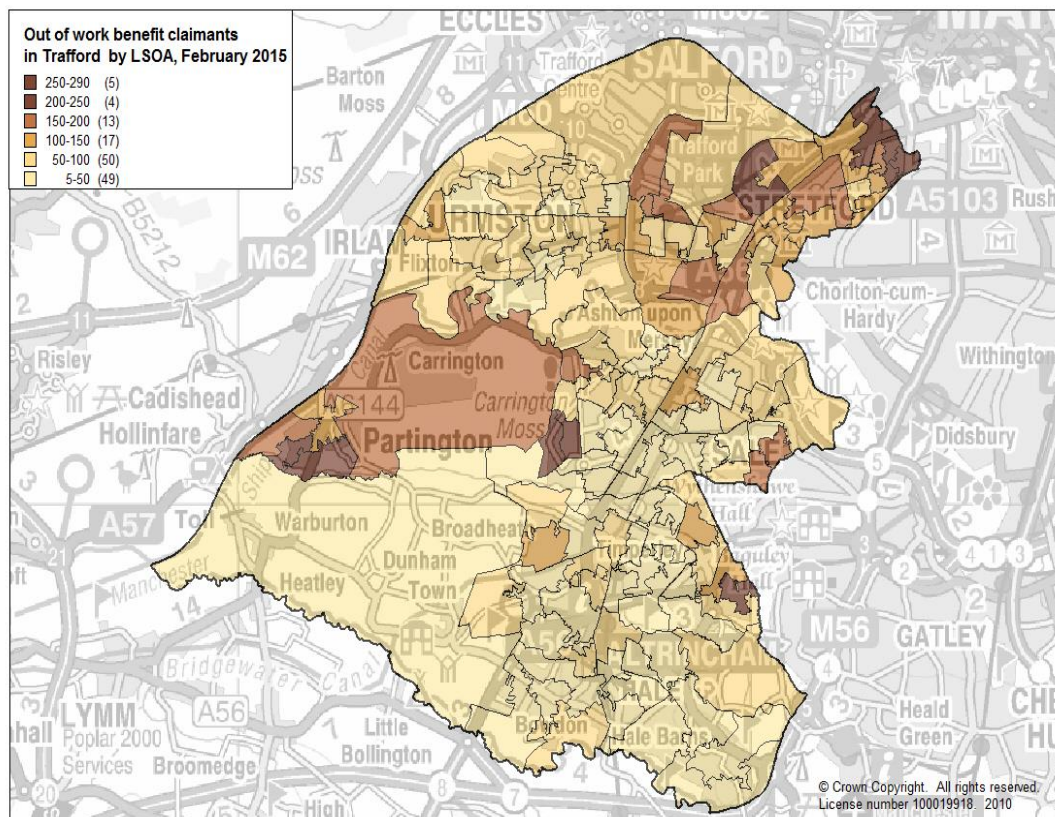
<sup>28</sup> Lower Layer Super Output Areas (LSOAs) are built from groups of contiguous Output Areas and have been automatically generated to be as consistent in population size as possible, and typically contain from four to six Output Areas. The minimum population is 1000 and the mean is 1500.

<sup>29</sup> Index of Multiple Deprivation (2015)

<sup>30</sup> ONS, DWP Benefits 2014

<sup>31</sup> ONS 2015

**Figure 3: Out of work benefit claimants in Trafford 2015**



Source: ONS, DWP Benefit Claimants 2015

**Trafford has excellent cultural and sporting assets yet the proportion of employment within the sector is less than expected**

- 2.25 Trafford had 6.8m day visitors and 820,000 staying visitors in 2013 from outside GM. The borough benefits from high quality parks, open spaces and waterways with links to rural Cheshire. Some of GM’s most popular and most visited cultural, leisure and sporting attractions are based in the borough. Trafford is home to Manchester United FC, which saw over 350,000 visitors attending the museum and tour in 2014 and The Imperial War Museum, attracting 410,000 visitors in 2014<sup>32</sup>. The Chill Factor, which has a footfall of 1.2m and ticket sales of 450,000 is also based in the borough, as is Dunham Massey, which saw a significant increase in visitors in 2014 compared to previous years, to 338,000<sup>33</sup>. Several attractions have been developed at Trafford City, which sees an annual footfall of around 44m, and includes the intu Trafford Centre, EventCity, Chill Factor, Airkix, the Sealife and LEGOLAND Discovery Centres, and Aerial Extreme.
- 2.26 Despite this strong asset base, fewer people are employed within the hospitality, leisure and sport sector than might be expected. (LQ is 0.78 relative to UK average).

<sup>32</sup> Visit Manchester  
<sup>33</sup> Visit Manchester

In addition, growth opportunities, particularly in the hotel sector have been identified for Trafford and there is a real opportunity to ensure that the area fully capitalises on this potential. The wider Deep Dive research identified the need across all local authorities to better signpost the cultural and leisure offer and to raise the profile of GM on a national through to international stage. Trafford given its asset base, should play an important part in this.

### ***The borough benefits from excellent digital connectivity***

- 2.27 Trafford is at the heart of the global internet infrastructure, due to the close proximity to the only internet exchange in the UK outside of London. Trafford's connectivity is amongst the best in the country with 91.4% of Trafford covered by superfast broadband, compared to a UK average of 65% in 2014. As part of the Get Digital Faster programme, over 99.5% of premises (businesses and residential) in Trafford will be connected<sup>34</sup>. Trafford Park is serviced by 'The Loop', a unique fibre network offering ultrafast connectivity reaching 10Gb/s. The rest of Trafford is kept connected by Virgin Media, BT and Metronet, offering speeds of up to 100Mb/s.

### ***There is excellent accessibility to rest of GM and beyond, yet a weaker intra-Trafford transport network***

- 2.28 Trafford has a highly accessible transport network, with access to the main North West motorways, the Manchester Metrolink which provides strong North-South connectivity through Altrincham, Sale, Stretford, and Old Trafford, and since November 2014 from St Werburgh's Road, via Wythenshawe out to Manchester Airport. In addition, the Trafford Park Metrolink extension to the intu Trafford Centre, started on site in 2017 and is scheduled to open by 2020 providing improved public transport access to the area. Further public transport connections are provided by the Manchester to Liverpool heavy rail line that runs through Urmston and Flixton.
- 2.29 The GM Local Transport Plan has seen a number of significant improvements to the transport network within Trafford, a key upgrading being the Altrincham Interchange. This was developed in the heart of the town centre to provide a fully integrated, accessible and attractive transport hub connecting Altrincham to GM and the North West.
- 2.30 Whilst the borough as a whole is linked to the Regional Centre, intra-Trafford public transport is not as comprehensive, and residents can find it difficult to travel across Trafford. This is largely due to the poor public transport connections for East-West movements and the relative isolation of Partington, Carrington and Sale West.

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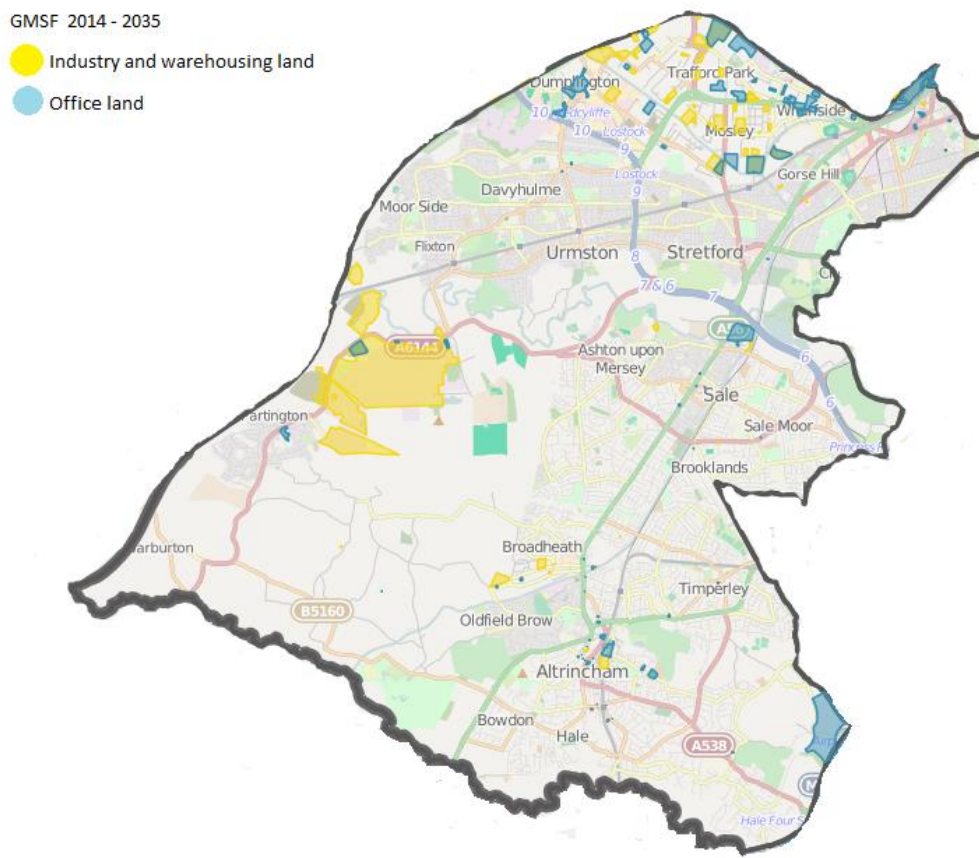
<sup>34</sup> <http://www.investintrafford.com/Invest/unparalleled-digital-connectivity.aspx>. Accessed 03/12/2015



## ***Shortage of readily available employment land is an issue***

- 2.31 Whilst there is an overall land supply of 250ha identified in Trafford to meet employment development needs, there is a lack of readily available sites for larger scale employment development to accommodate the full extent of the sector growth opportunities identified above, particularly as articulated under the most optimistic high growth scenario. Figure 4 shows the allocated employment land in Trafford; much of this land is focused around Carrington and Trafford Park, which are both identified as growth areas and will be important in ensuring the borough is able to fully meet its employment growth requirements.

**Figure 4: Trafford Employment Land GMSF 2014-2035**



Source: Trafford Planning Team

## ***Trafford has a resilient housing market, but there is a challenge in identifying new suitable sites***

- 2.32 Trafford has a strong and resilient housing market, with house prices noticeably above the GM and UK average. On a GM level, the average price paid for a residential property during 2014 was £159,652, a 4.5% increase compared to 2013<sup>35</sup>. The average price paid for a property in Trafford in 2014 was £252,702, £93K higher

<sup>35</sup> Land Registry Aggregated Price Paid Postcode data

than GM and a 3.9% increase since 2013. A similar pattern is also displayed for private rented properties in Trafford.

2.33 Over 10,000 homes are in the planning pipeline for Trafford<sup>36</sup>, ranging from apartments to larger family homes. Trafford's adopted Core Strategy has identified a number of locations for economic and housing growth, including, Pomona Island, Trafford Centre Rectangle (Trafford City), Trafford Wharfside and Carrington. The draft GMSF identifies further allocations at Davenport Green and Flixton Station. The draft GMSF proposes the delivery of 23,000 homes, 120,000 sq.m new office floorspace and 1m sq.m industry and warehousing floorspace in Trafford over the period up to 2035. Once the GMSF is adopted it will set the housing and employment floorspace targets for the GM local authorities.

2.34 Despite existing proposals and the strength of the market, Trafford faces several challenges around housing development:

- Identifying and bringing forward attractive sites for further development is a problematic issue for the borough. One of the challenges faced is around bringing forward privately owned allocated sites and those with planning consent for further development.
- The number of new homes completed in Trafford in 2014/15 (net of clearance) was relatively low at 215 dwellings, significantly below the current housing trajectory target of 694 net dwellings per annum<sup>37</sup>.
- Trafford's housing delivery targets are therefore not currently being met, although the number of new housing completions for 2014/15 was the highest since 2010/11.
- A particular challenge in Trafford is that there are significant areas of land within the borough in a single ownership which have been allocated for residential development but are not yet on site.

Despite the challenges outlined above, developers have noted that given the strength of the Trafford housing market they are confident of building new homes in Trafford; therefore if these challenges could be overcome there does seem to be an appetite to deliver. Land is available as identified in the Core Strategy and Strategic Housing Land Availability Assessment; the problem is that it is not coming forward for delivery at the required rate. The challenge is identifying the individual barriers preventing these privately owned sites from coming forward and identifying what action needs to be taken to overcome them. This would enable the delivery of an increased number of new homes to meet current and future housing and economic growth targets.

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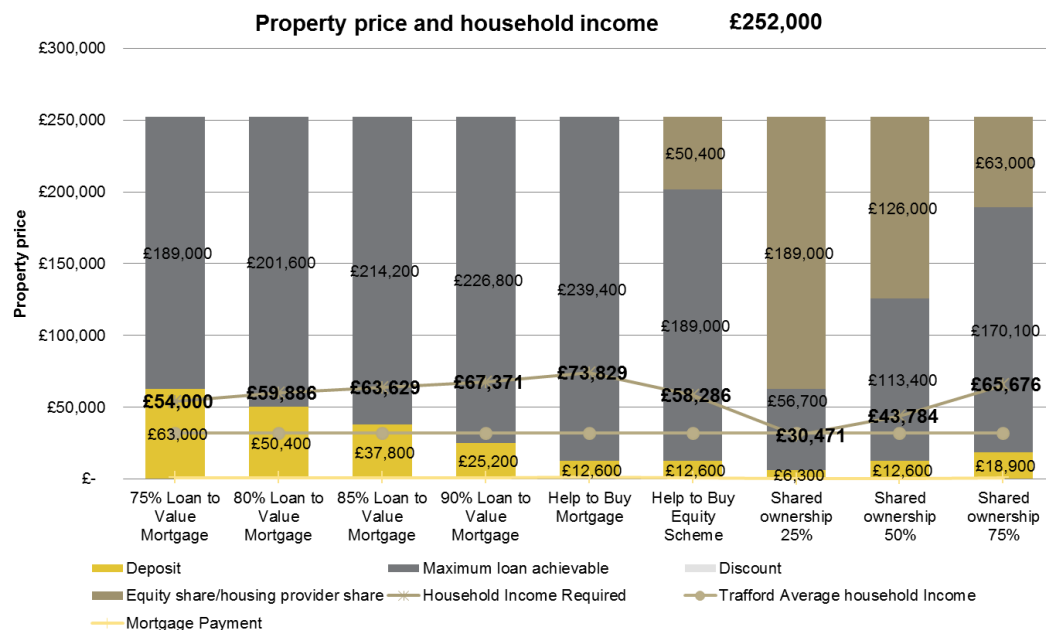
<sup>36</sup> This includes large strategic sites

<sup>37</sup> Trafford Trafford Annual Monitoring Report 2014/15

## Trafford has the least affordable house prices within GM

2.35 Trafford resident's median household income is £31,993<sup>38</sup>, greater than both GM (£25,500) and the UK (£28,900). The high property prices, even with the higher median salary, result in an affordability ratio (income to property price) of 7.9 in Trafford, vastly exceeding the average ratio of 3-4 times the median salary. This makes buying houses in areas of Trafford unaffordable for many, in particular first-time buyers.

Figure 5: House Affordability based on average price for a property in Trafford



2.36 In the survey completed with the Trafford Park Business Network, 18% of respondents identified the housing offer as a key weakness in Trafford. Only 4% of respondents identified location as a weakness, therefore it can be assumed that overall the location is desirable but the offering / affordability is a concern for businesses within Trafford.

2.37 The draft Trafford Housing Strategy is focused on increasing affordable housing and housing choices and a key part of the Strategy is to work with the Homes and Communities Agency (HCA) and local housing providers on the Affordable Homes Programme to deliver new affordable homes<sup>39</sup>.

2.38 New build sales in Trafford account for only 2% of the total new builds sold in GM. The average price paid in 2013 was significantly higher in Trafford (£251,000) in comparison to the GM average of £161,000<sup>40</sup>. The average price of new builds in GM increased by 5% between 2013 and 2014, and the sales of new builds increased by

<sup>38</sup> CACI Gross household income 2015

<sup>39</sup> Housing Market Needs Assessment

<sup>40</sup> Land Registry (2014)

# new economy

9%, while in Trafford the average price for new builds decreased by 9% over the same period (possibly due to a focus on delivering smaller units), and the sales of new builds increased by 10% from 112 in 2013 to 123 in 2014.

## ***It also suffers from under-occupation of housing***

- 2.39** Trafford has a slightly older and wealthier population than the rest of the GM, and faces a number of issues concerning owner occupiers under occupying their homes; particularly to the south and west of Trafford, in areas such as Hale Barns, Hale Central, Bowdon, Davyhulme and Moor Side, Timperley and Brooklands<sup>41</sup>. If these under-occupied homes in the second hand market were to become available it would increase the supply of family accommodation. Reducing the number of homes under-occupied by older persons is dependent on there being a good quality alternative offer for older people at the right cost that meets their needs and has the flexibility to continue to do so in the future, with care and support available to be accessed if required.
- 2.40** Conversely, the biggest growth area in Trafford's housing market is of semi-detached houses, and as typical family homes this suggests there is demand for this type of accommodation<sup>42</sup>. The average price of a semi-detached house in Trafford is £246,117 compared to the GM average of £165,612. The growth in property prices in Trafford is lower than in GM across all property types excluding semi-detached, which saw an annual increase of 6.6%. Despite this lower growth property prices in Trafford still remain unaffordable for many.

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<sup>41</sup> Census, 2011

<sup>42</sup> Housing Market Needs Assessment

## 3 Existing Service Provision

### Context

- 3.1 Promoting economic growth and development is one of Trafford Council’s six Corporate Priorities. This section of the report outlines the Council’s existing service provision to support the delivery of economic and housing growth in Trafford.

### Strategic Growth Service

- 3.2 The Council’s Strategic Growth Service (SGS) brings together the key strategic functions of economic growth, housing growth, strategic planning/sustainability/transport strategy, town centres, and strategic development sites. This ensures that these functions and key strategies are closely aligned to deliver economic and housing growth, bring forward key development opportunities, maximising investment into Trafford and improve skills and opportunities for residents.
- 3.3 The service is led by the Head of Strategic Growth and structured around a number of specialists within each functional area supported by a team of generic Strategic Growth Officers, who work across the service on a project management basis.
- 3.4 The SGS reports to the Director of Growth and Regulatory Services and forms part of the Economic Growth, Environment and Infrastructure Directorate.

### Key Activities

- 3.5 The overarching objective of the SGS is to deliver both economic and housing growth in a complimentary and synergistic way. Trafford’s existing priorities and the key activities undertaken in the delivery of economic and housing growth are summarised below:

Business Support and Inward Investment	<ul style="list-style-type: none"> <li>• Business Relationship programme</li> <li>• Referrals to Business Growth Hub and other providers</li> <li>• Working in Partnership with MIDAS (Manchester’s inward investment agency)</li> <li>• ‘Trafford – First For Business’ brand</li> </ul>
Employment and Skills	<ul style="list-style-type: none"> <li>• The Trafford Pledge</li> <li>• Working Well pilot programme</li> </ul>
Strategic Development Sites	<ul style="list-style-type: none"> <li>• Supporting delivery of key strategic sites</li> <li>• Working collaboratively with the private sector</li> </ul>
Housing Growth	<ul style="list-style-type: none"> <li>• Delivery of statutory services</li> <li>• Strategic lead for the delivery of new housing</li> </ul>

Town Centres	<ul style="list-style-type: none"> <li>• Strategic approach to main town centres of Altrincham, Sale, Stretford and Urmston</li> <li>• Support Altrincham Forward and Altrincham Business Improvement District</li> <li>• Stretford Town Centre masterplan</li> </ul>
Strategic Planning	<ul style="list-style-type: none"> <li>• Aligning with the GMSF</li> <li>• Strategic framework to deliver employment and residential growth</li> </ul>

### ***Business Support and Inward Investment***

- 3.6 An account management service is in place to deal with all business enquiries, acting as a single point of contact and providing an effective way of dealing with referrals and any follow ups, as well as referring businesses to the Business Growth Hub and other sub regional, North West and UK support providers. The Council also has a business relationship programme, which aims to develop closer working relationships with Trafford businesses through face to face meetings. As part of the programme, 50 businesses of strategic importance to the area's economy have been identified and visited to date. Each of these has a dedicated Account Manager, who meets with the business a minimum of every six months to review any issues/opportunities and identify further support or funding which may be available.
- 3.7 As well as the business relationship programme, the SGS provides signposting for business start-up support to the Business Growth Hub's Start-up Support Service, which provide business start-up support, advice and guidance, and Trafford Housing Trust which provides support for Social Enterprise start-ups.
- 3.8 To give an indication of the kind of outputs associated with the support available in Trafford, from 1 April 2014 to 1 April 2015, 243 new business enquiries were received, resulting in 170 companies being referred by the SGS to one or more support partners. A breakdown of this total is provided in Figure 7, with Blue Orchid and the Business Growth Hub seeing the highest number of referrals. The Council's contract with Blue Orchid ended in May 2015 and these referrals are now dealt with via the Business Growth Hub.

**Figure 7: Business Support Enquiries in Trafford, April 2014 to April 2015**

Referral Partner	No. of businesses
Blue Orchid*	48
Business Growth Hub	30
Other Council Departments	20
R&D Tax Credits	19
Other external partners	13
Broadband Programmes	10
Access 2 Finance	9

Referral Partner	No. of businesses
Other local businesses	6
UKTI	4
THT / Thrive	3
MIDAS	2
TfGM	2
DigitME	2
Engineering Futures	2
<b>Total Referrals</b>	<b>170</b>

Source: Trafford Council, Economic Growth Team Update 2014-2015

\*note contract with Blue Orchid ended in May 2015.

**3.9** In addition to the support outlined above, a range of other business support activities are delivered by the SGS, examples include:

- SGS established the Trafford Park Business Network in partnership with GM Chamber and three events have taken place to date, attracting approximately 250 attendees, representing over 100 Trafford Park businesses.
- The SGS organised the first Trafford Jobs Fair, to assist in matching local jobseekers to vacancies with Trafford businesses in September 2015. This was attended by approximately 50 Employers and 800 jobseekers.
- Two free R&D Tax Credits Workshops were organised by the SGS in February 2015 and November 2015, with a number of companies now working towards making claims for R&D Tax Relief as a direct result.
- The SGS is leading on the delivery of the Broadband Delivery UK (BDUK) £15m Get Digital Faster programme to provide access to superfast broadband for Trafford's businesses and residents. Infrastructure works commenced in August 2014 and will be completed in March 2016, increasing coverage of superfast broadband in Trafford to 99.5% of premises.

**3.10** The SGS works in partnership with MIDAS to attract inward investment into Trafford. Furthermore, it has established the 'Trafford – First For Business' brand, developed a suite of inward investment marketing brochures and launched the 'Invest in Trafford' website to promote the area to potential inward investors.

**3.11** The SGS also provides an account management service, to provide inward investors with one-to-one support from initial enquiry through to project completion. This support operates alongside MIDAS' account management programme.

**3.12** Consultations undertaken as part of producing this framework, reflected that business support locally was good, with a significant number using the local Sale and Altrincham Chamber of Commerce (27% of businesses responding to the Trafford Park Business Network Event Survey in July 2015 had used the Chamber – the highest response). The Survey highlighted that business support remains an area that requires continued intervention, with 26% of those surveyed at the event agreeing with this (ranking it in second place). It was confirmed at a GM level through

its identification as a key issue in the GM Business Survey. There is a need for support which understands firms' local needs and context, yet links them into the wider programmes and schemes at a GM level.

## ***Employment and Skills***

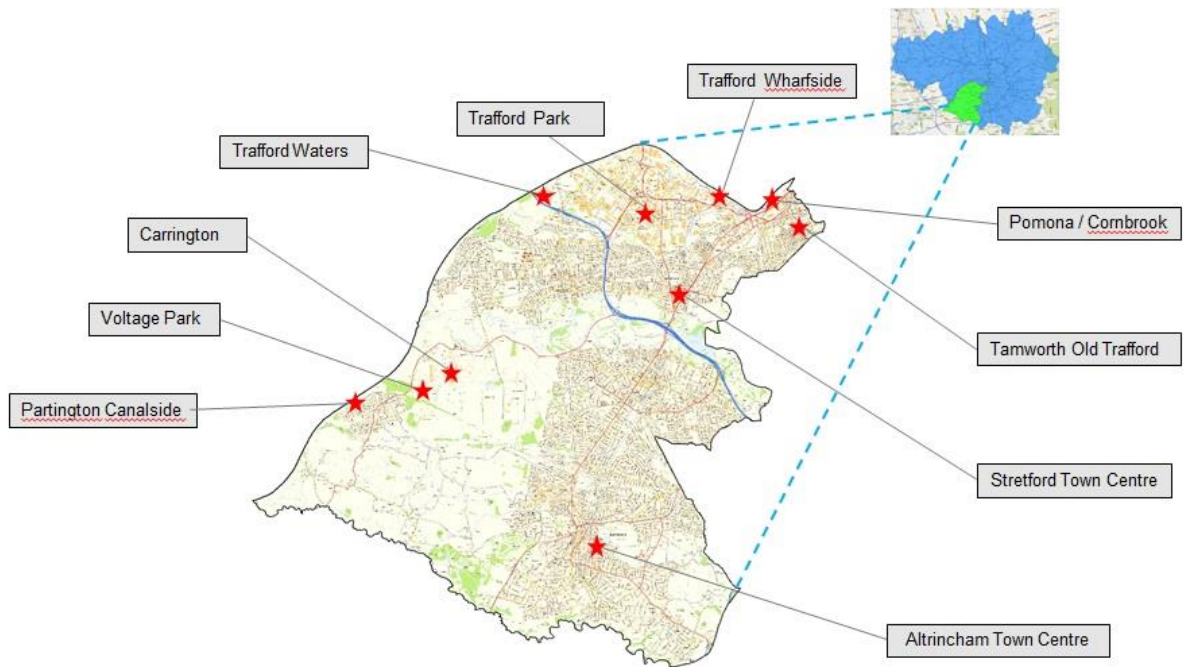
- 3.13** The Council has a number of programmes which aim to support employment and skills development. This includes the Trafford Pledge, rolled out from the Partington Pledge in July 2014, a joint initiative with DWP to match unemployed people in Trafford with local employers who committed to offering employment support to the young people via jobs, apprenticeships, work experience, mentoring support or other practical help.
- 3.14** The Working Well pilot programme was established across GM to help provide employment opportunities to Employment and Support Allowance or Incapacity Benefit claimants via individually-tailored packages of support. Building on this, Trafford Council is leading the procurement of the GM Working Well Expansion which will see the pilot rolled out next year to include lone parents, Job Seekers and further Employment Support Allowance claimants. Trafford Council is playing an important role in the programme – and is tasked with integrating services at a local level for Working Well clients.
- 3.15** The SGS has worked with The Manufacturing Institute (TMI) to establish a Fab Lab in Altrincham Town Centre. A Fab Lab is a fully equipped fabrication workshop to stimulate the conversion from ideas and concepts into a manufactured prototype or product. By providing access to specialist equipment, a Fab Lab can greatly assist in increasing skills levels and reducing the overall costs of entrepreneurs and businesses. The Altrincham Fab Lab will contain the standard tried and tested equipment found in other Fab Labs including: a computer controlled laser cutter and 3D printer. The Altrincham Fab Lab opened on Stamford New Road in April 2016.
- 3.16** The key employment sectors for Trafford with increased growth potential are in Business, Financial and Professional Services; Creative and Digital; Wholesale and Retail. Work is being undertaken to develop and promote advanced level apprenticeships in these key sectors to meet future workforce needs.



## ***Strategic Development Sites, Funding and Delivery***

- 3.17 The SGS works closely with developers to support and bring forward key strategic sites across the borough. These include Carrington/Voltage Park, Trafford Waters, Pomona/Cornbrook, Tamworth (Old Trafford), Partington Canalside, Trafford Wharfside, and Trafford Park Core.

**Figure 8: Strategic Development sites in Trafford**



- 3.18 Trafford Council has a relatively successful programme for the sale of Council land led by the Property and Development Team that forms part of the One Trafford JV contract with Amey. The disposal of Council owned land has enabled development of new homes and has provided capital receipts for the borough. Given the previous success of the land sales programme, there is a very limited supply of Council owned land with development potential in Trafford. Therefore the focus is now on working collaboratively with the private sector to bring forward privately owned sites for development.

### ***Housing Growth***

- 3.19 The Housing Growth team has two primary functions, namely delivering the statutory services concerning housing allocations, homelessness and housing advice, and providing a strategic lead for the delivery of new housing development in Trafford.
- 3.20 Whilst the Council no longer owns any housing stock, it retains a statutory responsibility for homelessness and housing allocations. This service is contracted out and delivered by Salix Homes through Housing Options Service Trafford (HOST) along with housing advice.

- 3.21 The Housing Growth team works with Registered Providers, private sector developers, the HCA, the Strategic Planning and Planning and Development Teams to facilitate the development of sustainable housing growth in Trafford, including the provision of affordable and supported housing which meets the needs of residents. This includes support in site searches, engagement with stakeholders and identifying funding and new funding mechanisms.

## **Town Centres**

- 3.22 The Town Centres Team provides a strategic focus for the regeneration and growth of Trafford's main town centres, which are, Altrincham (the Principal Town Centre), Sale, Stretford and Urmston. The Council undertakes regular monitoring of town centre performance, including vacancy rates, to inform the development and implementation of its town centre strategies. Support initiatives include the Town Centre Loan Scheme, which seeks to reduce the town centre vacancy rate by offering loans of up to £10,000 to businesses moving into vacant units in Altrincham, Sale, Stretford or Urmston town centres. In terms of support specifically for each town centre:
- **Altrincham:** The Council established Altrincham Forward in 2011 as a public/private partnership which would drive the regeneration of Altrincham Town Centre. In 2013 the Altrincham Town Centre Team was created to co-ordinate the work of the Council and Altrincham Forward. In April 2016 the Altrincham Business Improvement District (BID) was established for the town centre. The BID will operate for up to five years and enable businesses to work together to improve their trading environment and drive forward the area's regeneration through a levy on business rates.
  - **Sale:** The Sale Town Centre Improvement Plan sets out the key priorities for Sale including; encouraging business/residential uses on vacant upper floors; improving the integration of daytime and night time uses; and strengthening the creative offer based around Sale Waterside. Public realm improvement works were delivered in the town centre in 2015.
  - **Stretford:** The Stretford Town Centre Masterplan sets the Council's vision for Stretford and identifies key areas for future development. Ten priority development sites have been identified within the town centre where there are opportunities for intervention or new development to help address the challenges faced by Stretford Town Centre, and meet the vision and objectives of the Masterplan. A first phase of public realm improvement works in the town centre completed in 2017.
  - **Urmston:** The Urmston Town Centre Improvement Plan sets out the key priorities for Urmston including, improved linkages between the Eden Square development and the wider town centre; encouraging business/residential on vacant upper floors; and supporting independent retailers.

## 4 Growth Interventions

### Context

4.1 This section of the report brings together the findings from the consultations with stakeholders and partner organisations and the desk based analysis on key themes to identify the key growth interventions required to help secure economic and housing growth in Trafford. The interventions have been designed to be complimentary to other activities being delivered at a GM level in order to ensure they address gaps rather than duplicate any current provision. An initial set of these interventions were discussed at the Trafford Economic Growth Board on 10 September 2015. The refined interventions below have emerged and are detailed alongside the rationale for their selection:

### **Intervention 1a: Strategic approach to employment AND Intervention 1b: Strategic approach to housing sites**

Intervention	<p>Trafford to play an important role in supporting ambitious growth planned for GM over the next two decades.</p> <p>1a) Prioritise and bring forward employment opportunities which enable this growth.</p> <p>1b) Prioritise and bring forward housing sites which enable this growth.</p>
Description	<ul style="list-style-type: none"> <li>• Strategic approach to the identification of employment and housing sites including liaison with major developers to support growth ambitions; identification of opportunities for external funding and investment and the promotion of these sites to key growth sectors to help secure tenants. This will be linked to the policies and site allocations within the emerging GMSF.</li> <li>• Review of developable land in Trafford and disposals to assess possible industrial/commercial and residential sites that could be brought forward more easily. Identification of key land owners with sites near Trafford-owned sites where the land parcel could be more valuable than the individual plots. Formalise liaison with developers in Trafford and ensure that positive relationships are nurtured.</li> </ul> <p>1a)</p> <ul style="list-style-type: none"> <li>• Particular focus on Trafford Park based on the Trafford Park Growth Strategy (2013) including examination of the current offer and potential for growth. The identification of infrastructure and development required, as well as the potential role of Trafford Park e.g. as a Tech hub incorporating Trafford Wharfside and aligning with Tech North ambitions.</li> </ul>

	<p>1b)</p> <ul style="list-style-type: none"> <li>• Greater encouragement of developers to bid for the GM Housing Investment Fund. Continued liaison with developers to maximise awareness of the Fund and explain its benefits and how it applies.</li> </ul> <p>1a) and b)</p> <ul style="list-style-type: none"> <li>• Strategic relationship management of Carrington Strategic Site, a major site in Trafford for both employment and housing opportunities, ensuring that activities align with the wider strategic objectives for Trafford and GM. Work with the landowner to explore new models of financing for infrastructure. To explore potential for R&amp;D opportunities and partnership with universities. To align Carrington with wider GM incentives to secure the early development of key sites as the Masterplan is prepared and refined.</li> </ul>
<p>Current Approach</p>	<ul style="list-style-type: none"> <li>• Aligns with interventions, therefore this does not present a substantial change for the Growth Service but is confirmation that Trafford is on the right track.</li> <li>• Aligns closely with the Greater Manchester Spatial Framework which is currently being developed. Trafford has an important role in supporting growth over the next two decades.</li> <li>• Confirmation that the right sites are being brought forward by stakeholders – e.g. Trafford Park and Carrington.</li> <li>• Trafford Council has a good understanding of the land supply in the borough but owns very little land and annually disposes of its land via the Land Sales Programme. The major landowners in Trafford are Peel, which owns a significant number of sites, and HIMOR which has a substantial landholding at Carrington. Trafford has regular engagement with both Peel and HIMOR, while they have ad-hoc engagement with other landowners and developers.</li> </ul>
<p>Rationale for intervention</p>	<ul style="list-style-type: none"> <li>• Through the GMSF forecasting work - Trafford is anticipated to account under the best estimate of growth (OAN – GMSF option two) for over 28,000 additional jobs and to see an additional 20,120 homes created over the next two decades. A strategic approach is clearly required to secure this, particularly given recent sluggish employment and housing growth figures.</li> <li>• A focus on Trafford’s key sector strengths (namely BFPS, Manufacturing and Digital and Creative) is aligned with the prime ‘capabilities’ identified for GM and the Northern Powerhouse. Given the significant contribution which Trafford makes particularly within these sectors and their expected role in driving growth across the north over the next two decades, there is a clear rationale for the focus of the intervention.</li> </ul>

	<ul style="list-style-type: none"> <li>• Stakeholders stated that Trafford provides an excellent market and return for developers but a more strategic approach towards land and large scale projects would be beneficial.</li> <li>• Consultees in particular would welcome further support and focus on Trafford Park. Increasing the confidence of the landowners and landlords by showing how the future vision for Trafford Park will translate into increased land and property values.</li> <li>• In terms of residential development, it was recognised that Trafford has both higher land and sales values than the rest of GM. Stakeholders mentioned a willingness to take strategic and shared risk approaches to development in Trafford, but felt that this was not something that has been pursued by the Council in the past. They mentioned that they would not be comfortable doing this everywhere in GM but would in Trafford. Trafford should engage further with wider developers and landowners to understand the potential increased value of sites so more homes could be brought forward.</li> <li>• Stakeholders called for infrastructure improvements particularly in relation to transport. Trafford has good transport links to the City Centre, but the cross-borough/east-west links are poor and could be improved. The Trafford Park Metrolink extension, scheduled to be delivered by 2020, will provide improved public transport connectivity to Trafford Park and further improvements across Trafford could open up more areas and provide increased opportunities for those on lower incomes to move across the borough for job opportunities. Stakeholders felt both public and private transport could be improved and this would increase opportunities in Trafford even further. It was particularly acknowledged that improved transport accessibility could ensure care workers (typically low paid workers) are able to reach the growing number of older people within the borough.</li> </ul>
<p>Actions</p>	<p><b>Year 1-2</b></p> <ul style="list-style-type: none"> <li>• Review and update the Trafford Park Growth Strategy and action plans.</li> <li>• Identify the potential for a Trafford Park Business Improvement District.</li> <li>• Identify approach for the delivery of a Tech hub learning from the Fab Lab model and developing partnerships between digital companies and manufacturers to solve problems.</li> <li>• Review of developable land and disposals.</li> <li>• Develop Masterplan for Carrington as part of the GMSF process.</li> </ul>

	<ul style="list-style-type: none"> <li>• Close liaison with GMSF (Adoption of strategy c2019) / GM Strategy / GM Investment Strategy and identification of strategic site opportunities.</li> <li>• Development of relationships with key infrastructure providers; water; power; digital; and social to ensure growth needs are being met.</li> <li>• Development of relationships with strategic landowners / developers in particular HIMOR and Peel.</li> </ul> <p><b>Years 3-5</b></p> <ul style="list-style-type: none"> <li>• Implementation and delivery of actions identified in years 1-2.</li> <li>• Continued working with landowners, infrastructure providers and other agencies to bring forward sites.</li> </ul> <p><b>Year 5</b></p> <ul style="list-style-type: none"> <li>• Evaluation of activities</li> </ul>
Risks	<ul style="list-style-type: none"> <li>• Low risk as this activity is already being undertaken.</li> <li>• Potential that Trafford gets left behind as other areas innovate and bring forward projects if it doesn't take a truly strategic approach.</li> <li>• Recognition that the success of intervention rests on the quality of the partnerships fostered with the development industry, as well as academia supporting knowledge transfer. Sufficient time and effort needs to be focussed on this activity to ensure success.</li> <li>• The phase one planning application for 725 new homes and 90,000 sq.m of employment space at the Future Carrington development was approved by Council in April 2017. Further work on the wider Masterplan for the Carrington opportunity is then expected to be developed later in 2017 alongside the emerging GMSF. The key issue here is the removal of constraints and identification of potential infrastructure funding sources that could support accelerated delivery.</li> </ul>

## Intervention 2: Growth Sector Focused Academic Partnerships

<b>Intervention</b>	<b>Strategic sector based approach to relationship building with universities.</b>
Description	<ul style="list-style-type: none"> <li>• Identification of HEI and FE that specialise in BFPS, Digital and Creative and Manufacturing, and development of strategic relationships with these institutions.</li> <li>• Significant investment in the building of relationships with a range of faculties across the Universities e.g. increasing the number of Knowledge Transfer Partnerships (KTPs).</li> </ul>

	<ul style="list-style-type: none"> <li>• Potential role for Trafford promoting to potential developers / landlords the commercial viability and benefit of creating more locations where young entrepreneurs can develop their business ideas (and be supported). For example, through the creation of affordable start up and incubation spaces/hubs within business locations and town centres.</li> </ul>
Current approach	<ul style="list-style-type: none"> <li>• Trafford has been very successful in establishing a strong relationship with Trafford College. This has led to successful initiatives including the Trafford Pledge which has provided a supported route to employment.</li> <li>• There is scope to increase the focus on high skills and particularly on engagement with Higher Education Institutions (HEIs).</li> <li>• Two KTPs have been set up in Trafford over the last three years.</li> <li>• Business Growth Hub activities closely align with the proposed interventions and local activity within Trafford could further support GM wide results.</li> </ul>
Rationale for intervention	<ul style="list-style-type: none"> <li>• Innovate UK highlight the important role that KTPs can play in helping SMEs, enabling them to tap into additional capacity within academia to explore solutions to technical challenges.</li> <li>• Stakeholder interviews revealed an increasing appetite for businesses to engage with HEIs – both in terms of recruitment of employees with higher level skills and exploring the potential for knowledge transfer partnerships (KTPs).</li> <li>• The recent appointment of business engagement support by most of the HEIs also demonstrates an appetite to engage and suggests that the timing is right for this initiative.</li> <li>• To ensure the retention of higher level skilled individuals businesses and educational institutions should be working more collaboratively to determine how Trafford can increase its attractiveness for the future highly educated workforce it is creating, and to better communicate the employment offer in Trafford to well-educated individuals.</li> <li>• Support for incubation spaces / hubs could also help in addressing the high level of early stage failure rates reported, if combined with support from the Business Growth Hub.</li> </ul>
Actions	<p><b>Years 1-2</b></p> <ul style="list-style-type: none"> <li>• Strategic approach including close liaison with Area Based Review (ABR) outcomes and GM skills planning activities particularly for FE.</li> <li>• Close involvement with intervention 1 – particularly strategic approach for Trafford Park and Carrington with respect to potential for business incubators/hubs.</li> </ul>

	<ul style="list-style-type: none"> <li>Establishment of a HEI Liaison Group to oversee a programme that links Trafford businesses with HEI research and funding opportunities including Knowledge Transfer Partnerships.</li> </ul> <p><b>Years 3-5</b></p> <ul style="list-style-type: none"> <li>Further develop and focus strategic approach to relationships between business and HEI / FE.</li> <li>Establishment of a Trafford Innovation Award, that promotes the business and HEI success stories.</li> </ul> <p><b>Years 1-5</b></p> <ul style="list-style-type: none"> <li>Achieve 3 KTPs minimum per year.</li> <li>Signposting of at least 50 Trafford businesses a year to HEI opportunities.</li> </ul> <p><b>Year 5</b></p> <ul style="list-style-type: none"> <li>Evaluation of activities</li> </ul>
Risks	<ul style="list-style-type: none"> <li>There are limited risks associated with this activity. At its core, this is about building new relationships with HEIs, as well as building on the progress with Further Education. Higher Education is the one part of the public sector that has not suffered from the same level of spending constraints as many other parts of the public sector. It is therefore important that Trafford businesses are able to take more advantage, although these relationships and the development of KTPs for example will take time to develop. Whilst the outcomes can be intangible making the success of their outcomes difficult to measure. This should not deter action.</li> <li>The existing mechanisms to measure success in terms of university engagement, KTPs and longer term outcomes for graduates are lacking and can only be seen over a longer time period.</li> </ul>

### Intervention 3: Future Workforce Investment

Intervention	<ul style="list-style-type: none"> <li>Increased focus on supporting the upskilling of the existing workforce.</li> <li>Greater promotion of advanced and higher level apprenticeships in key sectors.</li> <li>Making best use of GM wide initiatives which link businesses and schools more effectively.</li> </ul>
Description	<ul style="list-style-type: none"> <li>Increased focus on supporting individuals within the workforce to upskill and access the job opportunities that are available within Trafford and the City Region as a whole. This will entail signposting initiatives that already exist, as well as working closely with the Business Growth Hub to support businesses to</li> </ul>



	<p>identify the most appropriate training for their staff.</p> <ul style="list-style-type: none"> <li>• Working with GM wide initiatives. This will entail dedicated focus on growing apprenticeship numbers within the borough, particularly aiming to increase the number of advanced level and higher level apprenticeships to support skill levels for new entrants to the labour market and provide opportunities for upskilling existing workers up to advanced or higher skill levels. The intervention will promote apprenticeships in key sectors such as Advanced Manufacturing and Creative and Digital to help address existing/future skills gaps.</li> <li>• The focus will be not only be on apprenticeships for school leavers but also advanced and higher level apprenticeships for adults/existing workers in key sectors to provide opportunities for upskilling to Levels 3 and 4 while on the job. This will work towards closing the gap between the qualification levels of Trafford's residents and Trafford's workforce.</li> <li>• Engaging with and signposting businesses primarily through the Business Growth Hub towards activities which links businesses with schools and colleges to demonstrate opportunities for growth within key sectors. The aim of this would be to encourage young people (and parents) to forge their career locally; to communicate the alternative careers paths through apprenticeship ambassadors at the local authority.</li> </ul>
<p>Current approach</p>	<ul style="list-style-type: none"> <li>• There is a lack of a joined up and comprehensive local approach to Careers Information Advice and Guidance (CIAG) particularly building on Labour Market Information (LMI).</li> <li>• There are examples of good practice e.g. Engineering Futures, but these are not widespread. The Engineering Futures partnership between Trafford, Tameside and Oldham College's has been very successful in promoting engineering apprenticeships within schools. There is the opportunity for Trafford to further signpost GM wide initiatives to Trafford based businesses and to schools, colleges, young people and their parents.</li> <li>• There is a wider offer e.g. Careers Solutions (part of the Manchester Growth Company) and the National Careers Service, but it is not clear how effectively young people are linked into this.</li> </ul>

<p>Rationale for intervention</p>	<ul style="list-style-type: none"> <li>• The skills gap provides a rationale for this intervention. The evidence reveals a discrepancy between resident and work-place based skills as highlighted by the marked difference in NVQ Level 4 qualifications between the two with the former outperforming the latter. There are also identified skills gaps within key sectors for Trafford, namely Creative and Digital and Advanced Manufacturing.</li> <li>• With respect to apprenticeships, the number of apprenticeship starts amongst Trafford residents has grown by 2.5% p.a. between 2010/12 and 2014/15. If Trafford is to play a role in supporting the ambitious national targets of 3 million apprenticeships by 2020, apprenticeship starts would need to grow by some 20% p.a. up to 2019/2020.</li> <li>• Consultees highlighted clearly that Trafford has one of the highest performing education systems in the UK and that more may choose to forge their career within Trafford if they believe the employment opportunities they are seeking exist. The challenge therefore is to sell the range of opportunities to those individuals (and their parents) whilst they are at school as well as getting businesses more engaged with younger people at an early age. This involves tackling myths around apprenticeships, promoting the availability of higher level apprenticeships, raising awareness of the support available for young people interested in starting up their own business and the opportunity to get insight into the range of interesting businesses in Trafford.</li> <li>• Work to deliver future workforce investment will be aligned with GM wide initiatives to maximise the potential of existing resources.</li> </ul>
<p>Actions</p>	<p><b>Years 1 - 2</b></p> <ul style="list-style-type: none"> <li>• Close liaison with GMSF (Adoption of strategy 2018) / GM Strategy to ensure focus on strategic sectors.</li> <li>• Alignment of activities with existing resource in Business Growth Hub.</li> <li>• Connect with the activities of Engineering Futures (partnered with Trafford College) to promote engineering career paths within Trafford schools.</li> </ul> <p><b>Years 1 - 5</b></p> <ul style="list-style-type: none"> <li>• Signposting activities.</li> <li>• Close liaison with Apprenticeship Hub activities and CEIAG and other GM wide initiatives.</li> <li>• Further development of relationships between businesses and schools / colleges.</li> </ul>

	<p><b>Year 5</b></p> <ul style="list-style-type: none"> <li>• Evaluation of activities.</li> </ul>
Risks	<ul style="list-style-type: none"> <li>• Trafford must ensure that they are fully plugged into the wider GM offer and seek to tailor this offer to its own sector strengths and growth opportunities rather than create additional complication. This can be done effectively through closer collaboration with the Business Growth Hub for example</li> <li>• It is evident that this activity has a longer term outcome and therefore it can be difficult to measure success against initial cost and resource to set up and support. This should not deter action given the long term benefits.</li> <li>• The existing mechanisms to measure success in this area are limited – e.g. confirmed number of starts on relevant courses / apprenticeships, particularly in terms of longer term outcomes.</li> </ul>

[Note that Intervention 3 has been incorporated into intervention 4 for the purposes of the CBA, given its close linkages with activities connected to the Business Growth Hub]

## Intervention 4: Strategic Approach to Business Support

Intervention	Further development of the relationship between GM business support functions and Trafford to leverage additional capacity.
Description	<ul style="list-style-type: none"> <li>• Part co-location within the Business Growth Hub.</li> <li>• Focused engagement with MIDAS on key sectors.</li> <li>• Prioritise support which boost business productivity and align with key sector strengths.</li> <li>• Promotion of GM wide initiatives to support the upskilling of the existing workforce / greater promotion of advanced and higher level apprenticeships</li> </ul>
Current approach	<ul style="list-style-type: none"> <li>• Initiatives such as the Business Relationship Programme form the main body of support in Trafford.</li> <li>• On inward investment, the Council has an established relationship with MIDAS.</li> <li>• Local business network events, including the Trafford Park Business Network run by the Council.</li> <li>• As of May 2016 Trafford has one FTE within the SGS seconded from the Growth Hub, similar to a relationship other local authorities currently have.</li> </ul>
Rationale for intervention	<ul style="list-style-type: none"> <li>• Consultees recognised that businesses in Trafford need support to become better connected to the GM agenda. This includes supporting business growth and improved productivity through helping companies identify their skills and workforce development requirements. It was felt that through more targeted use of GM services, including the sharing of ideas and</li> </ul>

	<p>opportunities through lessons learnt elsewhere in the conurbation, Trafford could position its offer more strategically.</p> <ul style="list-style-type: none"> <li>• Consultees felt that that there was not enough done to keep businesses within Trafford not just from a financial perspective, but also in terms of articulating a longer term growth plan. The identification and maximisation of any funding initiatives available would clearly support this. However without a strategic approach to business support the impact would not be significant.</li> <li>• Evidence from the GM Growth Hub mid-point evaluation undertaken by New Economy<sup>43</sup> indicates that Trafford provides fewer Growth Hub clients than expected given the size of the business base.</li> <li>• Where authorities have had a more formal relationship with the Growth Hub (seconded or funded staff), this has enabled them to:             <ul style="list-style-type: none"> <li>○ Bring relevant Growth Hub colleagues in more readily to support businesses such as Access to Finance or leadership and management/mentoring specialists.</li> <li>○ Better align business engagement activity with that of the local authority, for example through events, campaigns, local business awards, networks, sector-specific activity, area-specific activity.</li> <li>○ Work together more effectively in reporting activity and performance to both Council and GM stakeholders.</li> <li>○ Evidence from the evaluation suggests that these local authorities have experienced higher outputs in terms of business engagements and jobs created<sup>44</sup>.</li> </ul> </li> </ul>
<p><b>Actions</b></p>	<p><b>Year 1</b></p> <ul style="list-style-type: none"> <li>• Co-location of resource within the Growth Hub.</li> <li>• Strengthened relationships between the Growth Hub / MIDAS / UKTI and Trafford – including identification of opportunities which lead to economic benefits for Trafford.</li> </ul> <p><b>Years 1-2</b></p> <ul style="list-style-type: none"> <li>• Close liaison with GMSF (Adoption of strategy 2018) / GM Strategy to ensure focus on strategic sectors.</li> </ul> <p><b>Years 1-5</b></p> <ul style="list-style-type: none"> <li>• Further develop the Trafford Park Business Network to encourage greater collaboration and information sharing between businesses on Trafford Park.</li> <li>• Continued development of relationships between the Growth</li> </ul>

<sup>43</sup> Business Growth Hub Mid-Point Evaluation, 2015. New Economy.

<sup>44</sup> Business Growth Hub Mid-Point Evaluation, 2015. New Economy.

	<p>Hub and GM wide programmes including Apprenticeship Hub to increase Trafford businesses use of business support.</p> <ul style="list-style-type: none"> <li>• Signposting and marketing campaigns for businesses in GM to highlight opportunities, such as apprenticeship opportunities.</li> <li>• Work closely with the Growth Hub to ensure accurate reporting of business engagement and jobs created.</li> </ul> <p><b>Year 5</b> Evaluation of activities.</p>
Risks	<ul style="list-style-type: none"> <li>• Lack of buy-in from companies for the new approach.</li> <li>• Loss of existing connections and relationships with businesses.</li> <li>• Support is poorly marketed, leading to a lack of awareness of available provision.</li> <li>• Loss of businesses to other areas with more in-depth long term growth plans.</li> </ul>

## Intervention 5: Integrated Culture, Tourism & Leisure Offer

Intervention	Strategic approach to cultural, leisure and tourism which aligns with GM's ambition to maximise the potential of the sector
Description	<ul style="list-style-type: none"> <li>• Dedicated activity focusing on the cultural, tourism and leisure sector within Trafford to support in meeting the hospitality and leisure sector growth targets outlined in the GMSF and the GM Strategy for the Visitor Economy.</li> <li>• Business development role which would include engagement with existing attractions and the town centres, targeting potential hotel operators for Trafford, and working with other partners in GM to boost Trafford's profile. Support in the identification of cross-promotional activities to drive growth. This should engage with community level initiatives as well as the major attractions e.g. Urmston Live 2015, and how they can be integrated alongside more recognised borough assets e.g. intu Trafford Centre and Dunham Massey.</li> <li>• Closer working with cultural activity centred in Manchester e.g. Manchester International Festival (MIF) and in other areas of GM to identify how Trafford can benefit further from these events and attractions through better linkages and a more joined up offer.</li> </ul>
Current approach	<ul style="list-style-type: none"> <li>• Strategic focus on town centres for retail and leisure.</li> <li>• Less focus on tourism / cultural offer and how it may relate to town centres. There is no longer a Tourism Officer within the team albeit this original role was more research focused.</li> </ul>
Rationale for	<ul style="list-style-type: none"> <li>• The Deep Dive research has highlighted the need for enhanced</li> </ul>

intervention	<p>signposting of the leisure and cultural assets which GM has – not only given the value that they play in local place-making and in attracting and retaining skilled workers to the conurbation, but also in attracting national and international visitors and encouraging them to stay for more extended periods. Trafford, given its significant international and national assets, has an important role to play within this.</p> <ul style="list-style-type: none"> <li>• Evidence presented suggests that Trafford has further scope for growth in the sector. Employment in the hospitality &amp; leisure sector in Trafford has grown by around 1.0% p.a. in recent years. The GMSF evidence base aims to see growth of 1.1% for the sector over the next 2 decades.</li> <li>• More broadly with respect to leisure, stakeholders felt that further work could be done to develop strategic relationships with leisure providers and place Trafford on the map, while also looking to review regulation and other barriers to leisure sector growth.</li> <li>• Consultees highlighted the role of town centres and the importance of their inclusion within any focus on the leisure sector as they bring significant value as social space. Many recognised that town centres have suffered from market failure and require continued support. The Trafford Park Business Network Survey ranked town centres in 3<sup>rd</sup> place for public sector support (17% of respondents). Stakeholders prioritised specific town centres, namely Stretford, which represents an overspill catchment from Chorlton of affluent young professionals and a real opportunity to ensure that the town centre meets the needs of this new population, without ‘pricing out’ existing residents. Sale also has a relatively affluent catchment and there is value in aligning development with a renewed town centre. There was also recognition that Altrincham is becoming a success story and requires further support to ensure it continues on this path, including the establishing of the Altrincham BID. The elements of Altrincham which have been identified as successful, acknowledging the affluent catchment, primarily relate to its leisure and experience offer such as Altrincham Market, growth of the evening economy, and town centre events.</li> </ul>
Actions	<p><b>Year 1</b></p> <ul style="list-style-type: none"> <li>• Establish within the existing team structure a role focussing on maximising the impact of the leisure and tourism offer and retention of associated spending.</li> <li>• Asset mapping in order to understand the key leisure and tourism assets which Trafford has and how they interlink with</li> </ul>

	<p>GM and particularly Manchester.</p> <ul style="list-style-type: none"> <li>• Work more closely with Marketing Manchester, businesses, leisure providers and other organisations – e.g. Urmston Live, Altrincham Market, Manchester United, Lancashire Council Cricket Club to develop tourism and leisure packages to exploit interconnectivity opportunities and increase retention of associated spending.</li> <li>• Close relationship and interlinkages with intervention 1 – strategic approach to development.</li> </ul> <p><b>Years 1-2</b></p> <ul style="list-style-type: none"> <li>• Close liaison with GMSF (Adoption of strategy 2018) / GM Strategy / GM Investment Strategy to ensure alignment with respect to hospitality and leisure sector.</li> </ul> <p><b>Years 1-5</b></p> <ul style="list-style-type: none"> <li>• Continued focus on supporting town centres in Trafford and liaison with individuals working on Intervention 1 (strategic approach to development) in order to ensure that hospitality and leisure offer is incorporated into new development.</li> <li>• Relationship building with businesses, leisure providers and other organisations in the sector within Trafford and particularly in Manchester but also wider areas such as Cheshire.</li> <li>• Close liaison with business networks e.g. Trafford Park business network.</li> </ul> <p><b>Year 5</b> Evaluation of activities.</p>
Risks	<ul style="list-style-type: none"> <li>• This is a market driven activity and the primary focus is to address areas of market failure and ensure that Trafford does not intervene in aspects of the leisure and tourism sector that would have grown organically. Predominately it is a business development / relationship management role.</li> <li>• Need to avoid duplication of activity at a GM level. Trafford is a key component of GM and it is critical that any work on the cultural and leisure offer must link closely with GM's wider offer, whilst still being able to promote the local linkages that exist.</li> <li>• There is currently no specific leisure/cultural/tourism function within the SGS at Trafford and therefore resource will need to be identified. It will be important to ensure that work at a Trafford level links in to existing wider work via ongoing dialogue with organisations such as Marketing Manchester/Visit Manchester.</li> </ul>

## 5 Metrics

### Context

- 5.1 Having identified the interventions above, this final chapter set out a series of metrics for each intervention, providing Trafford Council with a clear set of targets for the next five years.
- 5.2 The metrics have been developed in consultation with Trafford Council, Trafford Economic Growth Board and Strategic Housing Partnership. New Economy's Cost Benefit Analysis methodology, adopted by HM Treasury as supplementary guidance to the Green Book, has been used to understand the value for money of the interventions and full details of this approach are included in the Technical Annex accompanying this report.
- 5.3 The CBA methodology calculates for each intervention:
- Total cost of delivery e.g. staff costs, additional costs e.g. marketing
  - Benefits accrued e.g. uplift in business rates, additional jobs, visitors
  - It applies an optimism bias – factoring in a degree of risk in terms of achieving the outcomes
- 5.4 The outputs of the CBA include both an assessment of the commercial viability of the intervention from the perspective of Trafford Council, (the financial case) and the wider economic benefit in terms of GVA and additional jobs created within the borough as a result of this intervention (the wider public value)
- 5.5 A summary of the in-year targets for Trafford of the interventions is shown in the following table. Also see notes section below the table and full details of the CBA methodology; results are included within the Technical Annex.



Intervention	Context	Costs	Assumed outcomes	5 year Benefits							Return on Investment
				Year 1	Year 2	Year 3	Year 4	Year 5	Total		
<b>1 a): Strategic approach to employment sites</b>	<ul style="list-style-type: none"> <li>Over the last 20 years Trafford accounted for 1 in 4 jobs in GM</li> </ul>	£560k p.a, relating to:	<ul style="list-style-type: none"> <li>Trafford accounts for at least 1 in 5 jobs (2016-2035).</li> </ul>	Additional FTE Jobs	900	900	900	900	900	4,500	<ul style="list-style-type: none"> <li>For every £1 put in £18 generated in benefits</li> <li>Payback period of 1 year</li> </ul>
				GVA	£36m	£36m	£36m	£36m	£36m	£180m	
				Estimated Business Rate income <sup>45</sup>	£0.7m	£0.7m	£0.7m	£0.7m	£0.7m	£3.5m	
<b>1 b): Strategic approach to housing</b>	<ul style="list-style-type: none"> <li>Trafford benefits from a strong housing market.</li> <li>Property values are around £150k in GM, and around £210k in Trafford</li> </ul>	<ul style="list-style-type: none"> <li>c. 5 FTEs (allocated in existing structure)</li> <li>Marketing costs / legal costs</li> </ul>	<ul style="list-style-type: none"> <li>Trafford supports GM in achieving its housing target to 2035 which will be agreed in GMSF. Currently estimated at 2035 of 1,006 homes p.a.</li> </ul>	New Homes	1,006	1,006	1,006	1,006	1,006	5,030	<ul style="list-style-type: none"> <li>For every £1 put in £25 generated in benefits</li> <li>Payback period of 2 years</li> </ul>
				Council Tax <sup>46</sup>	£1.3m	£1.3m	£1.3m	£1.3m	£1.3m	£6.5m	
				New Homes Bonus <sup>47</sup>	£1.2m	£2.4m	£3.6m	£4.8m	£6.0m	£18.0m	

<sup>45</sup> Calculated by converting the GVA estimate into business rates using previous research undertaken by New Economy on the GM business base. This reflects an estimate of the proportion that will be retained by Trafford, although this is subject to a decision on future pooling arrangements across Greater Manchester and consultation with Government.

<sup>46</sup> The current rate for Band D in Trafford of £1,315 p.a. to calculate increased Council Tax receipts.

<sup>47</sup> Based on information provided by Trafford Council, a NHB figure of £1,200 per home p.a. has been used reflecting current arrangements although it is noted that NHB is subject to review.

Intervention	Context	Costs	Assumed outcomes	5 year Benefits							Return on Investment
				Year 1	Year 2	Year 3	Year 4	Year 5	Total		
<b>2: Growth sector focused academic partnerships</b>	<ul style="list-style-type: none"> <li>• Strong engagement with Trafford College.</li> <li>• Less with HEIs. Only 2 KTP's set up over last 3 years</li> </ul>	£20k p.a for Trafford c. 0.5 FTE + costs (allocated in existing structure)	<ul style="list-style-type: none"> <li>• Assume 3 KTP's are set up per year</li> <li>• Increased productivity and profits of business</li> <li>• Increased number of jobs</li> </ul>	KTP set up	2	3	3	3	3	14	<ul style="list-style-type: none"> <li>• For every £1 put in £1.50 is generated</li> <li>• Payback period of 6 years</li> </ul>
				Estimated Business Rate income	£5,723	£8,585	£8,585	£8,585	£8,585	£40,063	
				GVA	£0.31m	£0.46m	£0.46m	£0.46m	£0.46m	£2.15m	
<b>4: Strategic approach to business support</b>	<ul style="list-style-type: none"> <li>• Trafford accounts for 12.5% of GM business base yet there are fewer BGH clients from Trafford than expected given its size.</li> </ul>	£40k p.a. for c. 1 FTE + costs (allocated in existing structure)	<ul style="list-style-type: none"> <li>• Greater integrated offer with BGH</li> <li>• Co-location of member of staff in BGH</li> <li>• Contribution to the GM target of 180,000 new apprenticeship starts by 2020</li> </ul>	Additional FTE Jobs	50	50	50	50	50	250	<ul style="list-style-type: none"> <li>• For every £1 invested £2 generated in benefits</li> <li>• Payback period of 3 years</li> </ul>
				Estimated Business Rate income	£0.04m	£0.04m	£0.04m	£0.04m	£0.04m	£0.2m	
				GVA	£1.98m	£1.98m	£1.98m	£1.98m	£1.98m	£9.9m	

Intervention	Context	Costs	Assumed outcomes	5 year Benefits					Total	Return on Investment	
				Year 1	Year 2	Year 3	Year 4	Year 5			
<b>5: Integrated culture, leisure &amp; tourism offer</b>	<ul style="list-style-type: none"> <li>• Employment in the hospitality &amp; leisure sector in Trafford has grown by around 1.0% p.a. in recent years.</li> <li>• The GMSF evidence base aims to see growth of 1.1% for the sector.</li> </ul>	£40k p.a for Trafford c. 1 FTE + costs (allocated in existing structure)	<ul style="list-style-type: none"> <li>• Additional jobs</li> <li>• Additional GVA</li> </ul>	Additional jobs	14	14	15	15	15	73	<ul style="list-style-type: none"> <li>• For every £1 put in £0.43 is generated in benefits</li> </ul>
				Additional GVA	£0.32m	£0.32m	£0.32m	£0.33m	£0.33m	£1.62m	

## Notes

- The 5 year benefits are based on 2015/16 prices and have not been discounted for subsequent years
- 5 year benefits: Business Rates collected are currently estimated, as details of how the increase in income will be apportioned to Trafford are unclear until future consultation with Government and to discuss pooling arrangements across Greater Manchester.
- Intervention 1: In terms of employment creation, only FTE jobs are shown in the table. Interventions 1a and 1b will generate a substantial number of temporary construction jobs, however it is not possible to produce complete estimates of these in the absence of full cost details on the different types of development that may take place. As an example of the scale of temporary employment that could be created, Regeneris<sup>48</sup> have estimated around 660 construction jobs could be created on an annual basis over a 20 year period during development at Carrington. If other sites are developed around Trafford, this figure could rise to more than 1,000 per annum.
- Intervention 2: Whilst recognising that the scope of the intervention is broader than Knowledge Transfer Partnerships, it has only been able to quantify the benefit of an increase in KTP number for Trafford. It is acknowledged that there will be a range of wider benefits in terms of closer relationships with HEI's and FE's
- Intervention 3: has been included within Intervention 4 for the purposes of the CBA analysis.
- Intervention 5: note that the primary aim of this position is to increase the economic growth of Trafford as can be seen from the public value return on investment. It does also provide some additional income into Trafford Council through increased business rates, but this only partly offsets the cost of the post and this therefore shouldn't be seen as a 'spend-to-save' initiative.

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<sup>48</sup> Regeneris Consulting, January 2016: "Carrington Strategic Location: Socio-Economic Benefits Statement"

## Appendix

### Employment concentrations in Trafford – identification of key sectors

Sector	Sub-sector	LQ (GB )	LQ (GM )	Jobs, 2013	% share of jobs	Rank in GM
Business, financial & professional services	Business services	1.41	1.30	11,000	8%	3
	Professional services	1.86	1.44	16,500	12%	2
	Employment activities	1.99	1.58	8,100	6%	2
Cultural, digital & creative	Creative industries	1.06	1.36	4,000	3%	3
	Digital	0.92	1.16	3,700	3%	3
	<i>Computer programming</i>	1.11	1.49	3,100	2%	2
	Sport	1.19	1.44	2,500	2%	2
Tech	Science & technology	1.27	1.03	9,100	7%	2
Manufacturing	Advanced manufacturing	1.04	1.14	6,500	5%	2
	Food and drink manufacturing	1.50	1.23	2,800	2%	3
Primary industries	Utilities	2.08	1.60	3,000	2%	2
Wholesale & retail	Wholesale	1.44	1.19	7,900	6%	2
	Motor trades	1.01	1.30	2,500	2%	1
	Retail	1.14	1.13	16,100	12%	2

Source: Greater Manchester Forecasting Model

### GVA change in Trafford, 2014-35<sup>49</sup>

		Trafford	GM
GVA	2014	£6,575,000,000	£54,745,000,000
	2035 (OAN)	£11,790,000,000	£98,242,000,000
OAN Change, 2014-35	No.	£5,215,000,000	£43,497,000,000
	%	79.3%	79.5%

Source: Oxford Economics & New Economy

### GVA change in Trafford by key sector, 2014-35

Sub-sector	Historic growth (04-14)		OAN growth (14-35)	
	No.	%	No.	%
Business services	£26,280,000	7%	£211,290,000	55%
Professional services	£521,910,000	67%	£1,569,660,000	121%
Employment activities	£12,850,000	6%	£281,190,000	126%
Creative industries	£-72,130,000	-28%	£132,950,000	71%
Digital	£-264,100,000	-52%	£346,220,000	144%
Sport	£16,810,000	41%	£43,990,000	76%
Advanced manufacturing	£261,540,000	88%	£213,980,000	38%
Food & drink manufacturing	£-26,450,000	-13%	£96,590,000	55%
Utilities	£80,800,000	42%	£153,780,000	56%
Wholesale	£69,810,000	21%	£296,690,000	73%
Retail	£40,590,000	10%	£331,530,000	74%

Source: Oxford Economics & New Economy

<sup>49</sup> Note – high growth forecasts are only available for GM as whole. The growth rate for GM (82.5%) has therefore been applied to Trafford.

## Employment change in Trafford, 2014-35

		Trafford	GM
Employment	2014	158,500	1,392,000
	2035 (OAN)	199,500	1,613,400
OAN Change, 2014-35	No.	28,300	221,400
	%	15.9%	15.9%

Source: Oxford Economics & New Economy

## Employment change for Trafford by Sector

Sub-sector	Historic growth (04-14)		OAN growth (14-35)	
	No.	%	No.	%
Business services	-600	-4%	5,100	35%
Professional services	12,700	178%	6,900	35%
Employment activities	1,600	22%	3,100	35%
Creative industries	-1,700	-25%	1,800	35%
Digital	-5,900	-62%	1,300	35%
Sport	700	33%	1,200	43%
Advanced manufacturing	2,000	38%	-300	-3%
Food & drink manufacturing	-1,400	-33%	-100	-3%
Utilities	1,900	165%	-500	-15%
Wholesale	1,600	22%	900	11%
Retail	1,300	8%	1,900	11%

Source: Greater Manchester Forecasting Model