

REPORT FOR DECISION



DECISION OF:	CABINET
DATE:	11 March 2020
SUBJECT:	Radcliffe Regeneration Update
REPORT FROM:	David Jones – Leader of the Council
CONTACT OFFICER:	Paul Lakin, Director of Economic Regeneration and Capital Growth
TYPE OF DECISION:	CABINET (NON-KEY DECISION)
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain.
SUMMARY:	<p>This report provides an overview of the on-going regeneration commitment in Radcliffe, including:</p> <ul style="list-style-type: none">- progress of the Radcliffe Regeneration Action Plan, which was supported by a capital investment of £500,000. Delegated powers are sought for the remaining projects in this Action Plan (circa £170,000 as set out in this report);- progress on the Strategic Regeneration Framework (SRF) for Radcliffe; and- the longer term intention of the Council to create a Council Investment Fund, to help to deliver the large scale regeneration proposals that will emerge from the SRF.
OPTIONS & RECOMMENDED OPTION	<p>It is recommended that Members:</p> <ul style="list-style-type: none">• Note progress with the Radcliffe Action Plan works to date (as set out in this report and Appendix 1);• Approve delegation for approval of spend for the remaining monies (circa £170,000) committed to

	<p>the implementation of the Action Plan (including the shop fronts improvement scheme and parking management scheme) to the Director of Economic Regeneration & Capital Growth in consultation with the Leader, as portfolio holder for regeneration;</p> <ul style="list-style-type: none"> • Note the progress with the development of a Strategic Regeneration Framework for Radcliffe; and • Note the longer term intention to create a Council Investment Fund to support interventions during the SRF delivery programme. A further report will be brought to Cabinet setting out details of the proposed capital fund.
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	Yes The cost of the works can be met from within the existing capital budget.
Equality/Diversity implications:	No An initial screening has been undertaken (see attached assessment) and as there were no negative impacts identified for affected groups, there is no requirement to proceed to a Full Impact Assessment.
Considered by Monitoring Officer:	Yes It is important that the capital expenditure position is regularly monitored to ensure that the priorities of the Council are being delivered. The SRF will provide the context for future development and allow its full economic, social and environmental potential to be achieved.
Wards Affected:	All Radcliffe wards
Scrutiny Interest:	

TRACKING/PROCESS**DIRECTOR:**

Joint Executive Team	Cabinet Member/Chair Briefed	Ward Members (if necessary)	Partners
02/03/20	02/03/20		
Scrutiny Committee	Other Committee	Council	Comms

1. BACKGROUND

- 1.1 The continued regeneration of Radcliffe remains a priority for the Council and this commitment is evident in the public realm improvements recently implemented in the town centre.
- 1.2 The projects in the Radcliffe Regeneration Action Plan are only the beginning and the Council is working on a comprehensive plan to help attract significant investment to the town. The overarching aspiration is to transform the attractiveness and vibrancy of the town centre. To help achieve this the Council has appointed Deloitte LLP to support the preparation of a Strategic Regeneration Framework (SRF) for Radcliffe.
- 1.3 As reported to Cabinet in January, it is important that the Council puts this framework in place for Radcliffe to direct the future growth and development of the town in a coherent and joined-up manner.

2. RADCLIFFE ACTION PLAN UPDATE

- 2.1 Following approval of £500,000 by the Council in February 2019, the Radcliffe Regeneration Task Group helped to prepare and implement the Radcliffe Town Centre Action Plan.
- 2.2 The aim of the short term projects within the action plan, was to help kick start regeneration activity and to generate interest from wider stakeholders. The works sought to gain early momentum to increase the overall attractiveness and improved image for Radcliffe, helping to increase business confidence and encourage further investment.
- 2.3 The intention has always been to prepare an up to date strategy and vision for Radcliffe and this work is now progressing via the development of the Strategic Regeneration Framework (see below). These initial projects have provided a starting point for these longer term aspirations.
- 2.4 Appendix 1 provides a summary of the projects within the Radcliffe Action Plan and this shows that most of these projects have been implemented including:
 - public realm improvements;

- events programme;
- place branding/marketing; and
- CCTV.

2.5 These early projects have had a number of benefits, including:

- increased and improved quality seating along key pedestrian routes (Church Street West) and at key focal points (the Piazza);
- improved information for all visitors and town centre users (wayfinding / information totems);
- a strengthened Radcliffe identity, with a branding toolkit that will be utilised as part of on-going Regeneration initiatives;
- environmental improvements and greening of the town centre (including a 'green wall' and planters);
- enhanced pedestrian routes and spaces (e.g. links with ASDA and the centre / improved space adjacent to the market for events);
- increased security, with the installation of new CCTV cameras and upgrading existing cameras;
- re-surfacing of the footways along Church Street West; and
- number of events within the town centre, increasing footfall and establishing local pride and engagement with residents

2.6 Work on two further projects from the Action Plan (shop fronts and parking management schemes) is on-going but these projects have yet to be implemented. When these schemes are fully implemented, they will provide additional environmental benefits in terms of improving the townscape and street scene in Radcliffe town centre and help deal with parking issues for residents. The latest progress on these are:

Shop Front Improvement Scheme (£100,000 allocated within the Action Plan)

This project provides grants of up to 80% (up to a maximum of £8,000) of the cost of the improvement works for each property. These improvement works are aimed at enhancing the business environment and include, for example, the provision of new shop fronts, painting, new signage and rendering.

Following an application process and detailed discussions, there are currently six applications that meet the criteria (at an indicative cost of circa £30,000).

This initiative was initially restricted to premises within a tightly defined boundary within the town centre and it is intended that a further phase of works will be offered with an extended boundary, covering an increased number of shops.

Parking Management Scheme (£50,000 allocated within the Action Plan)

Following completion of a car parking survey and analysis, a residents parking scheme has been developed for the area around Bridgefield Street in close proximity to the Metrolink station. Detailed resident engagement took place in July 2019 and scheme details have now progressed alongside associated traffic regulations orders.

Signage for the resident's only parking scheme have been ordered, with installation expected to commence in March. It is anticipated that the scheme will become fully operational in April/early May.

- 2.7 In addition to the £150,000 allocated to the shop fronts and parking management schemes, approximately £20,000 remains unspent from the other projects. It is proposed that these monies are retained within the budget as a contingency until the Action Plan is fully implemented.
- 2.8 As set out in the recommendations, this report is seeking approval for the authorisation for the remaining funds allocated to the Action Plan (including the completion of both the shop front project and the parking management project, along with some spend remaining from the other projects), to be delegated to the Director of Economic Regeneration & Capital Growth in consultation with the Leader (as portfolio holder of Regeneration). This would include any individual award of grants for shop fronts and elements of the parking scheme. Under this authorisation, all spend from the remaining budget would be dealt with by way of an Operational Decision, requiring the signature of both the Director of Economic Regeneration & Capital Growth and the Leader of the Council.

3. Strategic Regeneration Framework (SRF)

- 3.1 The SRF will have a pivotal role in underpinning the way the Council deploys its own resources and discharges its regulatory functions, including the determination of planning applications. It will also provide the necessary evidential base to guide the investment decisions of third parties.
- 3.2 Crucially, given the indication from national Government that it is looking to invest in northern towns, it is vital that we have a document in place that sets out a clear vision with investable projects that we can use to secure funding - particularly those which are geared to support town centre transformation.
- 3.3 The production of the SRF will correspond to evidenced best practice elsewhere and is designed to:
 - provide an analysis of the opportunities for transforming the town centre and the range of interventions which the Council and key partners should address to support the process of change including effective place management arrangements;
 - take account of sustained engagement with local Members, residents and other key stakeholders to ensure that the programme of renewal fully reflects their priorities;
 - define a clear vision for Radcliffe town centre, which will embrace its changing role and how it will once again become a place where residents will be able to access the widest range of services and amenities and where the business base of the town centre can be encouraged to diversify and flourish;
 - define a programme of action over the short, medium and longer term to support transformation;
 - provide an overview of the role of public services and how these relate to place and people;
 - set the parameters for creating an attractive environment that will include widening the demand for community facilities and amenities, helping to create

confidence for business growth and an improved housing offer in and around the town centre; and

- explore the potential for creating hubs for creative talent and emerging business activities.

3.4 It is proposed that a draft SRF is brought back to the Cabinet in June and, subject to any comments which are made at that time, for the draft to be the focus of an extensive public consultation exercise before it is finalised by the Council in late summer /early autumn this year.

4 SRF Engagement strategy

4.1 The Deloitte commission includes the preparation and early implementation of a comprehensive engagement strategy, which forms an integral part of the SRF development process.

4.2 Early stakeholder engagement has commenced and there have been a number of workshops with the Radcliffe Regeneration Task Group and key Radcliffe community and business stakeholders. These workshops have been attended by ward Members, tenant and resident groups, business groups and community stakeholders. There is a general consensus that there needs to be a clear vision and plan that will help to direct transformational change in Radcliffe.

4.3 The workshops will now be followed by engagement with individual stakeholders, including businesses and property owners, Transport for Greater Manchester, the Environment Agency, the Canal and River Trust.

4.4 This initial engagement is crucial and will help to inform the development and eventual content of the draft SRF as it progresses.

5. Council Investment Fund

5.1 It is anticipated that given the Council's continued commitment to the ongoing regeneration of Radcliffe, and the preparation of the SRF and subsequent delivery plan, significant funding will be required to ensure key projects are progressed.

5.2 The Chief Executive will therefore bring forward, an analysis of the interventions which are considered necessary to facilitate delivery of the transformation programme – this will include an outline business case for the creation of a Council Investment Fund to leverage third party funding to support appropriate interventions in key investment areas including Radcliffe Town Centre.

5.3 At this stage, Cabinet are asked to note this intention and a further report detailing the Investment Fund requirements will be brought to Cabinet alongside the draft SRF in June.

6 TIMESCALES

6.1 The work to prepare the Radcliffe SRF and delivery plan remains scheduled to take six months to complete (January 2019 to July 2020). Key activities

around stakeholder workshops and wider engagement have already taken place in February.

- 6.2 The timetable is for the draft SRF to be taken back to Cabinet in June and, if approved, it will then be subject to extensive consultation with all stakeholders.
- 6.3 It is important to complete this work in a timely manner as possible as the new Government starts to make funding available to support elements of the implementation of the SRF.

4. CONCLUSION

The recommendations are contained in the front of this report.

List of Background Papers: Appendix 1: Summary of benefits of the Radcliffe Action Plan works.

Contact Details:-Paul Lakin, Director of Economic Regeneration and Capital Growth

Appendix 1

Radcliffe Action Plan	Budget (Indicative)	Project Benefits
<p>Strategic Objective</p> <p>To deliver town centre improvements led by increased business engagement with the council as facilitator and enabler. Projects aim to increase overall attractiveness and an improved image for Radcliffe with the aim of creating increased business confidence leading to greater investor interest and investment”.</p>	<p>£500,000</p> <p>(£479,134,80) spent or earmarked for projects - £20,865.20 unallocated)</p>	<p>The Action Plan was designed to help meet this objective through a series of collective projects, designed to give the town a ‘facelift’ and improve the environment and user experience.</p> <p>The projects combined (sitting alongside recent development and emerging strategic plans) will help to bring confidence to the town and hopefully attract much needed investment and development.</p> <p>Some of the benefits of the projects are difficult to measure but creating an improved environment and the street scene are regarded as essential aspects in any regeneration plan and are the fundamental aspects to building confidence in the town.</p> <p>£20,865.20 unallocated at this stage but work is continuing and this money will be retained within the budget as a contingency until the Action Plan is fully implemented.</p>
<p>1. <u>Public Realm</u></p> <p>Plan to make improvements and enhance the physical environment of the immediate town centre, which included the Wayfinding Scheme and incorporating place marketing. The individual costs are attributed to the specific areas where public realm improvements were implemented (note that these include management costs, purchase of materials and labour).</p> <p>Public Realm Preliminaries (£11,000)</p> <ul style="list-style-type: none"> - Traffic safety and management costs <p>Radcliffe Piazza (£48,747.65)</p> <ul style="list-style-type: none"> - Shrub clearance, planter bed clearance and replanting/mulching - Preparation and Re- painting of bandstand - Removal of old and 	<p>£250,000</p> <p>(Actual spend £253,126.80 with additional spend allocated from underspend on other element)</p>	<p>Key benefits (Project completed):</p> <ul style="list-style-type: none"> - Preparation of Public realm vision document setting out short, medium and longer term aspirations for environmental improvement in Radcliffe town centre. - Improved quality of town centre environment (specification focussed on delivery of high quality improvements e.g. benches/planters/planting); - Increased seating at focal points (the Piazza) and key pedestrian routes (Church street west), including replacement of existing street furniture which had reached end of life; - Improved information for all visitors and town centre users (Wayfinding/totems); - Linked with the branding toolkit, strengthening the Radcliffe identity through use of agreed theme, colour, style and quality features. - Improved environment aiming to attract

Radcliffe Action Plan	Budget (Indicative)	Project Benefits
<p>preparation/foundation and Installation of (7) new benches.</p> <ul style="list-style-type: none"> - Provision of new Totem information/wayfinding (preparation/foundation/installation) <p>ASDA Link (£13,236.85)</p> <ul style="list-style-type: none"> - Bed clearance plus new topsoil and tree/shrub planting - Removal of fencing and plinth repairs <p>Market Place Link (£31,332.61)</p> <ul style="list-style-type: none"> - Preparation and installation of green wall planter frame and planting up - Provision of new large planter and planting (tree/shrubs) <p>Town centre Banners (£7,641.00)</p> <ul style="list-style-type: none"> - Preparation and installation of 27 no. banners across the town centre, including Church Street West, Piazza, Dale Street and Blackburn Street. <p>Church Street West (£34,559.58) & inc Footway (£36,000) = (£70,559.58)</p> <ul style="list-style-type: none"> - Preparation and installation of drums/benches/planters along Church Street West (9 clusters in total) plus soil and planting - Re-surfacing of the footways <p>Wayfinding Metrolink Station/Piazza/Asda Link (£17,426.00)</p> <ul style="list-style-type: none"> - Provision of 3x wayfinding totems and one sign post (including artwork) <p>Other (£1,939.00)</p> <ul style="list-style-type: none"> - Lighting column Testing £1,750 - Shutter testing - £189.00 <p>Fees (£51,244.11)</p> <ul style="list-style-type: none"> - White Young Green Fees £37,359.42 - Bury Council Engineers est £13,884.69 		<p>ASDA users across Pilkington Way to the town centre core;</p> <ul style="list-style-type: none"> - Enhanced key pedestrian links, Market Place and Church street West. Enhanced Market entrance area and creation of additional user friendly space adjacent to the market for events/activity. Initial enhancements along Church street west to encourage pedestrian movement between key attractors (Metrolink, health centre) and in anticipation of the residential development at East Lancs Paper Mill; - Raised profile and image for the town; - Environmental improvements is part of the wider aspiration to Increase business./investor confidence; and - The works will help to pave the way for increased/further investment (public and private).
<p>2. <u>Street Signage</u></p> <ul style="list-style-type: none"> - Audit of outdated existing signage(Pedestrian/traffic) 	<p>Existing Council budget</p>	<p>Key benefits (Project completed):</p> <ul style="list-style-type: none"> - Removal of incorrect and damaged signage;

Radcliffe Action Plan	Budget (Indicative)	Project Benefits
<ul style="list-style-type: none"> - Replacement and removal of damaged/out of date directional signage (traffic) 		<ul style="list-style-type: none"> - Removal of street clutter; and Improved town centre environment for all town centre users.
<p>3. <u>Events and Animation Programme</u></p> <ul style="list-style-type: none"> - Including Xmas Lights, series of Saturday children's workshops - Work with stakeholders to develop and deliver events programme 	<p>£20,000</p> <p>(£18,434 spent)</p>	<p>Key benefits</p> <ul style="list-style-type: none"> - Increased activity and animation in core town centre area; - Funding raised for charity trust from Xmas lights event; - Enhanced community spirit and involvement of community groups and local businesses/market; - Programme of "Summer days of play" free Saturday family friendly workshops and activities (5 in total – very well attended); - Build upon existing community group activity/events; - Raise the profile of Radcliffe and improve perceptions; - Increased local engagement; - Increased footfall including current non users; and - Wider culture and events ideas drafted for consideration as the Radcliffe regeneration activity progresses
<p>4. <u>Car Parking Management</u></p> <ul style="list-style-type: none"> - Parking Survey - completed July 2018 - Research analysis and Strategy developed - Residents parking scheme (9-12 months) 	<p>£50,000</p> <p>(To be implemented in 2020)</p>	<p>Key benefits (once implemented):</p> <ul style="list-style-type: none"> - Improved parking provision for residents in close proximity to the Metrolink station; - Resident engagement via residents parking survey; - Better understanding of parking issues; and - Improved traffic management and reduced congestion along key route (Church Street West in close proximity to metrolink station).
<p>5. <u>Place Branding/Marketing</u></p> <ul style="list-style-type: none"> - Develop a vision and brand for Radcliffe building on positive developments, address negative perceptions and increase the appeal of the town as a place to live and invest. - Linked to Wayfinding Scheme - To raise the Profile, Image and Perception of Radcliffe. 	<p>£30,000</p> <p>(£25,875 spent)</p>	<p>Key benefits</p> <ul style="list-style-type: none"> - Development of Place Branding (brand toolkit) including images, logo and key messages for Radcliffe for use by all relevant partners and stakeholders; - Improved image, profile and perception of Radcliffe leading to increased footfall (to be launched/linked to SRF development); - Increased promotion and marketing of Radcliffe; and - Raise awareness of what Radcliffe has to offer.
<p>6. <u>Shop Front Improvements</u></p> <ul style="list-style-type: none"> - Bring forward a scheme to enhance the appearance of shop frontages 	<p>£100,000</p>	<p>Key benefits (once implemented)</p> <ul style="list-style-type: none"> - Programme of shop front grants - Increased business engagement; - Potentially six shop front improvements (phase 1); and

Radcliffe Action Plan	Budget (Indicative)	Project Benefits
		<ul style="list-style-type: none"> - Resulting in improved town centre business environment and for town centre users, improved business confidence and catalyst for further investment
<p>7. <u>CCTV</u></p> <ul style="list-style-type: none"> - Undertake Audit of CCTV to identify any required improvements 	<p>£50,000</p> <p>(Total cost was £31,699 and balance allocated to other projects/underspend)</p>	<p>Key benefits</p> <ul style="list-style-type: none"> - Addressed ongoing business concerns evident following increased number of burglaries to business premises; - Increased business engagement regarding town centre security e.g. with GMP/Local MP; - 4 x CCTV cameras upgraded to increase quality and therefore potential use e.g. identification purposes; and - 7x new CCTV cameras