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Town Hall
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To: All Members of the Overview and Scrutiny
Committee (Regeneration and Skills)

Date: 29 June 2017
Our Ref: O&S
Your Ref:

Contact: Ruth Harrison
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Dear Councillor

OVERVIEW AND SCRUTINY COMMITTEE (REGENERATION AND SKILLS) - TUESDAY 4TH JULY, 2017

I refer to the agenda for the above meeting and in consultation with the Chair, Councillor Sayers, now enclose the following report which was unavailable when the agenda was printed.

Agenda No.	Item
8	Town Centre Framework Action Plans (Pages 115 - 162)

Yours faithfully,

Democratic Services

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Agenda Item 8

Report to:	Overview and Scrutiny Committee (Regeneration and Skills)	Date of Meeting:	Tuesday 4 July 2017
Subject:	Town Centre Framework Action Plans		
Report of:	Head of Regeneration and Housing	Wards Affected:	Blundellsands; Cambridge; Derby; Dukes; Kew; Linacre; Manor; Norwood; Victoria;
Portfolio:	Regeneration & Skills		
Is this a Key Decision:	N	Included in Forward Plan:	No
Exempt / Confidential Report:	N		

Summary:

To update Members on the preparation of Action Plans for each of the published Town Centre Investment/Development Frameworks.

Recommendation(s):

(1) Members are asked to note the contents of this report.

Reasons for the Recommendation(s):

The Town Centre Investment/Development Frameworks will help to guide opportunities for potential investment and development in each of the borough's major Town Centres. The Action Plans drafted for Bootle, Crosby and Southport will help to facilitate delivery of this investment and regeneration.

Alternative Options Considered and Rejected: (including any Risk Implications)

N/A

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What will it cost and how will it be financed?

(A) Revenue Costs

There are no direct revenue financial implications arising from this report. Emerging initiatives may require revenue resources. This will be addressed as part of the pre development process and a budget identified.

(B) Capital Costs

There are no direct capital cost implications arising from this report. Emerging initiatives may require capital resources. This will be addressed as part of the pre development process and a budget identified. It is inevitable that the vast majority of resources to deliver the framework will be generated through the private sector and the appropriate use of council owned assets.

Implications of the Proposals:

Resource Implications (Financial, IT, Staffing and Assets):

Emerging initiatives may require resources (Financial, IT, Staffing and Assets). This will be addressed as part of the pre development process but will not necessarily be funded directly by the Council.

Legal Implications:

Emerging initiatives may require legal support. This will be addressed as part of the pre development process.

Equality Implications:

There are no equality implications.

Contribution to the Council's Core Purpose:

Protect the most vulnerable:
N/A

Facilitate confident and resilient communities:
Vibrant town centres are crucial to the economic prosperity of the borough and are a vital neighbourhood asset to the communities they serve.

Commission, broker and provide core services:
N/A

Place – leadership and influencer:
In order to achieve vibrant town centres all stakeholders must play their part. The Authority has a crucial role in facilitating and enabling what happens in our communities. It is inevitable that the vast majority of resources to deliver the Framework Action Plans will be generated through the private sector and the appropriate use of council owned assets.

Drivers of change and reform: N/A
Facilitate sustainable economic prosperity: Vibrant town centres are crucial to the economic prosperity of the borough, safeguarding and creating jobs and generating additional NNDR receipts.
Greater income for social investment: N/A
Cleaner Greener As opportunities emerge, low carbon 'greener' options will be explored.

What consultations have taken place on the proposals and when?

(A) Internal Consultations

The Head of Corporate Resources (FD4725/17) and Head of Regulation and Compliance (LD.4009/17....) have been consulted and any comments have been incorporated into the report.

(B) External Consultations

Extensive public consultation and engagement was undertaken in the development of the Framework Reports.

The Cabinet Member for Regeneration and Skills has been briefed on the development of the Framework Action Plans.

Implementation Date for the Decision

N/A

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Appendices:

The following documents are appended in Appendix 1:

- A1. Crosby Development Strategy - Action Plan
- A2. Bootle Town Centre Investment Framework - Action Plan
- A3. Southport Town Centre Development Framework - Action Plan

Background Papers:

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There are no background papers available for inspection.

1. Introduction/Background

- 1.1 The Cabinet published the Bootle Town Centre Investment Framework and the Southport Development Framework in October 2016. Publication of the Crosby Development Strategy was approved by Cabinet in November 2015.
- 1.2 The Frameworks provide the high level vision for future investment in the borough's major Town Centres. They outline a direction of travel for each of the Town Centres and are not a prescriptive list of projects. In taking the Frameworks forward the Authority's role will be to stimulate, facilitate and enable the regeneration of each of the Town Centre with developers, other agencies and stakeholders providing the direct investment.
- 1.3 At the 8th November 2016 Overview and Scrutiny Committee - Regeneration & Skills meeting (following a 'call in' request by the Liberal Democrats) Regeneration officers agreed to submit an Action Plan for the Southport Development Framework, to the Committee 6 months later, the first available meeting after this point is 4th July 2017.
- 1.4 Action Plans have been prepared for Bootle, Crosby and Southport Town Centres – see Appendix 1. Cabinet Member for Regeneration and Skills requested that the Action Plans for Bootle and Crosby also be presented to Overview and Scrutiny Committee - Regeneration & Skills in addition to the requested Southport Framework Action Plan.
- 1.5 All of the Town Centre Action Plans are an illustration of the work streams/themes that will be progressed and link to initiatives highlighted in the published Framework reports. The Action Plans have a similar look and feel but it must be noted that each report was presented in a different style and the needs and wants of each Town Centre are bespoke. The activities and milestones listed are representative of the types of activity that may be undertaken in order to take the work streams forward. Each of the Action Plans is a living long-term document and will evolve as new opportunities emerge.

Appendix 1 Town Centre Action Plans

- A1. Bootle Development Strategy - Action Plan
- A2. Crosby Town Centre Investment Framework - Action Plan
- A3. Southport Town Centre Development Framework - Action Plan

Bootle Town Centre Investment Framework Action Plan

Introduction

In August 2016 Cabinet agreed to publish the Bootle Town Centre Investment Framework and begin to develop an 'Action Plan'. The Action Plan will be monitored, reviewed and updated in consultation with the Cabinet Member for Skills and Regeneration. In Table 1, a statement of 6 priorities has been developed, which will guide the Actions in Table 2.

The statement can be used to support future monitoring of agreed 'Actions' in this plan. Importantly the statement reflects the desired outcomes in the Sefton 2030 Vision.

6 priorities

1. Retail should remain a core function of Bootle Town Centre, including a much strengthened Leisure, Food and Beverage offer
2. The town centre should develop its role as a place for modern services and accommodation that the community can depend on to live, grow and achieve
3. Develop cultural and environmental assets
4. Develop Bootle as a destination for Business and Social Enterprise
5. An Accessible and Connected Town Centre
6. Put in place a 'Whole' town centre approach

Sefton 2030 Vision OUTCOMES "What people want to experience, feel and have"

1. Resilient people and places
2. Growing, living and ageing well
3. A great place to live, work and play
4. Image and environment
5. Activities, sociability and hosting
6. Accessible and linked

7. Right for business
8. Digital, science & technology

Over 3,500 people took part in the Imagine Sefton 2030 Vision consultation and engagement process. There were a number of common messages that were repeated throughout the process. The key one for the Bootle Action Plan is:

- **Investing in the infrastructure of the Borough** will help to provide a strong, sustainable economy, be it regenerating town centres and high streets, improving highways and connections (but being mindful of traffic volumes); developing urban, village communities that have affordable housing and access to social activities.

Enablers

Bootle Town Centre is located 4 miles north of Liverpool City Centre. The Town Centre is well connected to the motorway network via the M57/M58 Switch Island junction. There is a regular train service to Liverpool City Centre, Hunts Cross and Southport. Regular bus services connect the Town to all major centres locally, including Liverpool, Southport and Crosby.

Bootle is a mixed area with housing, employment, retail and education all located in and around the Centre.

Bootle is well placed to achieve these outcomes in that the town centre has the combination of existing assets and stakeholders within the town to form the basis for future success. It is well placed to aspire towards the ambitions set out in the Investment Framework and the outcomes of the Sefton 2030 Vision. For example;

- A local community who feel ownership of the Town Centre
- Proximity to Liverpool City Centre
- A large resident population with a higher percentage of young people compared to other areas of Sefton
- Proximity to the Port of Liverpool and potential for employment and business growth in and around the town as a result of port expansion
- Excellent local transport links and connectivity to the national transport network
- An ambitious and well performing FE/HE College with plans to grow
- The Strand Shopping Centre
- Extensive Superfast Broadband and fibre coverage (98.9%)

Cross Cutting Themes

As the Action Plan is implemented the Council will aim to ensure that the following cross cutting themes are addressed;

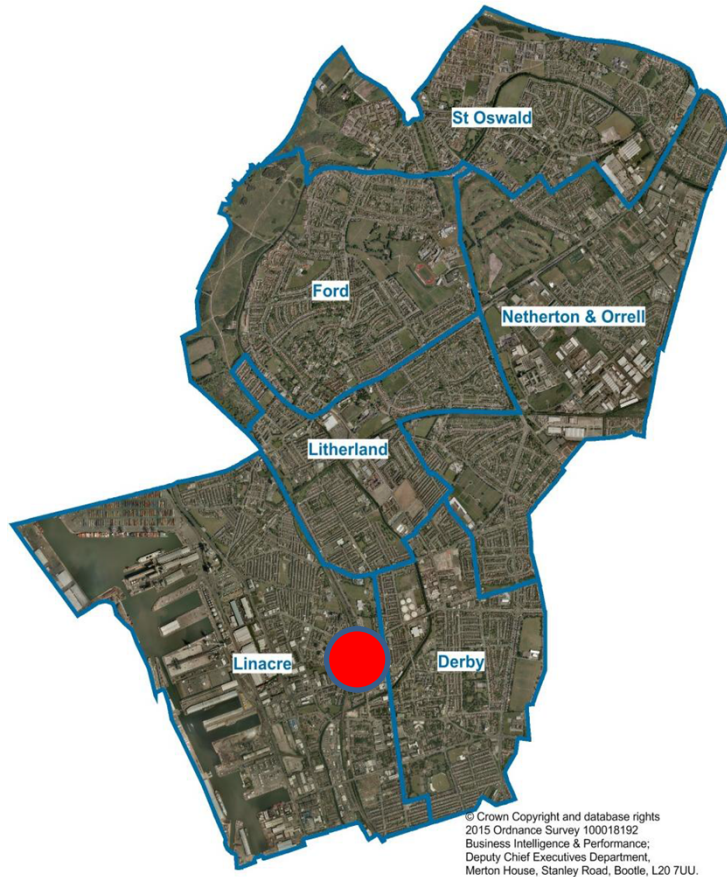
- Distinctiveness and Quality
- Infrastructure is well managed
- Our Community is at the heart of new investment

Complimentary Strategies

The Action Plan will be facilitated through;

- Developer Investment Strategies and business plans
- Sefton Council Asset and Investment Strategies
- Local Plan policies which seek to maintain the town as the focus for new retail development, and also to support a wider variety of town centre uses, that will enable the town to continue to serve its community and economic function.
- Transport Investment involving a local pipeline of intervention
- The public estate strategies in development (Council, CCG/NHS and Blue light) needing to consolidate/plan for modern services
- The Joint Strategic Needs Assessment relevant to joint working around hubs and co-location.
- The Local Economic Assessment 2017

Bootle Profile



Population

- Bootle's 2013 population is estimated to be 72,979 and makes up 27% of the borough's population.
- Bootle has higher proportions of working age (18 to 64) residents and children (0-17) when compared to the borough with the rate of older people being lower. 61% of Bootle's population is of working age, while less than one in four (23%) residents is a child.
- The population density (the number of persons per hectare) within Bootle, 36.6, is considerably higher than in Sefton as a whole, 17.9.

Deprivation

- Information taken from the Index of Multiple Deprivation 2015 tells that 32 of the 38 Lower Super Output Areas (LSOAs)* across Sefton, that fall into the most deprived 10% of areas nationally, are in the Bootle township area. This equates to over half of the 52 LSOA's that make up the township. There are 5 LSOAs within Bootle Township that fall within the worst 1% nationally, 4 in the Linacre Ward area, 1 in the Derby Ward area. 21 that are in the worst 5% nationally.

Health

- According to the Census 2011, general health within the Bootle township is on par with the rest of the borough, with 75% (54,546) of residents describing their general health as either very good or good, lower than the percentage seen across Sefton as a whole (77%).
- Twenty four of the 52 LSOAs in Bootle are within the top 20% areas with residents deemed to have bad or very bad health, with seventeen being in the top 20% for long-term health problems
- Eighteen of the 52 Bootle LSOAs are within the bottom 10% for areas with residents providing unpaid care, with eight in the bottom 1%.

*There are 34,753 LSOAs nationally. These are geographic areas of similar population size that are used to collect a variety of comparable information. Deprivation is a measure of poverty that takes information on income, employment, health & disability, education, skills & training, barriers to housing & services, living environment and crime and combines them into a single measure of deprivation.

Table 1: Statement of Priorities

	Bootle Statement Priorities	Explanation	What is required: (Key interventions, Enablers, Commissioning Priorities, Deliverables)
1.	<p>Retail should remain a core function of Bootle Town Centre, including a much strengthened Leisure, Food and Beverage offer.</p> <p>If Bootle is to fulfil its role as a community shopping destination, then it must retain its comparison and convenience goods offer, with a range of nationally recognised retailers.</p> <p>Local communities, visitors and businesses now expect to have access to restaurants, bars, cafes, cinemas and leisure centre type uses.</p>	<p>The future of retail in Bootle will need to be supported by modern local services that communities expect to easily access such as banks, food and beverage, health, leisure and educational needs.</p> <p>A re-think is needed that will lead to the creation of a physical heart to the retail quarter exploiting the canal’s full potential, and attract the mix of modern town centre uses that are now expected.</p> <p>A varied modern town centre offer is critical in the choices people make on where to do their shopping, spend their leisure time, or to locate their business. These uses are all important in their contribution to a successful evening economy and cultural offer.</p>	<p>An opportunity exists to explore investment linked to the Strand Shopping Centre and the canal waterfront.</p> <p>If the destination appeal of the retail quarter is to be strengthened adjacent the canal for leisure, food and beverage, the van hire site, post office building and depot, and in time the Castle Bingo site will need to feature strongly.</p> <ul style="list-style-type: none"> - A costed Retail Strategy - Scheme Feasibility and Market testing - Control/acquisition of canal side land and property
2.	<p>The town centre should develop its role as a place</p>	<p>This priority links to the public sector reform agenda and linked to this the</p>	<p>The Council and Stakeholder partners are determining their requirements to deliver modern</p>

	<p>for modern services and accommodation that the community can depend on to live, grow and achieve</p> <p>Health, education, training and opportunities for town centre living are some of the main examples.</p>	<p>physical asset rationalisation plans of public sector stakeholders. There will be opportunities to diversify town centre uses as older, surplus property comes on the market. There are several buildings in Bootle town centre that provide Council public services. For example the Library, the Contact Centre and Sefton@Work premises. There may be co-location opportunities in the future around Council, health and VCF sector.</p> <p>An increasing feature of towns and cities as they reshape and diversify - are their student populations. Additional footfall driven by more residential accommodation can help maintain a sustainable town centres.</p> <p>It is important to Recognise both opportunity for town centre living as more secondary office stock is converted to accommodation, but also implications for Bootle as a business destination.</p>	<p>public services – so that remodelling and new infrastructure can be planned for in the town centre.</p> <p>Initiatives and structures are currently in place to do this, involving Sefton Council leadership. The health led (NHS/CCG) Sefton Property Estate Partnership and the Council’s own Accommodation work and ‘bases’ Initiative. Dialogue with Hugh Baird College, the HCA and SRLs and within health are ongoing.</p> <ul style="list-style-type: none"> - Complete the ‘bases’ work and Confirm the Council’s back office accommodation requirements and options for the Bootle Town Hall Complex of buildings - Agree any site assembly requirements for front of house needs and to support options for town centre diversification - Consider role of South park for partial development to deliver new apartments or/and College buildings.
<p>3.</p>	<p>Develop cultural and environmental assets An important component for most towns has been to develop its cultural offering</p>	<p>Central to this aim will be the community in communicating and participating in Bootle’s story of place and identity. This priority represents an important pillar in the place</p>	<p>The Bootle Town Hall heritage Complex, the Canal and Bootle’s three parks represent existing physical assets for developing this component.</p> <p>Continue to support Safe Regeneration in its aims</p>

	<p>by celebrating its history, identity and growing a reputation for events and entertainment.</p>	<p>making agenda for the town that would strengthen its reputation as destination for leisure and an evening economy over time.</p>	<p>for social enterprise, housing and the Carolina Street basin for a Canal Discovery Centre (supported by the Canal and Waterways Trust).</p> <p>Commercial Redevelopment of the canal frontage could lead to an improved cultural/leisure offer, as part of future remodelling of the Strand Shopping Centre, following acquisition.</p> <p>Future leisure and cultural opportunities are being considered as part of a feasibility study planned for Bootle Town Hall Heritage Complex.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 126</p>	<p>4. Developing Bootle as a destination for Business and Social Enterprise. Intervention is required so the town centre is able to retain its existing occupiers, promote business interest in its 'more modern or refurbished office stock'. Bootle should also aspire to a range of suitable mixed developments.</p>	<p>Bootle has an abundant supply of office space, much of it secondary stock. In other words 'do nothing' is not an option. A strategy is required to generate demand and investment and to build a reputational brand.</p> <p>The Commercial Quarter is suitable for a range of uses including office, hotel education and selective residential development, plus food and beverage which would support footfall, but this will not happen without intervention including some site assembly.</p>	<p>As part of a 'Whole' town centre approach (priority 6) the development and delivery of a 'Place Marketing Strategy' for Bootle is suggested.</p> <p>Control of Linacre House and Trinity Road CP would enable the flexibility required to receive new investment also plan for an improved off street surface car park or a multi storey car park (see below).</p> <ul style="list-style-type: none"> - Action relating to the future control of Linacre House and Trinity Road CP - Manage relationship with property owners (Redgrave Court, St John's House, Merton House and St Hugh's) in respect to investment inquiries generally, plus possible supply chain companies linked to Port Growth and scope for smaller start up,

			enterprise space.
5.	<p>An Accessible and Connected Town Centre</p> <p>The town should build on its reputation for accessibility as part of its destination appeal in helping retain and attract investment.</p>	<p>Liverpool Lime Street is only 20 minutes away from Bootle Oriel Rd and Bootle Strand Stations. The motorway network can be reached within 15 minutes. Some 25 bus services start or finish or call at the bus station at the Strand. The majority of routes in the area serve the bus stops along Stanley Road.</p> <p>However an excellent parking experience is essential in helping retain and attract companies to locate to Bootle. A balance must therefore be struck between the needs of businesses as well as improving public transport infrastructure for communities and commuters.</p>	<p>Review Parking Strategy - investigate the opportunity for more flexible on-street waiting times along Stanley Road and proposals for long stay off-street parking for staff and visitors in the Commercial Quarter.</p> <p>Investigate support for the reintroduction of local traffic to the Retail Quarter (support may be limited though).</p> <p>Investigate opportunities to improve infrastructure links for cycling and pedestrian access. Improve the crossings on Balliol Road, to help drive student footfall down Stanley Road.</p> <p>A review of bus infrastructure in the town centre, inc. improvements to bus stop waiting environments.</p>
6.	<p>A 'Whole' town centre approach.</p> <p>This would be targeted at key occupiers and investors.</p>	<p>Key Stakeholders would come together to support the Bootle Action Plan, helping convert opportunities into options for investment, project delivery, possible partnering and establishing the Bootle brand over time.</p> <p>A Place based narrative is essential for Bootle to differentiate our ambition</p>	<p>A stakeholder group acting strategically in supporting investment (including a Place Marketing Strategy), employment and town centre management initiatives is required.</p> <ul style="list-style-type: none"> - Co-investment opportunities (Commercial and Retail Quarters) - Town Centre Management initiatives, support for events, markets, cleansing and environment

		from that of the City of Liverpool given its close proximity.	<ul style="list-style-type: none">- Create a Place based narrative- Destination marketing strategy- A Wayfinding Strategy- Transport Infrastructure & Parking Demand Review
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Table 2: Bootle Town Centre Investment Framework Action Plan

Theme/Project Title	Fit with Priority Statement	Activity	Milestone Tasks (Key tasks)	Lead Organisation	Partners to engage/consult	Timescale Short <2yrs Medium 3 – 5yrs Long 6yrs+
Area: Commercial Quarter						
Bootle Town Hall Heritage Complex Page 129	2, 3	Complete feasibility & viability studies; Soft market testing;	Develop business case for new investment & commercial opportunities	Sefton Council	Councillors Historic England Private Sector	Short
		Complete outline business case;				
		Preferred options report; Preferred option agreed by Cabinet		Sefton Council	Councillors Historic England Private Sector	Short
		Secure developer, investor interest		Sefton Council	Private sector	Medium
Sites & Assets Assembly & Development Off street parking Office re - purposing (Links to whole)	2, 4, 5,6	Linacre House Confirm DWP intention to vacate Linacre	Promote Linacre House & Balliol House as a new investment opportunity	Telereal Trillium Sefton Council	Councillors Private sector	Short
		Complete valuation appraisal				
		Complete business case for acquisition Soft market test interest in Balliol and Linacre House				
		Commit to an ongoing dialogue with current	Promote Trinity Road Carpark as a new	Site owner Sefton Council	Private sector	Short

TC approach)

owner on options for investment	investment opportunity			
Liaise with landlords and Asset managers, on new investment potential	<p>Future potential of assets mapped</p> <p>HMRC relocation: New St John's Hse, Triad and Litherland House</p> <p>Telereal: St Martins House Michael Ross: St Anne's House</p> <p>RPAM: Merton House</p>	Current owners and Asset managers	Private sector	Short, Medium
<p>Assessment of current, future car parking provision</p> <p>Feasibility & viability studies; soft market testing</p>	Off Street parking solutions	Current owners Asset managers Sefton Council	Councillors Private sector	Short

Area: Retail Quarter						
Project Title	Fit with Priority Statement	Activity	Milestone Tasks (Key tasks)	Lead Organisation	Partners to engage/consult	Timescale Short <2yrs Medium 3 – 5yrs Long 6yrs+
Coffee House Bridge	2	Residential Feasibility & viability studies Business case; Preferred option agreed Developer secured	Predevelopment necessary to secure new residential opportunity	Sefton Council SAFE Regeneration	Councillors Canals & Rivers Trust Private sector HCA Housing Dev Co.	Short, Medium
	1, 3, 4	<u>Canal Discovery Centre</u> Feasibility & viability studies Business case and secure funding secured	Predevelopment necessary to secure Canal Discovery Centre (Canoe hub and enterprise)	SAFE Regeneration Canal & Rivers Trust	Community Sefton Council	
	4	<u>Little Merton</u> Feasibility and viability Business case and secure funding secured	Predevelopment necessary to secure refurbishment of Little Merton, for Social Enterprise	SAFE Regeneration	Community Sefton Council	
Strand Shopping Centre and immediate canal waterfront	1, 2, 3, 4, 5, 6	Agree Business Plan with Asset Manager and Property Management Service company Maintenance and repair	Agree Business Plan		N/A	Short

Page 132 idential ortunities		in accordance with agreed AMP				
		<u>Retail strategy</u> Feasibility and viability studies Market testing Business case Potential JV partners and finance options <u>Canal Waterfront</u> Site assembly	Regeneration Approach (remodelling of the Asset).	Strand owners	Councillors Private sector	Medium
	2	Strand House: External cladding to reduce energy use	Capital Improvements to Strand House	OVH	OVH VIRIDIS Sefton Council	Short
		HCA funded study to look at the potential for residential new build across Linacre Ward (Includes land next to Asda and Coffee House Bridge)	Estate Regeneration Study	OVH	Registered Providers Sefton Council HCA	Short
		Future of Vine House determined	Vine House sale	Sefton Council		Short

Area: Whole Centre Approach						
Project Title	Fit with Priority Statement	Activity	Milestone Tasks (Key tasks)	Lead Organisation	Partners to engage/consult	Timescale Short <2yrs Medium 3 – 5yrs Long 6yrs+
Develop a place marketing strategy for Bootle	6	Dialogue required in understanding ambition and what is driving investment decisions Purpose & T of R	Create a Place Board	Sefton Council	Councillors Private sector	Short
	6	Place marketing	Commission a 'Place marketing Strategy' Marketing and Events	Sefton Council	Councillors Private sector	Short
	6	Produce an inventory of office stock	Data on office stock mapped	Sefton Council	Councillors Private sector	Short
Business & Connectivity	5,6	Commission a Parking Strategy to clarify demand from occupiers Feasibility into options for additional off-street parking including M/S option Whole centre approach parking strategy (inc. business friendly)	Complete Parking Strategy	Sefton Council	Councillors Private sector Mersey Travel	Short
	5, 6	Commission Way finding strategy	Way finding strategy	Sefton Council		Short

	5, 6	Review of opportunities to improve bus infrastructure waiting environments as well as cycling links/storage and pedestrian infrastructure access. Consider options and SWOT for re-opening of Stanley Rd to through traffic & recommendations	Access Study Report	Sefton Council	Councillors Mersey travel Community	Short
Wider Opportunities	6	Investigate opportunities for accommodation, food & drink, traffic & travel linked to potential EFC stadium	Report on potential opportunities for Town Centre	Sefton Council	Councillors Merseytravel Liverpool CC Developer /Investor	Short
Page 134		Investigate additional mechanisms for cleansing within the Town Centre	Review and report on potential opportunities	Sefton Council	Councillors Private sector Community	
		Marsh Lane Area	Track progress	Sefton Council	Councillors OVH Police	
		Public Sector Reform	Track progress of 'bases' and alignment with Action Plan	Sefton Council	Sefton Council	Short
		Sefton Economic Assessment	Align Framework Action Plan with the published Economic Assessment for Sefton	Sefton Council	Sefton Council	Short

Crosby Investment Strategy Action Plan

Introduction

In November 2015 Cabinet agreed to publish the Crosby Investment Strategy. To link in with the Bootle Town Centre Investment Framework and the Southport Development Framework documents an Action Plan for Crosby has been developed. The Action Plan will be monitored, reviewed and updated in consultation with the Cabinet Member for Skills and Regeneration.

In Table 1, a statement of 5 objectives has been developed, which will guide the Actions in Table 2. These objectives have been taken directly from the Crosby Investment Strategy document. The statement can be used to support future monitoring of agreed 'Actions' in this plan. Importantly the statement reflects the desired outcomes in the Sefton 2030 Vision.

Objectives

1. To re-establish Crosby village centre as the heart of the community , whilst complementing other pockets of activity in neighbourhoods through Crosby
2. To have an attractive, clear and shared plan of action for Crosby village that the Council, community and investors can work together to achieve
3. To improve the fabric and appearance of the village centre through development, creating new futures for existing buildings and environmental improvements, particularly along Moor Lane
4. To enable the redevelopment of key sites to introduce new uses and occupiers, including national retailers, to increase footfall and activity within the centre that will support local independents
5. To deliver an accessible, well-connected and welcoming Village Centre

Sefton 2030 Vision OUTCOMES “What people want to experience, feel and have”

1. Resilient people and places
2. Growing, living and ageing well
3. A great place to live, work and play

4. Activities, sociability and hosting
5. Image, culture and environment
6. Accessible and linked
7. Right for business
8. Digital, science & technology

Over 3,500 people took part in the Imagine Sefton 2030 Vision consultation and engagement process. There were a number of common messages that were repeated throughout the process. The key one for the Crosby Action Plan is:

- **Investing in the infrastructure of the Borough** will help to provide a strong, sustainable economy, be it regenerating town centres and high streets, improving highways and connections (but being mindful of traffic volumes); developing urban, village communities that have affordable housing and access to social activities.

Enablers

Crosby is located approximately 6 miles north-west of Liverpool centre. It generally enjoys a high profile in the region, partly due to the Antony Gormley art installation 'Another Place' on Crosby Beach.

The village centre is well connected to the motorway network via the M57/M58 Switch Island junction. Regular bus services connect the village to all the major centres locally, including Southport, Formby, Bootle and Liverpool.

Crosby is a relatively affluent area, predominantly residential in use with core clusters of local retail. It is well served by schools, both state and independent. Residential properties in the area tend to be owner occupied.

The combination of existing assets and stakeholders within the village forms the basis for future success, for example:

- A local community who feel ownership of the village centre
- Proximity to Liverpool City Centre
- A large, relatively affluent resident population
- Well educated local residents
- Excellent local transport links and connectivity to the national transport network

- Extensive Superfast Broadband and fibre coverage (97.8% and 73.3% ultrafast)

Cross Cutting Themes

As the Action Plan is implemented the Council will aim to ensure that the following cross cutting themes are addressed;

- Distinctiveness and Quality
- Well managed infrastructure
- The community, including local businesses, are at the heart of new investment
- Connectivity and access

Complimentary Strategies

The Action Plan will be facilitated through;

- Developer Investment Strategies and business plans
- Sefton Council Asset and Investment Strategies
- Local Plan policies which seek to maintain the town as the focus for new retail development, and also to support a wider variety of town centre uses, that will enable the town to continue to serve its community and economic function
- transport investment involving a local pipeline of intervention
- the Crosby Town Centre Supplementary Planning Document (SPD)
- the public estate strategies in development (Council, CCG/NHS and Blue light) needing to consolidate and plan for modern services
- the Joint Strategic Needs Assessment relevant to joint working around hubs and co-location
- the Local Economic Assessment 2017

Crosby Profile



Population

- In 2013 the population within Crosby township was estimated to be 47,804 and made up 17% of the overall borough population.
- Crosby has higher proportions of working age (18 to 64) residents compared to the borough with older people being lower. Nearly a third (61%) of Crosby's population is of working age, while just less than one in five residents are children (0 to 17).
- The population density (the number of persons per hectare) within Crosby is higher than in Sefton as a whole.

Deprivation

- Information taken from the Index of Multiple Deprivation 2015 tells us that there are 38 LSOA's* across Sefton that fall into the 10% most deprived areas in England; this includes 2 LSOA's within Crosby Township, both of which are in Church.
- There are 7 LSOA's within Crosby that fall within the least affected 20% nationally; 2 in Blundellsands are in the 10% least deprived.

Health

- According to the Census 2011, the percentage of residents who describe their health as either good or very good in Crosby is higher than the rest of the borough and the North West, with 80% (38,254) compared to 78% across Sefton as a whole and 79% across the North West.
- 21% (10,096) of Crosby residents state that their daily activities are limited in some way, this is lower than the rate in Sefton (23%), however it is higher than both the North West rate and nationally (20% and 18% respectively).
- 13% (6,282) of Crosby residents are providing unpaid care; this is similar to the Sefton rate. However it is higher than the rate in England and the North West (11% and 10% respectively).

*There are 34,753 LSOAs nationally. These are geographic areas of similar population size that are used to collect a variety of comparable information. Deprivation is a measure of poverty that takes information on income, employment, health & disability, education, skills & training, barriers to housing & services, living environment and crime and combines them into a single measure of deprivation.

Table 1: Statement of Priorities

	Crosby Objectives	Explanation	What is required - key interventions, enablers, commissioning priorities
1	To re-establish Crosby village centre as the heart of the community, whilst complementing other pockets of activity in local neighbourhoods.	There is an expectation for easily accessible services such as retail, banks and food & beverage. A varied centre offer is critical in the choices people make on where to do their shopping, spend their leisure time or locate their business.	Initiatives that will improve the destination offer of the village centre. Bring forward new investment linked to the sites owned by Sefton and the private sector that will help broaden the village centre offer. Strengthen links between the village and other destinations e.g. Waterloo and 'Another Place'.
2	To have an attractive, clear and shared plan of action for Crosby village that the Council, community and investors can work together to achieve	Communicating information relating to the village centre in an appropriate and timely manner is recognised as important.	The development of links with a range of existing and potential stakeholders to help convert opportunities into reality. A communications strategy for the village centre.
3	To improve the fabric and appearance of the village centre through development, creating new futures for existing buildings and environmental improvements particularly along Moor Lane	Actions that will lead to Improvements to the village centre environment will help create a sense of place and longer dwell time.	Town centre management activity including cleansing, events and promotion. An access study to look at traffic management, parking, public transport and pedestrian and cycle links.
4	To enable the redevelopment of key sites to introduce new uses and occupiers, including national retailers, to increase footfall and activity within the centre that will support local independents	An opportunity exists to explore investment linked to the sites owned by Sefton and the private sector within the village, with the aim of broadening the destination offer.	On-going dialogue with site owners and potential investors. Commitment for Sefton to be proactive in development of own sites.

5	<p>To deliver an accessible, well-connected and welcoming Village Centre</p>	<p>The Strategy and Action Plan provide a series of opportunities that could improve access and connectivity in the Village Centre. Public realm improvements, marketing and events could all make the Village feel welcoming, feel like a place that people want to be.</p>	<p>Complete village centre 106 environmental works. Complete the Access Study, as detailed above. Develop Town Centre management activity, as detailed above.</p>
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Table 2: Crosby Investment Strategy Action Plan

Site 1 – Moor Lane North						
Theme/ Project Title	Fit with Priority Statement	Key Action	Activity	Lead Organisation	Partners to engage/consult	Target Date Short <2yrs Medium 3 – 5yrs Long 6yrs+
Connectivity and access	5	Assessment of current and future car parking provision	Crosby Access Study - See activity in whole centre approach	Sefton Council	Councillors Private sector Officers Public	Short
		Investigate potential for multi-storey carpark	Crosby Access Study - See activity in whole centre approach	Sefton Council Developer/Investor	Councillors Private sector Officers	Short
		Potential improvements for pedestrian and cycle access through site and in and out of the village	Crosby Access Study - See activity in whole centre approach	Developer/Investor Sefton Council	Officers Councillors Private sector Public	Short
Retail redevelopment	4	Glenn Buildings redevelopment	Liaison with St Modwen	St Modwen	St Modwen Officers Councillors Local Businesses	Medium
		Investment potential in Telegraph House site	Liaison with St Modwen and other private sector partners	St Modwen	St Modwen Officers Councillors Local businesses	Medium

Site 2 - Islington						
Theme/ Project Title	Fit with Priority Statement	Key Action	Activity	Lead Organisation	Partners to engage/consult	Target Date Short <2yrs Medium 3 – 5yrs Long 6yrs+
Former Crown Buildings site	4	Potential redevelopment opportunity	Liaison with site owner/agent	Developer/ Investor	Councillors Private sector	Long
New development on existing carpark	4	Potential redevelopment opportunity	Costed scheme feasibility and market testing	Developer/ Investor Sefton Council	Councillors Private sector	Long
			Develop relationship with potential JV partners			
			Research investment finance options			
Connectivity and Access	5	Assessment of current and future car parking provision	Crosby Access Study - See activity in whole centre approach	Sefton Council	Councillors Private sector Officers Community	Short
		Potential improvements for pedestrian and cycle access through site and in and out of the village	Crosby Access Study - See activity in whole centre approach	Sefton Council	Officers Councillors Businesses Community	Short
		Look at potential for bus layover and bus stops	Crosby Access Study - See activity in whole centre approach	Merseytravel Sefton Council	Officers Councillors Merseytravel Businesses Community	Short

Site 3 - Moor Lane South						
Theme/ Project Title	Fit with Priority Statement	Key Action	Activity	Lead Organisation	Partners to engage/consult	Target Date Short <2yrs Medium 3 – 5yrs Long 6yrs+
Retail unit refurbishment	4		Liaison with site owner/agent	St Modwen	Businesses Councillors Community	Short
Access and Connectivity	5	Assessment of current and future car parking provision	Crosby Access Study - See activity in whole centre approach	Sefton Council	Councillors Private sector Officers Community	Short
		Potential improvements for pedestrian and cycle access through site and in and out of the village	Crosby Access Study - See activity in whole centre approach	Sefton Council	Officers Councillors Businesses Community	Short
		Look at improvements to servicing for existing and new businesses	Crosby Access Study - See activity in whole centre approach	Sefton Council	Officers Businesses	Short

Accessible, Well-Connected and Welcoming Centre						
Project Title	Fit with Priority Statement	Key Action	Activity	Lead Organisation	Partners to engage/consult	Target Date Short <2yrs Medium 3 – 5yrs Long 6yrs+
Access Study	5	Produce transport and access study for the Village Centre	To look at public transport, traffic movement, parking and pedestrian and cyclist access	Sefton Council	Officers Councillors Merseytravel Businesses Community	Short
Public realm and external environment	3	Ongoing Liaison with Stakeholders	Complete 106 works in Village centre	Sefton Council	Officers Councillors	Short
			Crosby In Bloom	VCF Sector	VCF Sector Sefton Council	Short
	3	Investigate additional mechanisms for cleansing within the Town Centre	Review and report on potential opportunities	Sefton Council	Councillors Developers Investors Community	Short
Increase diversity in the village centre	2, 3, 4	Potential redevelopment opportunity in existing vacant units	Liaise with owners/agents for vacant units, both ground floor and above	Sefton Council	Officers Councillors Public sector Private sector VCF Sector	Medium
			Look at planning use options for units			
Visitor Promotion	1, 3	Events	Christmas Lights Switch on	VCF Sector	Local businesses VCF Sector	Short
			Crosby Community Market	Sefton Community Markets Ltd	Private sector Sefton	Short

Public Sector Reform	1	Track progress of 'bases'	Alignment of bases and provision with Action Plan	Sefton Council		Short
Sefton Economic Assessment	1,2,5	Align Framework Action Plan with the published Economic Assessment for Sefton		Sefton Council		Short

Southport Development Framework Action Plan

Introduction

In October 2016 Cabinet agreed to publish the Southport Development Framework. It was agreed at the Overview and Scrutiny (Regeneration) Committee to develop an 'Action Plan'. As with other Town Centre Action Plans will be monitored, reviewed and updated in consultation with the Cabinet Member for Regeneration and Skills. In Table 1, a statement of priorities has been developed, which will guide the Actions in Table 2.

The statement can be used to support future monitoring of agreed 'Actions' in this plan. Importantly the statement reflects the desired outcomes in the Sefton 2030 Vision.

Priorities

1. A classic seaside town that is more contemporary and dynamic, merging the old and the new
2. Developing a Southport offer to meet the needs of today's multigenerational family leisure market
3. Recognising the town's heritage and it's heart Lord Street the 'jewel in the crown'
4. Clarity as to how the town works, ties together and is accessible for visitors
5. Develop an environment for existing and new businesses such as creative, digital and social media businesses can flourish
6. A holistic and integrated approach to the management of the town centre to create a quality experience for visitors, the local community and businesses

Sefton 2030 Vision OUTCOMES "What people want to experience, feel and have"

1. Resilient people and places
2. Growing, living and ageing well
3. A great place to live, work and play
4. Image and environment

5. Activities, sociability and hosting
6. Accessible and linked
7. Right for business
8. Digital, science & technology

Over 3,500 people took part in the Imagine Sefton 2030 Vision consultation and engagement process. There were a number of common messages that were repeated throughout the process. The key one for the Southport Action Plan is:

- **Investing in the infrastructure of the Borough** will help to provide a strong, sustainable economy, be it regenerating town centres and high streets, improving highways and connections (but being mindful of traffic volumes); developing urban, village communities that have affordable housing and access to social activities.
- Sefton has many **natural assets** including the coast, local heritage and open spaces; these should be used in the development of a **Sefton brand/identity**. Promoting the Borough will attract businesses, investors and visitors.

Enablers

Southport has a strong combination of existing assets and stakeholders from which to enable future success and is well placed to aspire towards the ambitions set out in the Development Framework and the outcomes of the Sefton 2030 Vision. For example:

- A wealth of (business and leisure) visitor attractions including Southport Pier, Kings Gardens, Pleasureland, Splashworld, The Atkinson Southport Theatre and convention Centre
- An established events programme including the Southport Airshow and Southport Flowershow
- Excellent local transport links and connectivity to the national transport network
- A unique blend of historical architecture and public spaces
- Home to England's 'golf coast' and a gateway to Sefton's natural coast
- A large resident population with a town centre that also serves wider Sefton and West Lancashire

Cross Cutting Themes

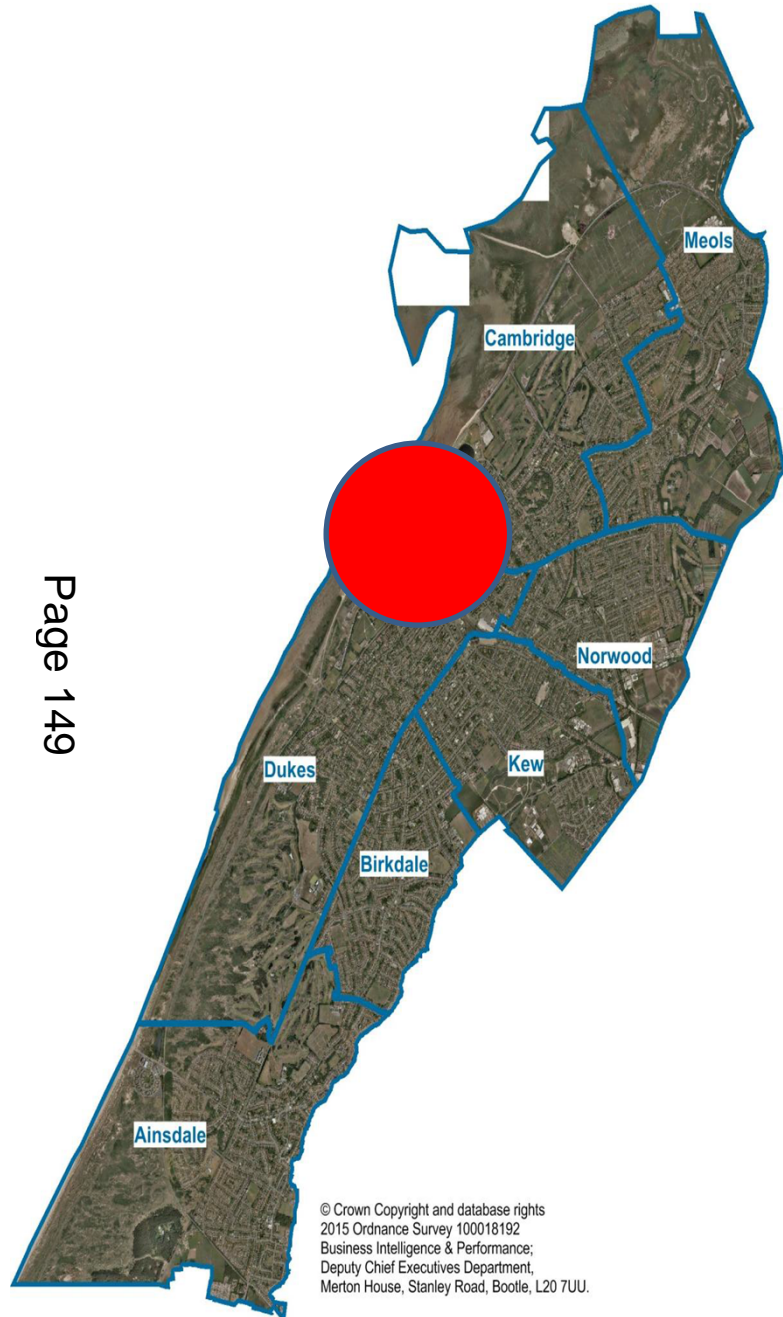
As the Action Plan is implemented the Council will aim to ensure that the following cross cutting themes are addressed;

- Distinctiveness and Quality
- Infrastructure is well managed
- Our Community is at the heart of new investment

Complimentary Strategies

The Action Plan will be facilitated through;

- Developer Investment strategies and business plans
- Sefton Council Asset and Investment Strategies
- Local Plan policies
- Transport investment initiatives
- The public estate strategies in development needing to consolidate and plan for modern services
- The Local Economic Assessment 2017



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 2015 Ordnance Survey 100018192
 Business Intelligence & Performance;
 Deputy Chief Executives Department,
 Merton House, Stanley Road, Bootle, L20 7UU.

Southport Profile

Population

- In 2013 the population in Southport was estimated to be 90,734 and makes up 33% of the overall borough population of Sefton.
- Southport has a slightly lower proportions of children (0 to 17) and working age (18 to 64) residents compared to the borough. Over half (57%) of the population are of working age, while approximately one in five residents being children.
- The population density (the number of persons per hectare) within the township, 20.4, is higher than the Sefton rate, 17.9.

Deprivation

- The Southport Township is made up of 61 *LSOA's. Information taken from the Index of Multiple Deprivation 2015 tells us that 4 are in the 10% most deprived in England. They are located in Cambridge, Dukes and Norwood.
- In comparison 3 LSOAs are in the least deprived 10% across the country.

Health

- 23% (20,748) of the township's residents state that their daily activities are limited in some way; slightly higher than the Sefton rate (22%)
- Nine of the 61 LSOAs in Southport are within the top 20% areas with residents deemed to have bad or very bad health, with 15 being in the top 20% for limited daily activities
- 10 of the Southport LSOAs are within the bottom 10% for areas with residents providing unpaid care; however, there are nine in the top 10%.

*There are 34,753 LSOAs nationally. These are geographic areas of similar population size that are used to collect a variety of comparable information. Deprivation is a measure of poverty that takes information on income, employment, health & disability, education, skills & training, barriers to housing & services, living environment and crime and combines them into a single measure of deprivation.

Table 1: Statement of Priorities

	Southport Statement of Priorities	Explanation	What is required: (Key interventions, Enablers, Commissioning Priorities)
1.	A classic seaside town that is more contemporary and dynamic, merging the old and the new.	If Southport is to become a contemporary resort set apart from other coastal destinations it must develop an offer that delivers a distinctive, enticing high quality experience. This ambition must be communicated to a much wider market to increase visitor numbers and particularly staying visitors. The foundation for this will be the town’s current key strengths and attractions.	<p>Diversify and raise the quality of the leisure, cultural and natural offer in the town, building on a strong long established asset base. Highlighting existing key events and attractions and augmenting them with a range of new and distinctive experiences.</p> <p>Ensure a high quality food and beverage offer is available and raise its profile. The offer will be comprised of cafes, bars and restaurants, to meet the needs of visitors (day, staying or business tourists) as well as serving the local community.</p> <p>Increase the provision of superior and high quality accommodation for staying visitors covering all aspects of the market from hotels, B&Bs and self-catering to meet the needs of the leisure and business visitor.</p> <p>Increasing visitor numbers (staying leisure and business conferences) and reaching out to new or less established market segments such as visitors to the natural coast.</p> <p>Development of a combination of key gateway sites or strategic locations within the town. To create a mix of provision that will support future economic growth.</p>
2.	Developing a Southport offer to meet the needs of today’s multigenerational family leisure market	Reshape and diversify the leisure offer to meet the changing needs of the multigenerational family leisure market, indoor and outdoor activities, offering high quality thrilling experiences to complement the existing more genteel offer (Park, Pier, beach etc.)	<p>Repurposing and redevelopment of the beachfront as a 21st century leisure destination.</p> <p>Introduce a wider range of attractions and facilities to strengthen and enhance the current offer, driving up quality to create a critical mass of family focussed leisure and recreational attractions.</p>

			<p>Further develop and grow the Golf, Cultural and Green tourism offer in the town.</p> <p>Support the development of more independent and niche retail and other opportunities to increase footfall and dwell time within the heart of the town.</p>
3.	Recognising the town's heritage and it's heart Lord Street the 'jewel in the crown'	<p>Southport has extensive historical built environment comprising of striking buildings of significant architectural interest which add to the ambience and appeal of the town.</p> <p>Lord Street boulevard is Southport's unique selling point; it sets it apart from other towns and is the most recognisable feature for the visitor.</p>	<p>Enhancing the character, quality and attractiveness of key areas.</p> <p>Lord Street as the focus of the town centre with canopies and verandas that reflect the standards required for this historic area.</p> <p>Preserve and breathe new life into historic buildings and spaces (sensitive to conservation area designation).</p> <p>Protecting key Town Centre views.</p>
4.	Clarity as to how the town works, ties together and is accessible for visitors	<p>Visitors must be clear as to where they are in the town and how quickly and easily they can access different zones and key attractions</p>	<p>Investigate opportunities to strengthen the key gateways to Southport.</p> <p>Linking assets and attractions to create a series of interconnected places around the town.</p> <p>Developing zones within the town each with its own distinctive offer which come together to form the core destination offer.</p> <p>Improving access and signage for pedestrians, cyclists, public transport passengers and road users.</p>
5.	Develop an environment for new creative, digital	<p>For Southport to grow and prosper the wider economy needs to grow not just the visitor</p>	<p>Work with partners to encourage opportunities for existing business to further develop, diversify and grow.</p>

	and social media businesses and existing businesses can flourish	economy. The town is home to a large number of professional and service companies. These businesses need to grow and new sectors established if future employment opportunities are to be created for local people.	Investigate opportunities support to support new business in recognised growth sectors as digital and creative industries. Work Southport College and other FE and HE providers to explore start up and pop up opportunities for young people.
6.	A holistic and integrated approach to the management of the town centre to create a quality experience for visitors, the local community and businesses	Non-direct development activity but undertakings and actions that add value to the 'welcome' and visitor experience such as events, signage, the movement of people and vehicles. Southport becoming somewhere more people want to live, work, visit and spend time.	Key Stakeholders would come together to support <ul style="list-style-type: none"> • Town Centre Management initiatives • Enhanced events programme • Cleansing and environmental initiatives • Enhanced Wayfinding and Signage • Car Parking Review <p>Opportunities to improve infrastructure links for cycling and pedestrian access to. Help to drive footfall around the town.</p>

Table 2: Southport Development Framework Action Plan

Theme/Project Title	Fit with Priority Statement	Activity	Milestone Tasks (Key tasks that need to be carried out to implement actions)	Lead Organisation	Partners to consult / engage	Timescale Short <2yrs Medium 3-5yrs Long 6yrs+
Beachfront & Promenade						
Expansion of the successful events programme to attract a new and different market segment to the town	1,2,6	Grow Food & Drink, Air show & Fireworks events	Review & Evaluate current programme	Sefton Council BID	LCR	Medium
Development of Marine Park and Fairways sites (with Southport Golf Links), including provision of a theme/amusement park	1,2,4	Produce a roadmap for the development of the Marine Park and Fairways sites (with Southport Golf Links)	Pleasureland Options resolution Developers Engagement Plan Market Testing Finance & Business Model Testing Procurement Strategy Approach Agreed Work with Developers Road map prepared for key sites	Sefton Council Pleasureland Developers Landowners	LCR Councillors	Short/ Medium

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Agenda Item 8

Southport Beach	1,2	Develop a Beach Management Plan for the Southport resorts zone that supports Southport's aspirations and complements the wider coastline	Subject to Coast Plan. Gain agreement to prepare BMP & secure funding/resources	SCLP Sefton Council	SCLP Environment Agency Councillors	Subject to Coast Plan timetable. Short/ Medium
Natural and green tourism offer	1,2,4	Develop the natural and green tourism offer within the town including the low season offer	Subject to Coast Plan. Gain agreement to prepare Green Tourism Strategy Source appropriate funding & resources	Sefton Council SCLP	SCLP Councillors	Medium
High quality family and business tourism accommodation.	1,2,4	Explore opportunities to increase the provision of high quality family and business tourism accommodation. Encouraging a wide range of provision including four-star hotels, boutique B&B's and 'glamping'.	Developers Engagement Plan Market Testing B&B/HMO policy established inc. Selective Licencing Work with Hotel Operators & Developers	Sefton Council BID Hotel Investors & Operators	STBN Councillors	Medium/Long
Southport Pier	1,2,4	Pier Refurbishment & Enhancement Programme	Funding Bid to BIG Lottery Sustainability Programme developed	Sefton Council	SCLP Pier Trust Historic England	Short
Business Conferencing – Floral Hall	1,2,4,6	Enhance the current Business Conferencing offer including marketing, venues and support	STCC Review Creation of Conference Bureau Prepare 'Delegate News'	Sefton Council STBN	Operators Developers	Short

Theme/Project Title	Fit with Priority Statement	Activity	Milestone Tasks (Key tasks that need to be carried out to implement actions)	Lead Organisation	Partners to consult / engage	Timescale Short <2yrs Medium 3-5yrs Long 6yrs+
Town centre						
Lord Street's historic canopies	1,3,6	Develop a management solution for Lord Street's historic canopies	Increase awareness of technical guidelines for building owners Enforcement Programme developed Canopy Management approach developed	Sefton Council BID	Civic Society Historic England Businesses Councillors	Short Short Short
Lord Street – age of upper floors	1,3,6	Investigate opportunities to reduce constraints and encourage use of the upper floors of buildings e.g. residential and office uses	Review Upper Floor Usage Analyse options	Sefton Council		Medium/Long
Exploring opportunities to increase the number of people living within the town	1,3,6	Exploring opportunities to increase the number of people living within the town	Review of residential options Identification of potential sites	Sefton Council Developers Registered Providers		Medium/Long
Southport's Conservation Areas	1,3,6	Complete the review of Southport's Conservation Area Appraisals	Undertake Conservation Area Appraisals	Sefton Council Civic Society Heritage England Businesses		Short

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		Secure funding to support the costs of conservation work	Prepare & submit THI bid	Councillors BID		Short
Grand Public realm project for Lord Street	1,2,3,4,6	Develop a grand public realm project for Lord Street that is capable of delivering a quality open retail and leisure environment for visitors and residents	Engagement Plan Market Testing Finance & Business Model Testing Procurement Strategy Approach Agreed	Sefton Council	Civic Society Historic England Councillors Community	Long
Retail Strategy	1,2,3,6	Prepare a retail strategy	Review of current Retail Offer Produce Investment Prospectus	Retail Specialist BID	Sefton Council Businesses	Short
Marketing Programme	3,6	Programme developed for key buildings & locations	Design a scheme Secure funding	BID		Short

Theme/Project Title	Fit with Priority Statement	Activity	Milestone Tasks (Key tasks that need to be carried out to implement actions)	Lead Organisation	Partners to consult / engage	Timescale Short <2yrs Medium 3-5yrs Long 6yrs+
Town Centre Management & Initiatives						
Access and Connectivity	1,4	Improve car parking and signage clarity to ensure visitors are directed to the areas of Southport they wish to access without difficulty	Gain agreement to prepare Car Parking & Movement Strategy Work with operators and developers	Sefton Council Merseytravel Operators & Developers	BID Councillors Community	Short
Events Continuation – to attract new visitors	1,2,3,6	Develop major new events which will bring new visitors to the town.	Develop nationally significant events Work with LCR partners to level to create regional events Consolidate BID events programme	Sefton Council BID	LCRLEP STBN	Medium
Improve on Southport's 'Food and Drink' offer	1,2,6	Grow quality Food & Beverage offer Promote the unique bar and restaurant offer in the town	Work with Food and Beverage Developers & Operators Developers Prepare Eating Out Guide 2017	Southport Restaurateurs Assoc. Food and Beverage Developers & Operators	STBN	Short/ Medium

Revitalise Southport Market.	1,2,3,5,6	<p>A place that has the flexibility to introduce opportunities for a number of uses relating to food, drink, entertainment and shopping that are attractive and thriving to a wide demographic in Southport.</p> <p>Improvements to the outdoor space of the market will ensure that the market and activities associated with the market can expand into this space.</p>		Sefton Council		
Develop and promote the creative sector	1,5,6	<p>Develop and promote the creative sector.</p> <p>Enhance the digital infrastructure.</p>	<p>Enterprise Hub, Fab Lab and/or pop-up shops</p> <p>Digital infrastructure</p>	<p>Southport College Local Business</p> <p>BDUK</p>		Medium
Marketing Initiatives	1,2,6	<p>Develop new and complementary marketing campaigns supported by a suite tools and initiatives.</p>	<p>Visitor Guide 2017</p> <p>Brand Review</p> <p>STBN Programme</p> <p>Website rebuild</p> <p>Independent's Loyalty Campaign</p>	<p>BID</p> <p>STBN</p> <p>Sefton Council</p>		Short
Street Trading Programme	6	<p>Street Trading Enforcement in Key locations</p>	<p>Street Trading Enforcement in Key locations</p>	<p>BID/Sefton Council</p>		Short
Streetscene	6	<p>Investigate additional mechanisms for cleansing</p>	<p>Review and report on potential opportunities</p>	<p>Sefton Council</p> <p>BID</p>	<p>Sefton Council</p> <p>Developer</p>	Short

		within the Town Centre		Community	/Investor BID	
Dressing the town	6	Summer Planting Programme Open Golf dressing	Summer Planting – Key locations	BID Sefton Council		Short
Vacant Shops	6	Explore options to address vacant shops in key retail areas	Window Vinyl campaign Retail Prospectus	BID		Short

Theme/Project Title	Fit with Priority Statement	Activity	Milestone Tasks (Key tasks that need to be carried out to implement actions)	Lead Organisation	Partners to consult / engage	Timescale Short <2yrs Medium 3-5yrs Long 6yrs+
Wider Initiatives						
Opportunities for business, further and higher education growth	5	Understand potential opportunities for business, further and higher education growth and opportunities for digital and creative industries	Invest Sefton provision Sefton@Work provision Southport Business Park site investigations & commissioning	Colleges Sefton Council	LCR	Short/Medium
Local Authority provision	4	Road - West Lancs DC Train - Arriva/Merseytravel		WLDC LCR CA Merseytravel Arriva		
Local Lagoon	1, 5	Track progress of Swansea Pathfinder Tidal Lagoon/ produce Update Reports LCR & BIAS Liaison Desk Top Feasibility Study inc. grant funding opportunities		Sefton Council		
The Open Legacy Programme	1, 5	Build on the profile and opportunities created by hosting The Open		Sefton Council STBN BID		Short/ Medium
Sefton Economic Assessment	1,2,5	Align Framework Action Plan with the published Economic Assessment for Sefton		Sefton Council		Short

Public Sector Reform	6	Track progress of 'bases'	Alignment of bases and provision with Action Plan	Sefton Council		Short
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