



Salford City Council

# Salford West Strategic Regeneration Framework and Action Plan

Draft Report

May 2007

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## **APPENDICES**

- 1.** Policy Framework
- 2.** Methodology
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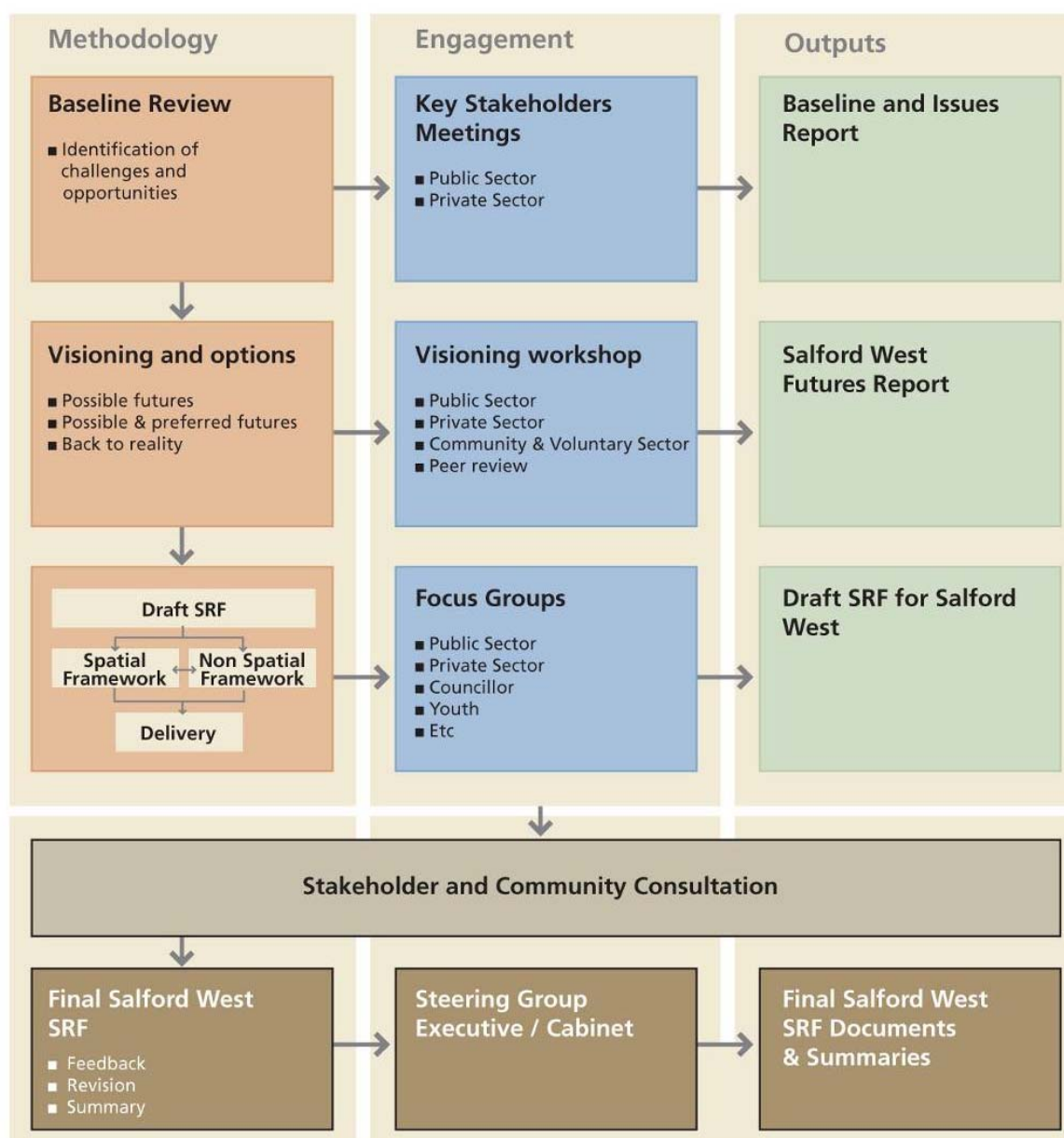
## **PART I: BASELINE AND EVIDENCE BASE**

## Section 1 – Background & Key Issues

### Purpose of the strategic regeneration framework and action plan

- 1.1 The Salford West Strategic Regeneration Framework and Action Plan (the framework) will drive activity and investment across Salford West over the next 20 years. It puts in place a clear, shared and delivery focused framework to guide regeneration and co-ordinate public and private sector investment in Salford West. In particular it will:
  - a. provide a strategic context for guiding regeneration, housing and planning interventions;
  - b. identify a portfolio of strategic regeneration activities which may be delivered by the private sector;
  - c. set investment priorities for the public sector and influence future planning through local area agreements;
  - d. provide an initial three year action plan;
  - e. be used as a marketing / resource procurement tool; and
  - f. link work with existing and emerging key policies and initiatives.
- 1.2 A summary of the methodology used to undertake the study is included overleaf.
- 1.3 The framework complements the vision and regeneration framework for Central Salford, now being taken forward by partners to the Central Salford Urban Regeneration Company. It also reflects key strategies at a regional and city region level.
- 1.4 Defining a clear role for Salford West in Salford and the Manchester city region is fundamental to shaping the framework in a way which will deliver coherent and sustainable development.
- 1.5 The framework identifies, co-ordinates and prioritises opportunity for major development and investment. Its role is to knit together existing projects, integrate others in a complementary manner, order and prioritise future actions.
- 1.6 The framework also targets available resources (by 'bending' mainstream funding and seeking further public sector support) at the areas of need in Salford West. As such it deliberately involves a wide spectrum of themes including economic, education, learning and skills, social, community and cultural, housing market, transport, commercial and development, and physical regeneration.

## Summary of methodology



- 1.7 To be successful, it will also inform the strategic plans and practices of a wide range of public sector partners. These include GM Police, Primary Care Trust (PCT), Learning and Skills Council (LSC), Transport Executive (GMPTE) and regional and national development agencies, including Government Office for the North West (GONW), the Northwest Development Agency (NWDA) and English Partnerships (EP).
- 1.8 It must have clear ownership amongst community stakeholders and the voluntary sector. Critically in the absence of major additional regeneration programme funding for Salford West, it must inspire and attract the private sector, without whom the plan will remain undeliverable.

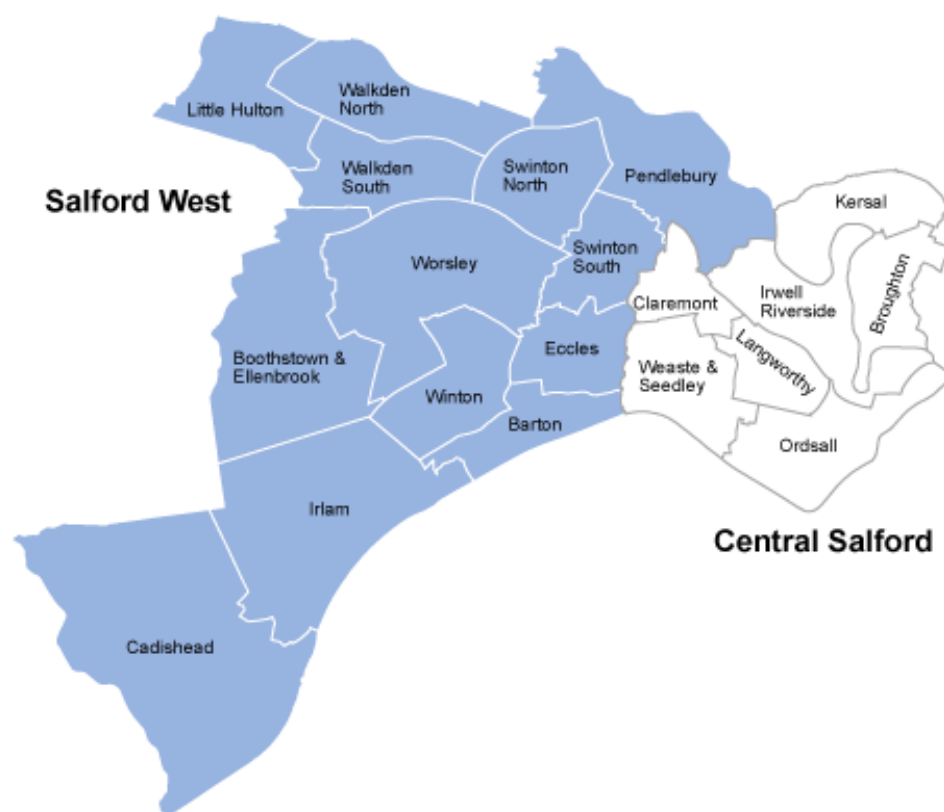
- 1.9 The remainder of this introductory section provides an overview of Salford West today, in physical and socio-economic terms.

## **Portrait of Salford West**

### **Salford West today: physical characteristics**

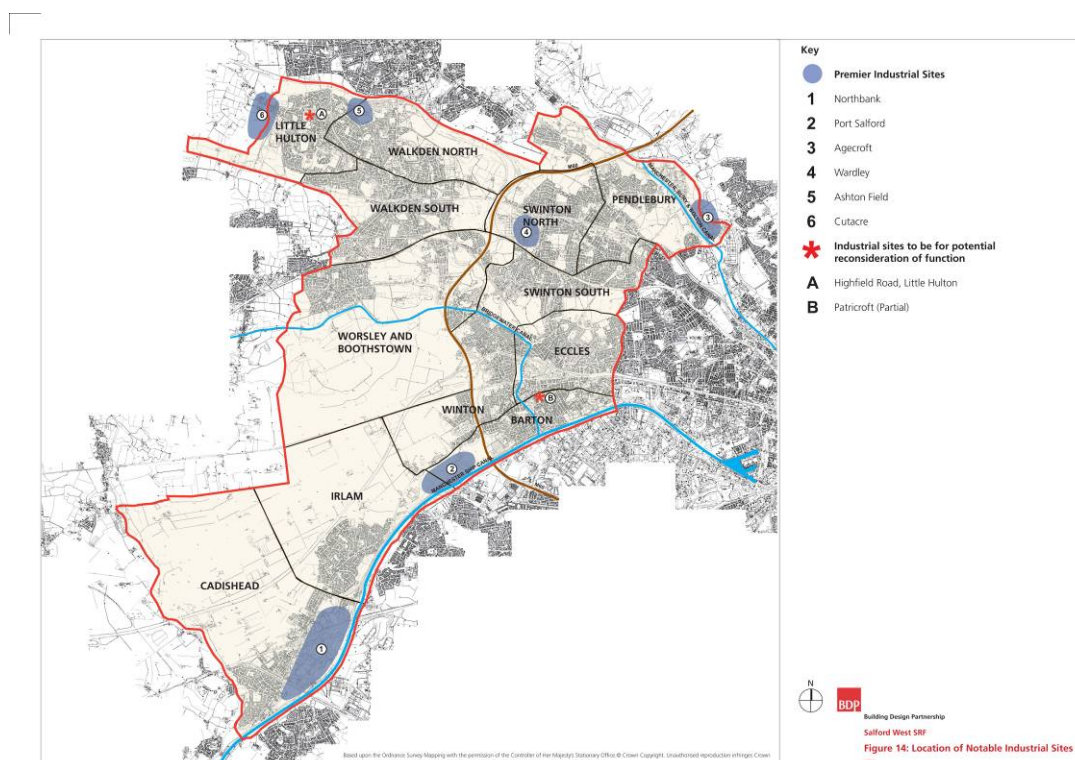
- 1.10 Salford West occupies a large westerly portion of the Greater Manchester conurbation and varies in character throughout. It ranges from areas with an inner city feel to those of attractive agricultural green belt land. There are historic village centres and isolated interwar council estates. It is an area of contrasts with poor neighbourhoods located close to areas of affluence.
- 1.11 Major radial routes leading into Manchester as the regional centre cut through Salford West, creating major barriers. The M60 and M62 motorways are part of the national strategic transport network.
- 1.12 Salford West is characterised by green space of varying quality. Chat Moss to the west in itself occupies some 30% of the City of Salford's overall area. The Lower Irwell Valley to the east provides another major green amenity for the area, as well as an opportunity through the LIVIA project for a major regional park and recreational green lung for the region.

## **Salford West and Central Salford**



- 1.13 Eleven neighbourhood centres and three town centres (Swinton, Eccles and Walkden) provide hubs of retail, employment and service activity.
- 1.14 Major concentrations of industrial and employment land can be found in the north west of the area at Little Hulton, along the southern boundary of Salford West adjacent to the Manchester Ship Canal and in the Swinton North and Pendlebury wards to the north east of the area.

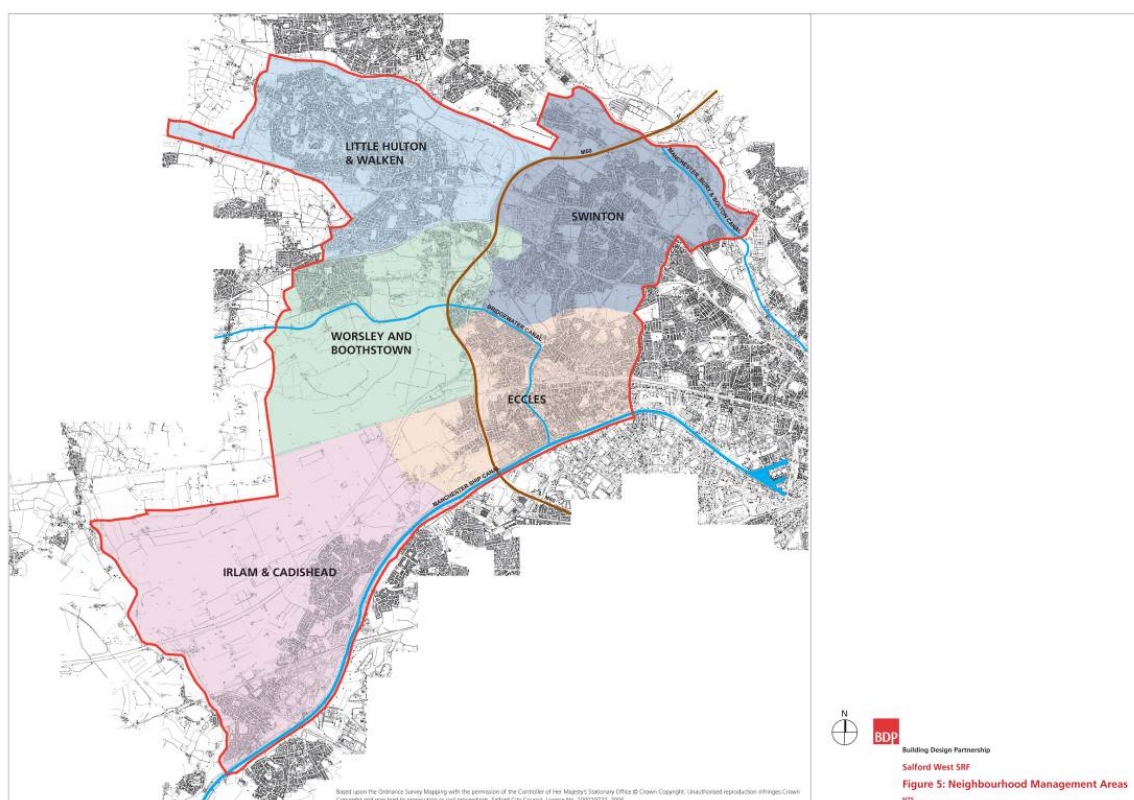
### Major concentrations of industrial and employment land in Salford West



### Wards and neighbourhoods

- 1.15 Salford West contains thirteen wards which are organised into five community committee areas: Eccles, Irlam & Cadishead, Little Hulton & Walkden, Swinton and Worsley & Boothstown. The community committee works for each neighbourhood, identifying priorities for the area and is supported by a neighbourhood management approach.
- 1.16 In considering the role of the town and neighbourhood centres in particular, it is more helpful to consider the neighbourhood boundaries than the ward boundaries. For example the local accessibility of the centres relates to neighbourhoods rather than wards. External perceptions of Salford West as a series of desirable neighbourhoods will also be helped by the promotion of distinct neighbourhoods rather than wards.

## Salford West's five community committee / neighbourhood management areas



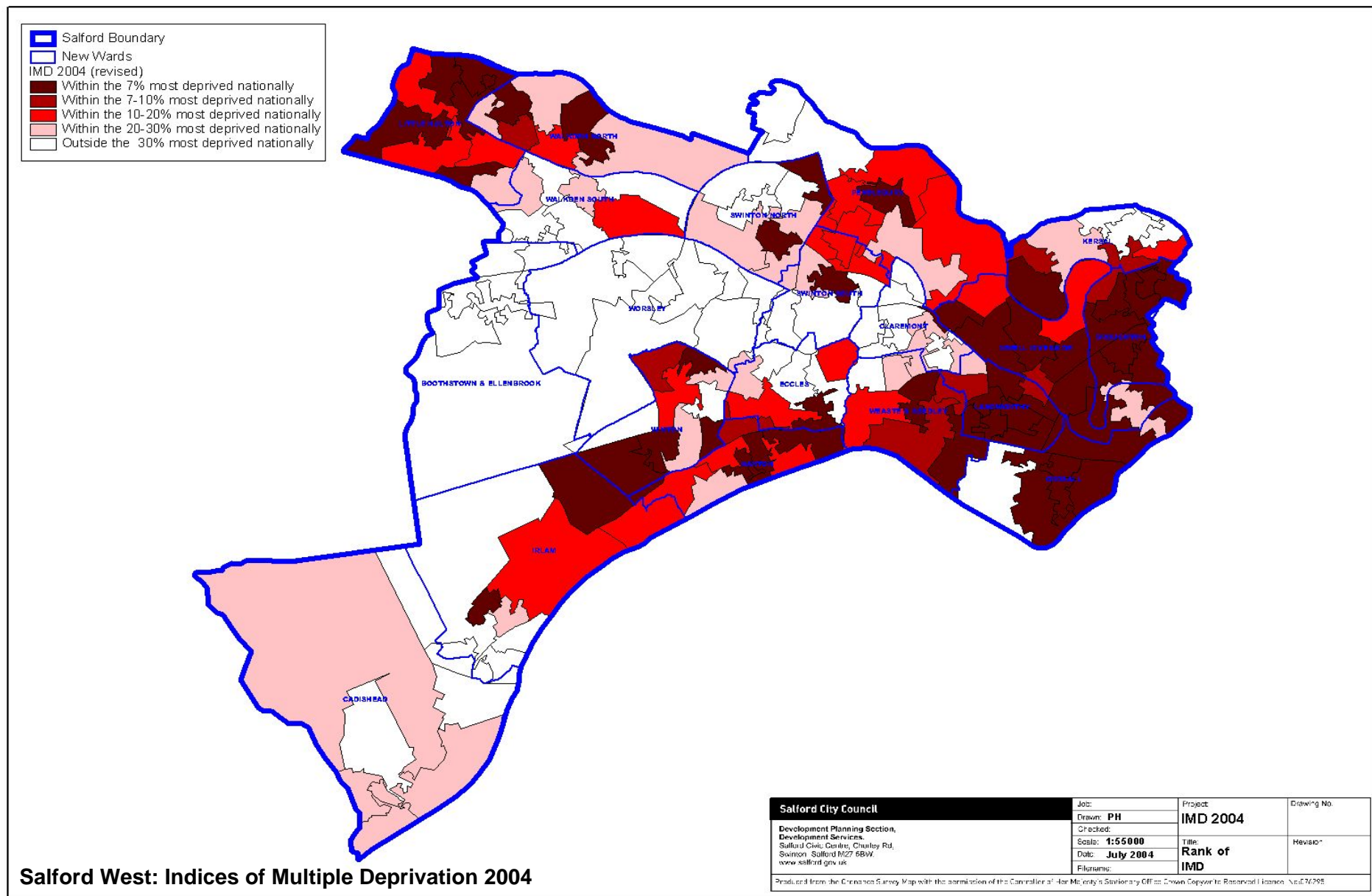
1.17 The identification of neighbourhoods also helps identify spatial priorities for change and investment. The baseline analysis revealed considerable variation in the physical environment of the neighbourhoods, both in terms of distinctiveness and condition. Some areas such as Worsley have a clear image or brand and the condition of the built environment – buildings and the public realm – is much better than in other areas. In simple terms the baseline analysis identified 4 groups of neighbourhoods, as follows:

- a. **A strong central arc of successful neighbourhoods** including Ellesmere Park and Monton, Worsley, Boothstown & Ellenbrook;
- b. **Stable neighbourhoods** with further potential to the south west and north east of the study area at Cadishead and Irlam and Swinton respectively;
- c. **Weak neighbourhoods** can be found to the north and inner south of the study area at Walkden and Winton respectively; and
- d. Neighbourhoods with **serious physical needs** can be found at the north west periphery of the framework area at Little Hulton and the south of the area, including the Eccles and Barton neighbourhood.

1.18 The framework and action plan will build on existing success but also tackle the areas of need.

### **Salford West today: socio-demographic profile**

- 1.19 Salford West had a population of 141,126 at the time of the last census (2001), which accounts for nearly two thirds of Salford's total population. The population levels have remained relatively stable with a slight population increase of 2.5% between 1991 and 2001. This masks variations between different wards with some areas such as Little Hulton declining whilst others increase.
- 1.20 Salford West's current age structure is similar to the wider city, regional and national averages, although there is a slightly smaller working age population and slightly higher population of people of retired age or under 15. Little Hulton and Winton have the highest concentrations of young people with over one third of the population under 25.
- 1.21 There are 60,719 households in the Salford West area. There are distinct differences between the neighbourhoods in terms of household composition. Eccles and Barton have a high proportion of lone person households, particularly pensioners; Little Hulton has the highest proportion of lone parents with dependent children; and Boothstown & Ellenbrook have a very high concentration of married couples and families.
- 1.22 Salford West is less ethnically diverse than Central Salford, with 95% of the population classed as White British. Eccles is the only ward with over 10% of its population as non White British, with a significant proportion of residents from Asian and Irish backgrounds.
- 1.23 The contrasting nature of Salford West is reflected in the index of multiple deprivation (IMD) – see map overleaf. Neighbourhoods experiencing severe deprivation include Little Hulton, Winton, Swinton North and Barton. The central core of the area including Worsley and Boothstown & Ellenbrook together with parts of Swinton South, Pendlebury and Walkden South are the least deprived areas of Salford West.
- 1.24 Seventeen super output areas (SOAs) in Salford West are in the 5% most deprived nationally. Four of these are in Little Hulton, three in Winton, two in Irlam, two in Swinton North, two in Walkden North, two in Barton, one in Swinton South and one in Eccles.
- 1.25 There are also some SOAs which show few signs of deprivation with a total of six SOAs outside the 30% most deprived. Three are located in Boothstown & Ellenbrook, two in Worsley and one in Walkden South.
- 1.26 Health and crime are identified as the key issues facing Salford West in the 2004 IMD. In Salford West 25 SOAs fall within the 5% most deprived nationally in the health domain, located in Little Hulton, Barton and Winton. In the crime domain 13 SOAs in Salford West fall within the 5% most deprived nationally, located in Barton, Irlam, Walkden North and Little Hulton.



## Section 2: Policy Context

- 2.1 The framework links to a range of key policies and strategies. The key regional, sub regional, city and local policies relevant to Salford West are reviewed below. A list of all relevant strategies is included within Appendix 1.

### Key regional policies

#### Regional Spatial Strategy (RSS)

- 2.2 The RSS for the North West of England provides a framework for the physical development of the region over the next fifteen to twenty years. Incorporating the Regional Transport Strategy (RTS), the RSS addresses the scale and distribution of future housing development and sets priorities for dealing with environmental issues, transport, infrastructure, economic development, agriculture, minerals and the treatment and disposal of waste.
- 2.3 Salford West is located within the northern part (MCR4) of the Manchester City Region and is identified as the broad location for a Regional Investment Site.
- 2.4 The RSS states that economic, housing and transport investments need to be co-ordinated to improve economic performance.
- 2.5 Four of the five MCR4 policies to improve productivity and support regeneration are relevant to Salford West:
- a. The focus of economic development in areas accessible by public transport, to support the expansion and spin off of activities associated with the regional centre and the Knowledge City / Science City initiatives.
  - b. The promotion of a range of high quality, accessible, employment sites: Salford West is able to provide additional employment land with a switch from general industrial sites to office based employment and specialist sites such as logistics operations.
  - c. Improvement of public transport links between the area and the regional centre and other adjoining growth areas.
  - d. The expansion of the quality and choice of housing: The new housing provision for Salford from 2003 to 2021 is set at 28,800 units (net of any cleared housing). There is an opportunity for Salford West to accommodate a proportion of this growth focusing on family housing.

#### Regional Economic Strategy

- 2.6 The Regional Economic Strategy (RES) provides the regional level economic context for the framework. The RES seeks to close the economic output gap with the higher performing regions in the south of England by:
- a. Improving productivity and growing the market;

- b. Growing the size and capability of the workforce; and
  - c. Creating conditions for sustainable growth and private sector investment.
- 2.7 Transformational actions are identified, grouped as business, skills and education, jobs and local people, infrastructure and quality of life. There are no specific references to opportunities in Salford West but many of the actions apply generically to the framework.
- 2.8 The physical interventions prioritised in the RES that have some bearing on Salford West are exploiting the opportunities arising from mediacity:uk, delivering capacity improvements to road and rail networks and ensuring a supply of new housing and employment sites to support regeneration and knowledge based economic growth.
- 2.9 The role of Salford West in supporting the delivery of the RES is in providing the infrastructure, skilled workforce and high quality new housing to support economic growth.

### Key city region policies

#### **Manchester City Region Development Programme (MCRDP)**

- 2.10 The Manchester City Region is the North West's largest sub regional economy and represents the greatest potential for boosting economic performance in both the North West and North of England as a whole. It boasts world-class assets such as the vibrant regional centre, Manchester Airport and many prosperous areas. It also recognises that it is the location of marked social and economic inequality and faces the challenge of regenerating communities in the surrounding inner areas and northern parts of the city region.
- 2.11 The MCRDP focuses on the key sectors which can clearly sustain an accelerated growth trajectory and the key measures and interventions that can help unleash that potential.
- 2.12 The following roles for Salford West would fit with the objectives of the MCRDP:
  - a. **Successful urban neighbourhoods** - There is a clear role for Salford West to provide an increasing supply of the quality residential developments needed to retain and attract a skilled and aspirational workforce. This includes providing high quality, aspirational housing that attracts and retains higher income earners and families.
  - b. **A platform for building on Knowledge Capital and Science City** - Salford West has a role in providing supply chains, sites and premises to support these initiatives.
  - c. **Manufacturing** – This remains an important sector for Salford West which needs to be retained. The framework will provide high quality

sites and accommodation that raise the international competitiveness of this sector.

- d. **Virtual and physical connectivity** – Supporting enhanced connectivity, developing the Manchester Hub Rail System and delivering new transport gateways such as Barton Strategic Site will support the delivery of the MCRDP.

- 2.13 The framework will support the MCRDP by bringing more people into the workforce with the skills that meet employer's needs, particularly in the growth sectors of financial and professional services, life sciences, creative and cultural industries and manufacturing.

#### **Greater Manchester Local Transport Plan 2006/07 – 2010/11**

- 2.14 Greater Manchester Passenger Transport Authority (GMPTA) and the ten Greater Manchester local authorities published their 2nd Local Transport Plan (LTP2) in March 2006 which sets out the longer-term vision and strategy for Greater Manchester.
- 2.15 LTP2 identifies a range of key problems, issues and outcomes upon which the more detailed area programmes of schemes and interventions are based. There are five shared priorities for transport: economy, environment, road safety, accessibility and integration
- 2.16 Within this context, five-year programmes have been developed incorporating schemes and interventions for each priority. There are no specific interventions for Salford West with proposals for the area dominated by JETTS (M60 J18 to 20 Transport Study) recommendations.
- 2.17 Within LTP1, specific action plans have been developed for the LTP2 period with a number of measures programmed for implementation in the next two years which will have an impact on Salford West. These include:
  - a. **Employment** – assessing the accessibility of Trafford Park and Salford Quays and implementing improvements; accessibility of Bolton town centre; and improving site specific cross boundary employment access.
  - b. **Health** - reviewing of public transport facilities, information and accessibility at acute hospitals and community primary care centres.

#### **Key city wide policies**

##### **Regenerating a great city: Salford's neighbourhood renewal strategy**

- 2.18 The Salford Strategic Partnership (SSP), in partnership with the city council, developed the Neighbourhood Renewal Strategy (NRS) to tackle deprivation in the areas of greatest need in Salford. It sets out the strategy and priorities for investment to deliver the overall vision of creating a city where people choose to live and work.

- 2.19 Actions are targeted at areas in order to improve them and narrow the gap with the rest of the city. Salford West is one of the two Area Development Frameworks (the other being Central Salford) outlined in the NRS with actions and interventions aimed at stabilising communities in decline and maximising opportunities. The need for this framework was identified in the NRS.
- 2.20 There are three areas in Salford West prioritised for further intervention: Swinton, Little Hulton and the Liverpool Road Corridor; recognising that they are suffering particular issues of economic and social deprivation.
- 2.21 The framework builds on the priorities identified within the NRS. Further investment from the public and private sector in Salford West supports the improvement in the areas identified.

### **Making the Vision Real - Salford's Community Plan**

- 2.22 Salford's Community Plan establishes the strategic vision for the city as:
- "In 2016, Salford will be a beautiful and welcoming city, driven by energetic and motivated citizens, who have built a diverse and prosperous culture and economy which encourages and recognises the contribution of everyone, for everyone."*
- 2.23 It identifies seven priority themes for intervention which are Health, Crime & Community Safety, Learning & Creativity, Children & Young People, Economic and Social Inclusion, Economic Development, and Quality and Character of Neighbourhoods.
- 2.24 Salford West is identified as an area where significant opportunities exist to deliver private sector led economic prosperity and business enterprise. Little Hulton, Eccles and Swinton are identified as priority neighbourhoods for targeted renewal intervention.

### **The Salford Agreement: Salford's Local Area Agreement**

- 2.25 Salford's Local Area Agreement (LAA) will be the primary vehicle for delivering the vision and aspirations of the Community Plan. The LAA targets areas and groups who are experiencing deprivation. Five core wards for targeted intervention, Little Hulton being the only Salford West ward highlighted.
- 2.26 Five overarching objectives have been adopted to improve the quality of life and opportunities open to all residents within Salford:
- a. To improve economic prosperity through educational attainment, skills, employment and enterprise: To tackle worklessness, the SSP is working with partners from across Greater Manchester to pilot new approaches following the award of City Strategy Pathfinder status. Walkden North, Winton and Little Hulton are identified as the focus for activities over the next three years.

- b. To improve health outcomes and reduce inequalities: Within Salford West, Little Hulton and Winton are identified as priorities for improving health and increasing physical activity. Asylum seekers are recognised as a priority vulnerable group in Swinton and Little Hulton. Older people and young families are priority vulnerable groups in Little Hulton and Winton.
- c. Improving community safety will target Winton and Little Hulton within Salford West. Planned interventions include reallocating resources to tackle the underlying causes of crime such as unemployment, poor educational achievement and substance misuse. Additional police community support officers will also be deployed in target areas.
- d. To improve community engagement in the most deprived areas, including Little Hulton and Winton, there will be additional investment in public and voluntary agencies to support communities, excluded groups and individuals.
- e. Improve environmental sustainability.

2.27 The framework further focuses attention on these areas of need.

#### **Unitary Development Plan**

2.28 The adopted Salford Unitary Development Plan (UDP) 2004-2016 is the statutory document that sets out the policies that will be used to guide development, conservation, regeneration and environmental improvement activity across the city. It has considerable weight in determining planning applications and guiding development proposals within the city.

2.29 The UDP takes as its starting point the vision set out in Salford's Community Plan. It splits the city into five sub-areas. For Salford West, the emphasis is on targeted improvement activity in order to lend additional stability to what is largely a settled area.

2.30 It recognises that Salford West contains some of Greater Manchester's most popular and successful neighbourhoods as well as large areas of attractive countryside. The less popular neighbourhoods are identified as having problems of poor housing stock condition and environmental quality.

2.31 The emphasis is to continue to develop Salford West as a series of attractive and thriving neighbourhoods that offer the best of all worlds, easy access to the transport network and opportunities of the regional centre within a suburban location on the edge of the countryside.

2.32 The UDP identifies a number of important development and recreation opportunities that will help to consolidate the successes of the area, whilst also supporting measures aimed at addressing and preventing further problems of decay.

### **Local Development Framework**

- 2.33 In time the UDP will be replaced by the Local Development Framework (LDF), central to which will be the Core Strategy that will set out the long-term vision, objectives and spatial development framework for the city. The Core Strategy will take reference from, and provide links between, a number of strategic council documents. Given the extent of consultation and evidence gathering undertaken to inform the Salford West framework this will clearly have a strong influence on the Core Strategy as an indication of a future the west of the city should aspire to, along with key interventions to achieve such a vision.
- 2.34 The Salford West framework will feed into the Issues and Options Report, as well as the late stages of the Core Strategy production process. As the Core Strategy continues to develop it will be the vehicle that allows the Salford West framework to continue to grow and adapt, reacting to new information and changed circumstances. A key issue for the Core Strategy to consider will be how it can contribute to the achievement of the vision, objectives and interventions outlined in this important framework for Salford West.

### **Supplementary Planning Documents**

- 2.35 Supplementary Planning Documents (SPDs) provide further guidance on policies. There are a number of SPD's that have either been adopted (some very recently) or that are in the process of production. A summary of the key SPD's in terms of the framework is as follows:
- a. **Planning Obligations SPD**
    - (i) The Planning Obligations Supplementary Planning Document adopted in March 2007 sets out the city council's approach to planning obligations when considering planning applications for development in Salford. Financial contributions that are secured from developments in Salford West in accordance with the policies of the SPD will be invested in the area in accordance with the framework priorities. In particular the SPD refers to open space provision, public realm, infrastructure and heritage. Given the absence of major public sector funding and the aspiration of the framework, this SPD is crucial to shaping private sector investment.
  - b. **Salford Greenspace Strategy SPD**
    - (i) The Salford Greenspace Strategy prioritises where improvements need to be made, providing the basis for all greenspace improvements recommended through the framework. The ultimate aspiration of putting every household within easy reach of a range of facilities that every neighbourhood need and deserves. It is key to the overall

strategic vision, given that green assets are identified as a key driver to be enhanced, connected and promoted through the framework.

- c. Further SPDs directly relevant to the framework include the following. They are detailed in appendix 1.
- (i) The Nature Conservation and Biodiversity SPD
  - (ii) Design and Crime SPD
  - (iii) Housing Planning Guidance
  - (iv) Design Guide SPD
  - (v) Sustainable Design and Construction SPD

### **Housing Strategy**

- 2.36 The Housing Strategy 2007-2010, soon to be published, is a locally agreed plan with long-term housing vision, outlining clear objectives and priorities. The priorities for housing in Salford are all relevant to Salford West, they are
- Bring all homes to a decent standard,
  - Provide a greater choice of homes and housing services,
  - Enable independent living for all our communities, and
  - Enable equal access to homes and housing services.

### **Connecting People**

- 2.37 Tackling worklessness has been recognised by the city council as one of the key priorities in the LAA. The key challenge is to ensure that local people are connected to the job opportunities expected to be created in the city region over the next ten to twenty years.
- 2.38 If this challenge is not addressed then it is likely that the jobs created will not be accessible to many of the deprived and disadvantaged communities in Salford West.
- 2.39 This strategy represents an opportunity to take a strategic approach to tackling worklessness across Salford, particularly when combined with the City Strategy Pathfinder. Within Salford West, there is the potential for sustained intervention in Little Hulton, Winton and Walkden North. These areas suffer significantly from high levels of unemployment and worklessness which impacts on residents' quality of life.

## **Key Local Policies**

### **Community Action Plans (CAPs)**

- 2.40 Each of the five community committee areas has a community action plan (CAP). CAPs reflect the priorities and concerns of local residents. Each CAP

aims to improve the quality of life and well being of local people and contains local priorities within the seven pledges contained in the overall Community Strategy.

- 2.41 Responsibility for progressing the CAPs lies with the Neighbourhood Management Team who deliver initiatives locally and join up community aspirations with planned public and private sector actions and investments.
- 2.42 With the development of the framework, each of the CAPs may need to be viewed in a wider, more strategic context.

#### **Mosslands Study**

- 2.43 A strategy is currently being developed which will shape the future of the Chat Moss / Mosslands area and will influence the contents of the framework with regard to this area.
- 2.44 Covering a significant part of Salford West, the Mosslands could have a significant role to play in the future of the area. Opportunities may potentially include enhancing the area's recreational value or food production.

#### **A57 Liverpool Road Corridor Study**

- 2.45 Salford City Council is developing a ten-year strategy to deliver and sustain the economic future of the A57 Corridor between Eccles town centre and the city boundary at Cadishead.
- 2.46 Liverpool Road is an important arterial route which is currently not performing to its potential. The high levels of congestion and variable quality of residential and retail development along the route presents a negative image of Salford. Given its strategic nature, the framework will inform and guide the development of the strategy and the action plan.

#### **Conclusions**

- 2.47 From the review of the key policies and strategies, it is evident that:
  - a. Firstly, there is a robust higher level economic framework within which the opportunities and needs of Salford West can be considered. This is principally drawn from the RES and MCRDP. The city council is in the process of revising its Economic Development Strategy which will translate the regional / city region policies to a local level. The Employment and Skills Strategy, also being revised, along with the Connecting People strategy will target worklessness and skills requirements of Salford West residents. The framework will ensure that the key challenges and opportunities in the area are addressed.
  - b. Secondly, a new planning policy context is in the process of being established through the emerging Regional Spatial Strategy and LDF. A key issue for the Core Strategy to consider will be how it can contribute to the achievement of the vision, objectives and interventions outlined in the Salford West framework.

- c. Thirdly, there is a number of areas where there is a need for further policy development including:
  - (i) Trialling of a neighbourhood plan process to develop neighbourhood based regeneration strategies which will translate the framework into local priorities.
  - (ii) Developing an overall town centre strategy and individual town and neighbourhood centre action plans which addresses the retail capacity, neighbourhood management and vitality of each town and neighbourhood centre.
  - (iii) A strategic approach to tourism and leisure development which assesses product development, new markets and forward planning.
  - (iv) A comprehensive public realm strategy.
  - (v) A strategic approach to linear corridors;
- d. Finally, there is an opportunity to revisit a number of existing strategies which have come to the end of their timeframe or are in development. It is important that the key issues and priorities for Salford West are addressed within these policies. These include:
  - (i) A strategic approach to tackling worklessness through Connecting People;
  - (ii) Liverpool Road Strategy;
  - (iii) Employment Land Study;
  - (iv) Legal Agreement Advice to guide how private sector investment and planning gain can be maximised.
  - (v) Salford's Cultural Strategy;
  - (vi) Salford's Economic Development Strategy;
  - (vii) Streetscene Charter;
  - (viii) Parks for people strategy;
  - (ix) Salford's Employment & Skills Strategy; and
  - (x) Community Action Plans to co-ordinate the objectives and priorities of the framework at a local level.

## Section 3: Key Facts

- 3.1 A summary of the key facts for the framework area is presented below. These highlight the mixed fortunes of Salford West with contrasts of affluence and deprivation.
- 3.2 The key facts (and the chapters on key issues and opportunities which follow) are structured according to the key drivers and enablers of change which form the basis of the vision for Salford West outlined in section 7 later.
- 3.3 These are as follows:
- A successful local economy and business location of choice
  - A network of successful neighbourhoods
  - An outstanding outdoor leisure and recreational asset
  - Connectivity
  - Inclusivity

### A Successful Local Economy and Business Location of Choice

#### Economy & Enterprise

- 3.4 The key facts are as follows:
- a. In 2004, Salford West contained 3,940 businesses employing 51,880 people<sup>1</sup>, accounting for 44.8% of Salford's total employment and 52.6% of total businesses. The number of businesses has remained relatively constant though the employment numbers increased by 5,000 between 1998 and 2004.
  - b. Despite the increase in employment, Salford West's share of the city's business based has decreased by nearly 3% since 1998<sup>2</sup>. The areas share of total employment has also decreased by 1.4%.
  - c. Employment is mostly provided in public administration and education; distribution and hotels; and banking, finance and insurance. It has a similar balance to that of England & Wales.<sup>3</sup>
  - d. Between 1998 and 2004, Salford West lost one third of its manufacturing employment. This has been offset by the banking, finance and insurance sector which has grown by 50% over the same period. Employment in public administration, education, transport and communications has also grown significantly though there has only been modest growth in the distribution, hotel and restaurant sectors.<sup>4</sup>
  - e. Full time employment rates<sup>5</sup> (42%) for Salford West are higher than the city and national averages (39.3% and 40.8%) respectively. Little Hulton (33.2%) had the lowest percentage of residents in full time employment followed by Pendlebury (39.2%). Boothstown &

Ellenbrook had the highest levels (50.3%) followed by Walkden South (44.2%).

- f. A further 5.8%<sup>6</sup> of residents in Salford West were self employed, slightly higher than the city rate (5.3%). This is lower than the national average (8.3%). In Little Hulton only 3.5% of residents are self employed which is accompanied by the lowest number of businesses by ward in Salford West. Worsley (10.4%) and Boothstown & Ellenbrook (9.3%) had self employment rates above the national average.
- g. Across the area 2.2%<sup>7</sup> of residents were claiming Job Seekers Allowance (JSA) in October 2005, a slight rise from 2% the previous year which is in line with the UK average (2.3%); with Little Hulton nearly twice the UK average at 4.5%. Worsley and Boothstown had the lowest rate of JSA claimants at 0.8%.
- h. As nationally, there has been a significant decline in the numbers of JSA claimants between 2000 and 2005<sup>8</sup>. In 2005, there were 1,850 claimants within Salford West which represented a decline of nearly 600 from 2000.
- i. The proportion of Salford West residents who are economically inactive is higher than nationally (35% compared with 30%)<sup>9</sup> with the proportion inactive due to sickness and disability 66% above the national equivalent. Little Hulton has the highest proportion of economically inactive residents (45.5%) whilst Boothstown & Ellenbrook has the lowest (23.8%).
- j. Residents are more commonly engaged in semi-routine and routine occupations (24%)<sup>10</sup> than is the case nationally (21%). In contrast, residents are under-represented in managerial and higher professional occupations (6% against 9%).

### **Employment Sites**

3.5 The key facts are:

- a. Industrial rental values range from £3.00 -£3.50 per sq. ft for historic or poorly located accommodation. These values have remained relatively static over the last 5 years.<sup>11</sup>
- b. New build industrial properties and particularly those located close to the motorway network, can attract rents up to £5.50 per sq. ft.<sup>12</sup> Northbank and Agecroft are amongst Salford West's highest quality industrial locations. These rents are equivalent to the higher levels gained in Greater Manchester.

- c. Much of the office accommodation in Salford West is in Eccles. It varies widely in quality from small 'above the shop' space to some high quality speculative new build proposed at Centenary Park.
- d. In Eccles, rents for secondary space have risen to £8 per sq. ft. over recent years. Rents for new build accommodation is expected to achieve £15 per sq. ft<sup>13</sup>.
- e. Elsewhere office space at Clifton Business Park, near Swinton, is being marketed at £12.50 per sq. ft<sup>14</sup>. It is speculative office development reflecting some developer interest in the area.

## **A Network of High Quality Neighbourhoods**

### **Town and Neighbourhood Centres**

3.6 The key facts are as follows:

- a. Town centre retail units have relatively high vacancy rates with Walkden at 28%, Eccles at 25%, Little Hulton at 13% - compared with the national average of 10%. However, Swinton shopping centre is currently 100% let<sup>15</sup>.
- b. Retail rents in Eccles have stagnated in recent years.
- c. Swinton shopping centre has seen a sizeable increase in rents between 2004 and 2005 indicating a thriving shopping centre.
- d. The linear routes generally have retail uses sporadically dispersed throughout their length and suffer high levels of vacancy.
- e. There are a total of 426 business properties located along the A57 Liverpool Road corridor. These are primarily concentrated in Eccles (188) and Irlam (169).
- f. The retail mix along Liverpool Road has dramatically declined and narrowed in recent years with a large proportion catering for post 5pm activity.
- g. Owner occupied units are more common than commercially rented premises.
- h. Monton neighbourhood centre has a healthy mix of retail and community services.
- i. The lack of quality at the three neighbourhood centres in Irlam and Cadishead creates a negative image of this gateway into Salford West.
- j. Salford West has 10 libraries, 5 fit city leisure facilities (including 4 swimming pools) and 1 athletics track.
- k. The number of people visiting fit city Worsley Pool increased by 44% between May 05 to May 07 following refurbishment.

## **Housing Quality and Choice**

3.7

The key facts are:

- a. Thirty percent<sup>16</sup> of housing in Salford West fails to satisfy decency standards, rising to over 40% in Eccles and Barton.
- b. Over half (51.5%)<sup>17</sup> of properties within Salford West are in the lowest council tax band A. Little Hulton (81.8%) had the highest proportion of properties in council tax band A whilst Worsley (5.2%) had the lowest.
- c. The average house price in Salford West is £126,082<sup>18</sup> which is just above the Salford average. These range from £87,296 in Barton to £240,633 in Worsley based on 2005 figures.
- d. House prices in Salford West have grown by 71%<sup>19</sup> between 2002-2005. This compares with a rise of 66% for Salford as a whole. Pendlebury has experienced the highest residential value growth between 2002-2005, whilst Boothstown & Ellenbrook have experienced the lowest growth.
- e. Salford West experienced a slight decrease (0.4%)<sup>20</sup> in vacant properties between 2004 and 2005. Eccles had the highest rate of vacant properties (5.5%) in 2005 whilst Pendlebury and Irlam had the lowest rate (2.7%).
- f. Semi detached properties are more commonly found in Salford West (41.6%) compared to the city (37%) and England (31.5%)<sup>21</sup>. There are concentrations of terraced properties in Barton, 47.7% compared to 30.9% for Salford West; and dominance of detached properties in Boothstown & Ellenbrook, 15.2% compared to 10.4% for Salford West.
- g. There is healthy interest in creating new residential development in Salford West.

## **An Outstanding Environment, Leisure and Recreational Asset**

3.8

The key facts are as follows:

- a. Salford West covers an area of 7,529 hectares land accounting for 77% of Salford. 35% of Salford city is green belt land, all of which is in Salford West.
- b. Salford West has nine Conservation Areas and four Scheduled Ancient Monuments.
- c. Chat Moss comprises over 30% of Salford West's total land area.
- d. Tourism contributes around £2bn to the local economy in Greater Manchester each year<sup>22</sup>.

- e. During 2001 the number of tourists visiting the conurbation has increased by 5% to over 81 million<sup>23</sup>.
- f. Employment in the industry during the same period has increased by 1,500 and supports the equivalent of some 33,000 full time jobs<sup>24</sup>.
- g. The largest concentrations of green space can be found in Swinton (424ha) Worsley and Boothstown (423ha) and Walkden and Little Hulton (374ha).
- h. In 2003 only 55% of Salford residents reported feeling safe in public parks<sup>25</sup>.
- i. Hotels and restaurants are a key sector of the local economy in the majority of Salford West wards except for Barton, Eccles, Swinton North, Walkden South and Winton.
- j. In 2004, 24.8% of employees in Salford West are employed in the distribution, hotels and restaurant sectors. This includes 3,133 people working in hotels and catering. The wards with the highest number of employees in this sector are Worsley & Boothstown and Swinton South<sup>26</sup>

## **Connectivity**

3.9 The key facts related to connectivity are:

- a. Traffic growth since 1988 has been 9% nationally<sup>27</sup>, 8% in Greater Manchester and 11% in Salford.
- b. The M602; the A57 (Liverpool Road); the A6 (Chorley Road/Manchester Road); the A580 (East Lancs Road); and the A666 (Bolton Road) are a significant barrier to north-south pedestrian and vehicular movement.
- c. Rail frequencies of service are much lower than for other Greater Manchester stations with comparable journey times<sup>28</sup> (e.g. Swinton – two trains per hour; Oldham – four trains per hour; Stalybridge – four trains per hour; East Didsbury – three trains per hour).
- d. Salford has experienced declining bus mileage across all time periods<sup>29</sup>. In the morning peak, mileage has fallen from 2,980 miles in 2000 to 2,780 miles in 2005.
- e. Eccles Metrolink stop has experienced significant growth in patronage from 2000 to 2004. During the am peak (07:30 to 09:30) of 204 to 318 boarders, followed by a decline in 2005 to 284<sup>30</sup>.
- f. Proportions travelling to work by car vary significantly throughout Salford West, from approximately 70% in Worsley and Boothstown to 52% in Pendlebury and Winton.<sup>31</sup>

- g. Demand for internal travel in Salford West is highest to Eccles with approximately 3,300 travel to work trips ending in the ward<sup>32</sup>. By comparison, Irlam and Little Hulton have approximately 1,300 and 1,250 travel to work trip ends.

## **Inclusivity**

### **3.10 Key facts are:**

- a. At £29,800, average household incomes in Salford West are marginally lower than the England average (£31,200)<sup>33</sup>. Boothstown & Ellenbrook had the highest average household income (£46,000) while Little Hulton had the lowest (£21,700).
- b. Household incomes rose by 51% between 2002 – 2005<sup>34</sup>. This is substantially higher than the nationally where they increased by 19%. This rise is slightly less than that for the city as a whole which rose by 53%.
- c. The average life expectancy is 1.7 years lower than national levels with a difference of 6.4 years evident between Little Hulton and Worsley & Boothstown<sup>35</sup> with a high of 79.9 years in Worsley & Boothstown compared with 73.5 years in Little Hulton.
- d. The gap between Salford West's Standardised Mortality Rate (which compares mortality rates) and the national average fell between 1996 and 2002<sup>36</sup>. However in 2002 it remains 21% above the national level with rates as high as 59% above the national average in Little Hulton.
- e. Deaths from heart attacks and strokes have remained at similar levels between 1996 – 2002. They are however particularly prominent in Little Hulton and Walkden North where deaths from this cause are 73% and 68%, respectively, above the national average<sup>37</sup>.
- f. Over a fifth of Salford West (22.2%)<sup>38</sup> residents have a long term limiting illness which is higher than England average (17.9%). Little Hulton (27.4%) and Eccles (25.4%) had the highest levels whilst Boothstown & Ellenbrook had the lowest (13.4%).
- g. Between 2002/03 and 2004/05, rates of reported crime incidents fell for burglary, 9.4% to 4.7%; and theft from a motor vehicle, 10.4% to 4.8%<sup>39</sup>. Only theft of a motor vehicle, remained constant.
- h. 35% of Salford West working age residents have no formal qualifications higher than the national average of 28.9%<sup>40</sup>. In Worsley and Boothstown & Ellenbrook only 20% have no formal qualifications; whilst over 45% of residents in Little Hulton have no qualifications.
- i. In 2005, schools in Salford West report 52% of students securing five or more A\*-C grade GCSEs just below the national average of 57%<sup>41</sup>.

Pupils who live in Boothstown & Ellenbrook (85%) and Worsley (75%) are the most likely to gain 5 A\*-C GCSEs. This is significantly higher than pupils in Little Hulton (19%) and Walkden North (36%). The areas which have seen the most recent improvement are Irlam, Swinton North and Pendlebury.

- j. Educational attainment has improved between 2001 and 2005 with a 9.8% increase in the number of pupils gaining A\*-C GCSEs which is higher than the national increase (7.1%) over the same period<sup>42</sup>. Of the nine secondary schools, five have shown significant improvements in the proportion of pupils attaining 5 A\*-C GCSEs between 2001 and 2005. Two schools have remained relatively constant whilst the other two schools have suffered declines in their performance.
- k. At Key Stage 2, Level 4 Salford West performed above the city and national levels. Boothstown & Ellenbrook, Cadishead, Pendlebury, Swinton North and Worsley achieved an average pass rate of over 80% in KS2 which is higher than the average pass rate (80%) nationally<sup>43</sup>.
- l. Little Hulton, Eccles and Winton achieved an average pass rate of less than 75% in KS2<sup>44</sup>.
- m. Level 4/5 qualifications are held by 13.6% of Salford West's residents compared to 19.9% across England<sup>45</sup>. The proportion is less than half the England average in Little Hulton, Walkden North, Cadishead, Irlam and Pendlebury.
- n. In 2005 the highest percentage of young people not in education, employment or training (NEET) was at Harrop Fold (19.5%) followed by Salford City Academy (12.8%) and Moorside Community High (11.7%). This compares to the city average of 11.4%<sup>46</sup>.

## Section 4: Key Issues

- 4.1 Based on the evidence and analysis, this section sets out the key issues facing Salford West.

### **A Successful Local Economy and Business Location of Choice**

- 4.2 Capturing some of the projected economic growth within the city region represents both major opportunity and challenge for Salford West. The major economic and employment issues are:
- a. Delivering an appropriate range and quality of employment and industrial sites across Salford West to meet future needs and key growth sectors.
  - b. Address the mis-match of old employment sites and demand for new sites that are accessible, well located and of appropriate quality.
  - c. Engaging collaboratively with the private sector.
  - d. Some of the proposed developments are contentious and may negatively impact on congestion and local neighbourhoods.
  - e. Lack of a viable office market is constraining Salford West's ability to attract new businesses.
  - f. Developing a strategic approach to tackling worklessness and link residents to the employment opportunities being created in mediacity:uk, Salford Quays and the regional centre.
  - g. The low levels of self employment and entrepreneurship particularly in Little Hulton, Winton, Barton and Walkden North.

### **A Network of High Quality Neighbourhoods**

- 4.3 To deliver a network of high quality neighbourhoods in Salford West, a range of issues relating to housing and the town and neighbourhood centres need to be addressed. The town and neighbourhood centres are of varying quality. The major issues for the town and neighbourhood centres are as follows.
- 4.4 Poor townscape affects the quality of experience in the town centres and negative perceptions of a place are generated from redevelopments. For example:
- a. Swinton town centre is constrained through congestion and an introverted retail centre to the north of the A6 corridor;
  - b. Walkden town centre lacks a traditional high street and is dominated by Ellesmere Shopping Centre with a substantial level of vacancies;
  - c. The historic street pattern of Eccles town centre has been eroded by unattractive, large scale post war redevelopment. The layout of the

centre and the size and quality of units are deterring retailers from the centre and vacancy now runs at some 28%, coupled with poor demand and low rental values; and

- d. The role of linear corridors. In particular, neighbourhood centres along Liverpool Road are poorly defined, lacking any distinct focal point or definite character.
- e. Dominance of traffic, parking difficulties and poor pedestrian links in many neighbourhood centres affects their vitality and has a negative impact on character.
- f. Under investment in retail offer particularly in the largest centres compounds a lack of clear role for neighbourhood and town centres.
- g. Movement of services from Little Hulton District Centre and the closure of Harrop Fold School could reduce footfall and trade.

4.5 The major housing issues are:

- a. Ensuring that appropriate housing is provided across Salford West to capture its share of future housing growth, including aspirational housing to encourage high earning families.
- b. Encouraging residential development which supports the vitality and viability of the town centres.
- c. Shortfalls in decency standards in social housing and lack of housing choice in some neighbourhoods in terms of tenure and stock type.
- d. Addressing issues of affordability for first time buyers and low income families.

**An Outstanding Environment, Leisure and Recreational Asset**

4.6 Realising the benefit of Salford West's recreational and green space assets requires a number of issues to be addressed:

- a. Developing the heritage assets in Salford West.
- b. Establishing a strategic, co-ordinated approach to leisure and tourism product development.
- c. Developing the area's image as a tourism destination.
- d. Linking opportunities in the leisure industry to employment need.
- e. Balancing tourism development with amenity for residents and environmental quality.
- f. Access to the countryside and rights of way.
- g. Strengthening co-ordination and co-operation with the private sector.

- h. Improving access and usage of local green space.
- i. Delivering an open space network which brings together existing and planned assets.

## **Connectivity**

- 4.7 Transport and accessibility pose a massive challenge as well as an opportunity for Salford West. The major transport issues are:
- a. The impact of through traffic on Salford West, particularly on the M60 corridor and the arterial routes into Central Salford and Manchester city centre – the M602 / A57 Liverpool Road / A6 through Swinton and Little Hulton / A580.
  - b. Accommodating major planned development projects within the transportation infrastructure including Salford Reds, LIVIA and mediacity:uk.
  - c. Addressing the impact on transport infrastructure of potential investments including at Barton Strategic Site and Cutacre.
  - d. Delivering public transport and local accessibility to employment generators for the Salford West community, in particular where this requires orbital movements or ‘cross town’ routes rather than use of the better served arterial corridors.
  - e. Connections to key transport hubs in the region including Manchester Airport and Manchester Piccadilly Station.
  - f. Variable quality of public transport services along the linear corridors.
  - g. Quality of the built environment along key transport corridors including rail routes and the bus corridors.
  - h. Managing demand across the network.
- 4.8 Accessibility to key destinations, services and leisure opportunities is central to the wellbeing and levels of attainment of an area’s residents. In particular, those residents without access to a private car are most vulnerable to the potential social exclusion effects that a lack of accessibility can produce.
- 4.9 In terms of Salford West, access to healthcare, employment, leisure and education are all critical to the future performance of the area. In a number of locations the frequency and routes of the public transport network restricts such opportunities.

## **Inclusivity**

- 4.10 Local residents need to be able to access appropriate services and facilities to help them maximise their potential and quality of life. The key issues to be addressed:

- a. Low skills levels and lack of appropriate skills amongst local residents.
- b. Hotspots of crime and juvenile nuisance in some neighbourhoods.
- c. Drug and alcohol abuse which increase levels of crime and nuisance.
- d. Residential and business properties with poor security.
- e. High levels of severe illness caused by low levels of physical activity and poor diet.

## Section 5: Key Opportunities

### Introduction

- 5.1 Salford West faces a number of opportunities. It is in managing and balancing these opportunities that we will achieve the 20 year vision for the area. These are outlined below.

### A Successful Local Economy and Business Location of Choice

- 5.2 Key opportunities include:
- a. Employment opportunities in surrounding areas including the regional centre, mediacity:uk, Warrington, Trafford Park, Manchester Airport and Bolton.
  - b. Outsourcing, secondary or complimentary services which do not require a city centre location.
  - c. Opportunity within the creative, media and communication sector.
  - d. Office market in Eccles as a result of mediacity:uk and the relocation of the Magistrates Court.
  - e. Good location and access to a variety of transport nodes.
  - f. A complimentary satellite Business Park in response to growth sector needs in Northbank or Irlam.
  - g. Link areas of opportunity with areas of need in particular Ashton Field / Cutacre with Little Hulton.
  - h. Private sector led development opportunities including Barton Strategic Site.
  - i. Targeted employment support co-located with community hubs and local service provision.
  - j. Managed workspace linked to other private and public sector developments.
  - k. Developing and embedding an entrepreneurial culture.

### A Network of High Quality Neighbourhoods

- 5.3 Key opportunities include:
- a. Investment in Building Schools for the Future making neighbourhoods more attractive to potential residents.
  - b. Consolidate retail provision into a small number of well defined centres where a critical mass of retailers and activity can be focussed.
  - c. Re-use/redevelopment of retail uses outside of these centres for other uses, particularly residential uses, which will serve to generate expenditure that will support the retained retail provision.

- d. Develop a niche retail role for the town and neighbourhood centres.
- e. A new economic role for Eccles town.
- f. A stronger local retail offer to realise the potential capacity and spend in Swinton.
- g. An enhanced role for Worsley neighbourhood centre linked to the heritage and tourism offer.
- h. Proposed investment in Walkden Shopping Centre to support an enhanced role.
- i. Supporting the development of night time and evening economies in town centres to encourage residents to remain in their local area including Monton neighbourhood centre.
- j. Co-ordination of private sector investment in town and neighbourhood centres with transport and environmental improvements.
- k. Strong private sector residential developer interest in Salford West.
- l. The potential transfer of the council's housing stock to a local housing company provides an opportunity to enhance the quality of the housing offer, delivering substantial investment to enable all properties to be improved to the Salford Standard.
- m. Continued improvement to the area's libraries and fit city centres with the number of visitors to these facilities continuing to increase.

### **An Outstanding Leisure and Recreational Asset**

#### **5.4 Key opportunities include:**

- a. Chat Moss and Lower Irwell Valley are underused assets with potential developing a mixed rural economy.
- b. The canal and former rail network is also underutilised and has potential for a recreation and tourism.
- c. Heritage based tourism, linked to Greater Manchester programme of outdoor activity co-ordinating with city-wide and city-region development (branding).
- d. Developing an open space network for outdoor activity.
- e. Events based tourism.
- f. Proposed Salford Reds stadium and multiplier opportunities.

## **Connectivity**

- 5.5 Key opportunities include:
- a. Planned improvements to transport infrastructure such as Leigh guided busway will begin to improve accessibility to facilities, services and employment locations.
  - b. Maximising the potential of existing services including rail.
  - c. Co-ordinating development with sustainable transport routes and hubs.
  - d. Development of park and ride.
  - e. Expansion of green routes.
  - f. M60 JETTS enhancements could bring significant benefits for local traffic.

## **Inclusivity**

- 5.6 Key opportunities include:
- a. A strong sense of local identity in the town and neighbourhood centres which can be built upon to create an interlinked series of strong communities each retaining their own identities.
  - b. Major public investment in eight secondary schools across Salford West through the Building Schools for the Future programme.
  - c. Investment in new health facilities with new LIFT centres planned in Walkden, Swinton and Eccles; and proposed new centres in Little Hulton and Irlam & Cadishead.
  - d. The Connecting People agenda is tackling worklessness and a lack of aspirations.
  - e. Expanding local services supporting people into employment.
- 5.7 The extensive range of opportunities has the potential to address many of the key physical, economic and social issues in Salford West.

## **Section 6: Strengths, Weaknesses, Opportunities and Challenges**

- 6.1        An analysis of the strengths, weaknesses, opportunities and challenges is presented overleaf.

Strengths	Weaknesses
<p><b>A Successful Local Economy and Business Location of Choice</b></p> <ul style="list-style-type: none"> <li>• Employment breakdown by sector is well balanced</li> <li>• Large and diverse portfolio of industrial sites and premises</li> <li>• Strategically located in the region therefore accessible for business</li> </ul> <p><b>A Network of High Quality Neighbourhoods</b></p> <ul style="list-style-type: none"> <li>• A recently adopted Housing SPD, which acts as strong planning guidance for future development</li> <li>• Quality housing areas in the central arc of neighbourhoods</li> <li>• Continued improvement to libraries and fit city leisure centres</li> </ul> <p><b>An Outstanding Leisure and Recreational Asset</b></p> <ul style="list-style-type: none"> <li>• A varied and diverse environment, which is high quality in certain neighbourhoods</li> <li>• Green assets vary from open countryside, parks and open spaces and canal corridors</li> <li>• In places there are high quality historic environments and a variety of heritage features</li> </ul> <p><b>Connectivity</b></p> <ul style="list-style-type: none"> <li>• Excellent location and transport infrastructure in the region</li> <li>• Metrolink and the presence of railways, bus corridors and green linkages</li> </ul> <p><b>Inclusivity</b></p> <ul style="list-style-type: none"> <li>• Overall educational achievement in Salford West is good, particularly at Key Stage 2 level</li> <li>• Crime rates falling</li> <li>• Continue to increase numbers of visits to libraries and fit city leisure centres</li> </ul>	<p><b>A Successful Local Economy and Business Location of Choice</b></p> <ul style="list-style-type: none"> <li>• Low enterprising culture and business density levels</li> <li>• Skills mis-match between local residents and employment prospects</li> <li>• High levels of inactivity and worklessness concentrated in particular neighbourhoods</li> <li>• A number of poorly performing employment sites and a very limited office market</li> </ul> <p><b>A Network of High Quality Neighbourhoods</b></p> <ul style="list-style-type: none"> <li>• Some areas such as Little Hulton are mono tenure and dominated by poor quality housing</li> <li>• Affordability of housing is an issue in places</li> <li>• Physical environment of many town and neighbourhood centres is poor, with traffic often dominating</li> <li>• High levels of vacancies within Eccles town centre</li> </ul> <p><b>An Outstanding Leisure and Recreational Asset</b></p> <ul style="list-style-type: none"> <li>• Quality of the public realm and environment is poor in many areas</li> <li>• Character and environmental quality of the linear road corridors that run through Salford West is very poor</li> </ul> <p><b>Connectivity</b></p> <ul style="list-style-type: none"> <li>• High levels of congestion and severance effect of road corridors</li> <li>• Strategic versus local conflict in terms of road use</li> <li>• Limited access &amp; information about public transport services, poor quality of train stations</li> </ul> <p><b>Inclusivity</b></p> <ul style="list-style-type: none"> <li>• Salford West has a poor health indicators, with high rates of death from major killers</li> <li>• Crime hotspots throughout Salford West (Barton, Little Hulton, Swinton North and Winton).</li> <li>• Gaps in childcare provision and above average fixed term exclusions from schools</li> </ul>
Opportunities	Challenges
<p><b>A Successful Local Economy and Business Location of Choice</b></p> <ul style="list-style-type: none"> <li>• Narrowing the gap of skills presents a massive opportunity for Salford West</li> <li>• Build on and promote the strategic location and access to transport</li> <li>• Major opportunities associated with leisure, health and media sectors</li> <li>• High levels of committed and expected private investment across the area</li> </ul> <p><b>A Network of High Quality Neighbourhoods</b></p> <ul style="list-style-type: none"> <li>• Salford West as a place to live, combining factors such location, open space and heritage is a unique selling point</li> <li>• Set up of local Housing Company, depending on a ballot of tenants</li> <li>• Significant investment in schools through Building Schools for the Future</li> </ul> <p><b>An Outstanding Leisure and Recreational Asset</b></p> <ul style="list-style-type: none"> <li>• Major opportunity exists for tourism and leisure product development and marketing</li> <li>• Use of environmental assets to promote distinctive leisure strategy in the city region</li> <li>• Develop major sporting events</li> </ul> <p><b>Connectivity</b></p> <ul style="list-style-type: none"> <li>• Improving the visual impact of road corridors and train stations can strongly influence people's perceptions of Salford West</li> <li>• Planned improvements to transport infrastructure</li> <li>• M60 JETTS enhancements could bring significant benefits</li> </ul> <p><b>Inclusivity</b></p> <ul style="list-style-type: none"> <li>• Narrowing the gap between the poor neighbourhoods and more affluent areas</li> <li>• Public sector investment in new health facilities including Hope Hospital and new LIFT Centres</li> <li>• Extending involvement in community arts initiatives</li> </ul>	<p><b>A Successful Local Economy and Business Location of Choice</b></p> <ul style="list-style-type: none"> <li>• Making strong physical links between deprived areas and employment opportunities</li> <li>• Maximising benefits from developments</li> </ul> <p><b>A Network of High Quality Neighbourhoods</b></p> <ul style="list-style-type: none"> <li>• Transfer of the success from popular residential neighbourhoods to adjacent areas of need.</li> <li>• Addressing the affordability of housing</li> <li>• Addressing decency standards with public and private sector housing</li> <li>• Achieving vibrant and vital town centres in the day and evening</li> </ul> <p><b>An Outstanding Leisure and Recreational Asset</b></p> <ul style="list-style-type: none"> <li>• Delivery of high quality development and ongoing partnership working with developers</li> <li>• Management of green and historic assets</li> <li>• General street scene – maintenance and gateways</li> </ul> <p><b>Connectivity</b></p> <ul style="list-style-type: none"> <li>• Major radial routes into Manchester create major barriers</li> <li>• Mitigating the strategic versus local transport conflict</li> <li>• Managing the impact of transport infrastructure from new developments</li> <li>• Delivering public transport and local accessibility to employment locations particularly if this requires orbital movements rather than the better served arterial corridors</li> </ul> <p><b>Inclusivity</b></p> <ul style="list-style-type: none"> <li>• Tackling worklessness, including a lack of aspiration</li> <li>• Tackling physical and other barriers to education, training &amp; employment</li> </ul>

## **PART II: VISION AND INTERVENTION STRATEGY**

## Section 7: Vision and Intervention Strategy

### Introduction

- 7.1 The vision for Salford West sets out the future ambition for Salford West. The vision provides a sense of purpose and direction for the future development of the area that will deliver sustainable regeneration and success for the communities of the area. The vision and strategy provides the direction and the structure for the action plan that is the key tool for implementing the SRF.
- 7.2 This vision has been informed by:
- a. The analysis and identification of the key issues and challenges highlighted through the Baseline Report and summarised in Section 1 above.
  - b. The results of the stakeholder consultations and workshops.
  - c. The ambition of the City Council, the SSP and partners in realising and delivering significant investment, regeneration and benefit for the communities of Salford West.
- 7.3 This section sets out the vision for Salford West and identifies six themes which form the intervention strategy. Three of the themes are termed ‘drivers’ of the strategy and three are termed ‘enablers’ of the strategy. Each is explained in more detail later in this chapter. At the end of this section the intervention strategy is further explained with reference to spatial priorities.

### Vision

- 7.4 In twenty years time Salford West will be one of the most desirable and prosperous areas in Greater Manchester. The diverse economy, based on media industries, advanced manufacturing, logistics and supply chains for the regional centre, will provide a range of high quality employment opportunities, attracting and retaining a skilled workforce and will contribute towards the economy of the city region. That population will live in successful neighbourhoods, enjoying access to excellent local town and district centres with a range of housing choice. A key lifestyle offer and attraction, for residents and business in Salford West, will be the access to unrivalled culture and leisure facilities. This will include a comprehensive network of green and open spaces, enhanced leisure facilities and visitor attractions based on the rich heritage of the area. The population will be able to move easily about the area and enjoy excellent access to national and international transport infrastructure. Salford West will be a destination of choice.

## Intervention strategy

- 7.5 The vision for Salford West is based on a clear identification of the key assets, issues and opportunities in Salford West. The grounding of the vision in the analysis of the particular conditions in Salford West is important to ensure that private and public investment in the area over the next twenty years delivers a successful and sustainable future for the area. This will be achieved by responding directly to local needs and opportunities and developing a role and 'offer' in Salford West that meets the wider economic regeneration objectives of the Manchester city region, through contribution rather than competition.
- 7.6 There are three key areas of intervention in Salford West that are required to deliver this vision; these are termed the 'drivers' of change. These represent the areas of investment, identified as opportunities in the baseline analysis, which will act as catalysts for change and that will underpin the creation of a distinctive role for the area.

### Drivers of change

**Successful local economy and business location of choice**, with direct appeal to high value manufacturing, research and development, professional and business services, leisure and tourism, and logistics.

**A network of high quality neighbourhoods** with an increasing emphasis on home ownership and home to a highly skilled, motivated workforce which actively contributes to the transformed economy of the city region and the accelerated growth agenda. The neighbourhoods and their town centres will increasingly become the brand by which the area is known.

**An outstanding leisure and recreation asset**, a major destination for the region, with a focus on the rich industrial heritage and extensive outdoor leisure facilities, serving residents, business visitors and tourists alike.

- 7.7 In addition to the three drivers of change, there are three enablers of change. These are the background conditions that need to be achieved to ensure the delivery of the vision and the generation of local benefits. In short, the investment will not deliver returns and benefits, leading to sustainable regeneration, unless the right infrastructure and linkages – social, economic and environmental – can be put in place. The enablers allow the area to gain maximum benefit from the drivers of change.

### Enablers of change

**Connectivity** - Well connected with excellent strategic transport connections by air, road, rail and water. Effective local transport networks which provide neighbourhood access to wider employment, retail, leisure and public services, and virtual networks providing access to information, education and business support.

**Inclusivity** - Successful and growing communities engaged in the economy, with lifestyle choice and excellent services.

**Sustainability** – The triple bottom line of social, economic and environmental sustainability.

- 7.8 Together the drivers and enablers of change form the intervention strategy. The interrelationship of the drivers and enablers is illustrated in the diagram below. The value of this integrated approach is in the clear linkage of investment in the enablers of change to the delivery of the drivers of change. In other words, the largely public sector led investment in creating the right conditions for success in Salford West can be clearly justified in terms of maximising the benefit of the largely private sector led investment in the drivers of change.

### Activity matrix



Each of the drivers and enablers is explained in more detail below.

## **Drivers of change**

### **Driver 1: A successful local economy and business location of choice**

- 7.9 The Regional Economic Strategy and Manchester City Region Development Programme set out growth proposals based on key economic sectors. There is a strong focus on key knowledge drivers such as universities and research institutions but a presumption that economic growth can and will be supported through related business development. This assumes a supply of business investment, skills, sites and the infrastructure necessary to support economic growth.
- 7.10 Salford West provides an opportunity to support the accelerated growth scenario for the city region. This will be achieved through the provision of high quality sites and accommodation along with the introduction of knowledge intensive processes, particularly in manufacturing which remains a key employer in Salford West, to increase competitiveness and added value.
- 7.11 Salford West also has the potential to become a preferred location for support services and supply chains linked to the knowledge and media based businesses located in the heart of the city region, developing as part of the mediacity:uk, Science City and Knowledge City strategies.
- 7.12 The proximity of sites within Salford West to Manchester International Airport, the strategic road network and other national and international gateways including the Manchester Ship Canal also provides opportunities to exploit logistics based developments.
- 7.13 There are four sub-components under the driver of making Salford West a successful local economy and business location of choice.

#### *Key development sites*

- 7.14 Salford West stands to benefit from economic growth in the northwest and the Manchester city region. There are a range of unexploited opportunities for employment development which would lead to economic growth in several key sites and locations, some existing and some new. The challenge will be to realise these opportunities in Salford West and correlate them to areas of greatest need in order to maximise the benefits by generating employment and confidence in local communities.

#### *Rationalising older industrial areas*

- 7.15 Another issue for Salford West as a business location is the diverse quality of the existing industrial accommodation. Whilst some diversity of provision is needed

to cater for all aspects of the industrial market and promote employment, demand for some poorly located existing industrial areas with outdated accommodated is very limited. The SRF reconsiders the future role of some of the existing, weaker performing industrial areas and assess whether their retention in industrial use provides the greatest regenerative impact and community benefit.

#### *Developing an office market*

- 7.16 Although Salford West has a significant quantity of both existing and planned employment sites it does not have any established office locations and new office development in Salford West is at the very margins of viability. The challenge is to develop an office market by creating the conditions where development is viable by ensuring that it is accessible, well located and of appropriate quality. There is a need to create a critical mass of office accommodation able to attract business from a wide diversity of sectors to create a recognised office location of choice.

#### *Encouraging enterprise*

- 7.17 Enterprise and self employment are key routes to tackling worklessness. In Salford West the opportunity is to build further on the areas where rates of self-employment are relatively high (Worsley 10.3%). The challenge will be to extend this success to adjacent areas, in particularly extending this to areas where rates are below national and city averages (Little Hulton 3.5%). Advice and support services will be important in raising aspirations to start up a business.

#### *Maximising benefits for Salford West's communities*

- 7.18 In order to maximise the benefits to Salford West communities from the planned economic investments further intervention is required. This will happen through working with developers and major employers for example, to develop appropriate skills training targeted to specific communities where poor skills and high levels of worklessness are prevalent. In this way the SRF will help to ensure that local people can benefit from these opportunities. Encouraging enterprise and self employment will be another priority for this theme. Interventions aimed at encouraging local people to consider and establish new enterprises will be developed. These will be targeted at all sections of the community but with a particular emphasis on young people, women and the over 50's to raise aspirations and encourage a more entrepreneurial, inventive and creative culture.

### **Driver 2: A network of high quality neighbourhoods**

- 7.19 Attractive town and neighbourhood centres are a critical aspect of creating successful neighbourhoods. However, there are many other interlinked factors including the availability and quality of housing choices, leisure facilities, education choice and performance and perception of community safety.

### *Town and neighbourhood centres*

- 7.20 In Salford West the town and neighbourhood centres will have a critical role to play in delivering a higher quality of life, improved local retail and recreational facilities as well as economic and employment growth. The issue is particularly important in creating aspirational environments which can attract and retain higher income earners and families in the context of competing centres in other parts of the conurbation and beyond.
- 7.21 The challenge therefore will be to deliver the required investment into the town and neighbourhood centres to lift the profile and offer of the centres to a level where they become core to the attraction of the Salford West neighbourhoods as places to live and invest. The type of intervention will depend on the expected role of the centre and scale of opportunity in each location.
- 7.22 A key challenge and opportunity will be to define roles for the three individual town centres along with the neighbourhood centres. It is acknowledged that the traditional driving role of retail uses in town centres is not going to be the force it once was, beyond local convenience. Salford West's centres can no longer compete with external factors in retail terms such as the Trafford Centre or Manchester city centre. This is compounded by modern patterns of living and consumerism. The SRF sets out a requirement for a centres strategy that plays to the strengths of each centre whilst ensuring that local needs and services are met across Salford West as a whole.
- 7.23 Eccles could develop a role as a centre for offices and a professional services market, related to the mediacity:uk developments as well as providing a lower cost platform for supply services and chains related to Manchester city centre. Swinton's role as a civic hub could be capitalised on by investing in environmental improvements, some key developments and new uses. Consolidation and new retail investment in Walkden will be complemented with new leisure, civic and community uses to serve the communities at the western end of the study area. Neighbourhood centres could be upgraded to make them more attractive to use and for business to invest. In some cases more radical intervention is required, for example at Little Hulton.

### *Housing quality and choice*

- 7.24 The issues in Salford West include the lack of sufficient high quality home ownership choices to attract and retain the professional and higher income earners that the accelerated growth of the Manchester city region and the Northwest economy demands. The challenge then is to expand the quantity of high quality home ownership opportunities from the existing but limited successful housing markets to new areas across Salford West. This will mean identifying areas for new housing development alongside investment in existing stock.

- 7.25 Ensuring a critical mass of new housing is also important in order to change existing perceptions and to create a new housing market. This will include new forms of family and professional persons housing that combine the locational attributes of Salford West with high quality of design and high standards of sustainability. The challenge for housing is also then to create a housing stock that attracts and retains higher earning households.
- 7.26 Closely linked to investment in housing will be progressive improvement in educational performance and a changing perception and reality of crime and nuisance. Both quality of education and perception of crime are important factors in governing residential location choices.
- 7.27 To do this, formal dialogue between SCC, landowners and developers must be established, which can collaboratively and proactively identify opportunities for high quality solutions in areas of particular need. Delivery can then be taken forward through the establishment of joint venture companies or similar.
- 7.28 As in many parts of the country, house price rises have resulted in growing issues of affordability in Salford West for households seeking to enter home ownership. One consequence of this is growing pressure on the social housing sector. The proposed establishment of a local housing company to take control of the council's housing stock would further enhance the quality of Salford West's offer. A new local housing company would be able to secure substantial investment in housing, enabling all properties covered by the scheme to be improved to the Salford Standard.
- 7.29 The challenge will also be to deliver tenure diversification in areas dominated by social rented housing, both to deliver affordable home ownership options and opportunities for new development that transforms image and opportunity.
- 7.30 Within the first 3 years investment would be targeted at improving social rented homes to decent homes standards, a process that will also secure community buy in to a wider regeneration strategy. In the short to medium term the transfer could then progress to consider potential development of key identified opportunities across the area. The new housing company could therefore be a part of developer and landowner engagement as outlined above as well as establishing links with joint venture companies depending on the outcome of the ballot in summer 2007.
- 7.31 Finally, with an expected surge in construction in Salford West, the opportunity will be taken to explore the opportunities to supply labour, materials, products and professional services drawn from the local economy.

### *Environmental quality*

- 7.32 The poor physical environment along key road and rail corridors, in some of the local centres and town centres and some of the residential areas acts as a disincentive to people choosing to invest or reside in Salford West. The quality of the environment is also one of the driving forces behind negative external perceptions of the area. Investment in the physical environment is therefore essential both to improve the day to day lives of people who live and work in the area and in making Salford West an attractive place in which to invest and do business.
- 7.33 The challenge will be to improve the quality of the public realm and to and maintain higher levels of maintenance in a way which has the maximum impact on quality of life and external perception. Improvements will therefore be targeted at key gateways into Salford West, to the town and neighbourhood centres and other key public places such as railway stations.
- 7.34 Successful neighbourhoods are often characterised by the quality and distinctiveness of their physical environment. High quality environmental and heritage assets in areas such as Worsley, Monton and Ellesmere Park are key components of the success of these areas. The challenge will be to take the precedent set in these successful neighbourhoods as the benchmark for improving the quality of neighbouring areas.

### **Driver 3: An outstanding leisure and recreational asset**

- 7.35 There are a number of existing industrial heritage, leisure and recreation opportunities in Salford West. However, these are not widely known or strongly associated with Salford West. The challenge is to establish Salford West as a visitor and outdoor leisure destination, to maximise the local benefits of such assets and to associate Salford West with the positive and rich heritage and recreational qualities of the area.
- 7.36 The heritage assets include the Bridgewater Canal, Old Warke Dam and Worsley Delph. Leisure and visitor destination development opportunities related to green assets include projects to make more use of the Chat Moss area and develop the Croal Regional Park. In addition, a network of canal towpaths and recreational footpaths will contribute to good connections and the creation of a network of visitor and leisure destinations as well as providing attractive local recreational assets for the residents of Salford West.
- 7.37 The SRF supports the continuation of the aspiration for leisure and tourism within Salford West, set out in the Tourism Marketing Strategy and Action Plan 2006/07. Salford West will not develop into a destination long stay visitors but it has strong potential to develop as a day trip or an overnight destination and as a strategic location associated with business and tourism within the city region and wider

northwest / M62 corridor. This strategic location can help market Salford West as an excellent place in which to be based whilst on business (including for conferences) or whilst on a longer break, benefiting from access to attractions across a wider area including Manchester city centre and Liverpool.

- 7.38 The strategy for this key driver is therefore to further promote Salford West as a leisure and tourist destination focussed on 3 key strands:
- a. **Industrial Heritage** – establishing a heritage hub in Worsley, canal restoration and preserving and enhancing Conservation Areas. The heritage asset in Salford West is of equal value to Ironbridge. The SRF therefore seeks to capitalise upon the asset to a similar level.
  - b. **Open space and the environment** – supporting the aspiration for the new Croal Irwell Regional Park as ‘Greater Manchester’s Urban Playground’. This spirit will be continued throughout the area by an enhanced network of parks, waterway corridors and open spaces. Chat Moss will also develop whilst protecting key habitats; and
  - c. **Events** – developing a programme of events in Salford West into a highly attractive offer. The Challenge Series Golf Tournament as well as the food and drink festival fit well with the future vision of the area.
- 7.39 Night time economic strategies for town centres and other key areas will be important to extend activity throughout the day into the evening to help serve future visitor and tourist markets. It is important that the outcome of these development opportunities is a network of attractive destinations that people want to visit and can easily access.

## Enablers of change

### Enabler 1: Connectivity

- 7.40 The issue of access, transport and linkage has been identified as a major concern for Salford West. This ranges from the conflict of ‘through’ traffic and local traffic movements, to the impact of congestion and pollution on the community and the opportunity, and need, for strategic infrastructure enhancements. The challenge is not simply to improve transportation capacity to alleviate existing problems of congestion, but to direct enhancement in a way that improves the operation and potential of the local economy and the quality of life in the neighbourhoods.
- 7.41 In addition to strategic investment in the transportation infrastructure, the challenge for the SRF is to manage the demands on the network in a more creative way, so that more capacity can be extracted from the existing assets. This will require measures to encourage modal shift from the private car to public

transport and walking and cycling, but also measures to reduce travel and the need to travel, for example by having stronger local services and more local choice.

- 7.42 Long term funding opportunities for significant highway investments and public transport enhancements are limited or not yet established. Road building on a significant scale to alleviate congestion on the M60 and associated local routes is unlikely in the SRF timescale. Network Rail investment is dependent on the forthcoming comprehensive spending review and other public transport investments are dependent on the outcome of the Transport Innovation Fund (TIF) bid. However, priorities need to be established for Salford West should funding become available from each source. In the shorter term, developer contributions will be critical in delivering holistic improvements to some of the existing assets within the area, such as rail stations, arterial routes, cycleways and canals.
- 7.43 Key strategic connections that will be required to meet the SRF objectives include:
- a. An additional crossing of the Manchester Ship Canal in the Barton area to provide access to Barton Strategic Site and the Northbank Industrial Estate, and alleviate congestion at Junction 11 of the M60;
  - b. 'Green' walking and cycling links to provide a viable alternative to the private car for local journeys;
  - c. The provision for local movements within motorway corridors;
  - d. Improved radial public transport services to alleviate the adverse effects of 'through' traffic to the regional centre; and
  - e. An enhanced highway and public transport orbital connection, linking Bolton, Walkden and Worsley with Eccles and The Trafford Centre / Trafford Park.

### **Enabler 2: Inclusivity**

- 7.44 This enabler will tackle concentrations of economic and social deprivation in Salford West as well as building on more successful areas, to ensure that all residents and communities can take advantage of the opportunities available both in Salford West and the wider city region. Key areas of intervention will be in education, skills and worklessness, health and crime.
- 7.45 Improving educational performance, particularly at GSCE level, is a key priority for the SRF as improving the quality of the educational offer will improve both the life chances of current residents and attract new residents to Salford West. A significant amount of investment is planned, through the Building Schools for the

Future programme, which will transform the quality and fabric of secondary education within Salford West. This will be supported by policies and programmes which support school improvements, progression from primary to secondary school; encourage wider community usage of schools in training and learning; and better links with colleges and employers.

- 7.46 Tackling worklessness and improving the skills levels in parts of Salford West will be linked to economic policies to enhance the area as a business location. Access to employment, in particular higher skilled employment, is linked to a number of barriers – low skills, inaccessibility in terms of transport, and lack of childcare – and these remain a concern. Targeted interventions to increase participation of specific groups including those on incapacity benefit, lone parents and young people will be introduced utilising community based centres and hubs. This will be complemented by culture and leisure activities aimed at increasing confidence and motivation.
- 7.47 There are significant health and lifestyle variations across Salford West and there is a need to work further with key partners to deliver a programme of interventions to tackle health inequalities. Ensuring equality of access and delivering an integrated whole family approach through the new LIFT Centres planned is required. Healthy lifestyles will be supported through increased access to outdoor activity and use of leisure facilities.
- 7.48 Tackling crime and the fear of crime which are key concerns for many residents is important in building safer, stronger communities across Salford West. There are hotspots of crime which will be further targeted to more effectively reduce their impact on specific residents and communities. Tackling the underlying causes of crime, particularly drug abuse and alcohol, will also be a key priority. Anti-social behaviour will be tackled through a combination of enforcement and diversionary activities. This will be supported by additional programmes to improve access to education, training and employment opportunities for young people.

### **Enabler 3: Sustainability**

- 7.49 Sustainability is a prerequisite for the Salford West SRF. In environmental terms this means reducing the impact of development on the environment. In economic terms sustainability will be evidenced through the success and longevity of the businesses that develop and in social terms, sustainability will respond to issues of access to opportunity and community cohesion. The framework also plays a vital role in protecting and improving key wildlife habitats.
- 7.50 The SRF will build in sustainability as an integral aspect of the action plan. In environmental terms, the SRF will promote spatial planning and design that reduces impact on the environment. In economic terms the SRF builds local economic diversity and flexibility, by focusing on enterprise and skills. In social

terms the SRF creates more successful neighbourhoods that will accommodate stable and growing communities.

### **Spatial priorities**

- 7.51 The baseline report revealed a variable pattern of need and opportunity across Salford West. This framework responds positively to address inequalities to ensure that all communities in Salford West benefit from future private and public sector investment. Equally, investment in successful areas is essential to maintain and build the profile of the area as a destination of choice. This combined approach, of investment in success and targeting of particular needs, is reflected later in section 9 under the heading of the 'escalator approach'. However, there is a spatial dimension to this strategy as well as a policy driven response and this is also reflected in the framework.
- 7.52 In simple terms, the baseline report recognised a central arc of stronger, more successful neighbourhoods and a periphery of weaker, less stable neighbourhoods. The analysis of strong and weak neighbourhoods is based primarily on physical condition and appearance but there is a correlation between physical condition and other, social and economic factors of need and success.
- 7.53 A central arc of more successful neighbourhoods runs east west through Salford West and comprises Ellesmere Park & Monton, Worsley and Boothstown & Ellenbrook. The surrounding neighbourhoods are less successful though there are extremes, from Little Hulton and Eccles & Barton, which are the areas of greatest need, to Swinton and Irlam & Cadishead which are more stable. The neighbourhoods of Walkden and Winton are also areas of need, though not on the scale of Little Hulton and Eccles & Barton.
- 7.54 The spatial intervention strategy seeks to spread the success of the central arc of neighbourhoods to the wider area but also addresses specific interventions to the areas of greatest need. This intervention strategy is reflected in Section 8, which sets out the action plan and highlights the key interventions in the different neighbourhoods.

### **Conclusions**

- 7.55 This section of the report outlines the following:
- a. Firstly, a vision that sets a role for Salford West in the context of regional planning and the Manchester City Region Development Programme. In this regard the vision for Salford West is one that is deliverable and complementary, not competitive, to the future directions of the regional centre and Central Salford.

- b. Secondly, three drivers of change are identified which act as guiding themes for the action framework. These focus on economic role, successful neighbourhoods and a wider leisure offer.
- c. Thirdly, three enablers of change encompassing connectivity, inclusivity and sustainability are identified to ensure a holistic regeneration approach.
- d. Finally, the spatial variability of need and opportunity across Salford West is recognised and so a spatial intervention strategy based on the two principles of expansion of successful areas and interventions in areas of need is part of the framework.

## **Section 8: Action Plan**

### **Introduction**

- 8.1 This section of the framework sets out the action plan that will lead to the implementation of the vision, as outlined in Section 7 above. It is structured as follows:
- a. Introduction to the key themes and action areas contained in the action plan;
  - b. An indicative action plan set out in tabular format; and
  - c. A detailed action plan for 2007/8.
- 8.2 A three year action plan covering the period 2008/09 – 2010/11 will be prepared for implementation from 2008.

### **Structure of the action plans**

- 8.3 The action plan is structured thematically to reflect the three key drivers described in the vision as follows.
- 8.4 The three key enablers of connectivity, inclusivity and sustainability are cross cutting themes and the action plan includes a number of 'enabling' actions within each of the key drivers. Many of these relate to transport and connectivity.

### **Preparation of the action plan**

- 8.5 The action plan has been informed by extensive consultation with SCC Members and officers and with stakeholders in all sectors
- 8.6 The action plan for 2007/8 identifies early priorities and wins that can be delivered in order to give impetus to the vision as a whole
- 8.7 Work will continue during 2007/8 to develop the indicative action plan further into a robust and deliverable three year action plan for the period 2008/9 - 2010/11.

### **Description of projects within the action plan**

- 8.8 Before the specific action areas are outlined, this section provides a description of the themes that sit behind them. This presents a summary background to the actions and is structured by driver:
- 1. A successful local economy and business location of choice;

2. A network of high quality residential neighbourhoods; and
3. An outstanding environment and leisure and recreation asset.

**Driver 1: A successful local economy and business location of choice**

8.9 This key driver provides the economic engine for the framework. It is based on the following objectives:

- a. Support regional growth and the 'accelerated growth' scenario;
- b. Create and maintain a supply of business investment, skills, sites and infrastructure;
- c. Ensure a focus on high value manufacturing, knowledge and media based businesses; and
- d. Capitalise on the strategic location and infrastructure assets including the motorway network, ship canal and airports.

8.10 There are twelve action areas within the plan that can be grouped into the following themes:

- a. Focussing on maximising the benefits of key development sites at Barton and mediacity:uk;
- b. Renewing existing business locations for economic or alternative uses and investigating new employment locations;
- c. Developing satellite office locations within Salford West;
- d. Maximising benefits, in terms of marketing, skills and targeting areas of need; and
- e. Considering the essential role of the transport and movement network and its influence on making Salford West a successful business location.

**BL1: mediacity:uk**

8.11 mediacity:uk represents a key transformational project of national importance based on the border of the SRF area. Although the focus for investment will lie in Salford Quays, mediacity:uk is also a major regeneration opportunity for Salford West.

8.12 mediacity:uk offers a range of potential regeneration benefits, including the creation of some 15,500 jobs, over 7 million square foot of new employment space and related development and accommodating up to 1,150 creative

businesses. This will generate circa £1.5 billion to the regional economy and £225 million net additional value added per annum.

- 8.13 It will provide significant benefits to the area, including:
- a. Providing direct employment opportunities for residents;
  - b. Supporting a supply chain of local enterprise; and
  - c. Increasing demand within the local residential and commercial property market.

#### **BL2: Barton Strategic Site**

- 8.14 The Barton Strategic Site is a strategic economic asset for Salford West and the North West. It is recognised as a potential inter-model exchange and its development could lead to 2,100 direct employment opportunities and many more indirect jobs. It is well located with access to road, rail, water and air links. Moreover it borders some of the area's most deprived communities providing a potential direct link between local need and the development opportunity.

#### **BL3: Upgrading Existing Business Locations**

- 8.15 To maintain growth and improve efficiency in Salford West's existing employment sites, a key action area will be to invest in existing business locations of choice. Salford West's employment land portfolio contains a mixture of new land allocations and existing employment areas. These actions seek to ensure that the existing portfolio of available land effectively and best meets the area's current and future economic and business needs.
- 8.16 The Salford UDP identifies a total of 225ha of land for employment development including sites under construction and with planning permission, an allowance for 'windfall' development and a number of additional allocations. These additional allocations amount to 143.3ha and range in size from 0.5ha to 15.2ha. An employment land review will be undertaken during 2007 and its findings will inform the three year action plan that will be developed.
- 8.17 A series of action areas are proposed which:
- a. Identify existing sites which have a long term, sustainable economic role, but which are in need of investment or action to upgrade or improve appeal or suitability to existing and future businesses;
  - b. Identify new employment sites in locations which will be attractive to and suitable for developers and businesses and which will meet growth sectors of the economy; and

- c. Establish those sites which are no longer considered to be suitable for the future economic needs of the area, and which are best re-developed or converted to alternative uses.

#### **BL4: Satellite Employment Destinations**

- 8.18 Although not part of the core of the regional centre, Salford West contains a number of important employment locations that contribute to the overall economic growth and development of the city region. Salford West does not seek to compete with the regional centre or Salford Quays, but can instead develop a complementary role. Such a role is dependant on the availability of portfolio of high quality sites offering a range of development and investment opportunities.
- 8.19 There is a clear opportunity to provide 'value for money' office accommodation for administrative and 'back office' functions (including contact centres) of businesses with primary offices within the regional centre and Salford Quays.
- 8.20 In addition, a range of high quality and accessible new industrial / distribution locations must be identified to meet the requirements of modern manufacturing and logistics businesses.
- 8.21 Whilst the recently adopted UDP identifies an ample portfolio of employment sites for the foreseeable future, a number of satellite employment destinations within Salford West are promoted as priority locations for investment. The employment land review to be undertaken will assist in clarifying the location and balance of sites required.

#### **BL5: Establish New Employment Locations**

- 8.22 Salford West benefits from a diverse range of industrial provision. However, there is a need to ensure that a broad portfolio of high quality sites is identified to meet needs and aspirations in the medium and longer term. It is essential that existing provision is supported by new employment locations to enable Salford West to become a business location of choice in to the future. New employment locations will be accessible and targeted to link opportunities to the areas of acute need, in particular at Little Hulton.
- 8.23 The identification and development of new employment sites must complement existing successful industrial sites and ensure that a supply of high quality accommodation is available to promote growth in target economic sectors and to provide expansion opportunities for existing companies. Public sector partners will work closely with landowners and developers to ensure that these new employment sites are brought forward for development.

### **BL6: Marketing for Business**

- 8.24 A suite of actions will be developed to effectively market and promote Salford West as a business location to developers, businesses and investors. It will clearly define and articulate the economic role of Salford West and challenge negative perceptions. Specifically, it will focus on business locations, infrastructure and the workforce. The active engagement of the private sector will be key to success.

### **BL7: Enterprise**

- 8.25 Business start up is a vital route into employment for many people. This package of actions will raise levels of entrepreneurship amongst under-represented groups, including women and the long term unemployed. It combines raising aspirations with start-up training, initial years mentoring and provision of workspace.

### **BL8: Developing a Workforce to Drive the Economy**

- 8.26 Salford City Council and key public sector partners are in the process of developing a new strategic approach which seeks to more effectively connect local people with new economic opportunities under the broad banner of Connecting People. Key elements of this new strategic approach include:
- a. Targeted intervention to address low skills and qualifications to enable residents to enter and progress in employment;
  - b. Delivery of pre-employment training and support through community venues;
  - c. Enhance links between schools, further education colleges and employers;
  - d. Establishment of employer led skills partnerships, drawing on the Construction Skills Partnerships model; and
  - e. Ensuring new developments include a requirement for the employment of a minimum percentage of staff from the local area and promote use of local job shops.

### **BL9: Strategic Accessibility**

- 8.27 Regional and national transportation links are critical to the performance of the Salford West economy. Connections to the strategic rail network are currently poor, whilst the strategic highway network does not provide the maximum possible benefits to the area through which it passes. Congestion can be a barrier to investment and adversely affect market perceptions of the area. Tackling its impacts will involve a three-pronged approach aimed at improving

public transport quality, demand management measures and targeted investment in the highway network.

- 8.28 Strategic accessibility improvements address some of the key economic constraints facing the area, including improved linkages to the regional centre and other employment hubs and the strategic highway network.

#### **BL10: Business Connectivity**

- 8.29 Existing transportation infrastructure in Salford West is not providing the maximum benefit to the area, with local highways suffering heavy congestion (particularly during peak periods) and rail stations underutilised. Capitalising on existing provision is an important first step in attracting and retaining businesses in Salford West and demand management will play an important role in the future of the highway network. Establishing a high degree of connectivity within Salford West and to key markets and suppliers, especially within the city region, will underpin the improved economic performance of the area.

#### **BL11: Access to Employment**

- 8.30 Providing excellent access to employment for Salford West residents and to a suitable skills base for employers are both enablers in the overall economic performance of the area. Current highway and public transport links focus on radial movements to the regional centre. Addressing these real, and perceived, barriers to orbital movement will be fundamental to allowing local residents to benefit from major employment sites and includes the potential for bespoke services to employment locations.

#### **Driver 2: A network of high quality neighbourhoods**

- 8.31 This key driver provides the social and community emphasis for the framework with the aim of creating and sustaining a network of high quality neighbourhoods. It is based on the following objectives:
- a. To create successful neighbourhoods that attract and retain families, skilled and knowledge workers, professional and aspirational households;
  - b. To establish town and neighbourhood centres as critical hubs;
  - c. Extend the impact of successful areas into adjacent areas of need;
  - d. Focus on opportunities to achieve critical mass and change in areas of opportunity and need and establish development briefs for investment;
  - e. Work closely with the private sector using a range of appropriate and innovative delivery arrangements, which bring forward developments and maximize funding opportunities; and

- f. Use the “One Council” approach of joint working to strengthen the management of neighbourhoods.
- 8.32 There are ten action areas within this driver that can be grouped into the following themes:
- a. Town and neighbourhood centres: capacity, function, radical overhaul and connectivity;
  - b. Housing quality and choice: private sector delivery, neighbourhood housing strategies and social housing regeneration;
  - c. Environmental quality: sustainable design, gateways, corridors and green networks;
  - d. Cultural resources; and
  - e. Inclusivity: health, crime and community.

#### **QN1: Town and Neighbourhood Centres**

- 8.33 The location of Salford West in relation to the regional centre means that the area is without a major town or city centre. Instead, Salford West has a pattern of smaller scale town and neighbourhood centres, which occupy lower rungs of the hierarchy of centres in the city region.
- 8.34 The Mall in Eccles and Little Hulton District Centre suffer high levels of vacancy and have a very poor environmental quality. This contrasts with Swinton Shopping Centre, which is fully let and benefits from demand for additional larger units and the Ellesmere Centre in Walkden, where major investment proposals are currently being drawn up. Provision for the evening economy is also poor in all of the town centres in Salford West, with a below average proportion of restaurants, cafes, bars and pubs.
- 8.35 The challenge is to identify roles and mechanisms for driving demand in the worst performing centres and enabling the more successful centres to meet retailer and customer requirements. The development of the emerging office market in Eccles town centre, if effectively harnessed, will bring new activity and vitality to the centre. The role of Swinton and Walkden town centres will build on their success as local retail centres. Enhancements to the food and drink / evening economy will complement and maximise the benefits of these roles.

#### **QN2: Local Centre Connectivity**

- 8.36 Bus mileage and patronage in Salford has been declining following bus de-regulation. In addition, the modal share for walking and cycling is in decline due to increases in private car use. Local accessibility projects are proposed to

encourage sustainable travel patterns and support local centres as hubs of activity. Key centres include Eccles, Swinton, Walkden and Little Hulton.

### **QN3: Engaging the Private Sector in Delivering More Successful Neighbourhoods**

- 8.37 Within Salford West, there is a strong central core of neighbourhoods – Boothstown and Ellenbrook, Worsley and parts of Eccles and Swinton South including Ellesmere Park and Monton.
- 8.38 The framework promotes the aspiration to create more successful neighbourhoods in Salford West by building on the success of these existing successful neighbourhoods and by undertaking interventions for the, often adjacent, neighbourhoods in greatest need. These include Little Hulton, Eccles, Barton, Swinton North and Pendlebury.
- 8.39 In doing so it is seeking to increase the quantity and quality of housing that retains and attracts families, professionals and higher income households, to meet the accelerated growth objectives of a stronger, well qualified workforce.
- 8.40 In order to achieve this, it will be necessary to guide private sector investment and development to larger and family housing (as sought by the draft Housing SPD) and from existing high quality areas to areas where a step change in the make-up and environmental / design quality is required.

### **QN4: Neighbourhood Strategies**

- 8.41 The top three housing related issues in Salford West are:
- a. Affordable Housing (all types / tenures);
  - b. Chronic investment need in social housing (see next action); and
  - c. Need to diversify tenure in some areas.
- 8.42 Planning and housing strategy policies will be aligned to meet housing need at a neighbourhood level. There are markedly different housing dynamics and issues across Salford West, where affluence rubs shoulders with some of the worst deprivation within the city boundaries.
- 8.43 Effective provision and management of public services and community facilities that are accessible to residents will also be addressed.

### **QN5: Regeneration of Local Authority Housing Estates**

- 8.44 The proposed stock transfer of council housing to a new local housing company will make a major contribution towards the creation of high quality residential

neighbourhoods in Salford West. Stock transfer of the 14,500 properties in Salford West offers significant investment opportunities. The transfer will see £205 million invested over the first 5 years, including £147 million investment on improvements to council homes. £144 million would be invested over the following 5 years.

- 8.45 The key aim of regenerating Salford West's social housing estates is not only to ensure that the benefits of stock transfer are maximised to deliver step change in the quality of public housing areas, but also to pursue complementary development opportunities capable of generating more mixed communities.

#### **QN6: Linear Corridors**

- 8.46 Salford West experiences heavy 'through' traffic on all of its principal highway corridors. The main roads that run through Salford West are also often the first introduction that visitors have to the city. They are also heavily used by local residents and businesses.
- 8.47 This action plan takes a two level approach to addressing linear corridors. Firstly it sets out streetscape improvements. Secondly it advocates a more fundamental look at the role and future options for linear corridors, an approach developed via the current Liverpool Road Corridor Study.
- 8.48 Corridors include the A57 Liverpool Road, A6 Broad Street / Manchester Road, A580 East Lancs Road, the A666 Bolton Road and the A575. Historically, retail uses have developed sporadically throughout their lengths, interspersed with employment and residential uses. These routes now commonly suffer poor environmental quality and high vacancy levels. In particular, retail uses along these corridors often fail, change hands regularly and fall into vacancy and dereliction.
- 8.49 There are a large number of ownerships along each route and very few large ownerships, which can be redeveloped to make a 'step-change' and which would make intervention easier. A mechanism for gaining greater control over future development of sites along the corridors is required. Specifically, the purchase of properties within identified target areas along the routes will be considered.

#### **QN7: Healthy and Fit**

- 8.50 Poor health within Salford West translates into a higher than average Standardised Mortality Rate (SMR) for the area. Salford West's SMR is 20% above the national average when all causes of death are considered. The Salford Health Implementation Plan tackles health inequalities across the city and within Salford West.

- 8.51 A healthier lifestyle for Salford West residents will be promoted by building on the area's existing assets including formal facilities, in particular the Fit City leisure facilities, informal spaces and networks. This also links with the key driver to capitalise upon the outdoor leisure and green space assets of the area for healthy activities such as walking, cycling, jogging, etc., and thereby improve health.

**QN8: Reducing Crime and Changing Perceptions**

- 8.52 Crime and anti-social behaviour leads to and reinforces negative perceptions of Salford and are a key concern for local people as well as being a key determining factor for potential new residents choosing a place / neighbourhood in which to live. Whilst levels of crime and anti-social behaviour have been falling in recent years, there remain hotspots of crime across Salford West including anti-social behaviour and juvenile nuisance in Winton; burglaries in Walkden North; and theft of and from vehicles in Barton and Walkden North.
- 8.53 Through a partnership between key public sector agencies and residents a range of interventions will support reductions in target crimes and implement the Respect agenda.

**QN9: Schools Fit for the 21st Century**

- 8.54 Creating schools fit for the 21st Century will ensure that educational attainment is raised across Salford West. Although primary schools perform relatively well in comparison to regional and national averages, secondary school performance is poor. A key target for improvement is to raise GCSE attainment levels (although the situation had improved, the city's performance in 2004-05 was in the bottom 10% nationally).
- 8.55 Investment in the educational infrastructure of Salford West through Building Schools for the Future and the Primary Capital Programme will play an important role in improving educational attainment. Opportunities to develop extended schools and link key community facilities will also be exploited.
- 8.56 The combined activity programme will ensure that young people benefit from a modern, supportive learning environment that increases engagement of both young people and their parents. Investment will promote inclusivity of young people in both the education system and by ensuring that local people are skilled to take advantage of emerging employment opportunities.

**Driver 3: An outstanding environment and leisure and recreation asset**

- 8.57 The framework will bring forward a range of actions which support the Tourism Marketing Strategy and Action Plan 2006/07, including measures for

product/destination development and the marketing of new leisure and visitor destinations in Salford West.

- 8.58 The strategic vision of the current Plan, which the Framework will support, is to:

*“Develop Salford into a leading destination for local, national and international visitors, enhance the profile of the city and promote sustainable economic growth and tourism development.”*

- 8.59 The vision for this key driver is to further promote Salford West as a leisure and tourist destination, focussing on support for projects based on three key strands:

- a. Industrial heritage;
- b. Open space and the environment; and
- c. Festivals and events.

- 8.60 Salford West has strong potential to develop as a day trip and overnight destination for leisure visitors and business travellers.

- 8.61 Any developments also need to be accessible to Salford West residents for them to enjoy and for them to draw economic benefit from in terms of training and jobs. The traffic and transport implications of development will be carefully considered to ensure no dissemination is created for local residents or visitors.

- 8.62 Beyond formal leisure and tourism activities, the action plan supports a high quality network of well managed parks and open spaces throughout Salford West.

- 8.63 The actions pursued via this driver reinforce the other two drivers within the framework and will contribute significantly to developing the economy and high quality neighbourhoods.

#### **EL1: Salford West Industrial Heritage Hub**

- 8.64 A variety of cultural and heritage initiatives and projects including the Bridgewater Canal World Heritage Bid, Worsley Delph restoration project and a cluster of Conservation Area designations are already underway in Salford West. This cluster will help create a critical mass of activity and market the area as a visitor attraction and tourist hub at the heart of the area. This will allow the delivery of a comprehensive tourism strategy for the Salford West area including Worsley Village, Boothstown, Roe Green and the Bridgewater Canal.

- 8.65 Salford West is rich in industrial heritage and boasts numerous examples of the North West's role in the industrial revolution. Worsley is the cradle of the

transport revolution that fuelled extensive industrial growth in the 18th century and will become a focus within the proposed hub.

- 8.66 A precedent for this development is Ironbridge in Shropshire, which has fully capitalised on its incredible historic asset. The asset in Salford is of no less significance than this and a major opportunity exists to create a high quality hub of heritage interest and tourism value.

### **EL2: Bridgewater Way**

- 8.67 Bridgewater Way is an important existing project of a potentially catalytic nature. It aims to provide green walkways, cycle ways and green corridors to link larger green spaces in the southern vicinity of Salford West. Ultimately, people using wheelchairs, prams and cycles will be able to travel the whole 39 miles of the canal through Greater Manchester, Cheshire and Merseyside once work is complete in 2011, which is the 250th anniversary of the opening of the canal.
- 8.68 Bridgewater Way also presents an opportunity to promote a national and international tourism route in Salford West through barge moorings. It is estimated that this element of the project will provide facilities along the Bridgewater Canal for communities in Eccles, Barton and Worsley. In doing so it will potentially bring up to an additional 0.5 million visitors per annum who would contribute to the local economy. It links many of the projects on the industrial heritage corridor and also enables healthy outdoor recreation.

### **EL3: Conservation Areas and Historic Townscape**

- 8.69 Conservation of the built environment is a complementary action to the overall vision. The City Council has a programme of Conservation Area Appraisals (CAA's) and Management Plans and this process is currently being led by Urban Vision.
- 8.70 This will drive the maintenance and renewal of the historic built environment, so that it increasingly contributes to the character and quality of the area's townscape and environmental quality.

### **EL4: Open Space and Environment: Mosslands Project**

- 8.71 This is an existing project that examines the Mosslands area of Chat Moss and aims to identify sustainable future land uses for this area, which will combine farming, habitat, informal leisure and recreation opportunities in the future.
- 8.72 A vision is under development and in the short and medium term, this project is likely to serve the local population and potentially become a low key visitor attraction for day trips, based on biodiversity, farming, informal leisure access and healthy recreation. This project is highly complementary to the three key

strands of the future tourism and leisure strategy, in terms of industrial heritage, open space and recreation and potentially, events.

**EL5: Open Space and Environment: Croal Irwell Regional Park ‘An Urban Playground for the city region’**

- 8.73 The proposed regional park links together a number of other initiatives and programmes, including LIVIA, Clifton Country Park and the restoration of the Manchester, Bolton and Bury Canal. It is a unique opportunity which will directly benefit Salford West residents and the highly populated regional centre.
- 8.74 The regional park concept of a ‘New Urban Playground’ is fundamental and highly complementary to the framework, and the City’s Tourism Marketing Strategy in terms of industrial heritage, greenspace and environment, investment and quality of life. The park has seven key objectives:
- a. To radically improve the image of the valley to create an environment for inward investment;
  - b. To tackle the extensive derelict land legacy;
  - c. To create an attractive regional visitor destination focussed on active recreation;
  - d. To support and develop opportunities to improve biodiversity and the interpretation of heritage;
  - e. To ensure the resources of the Regional Park are accessible for all across the north west and beyond;
  - f. To encourage community participation, reconnect people to ‘abandoned’ landscapes and promote a legacy of healthy and active living; and
  - g. To provide an identity and framework for existing and future regeneration programmes.
- 8.75 Actions will focus on delivery of the constituents of enabling projects.

**EL6: Open Space and Environment: Lower Irwell Valley Improvement Area (LIVIA)**

- 8.76 The framework supports the implementation of this programme, which seeks to reclaim over 200 hectares of land in the Irwell Valley and is a key enabling project within the regional park proposals. The site currently suffers from significant contamination from a wide range of past industrial uses. The focus of the programme will be to assess the contamination, treat it where possible and

restore the land for soft-end and recreational after uses. The programme will deliver economic and social benefits through the environmental improvements.

- 8.77 Once completed, LIVIA will have sculpture trails, outdoor classrooms, informal play areas and a mountain bike course. The new and reclaimed access paths and cycle routes will also link up new housing developments being built close to the site as well as local schools, community buildings and work premises.

**EL7: Open Space and Environment: Support for Country Parks (Blackleach and Clifton)**

- 8.78 This project safeguards and supports Salford West's two country parks as essential existing components of the future leisure and recreation offer and foci for an improved environment for residents. The aim is to increase the visibility and use of the local green space through organised events and activities as well as informal recreation.
- 8.79 The Wet Earth Trail develops the Wet Earth Colliery as a cultural, historical and educational facility for the city within Clifton Country Park. Established around 1740, the colliery was one of the first deep mines to be sunk in the Irwell Valley.
- 8.80 Blackleach is a key site within the [Red Rose Forest](#) and links can be made to other countryside areas via the network of former railway lines which have been developed as safe, off-road footpath and cycle routes.
- 8.81 Both are designated nature reserves and are of Green Flag Award status. Both also support a range of educational and recreational activities, which can be developed further.

**EL8: Open Space and Environment: Manchester, Bolton, Bury Canal Restoration**

- 8.82 The Manchester, Bolton and Bury Canal is one of the last major waterways in Greater Manchester to benefit from restoration. The canal extends into Salford West in the Clifton area. Whilst development activity is currently focussed in Central Salford, in the future, full restoration to navigable standards is expected along the canal's full length.
- 8.83 The restoration of the canal for navigation will provide a catalyst to regeneration and development along its length. Reviving the region's waterways not only provides unique recreational resources, but also delivers significant economic benefits. It enhances the environment and quality of life, increasing tourism, and creates areas where people want to live and work.
- 8.84 This important project will be a powerful catalyst for further development, improving the area's appeal as an investment location and creating new employment opportunities.

### **EL9: Establishing Salford West as the Greater Manchester Destination for Active Recreation**

- 8.85 Salford West has an exciting opportunity to promote itself as a place for outdoor leisure, informal exercise and fresh air such as walking and cycling – an offer that is distinctly different to the rest of the Greater Manchester conurbation. Establishing the strategic context, the precise set of products on offer and how they are to be marketed will be key to moving forward.

### **EL10: ‘Heads on Beds’ and Tourism Infrastructure – Enabling Tourism in Salford West**

- 8.86 Promoting Salford West as a leisure and visitor destination will be undermined if there is not a suitable supply of accommodation for people and additional enabling facilities, such as car parking, toilets and refreshment facilities, interpretation and other key elements associated with tourist infrastructure.
- 8.87 Not only will this project support a strategic aspiration of the framework, it will encourage longer visits and a higher spend by visitors (‘Heads on Beds’). This project will also instil a multiplier effect in the future, as it will communicate to markets that a quality visitor experience can be had in Salford West, therefore increasing its attractiveness as a place to visit.

### **EL11: Festivals and Events**

- 8.88 Negative perception of the area has acted as a barrier to private sector investment in the past and will continue to stifle improvement unless the image of the area can be significantly lifted. Developing a programme of events and festivals which promote and exploit the variety of assets in Salford West will change perceptions and bring visitors into the various assets to increase the time spent locally. This would include sports events both professional and community.

### **EL12: Salford Reds Stadium and Leisure Hub at Barton**

- 8.89 Planning approval for this proposal has been received for the Salford Reds Stadium complex located within the Barton Strategic Site near the M60 bordering Eccles and Irlam. The Stadium complex is expected to include a hotel, exhibition space, bars, restaurants, museum and a free standing non-food retail development.

### **Detailed action plan**

- 8.90 The detailed action plan is contained in tabular format through the following pages. The table’s seven columns provide the following information for each action:
- a. Project name and description;

- b. Reference, including:
  - (i) A Successful local economy and business location of choice (BL);
  - (ii) A network of high quality neighbourhoods (QN); and
  - (iii) An outstanding environment and leisure and recreation asset (EL);
- c. The linkages of the project / actions to the 5 objectives of the Local Area Agreement, which are:
  - (i) Objective 1: Improving Economic Prosperity;
  - (ii) Objective 2: Improving Health and Reducing Inequalities;
  - (iii) Objective 3: Improving Community Safety;
  - (iv) Objective 4: Improving Community Engagement; and
  - (v) Objective 5: Improving Environmental Sustainability;
- d. Escalator approach:
  - (i) Transformational;
  - (ii) Building on existing assets; and
  - (iii) Creating opportunities for all;
- e. Lead organisation and partners;
- f. Timescales and resources, distributed as follows:
  - (i) Short term (within 3 year action plan);
  - (ii) Medium term (3 – 10 years); and
  - (iii) Long term (10 years plus).

## Driver 1 : A Successful Local Economy and Business Location of Choice

Project	Ref	Action Summary	Link to LAA	Escalator Approach	Lead Organisation / Key Partners	Timescales and Resources
<b>mediacity:uk</b> This action will instigate work with partners to ensure this project provides maximum benefit to the Salford West area	BL1	<ul style="list-style-type: none"> <li>▪ <b>Developing Local Skills</b> - As a major new source of employment, ongoing engagement with the BBC and other partners involved in mediacity:uk will be sustained to establish future employment requirements, in terms of the numbers of staff/job roles and the anticipated skill / educational requirements. Early action to address training needs will be critical. Engagement with partners will develop a programme of action which will provide enhanced training opportunities for local residents to enable them to access new opportunities.</li> <li>▪ <b>Access to mediacity:uk</b> – Developing public transport networks so that Salford West residents are able to access new direct employment opportunities which are created at mediacity:uk, focusing on Eccles as a 'hub' for access from the wider Salford West area.</li> <li>▪ <b>New Business Opportunities</b> – Capitalise on investment attracted to 'secondary' locations where rental levels are more affordable but still provide good connections to mediacity:uk. Use this as a opportunity to drive the regeneration of Eccles Town Centre. To do this, the Masterplan strategy for Eccles Town Centre will be revisited to ensure that the complementary commercial opportunities to mediacity:uk are maximised.</li> </ul>	Objective 1: Improving Economic Prosperity	Transformational	SCC BBC LSC FE Colleges Creative Industries Development Service Media Training NW GMPTE	Short - medium term
<b>Barton Strategic Site</b>	BL2	<ul style="list-style-type: none"> <li>• <b>This is a key strategic employment site and potential inter modal transport exchange for the area</b> – it provides the biggest opportunity for job creation in Salford West. Key tasks include:               <ul style="list-style-type: none"> <li>○ Maximising the number of jobs gained by local people;</li> <li>○ Maximise public transport/access to the site and facilitate take up;</li> <li>○ Develop local skills.</li> </ul> </li> </ul>	Objective 1: Improving Economic Prosperity	Transformational	Peel Holdings SCC	Short - long term
<b>Upgrading Existing Business Locations</b> To maintain growth yet improve efficiency in Salford West's employment sites, a key action for the SRF will be to invest in business locations of	BL3	<ul style="list-style-type: none"> <li>• <b>Continued development of existing sites</b> - to enable further growth of advanced manufacturing and research &amp; development uses, support the continued development at:               <ul style="list-style-type: none"> <li>○ Northbank Industrial Estate – Market and promote the development of remaining land at Northbank to meet demand for advanced manufacturing premises. 28.7ha of allocated employment land remains to be developed, which is already a popular location for advanced manufacturing businesses.</li> <li>○ Agecroft – Promote completion of the site with further high quality development. The final phase of this large NWDA promoted site is currently</li> </ul> </li> </ul>	Objective 1: Improving Economic Prosperity	Building on existing assets	SCC / Site Owners	Private sector investment enabled by SCC Short – Medium Term  Short Term

## Driver 1 : A Successful Local Economy and Business Location of Choice

Project	Ref	Action Summary	Link to LAA	Escalator Approach	Lead Organisation / Key Partners	Timescales and Resources
choice		<p>being marketed and has seen healthy levels of demand.</p> <ul style="list-style-type: none"> <li>○ Wardley Industrial Estate – Little land remains in this location, which benefits from proximity to M60 and A580, and the estate has relatively low vacancy levels. Investment to improve environmental quality and access will further drive demand.</li> <li>○ Encourage investment in infill development, improving environmental quality and accessibility.</li> <li>● <b>Examine the potential for alternative uses at existing sites</b> - Explore the potential through qualitative analysis of historic industrial areas alongside an assessment of the potential benefits promoting alternative uses for poorly located and outdated industrial estates where demand is evidently low, such as: <ul style="list-style-type: none"> <li>○ Highfield Industrial estate in Little Hulton – which suffers from poor environmental quality and outdated accommodation, resulting in low demand and occupancy</li> <li>○ Parts of the Patricroft industrial area – where the age and quality of accommodation detract from local amenity and environmental quality and relatively poor primary road access detracts from demand.</li> </ul> </li> <li>● Concentrated investment in locations which are most accessible by existing and planned public transport, walking and cycling routes, thereby mitigating any adverse impacts upon the local and strategic highway network.</li> <li>● Bring forward proposals to better integrate businesses at Clifton Junction with their surroundings. The area provides a significant amount of employment which is increasingly growing higher value R&amp;D functions which must be retained and developed.</li> </ul>			SCC	<p>Short Term</p> <p>Short Term</p>
<b>Satellite Office Destinations</b> This action capitalises upon the clear opportunity to provide 'value for money' office accommodation for	BL4	<ul style="list-style-type: none"> <li>● <b>Eccles Town Centre</b> - Capitalise upon the recent growth in the Eccles Town Centre office market and growth that will result from the relocation of the Magistrate's Court and linkages with Salford Quays/mediacity:uk and the regional centre provided by the Metrolink. Further develop a secondary office market and support office functions into Salford West which do not require a City Centre location. There is also an opportunity to develop accommodation for 'micro-businesses' (small scale managed offices) in Eccles Town Centre, which can be assisted through LAGBI funding. Actions to include:</li> </ul>	Objective 1: Improving Economic Prosperity	Transformational	SCC and Private Sector Owners	Short Term

## Driver 1 : A Successful Local Economy and Business Location of Choice

Project	Ref	Action Summary	Link to LAA	Escalator Approach	Lead Organisation / Key Partners	Timescales and Resources
administrative and 'back office' functions (including contact centres) of businesses with primary offices within the Regional Centre and Salford Quays.		<ul style="list-style-type: none"> <li>○ Revisit Eccles Town Centre Masterplan</li> <li>○ Implement development and public realm projects to transform Eccles Town Centre</li> <li>○ Assistance with marketing</li> <li>○ Investigate potential for LAGBI funding for micro business development</li> <li>● <b>Clifton Business Park</b> – Building on this existing speculative office development in Swinton and taking advantage its proximity to the administrative hub of Salford City Council to promote occupation and further development in this location. This site currently being marketed for development B2/B8 development by NWDA.</li> </ul>			SCC and Private Sector Owners	Short Term
<b>Establish New Employment Locations</b> Establish new employment locations that are accessible and targeted to provide opportunities to the areas of acute need, in particular Little Hulton.	BL5	<ul style="list-style-type: none"> <li>● <b>Ashton's Field</b> – Promoting the development and possible expansion of this 14 acre industrial to provide additional new high quality business accommodation in an accessible location and to bring together the employment opportunities it affords with areas of acute need in Little Hulton. Investigate the relocation of an existing business from an adjacent site.</li> <li>● <b>Wharton Lane</b> – Whilst this site remains in use for the recovery of coal from slag heaps in the short term, this very large site, spanning the local authorities of Salford, Bolton and Wigan, offers a strategic opportunity to meet a wide range of future business requirements in the long term given its location and proximity in relation to road and rail infrastructure.</li> <li>● <b>Barton Strategic Site</b> – Support the site through the planning process and promote the earliest possible development of the site through marketing assistance where necessary. This 81ha site is subject to proposals for a very large scale industrial and distribution development with multi-modal road, rail and water access along with a new stadium for Salford Reds RLFC and ancillary retail development. The UDP states that a mix of light and general industry, offices and ancillary uses may also be appropriate.</li> </ul>	Objective 1: Improving Economic Prosperity	Transformational	SCC, NWDA and Private Sector Owners  SCC, WMBC, BMBC and land owners  SCC and landowners	Medium Term  Medium Term  Short - Medium

## Driver 1 : A Successful Local Economy and Business Location of Choice

Project	Ref	Action Summary	Link to LAA	Escalator Approach	Lead Organisation / Key Partners	Timescales and Resources
<b>Marketing for Business</b> This action will effectively market and promote Salford West as a business location to developers, businesses and investors.	BL6	<ul style="list-style-type: none"> <li><b>Expand marketing activity:</b> In conjunction with investment in locations of choice, greater marketing activity is required to highlight the opportunities for business investment in the area and increase awareness of the area's wider attributes as a place to live, socialise and do business. This marketing activity will also aim to change perceptions in the business community relating to crime, social and skills issues that act as a barrier to investment.</li> <li><b>Engage private sector partners:</b> Private sector partners will be involved formally in the development and delivery of the framework.</li> </ul>	Objective 1: Improving Economic Prosperity	Creating opportunities for all	<b>MIDAS</b> <b>SCC</b> <b>Greater Manchester Chamber of Commerce</b> <b>Other business associations</b>	Short Term
<b>Enterprise</b> Increase business start-up	BL7	<ul style="list-style-type: none"> <li>Managed workspace;</li> <li>Raising aspirations;</li> <li>Pre-start up support targeted at excluded groups/areas;</li> <li>Support during first two years of trading.</li> </ul>	Objective 1: Improving Economic Prosperity	Creating opportunities for all	<b>SCC</b> <b>Manchester Enterprises</b> <b>Business support agencies</b>	Short – long term
<b>Developing a Workforce to Drive the Economy</b> This action will see the implementation of a new strategic approach, which seeks to more effectively connect local people with new economic opportunities	BL8	<ul style="list-style-type: none"> <li><b>Connecting People:</b> The outcomes of engagement with key public and private sector employers will be combined with an analysis of overall sectoral trends within the local economy, local skill levels and patterns of worklessness. This will be used to identify local priorities for action through the Connecting People Strategy.</li> <li><b>Little Hulton worklessness pilot location:</b> As the location in Salford West which exhibits the highest levels of deprivation, Little Hulton will be promoted as a pilot location for a new programme of activity targeted at tackling long term worklessness.</li> <li><b>Medium to long term workforce requirements:</b> Strategic engagement will take place with key private sector employers and developers to map and plan for their medium to long term workforce requirements. Specifically this will include mediacity:uk, Barton Strategic Site and Salford Reds. Through this process, private sector partners will be encouraged to engage with local employment, training and educational programmes.</li> </ul>	Objective 1: Improving Economic Prosperity  Objective 2: Improving Health and Reducing Inequalities	Creating opportunities for all	<b>SCC, Jobcentre Plus,</b> <b>Private Sector Employers, LSC and Training Providers</b>	Short Term
<b>Strategic Accessibility</b>	BL9	1. <b>Delivering the Wigan to Manchester Light Rail / Metrolink project</b> , in order to capitalise on the success of the Manchester Metrolink network following the Phase 3 extensions, and Central Manchester Rail Network Capacity enhancement (including the	Objective 1: Improving Economic	Transformational	1. <b>GMPT / Network Rail,</b> <b>SCC, Wigan MBC,</b>	1. Long term; Transport Innovation Fund

## Driver 1 : A Successful Local Economy and Business Location of Choice

Project	Ref	Action Summary	Link to LAA	Escalator Approach	Lead Organisation / Key Partners	Timescales and Resources
Strategic accessibility improvements address some of the key economic constraints facing the area, including improved linkages to the Regional Centre and other employment hubs across the city region, including: Knowledge: Capital, Manchester Airport and the strategic highway network.		<p>potential Salford Crescent Station relocation);</p> <ol style="list-style-type: none"> <li><b>The provision of a Ship Canal Crossing</b>, or another similar scheme in the vicinity of the M60 crossing, and WIGIS, improving access to the M60 motorway and relieving pressure on the A57;</li> <li><b>The implementation of the Leigh-Salford-Manchester Busway</b>, with an appropriate 'hub and spoke' network of feeder services from the Salford West area;</li> <li><b>Continued support for the expansion of the Metrolink Network</b>, in the medium to long term, across the Greater Manchester Region;</li> <li><b>Measures to enable better access to the strategic highway network</b>, including the modelling and feasibility study of potential modifications to Junctions 13 and 14 of the M60 and a wider demand strategy ensuring that new development has a range of alternative travel modes;</li> <li><b>Park and Ride development at existing assets</b>, including Leigh-Salford – Manchester Busway, rail stations (see BL10) and other key locations external to Salford West (e.g. Horwich Parkway and Warrington Central);</li> <li><b>Preparation of a masterplan for Barton Aerodrome/City Airport</b>, supporting its development as a regional centre for light aircraft.</li> </ol>	Prosperity		<ol style="list-style-type: none"> <li>Manchester CC &amp; NWDA</li> <li>Peel, HA, SCC &amp; Trafford MBC</li> <li>GMPTE / SCC, Wigan MBC &amp; bus operators</li> <li>GMPTE</li> <li>HA, SCC, Peel, Trafford MBC</li> <li>SCC, Warrington BC</li> <li>GMPTE / Northern Rail, SCC and Network Rail</li> <li>Peel, SCC</li> </ol>	<p>(TIF); feasibility study and demand forecasting</p> <ol style="list-style-type: none"> <li>Medium term; Salford Reds Stadium and Barton Strategic Site development; Scheme design</li> <li>Medium term</li> <li>Medium to Long term</li> <li>Long term</li> <li>Long term; Barton Strategic Site additional traffic / development</li> <li>Short to medium term / adjacent developments</li> <li>Short term</li> </ol>
<b>Business Connectivity</b> This action will establish a high degree of connectivity within Salford West and to key markets and suppliers, especially within the	BL10	<ol style="list-style-type: none"> <li><b>M60 capacity and junction improvements option modelling</b>, including:               <ul style="list-style-type: none"> <li>Junctions 13 to 15 capacity enhancement</li> <li>Junction 14 - accommodation of additional movements</li> <li>Junction 13 – slip road closure, plus improvements to the A575 / B5211 orbital link</li> <li>Junction 12 – bypass slip roads for M62 traffic</li> <li>Junction 11 – WIGIS enhancements to divert A57 traffic to Junction 10</li> </ul> </li> <li><b>Enhancements to rail services across Salford West</b>, and to the following stations in</li> </ol>	Objective 1: Improving Economic Prosperity	Building on existing assets	<ol style="list-style-type: none"> <li>HA, SCC &amp; NWDA</li> <li>GMPTE / Network Rail, Northbank Industrial Estate, SCC Northern Rail and Trans-pennine Express</li> </ol>	<ol style="list-style-type: none"> <li>Medium to Long term; additional development; modelling and feasibility study, plus long-term route design</li> </ol> <p>DfT Major Scheme and RFA / TIF / Private</p>

## Driver 1 : A Successful Local Economy and Business Location of Choice

Project	Ref	Action Summary	Link to LAA	Escalator Approach	Lead Organisation / Key Partners	Timescales and Resources
city region, will underpin the economic performance of the area		particular: <ul style="list-style-type: none"> <li>o Irlam</li> <li>o Eccles</li> <li>o Walkden (in tandem with Light Rail)</li> <li>o Swinton (in tandem with Light Rail)</li> </ul>				sector developer contributions  2. Short to Long term; Eccles and Irlam development; Irlam and Eccles Station Area Masterplans and Linkages Study.  Private sector developer contributions / Network Rail Discretionary Fund / GMPTE LTP funding / Train Operating Company (TOC) contributions
<b>Access to Employment</b>  This action will address real and perceived barriers to orbital movement and will be fundamental to allowing local residents to benefit from major employment sites	BL11	<ol style="list-style-type: none"> <li>1. <b>A bus network review and development of new / enhanced services and links.</b> Public transport will be promoted across the area with Eccles developed as a 'hub' for public transport integration, due to its high degree of connectivity within Salford West and to mediacity:uk and the Liverpool Road corridor;</li> <li>2. <b>Development of a localised implementation plan for the GM wide Public Transport Information Strategy;</b></li> <li>3. <b>Implement the Quality Bus Corridor Network;</b></li> <li>4. <b>Implement a number of new bus and light rail stops / stations,</b> particularly in key areas of need and opportunity, such as Little Hulton / Cutacre and Pendlebury / Agecroft; and</li> <li>5. <b>Through the appointment of a Sustainable Travel Officer / Team</b> dedicated to Salford West, contribute to the promotion of an access network via green links, canals and the full</li> </ol>	Objective 1: Improving Economic Prosperity	Creating opportunities for all	<ol style="list-style-type: none"> <li>1. <b>GMPTE / SCC</b> and First Manchester</li> <li>2. <b>GMPTE / SCC,</b> First Manchester, and Job Centre Plus / Key employers</li> <li>3. <b>GMPTE / SCC,</b> First Manchester and Bolton MBC</li> <li>4. <b>GMPTE / SCC</b> and Private sector</li> </ol>	<ol style="list-style-type: none"> <li>1. Short term; Changes in Government regulation; Review of existing Salford Bus Network. GMPTE LTP funding / First Manchester</li> <li>2. Short to Medium term; Integrated with the 'Connecting</li> </ol>

Project	Ref	Action Summary	Link to LAA	Escalator Approach	Lead Organisation / Key Partners	Timescales and Resources
		extent of sustainable transport modes (link to EL2)			developers 5. SCC / BWB, Sustrans and GMPTE	People' agenda; Identification of best practice and current provision 3. Short term; LTP funded 4. Medium to Long term; coincidental to significant new development and light rail implementation on the Wigan to Manchester line. Private sector developer contributions / TIF / GMPTE LTP funding 5. Short term; appointment of officer(s) / SCC funding

## Driver 2 : A Network of High Quality Neighbourhoods

Project	Ref	Action Summary	Link to LAA	Escalator Approach	Lead Organisation / Key Partners	Timescales and Resources
<b>Town and Neighbourhood Centres</b>  In the absence of a major town/city centre in Salford West this action promotes improvement in the areas three town and neighbourhood centres, which occupy lower rungs of the hierarchy of centres in the city region.	QN1	<ul style="list-style-type: none"> <li>• <b>Through a retail/function study</b>, a network of Town and Neighbourhood Centres will be clearly established for Salford West each with a clear role defined (revisiting existing studies where they exist such as Eccles and through other studies as relevant). These studies will be developed so that each centre has its own Action Plan;</li> <li>• <b>Through planning policy</b>, recognise the Town Centres and their roles and use this as a basis for working with the owners / key stakeholders / private sector as a basis for marketing. For example the vitality and viability of town centres in Salford West will be improved by expanding the retail offer in Walkden and Swinton; a new office market in Eccles; and through promoting residential development and developing an evening economy within all the centres, where engagement with developers, occupiers and operators respectively is a priority;</li> <li>• <b>Comprehensive redevelopment in the case of 'The Mall' in Eccles and of Little Hulton District Centre</b>, which are the prioritised centres for action. The redevelopment of Little Hulton District Centre will be undertaken to act as a catalyst for change in the area, to consolidate retail provision and to improve the profile of the A6 road route that runs through it;</li> <li>• <b>A review of car parking provision</b> and potential improvements to provision is required for all centres, but particularly focussing on Swinton and Eccles where problems are most acute.</li> <li>• <b>Options appraisal</b> of the site including the former Swinton sewage works.</li> </ul>	Objective 1: Improving Economic Prosperity	Transformational	SCC Private Sector owners / traders – Chamber of Commerce	Short to medium term
<b>Local Centre Connectivity</b>  This action will see local accessibility projects undertaken, to encourage sustainable travel patterns and support local centres as hubs of activity. Key	QN2	<ul style="list-style-type: none"> <li>• <b>Create greater priority for local traffic</b>, including, in particular, the A575 /B5211 corridor, incorporating bus priority measures for orbital links, and the investigation of High Occupancy Vehicle (HOV) lanes on the M602 and A580;</li> <li>• <b>An area wide car parking strategy</b> to encourage short term economic activity, reduce long stay commuter car parking and minimise the impact of circulating traffic;</li> <li>• <b>Provision for taxis and private hire vehicles</b>;</li> <li>• <b>Quality Bus Corridors</b>;</li> </ul>	Objective 1: Improving Economic Prosperity	Transformational	1. SCC / HA & Trafford MBC 2. SCC 3. SCC 4. GMPTE / SCC, First Manchester and Bolton MBC 5. SCC / Private developers and	1. Medium to Long term; adjacent development opportunities / JETTS implementation 2. Short term; Neighbourhood and Town Centre

## Driver 2 : A Network of High Quality Neighbourhoods

Project	Ref	Action Summary	Link to LAA	Escalator Approach	Lead Organisation / Key Partners	Timescales and Resources
centres include Eccles, Swinton, Walkden and Little Hulton		<ul style="list-style-type: none"> <li><b>Local Centre Accessibility</b> improvements for pedestrians and cyclists;</li> <li><b>Metrolink expansion</b>, utilising the Wigan to Manchester rail alignment, will also enhance local connectivity.</li> </ul>			GMPTE 6. <b>GMPTE / Network Rail</b> , Wigan MBC, SCC and Northern Rail	redevelopment; Key Centre Study assessing local supply and demand 3. Integral to future town and neighbourhood centre redevelopment 4. Short term; LTP funded 5. Short term; Town / Neighbourhood Centre redevelopment – incremental approach; Town Centre Area Action Plans 6. Long term; light / heavy rail feasibility study
<b>Engaging the Private Sector in Delivering More Successful Neighbourhoods</b> Create more successful neighbourhoods in Salford West by building on the success	QN3	<ul style="list-style-type: none"> <li><b>Private sector engagement:</b> SCC will work closely with the private sector and landowners to develop shared understanding, to bring forward key developments, streamline interactions/statutory processes and maximise funding opportunities.</li> <li><b>Public private partnerships and Joint Venture Companies:</b> Explore Joint Venture Companies with private sector developer partners and RSLs to develop and deliver Masterplans, deliver developments.</li> <li><b>Maximise private sector investment:</b> Maximise the value of private sector investment in</li> </ul>	Objective 2: Improving Health and Reducing Inequalities  Objective 3: Improving Community Safety	Transformational	<b>SCC (various Directorates)</b> Private sector / developers New Local Housing Company RSL's	Phased over the short, medium and long term

## Driver 2 : A Network of High Quality Neighbourhoods

Project	Ref	Action Summary	Link to LAA	Escalator Approach	Lead Organisation / Key Partners	Timescales and Resources
of the areas existing successful neighbourhoods and by undertaking interventions for the neighbourhoods in greatest need		<p>developments by effectively utilising public powers, such as compulsory purchase powers. This approach, backed by private sector finance will be investigated as a means of realising greater levels of development in areas of need. This approach may be effective in delivering the transition of obsolete employment areas to alternative uses.</p> <ul style="list-style-type: none"> <li><b>New opportunities for residential development:</b> Identify opportunities for residential development through the Housing Land Availability Assessment and LDF process. Such opportunities might include vacated school sites as a result of BSF, including Harrop Fold School</li> </ul>				
<b>Neighbourhood Strategies</b>  Local Development Framework and Housing Strategy policies will be aligned to meet housing need at a neighbourhood level	QN4	<p>Develop a series of neighbourhood strategies to address the dynamics of neighbourhoods and local housing markets and seek to instigate the following actions:</p> <ul style="list-style-type: none"> <li><b>Neighbourhood Plans.</b> Expand neighbourhood plan coverage for Salford West and embed plans within City Council policy framework.</li> <li><b>Address local housing needs.</b> This includes affordable housing provision, as there is a pressing need to ensure that affordable housing, of a range of types, sizes and tenures, is available in Salford West.</li> <li><b>Ensure that there is a choice and diversity of housing stock provided within the local neighbourhood (including tenure, size, form and cost).</b> As a general rule, future Housing in Salford West will tend toward homes of at least 2/3 bedrooms as championed within the draft Housing SPD.</li> <li><b>Retain housing stock suitable for family housing.</b> Apply control over the subdivision of houses into apartments which will result in the loss of family housing stock. To help enable this, promote lifestyle housing for older people who are often keen to move out of larger housing.</li> <li><b>Create linkages to neighbourhood centres, schools and other community facilities.</b> To deliver popular neighbourhoods it is important that local residents have access to quality local services and facilities. These will support existing residents and new communities.</li> <li><b>Support and develop effective neighbourhood management.</b> To improve quality, attractiveness and safety of each neighbourhood: effective neighbourhood management</li> </ul>	<p>Objective 2: Improving Health and Reducing Inequalities</p> <p>Objective 4: Improving Community Engagement</p>	Transformational	<b>SCC (various Directorates)</b>  Private sector New Local Housing Company RSL's	Phased over the short, medium and long term

## Driver 2 : A Network of High Quality Neighbourhoods

Project	Ref	Action Summary	Link to LAA	Escalator Approach	Lead Organisation / Key Partners	Timescales and Resources
		<p>will be implemented through local neighbourhood planning, community committee co-ordination and local environmental improvements and enforcement.</p> <ul style="list-style-type: none"> <li><b>One Council</b> - Use the 'One Council' model of joint working between sections to inform service delivery by a wide range of Directorates and partners. Specifically the neighbourhood strategies will inform Local Development Framework and Housing Strategy policies that will be aligned to meeting housing need at a neighbourhood level.</li> </ul>				
<p><b>Regeneration of Local Authority Housing Estates</b></p> <p>Fully capitalise on Housing Stock Transfer. The key aim for regenerating Salford West's Local Authority Housing Estates is to not only ensure that the benefits of stock transfer are maximised to deliver step change in the quality of public housing areas, but also to generate positive spin offs.</p>	QN5	<ul style="list-style-type: none"> <li><b>Stock transfer:</b> Use proposed Stock Transfer to greatly improve the quality of social housing and surrounding physical environment. It would also allow greater tenant involvement in the provision of social housing in West Salford, thus contributing to a more inclusive Salford West.</li> <li><b>Employment and skills opportunities:</b> Capitalise upon potential employment and training opportunities for local people, in a variety of construction and building maintenance skills. Identify too opportunities to manufacture and source materials in Salford West.</li> <li><b>Complementary Development:</b> Maximise the opportunity for complementary development to support and strengthen estates and neighbourhoods and generate more mixed communities.</li> <li><b>Public and private sector funding:</b> Using available public sector funding in a focussed and innovative way, as well as capitalising upon the opportunity that the Legal Agreement Guidance (SPD) offers.</li> </ul>	<p>Objective 2: Improving Health and Reducing Inequalities</p> <p>Objective 3: Improving Community Safety</p> <p>Objective 4: Improving Community Engagement</p>	Transformational	<p><b>Prospective New Local Housing Company</b></p> <p>SCC (various Directorates)</p> <p>RSL's</p>	Phased over the short, medium and long term
<p><b>Linear Corridors</b></p> <p>This action enables consolidation to a smaller number of foci in along Linear Corridors in Salford West, along with the</p>	QN6	<ul style="list-style-type: none"> <li><b>Consolidate retail uses:</b> In drawing up the LDF, opportunities to further consolidate the current sporadic pattern of retail uses along the corridors will be sought by reducing the number of retail foci and through policies which actively promote redevelopment for non retail uses, and residential use in particular, outside of the foci.</li> <li><b>Acquisition strategy:</b> In order to assist in delivering the transition from a sporadic pattern of retail uses along the corridors, SCC will seek to buy up premises within identified target areas along the routes as and when they come on the market. These can then be</li> </ul>	<p>Objective 1: Improving Economic Prosperity</p> <p>Objective 3: Improving</p>	<p>Building on existing assets</p> <p>Transformational and building on assets</p>	<p>SCC</p> <p>SCC</p>	<p>Short term – in line with LDF process</p> <p>A57 Liverpool Road: Short term – as and</p>

## Driver 2 : A Network of High Quality Neighbourhoods

Project	Ref	Action Summary	Link to LAA	Escalator Approach	Lead Organisation / Key Partners	Timescales and Resources
active promotion of residential development outside of these foci in order to increase catchment expenditure.		<p>amalgamated and taken to the market with detailed Development Briefs.</p> <ul style="list-style-type: none"> <li>• <b>Priority of projects:</b> Of the corridors identified, the A57 Liverpool Road corridor is considered to be in greatest need of regeneration and as such will be prioritised for action. The approach taken can then be 'rolled-out' to the other corridors at a later stage.</li> <li>• <b>Implement Major Gateways into Salford West Action Plan:</b> Implementation of the findings of the Major Gateways into West Salford Action Plan. In anticipation of the conclusions, the focus of key environmental and streetscape enhancements will be along the A6 and A666. SPDs will be developed for key priority routes, such as Liverpool Road;</li> <li>▪ <b>Gateway Strategy:</b> Develop a Gateway Strategy, in close consultation with a wide variety of stakeholders, including the community.</li> </ul>	Community Safety		SCC & private sector 'Development Partner(s)'	<p>when opportunities arise</p> <p>Other corridors – Long term</p> <p>A57 Liverpool Road: Short term</p> <p>Other corridors – Long term</p>
<b>Healthy and Fit</b> This action supports a healthier lifestyle for Salford West residents	QN7	<ul style="list-style-type: none"> <li>• <b>Support Fit City extensions.</b> Support the continued roll out and improvement of the Fit City network, with particular consideration to a new facility between Eccles and Pendleton, where a gap has been identified. New facilities and links with BSF proposals will be considered as many Centres, especially fitness suites, are full to capacity;</li> <li>• <b>Outdoor leisure marketing campaign:</b> Promote and market the use of outdoor space and leisure opportunities, including increased usage of green networks and formal / informal spaces, to support a healthier lifestyle.</li> <li>• <b>Support physical developments:</b> Supporting the development of new LIFT centres and the redevelopment of Hope Hospital.</li> <li>• <b>Develop Green Space Ranger Service</b> to maximise the use of green space and maximise the resulting health benefits</li> </ul>	Objective 2: Improving Health and Reducing Inequalities	Creating opportunities for all	SCC Community, Health and Social Care Directorate PCT BSF Team Salford Community Leisure (SCL)	Short to Medium Term
<b>Reducing Crime and Changing Perceptions</b> This action will publicise success in reducing crime to help correct negative perceptions of crime and provide support to communities	QN8	<ul style="list-style-type: none"> <li>• <b>Agency commitment:</b> Ensure all responsible agencies display a renewed commitment to the proportionate use of the range of anti-social behaviour enforcement tools and powers available to them, where appropriate.</li> <li>• <b>Support ASB at risk families:</b> Offer additional support for families at risk of losing their tenancy due to anti-social behaviour.</li> <li>• <b>Parenting programmes:</b> Increase the number of voluntary and statutory parenting</li> </ul>	Objective 2: Improving Health and Reducing Inequalities  Objective 3: Improving Community Safety	Creating opportunities for all	SCC / Greater Manchester Police RSL's Youth Services	Short Term

## Driver 2 : A Network of High Quality Neighbourhoods

Project	Ref	Action Summary	Link to LAA	Escalator Approach	Lead Organisation / Key Partners	Timescales and Resources
to reduce offences and the impact of cases and to implement the Respect agenda.		<p>programmes for those parents whose children are known to be behaving anti-socially.</p> <ul style="list-style-type: none"> <li>• <b>Face the people:</b> Deliver 'face-the-people' sessions in all neighbourhoods to facilitate two-way dialogue between residents and CDRP representatives.</li> <li>• <b>Respect standard:</b> Ensure that all social housing providers are signed up and adhere to the Respect standard for housing management.</li> </ul>				
<p><b>Schools Fit for the 21<sup>st</sup> Century</b></p> <p>This action will support the creation of schools fit for the 21<sup>st</sup> Century and will ensure that educational attainment is raised across the Salford West SRF area</p>	QN9	<p>Activity will include:</p> <ul style="list-style-type: none"> <li>• <b>Rollout of BSF:</b> Roll out of the Building Schools for the Future Programme to include schools in all areas of Salford West;</li> <li>• <b>Extended Schools:</b> Expansion of extended schools services</li> <li>• <b>Primary Schools Review/Capital Programme:</b> Review of primary school provision with Eccles highlighted as an area for review and intervention</li> <li>• <b>Engage with employers:</b> Engagement of employers to understand emerging skills requirements to allow schools to respond to the needs of business.</li> </ul>	<p>Objective 1: Improving Economic Prosperity</p> <p>Objective 4: Improving Community Engagement</p>	Creating opportunities for all	SCC Private sector employers	Short – Medium Term utilising public sector investment

## Driver 3 : An Outstanding Environment and Leisure and Recreation Asset

Project	Ref	Action Summary	Link to LAA	Escalator Approach	Lead Organisation / Partners	Timescales and Resources
Leisure and Visitor Destination Project Support: Product Development						
<b>Salford West Industrial Heritage Hub</b>  This is a marketing action associated with industrial heritage, to capitalise on Salford West's assets.	EL1	<ul style="list-style-type: none"> <li>• <b>Embed within Tourism Marketing Strategy and Action Plan:</b> Firmly establish this project within future iterations of the Tourism Marketing Strategy and Action Plan in terms of a product development strategy so that a clear Salford West tourism strategy is identified</li> <li>• <b>Pursue the Bridgewater Canal World Heritage Bid</b></li> <li>• <b>Undertake the Worsley Delph Restoration Project</b> and explore how Worsley can be further developed as a tourist attraction in a sustainable way</li> </ul>	Objective 1: Improving Economic Prosperity	Transformational	<b>SCC Marketing and Communications Team</b>  Marketing Manchester Chamberlink	Short Term
<b>Industrial Heritage: Bridgewater Way</b>  This action is complementary to the overall vision for Salford West developing itself as a tourist destination associated with industrial heritage.	EL2	<ul style="list-style-type: none"> <li>• <b>Incorporate into future corporate tourism plans:</b> Ensure this project is integrated into the forward plans for leisure and tourism within future iterations of Tourism Marketing Strategy and Action Plan 2006/07</li> <li>• <b>Implement existing proposals:</b> Implement 1.1 mile Barton Aqueduct to Green Lane section (phase 1) for completion in 2008, which is currently on site.</li> <li>• <b>Design second phase proposals:</b> Design and implement the 6.7 mile stretch, from Patricroft through Worsley to the Salford/Wigan border, which is anticipated to complete by 2011.</li> <li>• <b>Partner engagement:</b> Engage partners such as Peel and Bridgewater Trust in the feasibility, marketing and if appropriate, the subsequent development of a leisure market associated with boating.</li> </ul>	Objective 1: Improving Economic Prosperity  Objective 5: Improving Environmental Sustainability	Building on existing assets	<b>Bridgewater Trust</b> Peel  SCC Marketing and Communications Team	2008 for phase 1  Medium term for phase 2
<b>Industrial Heritage: Conservation Areas and Historic Townscape</b>  Conservation of the built environment is a	EL3	<ul style="list-style-type: none"> <li>• <b>Historic built environment:</b> Closely integrate historic built environment matters into the existing Industrial Heritage (IH) project (see Tourism Marketing Strategy and Action Plan 2006/07)</li> <li>• <b>First phase Conservation Area Appraisals and Management Plans:</b> Undertake a first phase of Conservation Area Appraisals and Management Plans for Salford West's Conservation Areas and implement their recommendations, including 6 as priority due to</li> </ul>	Objective 1: Improving Economic Prosperity  Objective 5:	Building on existing assets	<b>Urban Vision</b> is undertaking a 4/5 year programme of CAA and Management Plans for all Conservation Areas across the city.	Short term for priority Conservation Areas within Worsley Heritage Hub.  Medium term for complete rollout as

## Driver 3 : An Outstanding Environment and Leisure and Recreation Asset

Project	Ref	Action Summary	Link to LAA	Escalator Approach	Lead Organisation / Partners	Timescales and Resources
complementary action to the overall vision for Salford West developing itself as a tourist destination associated with industrial heritage.		<p>their strategic location within the boundary of the proposed Salford West Industrial Heritage Hub. As a priority develop CAA Management Plans and implement recommendations of existing CAA's, i.e. Worsley Village CAA exists; Barton Upon Irwell CAA exists. St Augustines CAA nearing completion</p> <ul style="list-style-type: none"> <li><b>Second phase Conservation Area Appraisals and Management Plans:</b> Undertake a second phase of CAAs and Management Plans for the areas 3 remaining Conservation Areas.</li> </ul>	Improving Environmental Sustainability		SCC	<p>Central Salford Conservation Areas will take priority.</p> <p>Corporate resources are required and must be used to enable actions such as rollout of CAAs to be delivered. Each CAA costs approximately £11K.</p> <p>As progress will be resource and finance dependent, the importance of this project to meeting the SWSRF Vision must be lobbied to secure the funds required.</p>
<p><b>Open Space and Environment: Mosslands Project</b></p> <p>This is an existing action that examines the Mosslands area of Chat Moss and aims to identify sustainable future land uses for this area, which will have an influence on informal</p>	EL4	<ul style="list-style-type: none"> <li><b>Public consultation:</b> Undertake public consultation on Draft Vision for Mosslands and the Strategic Spatial Plan</li> <li><b>Core Strategy:</b> On the basis of these results, embed in the Core Strategy</li> </ul>	<p>Objective 1: Improving Economic Prosperity</p> <p>Objective 2: Improving Health and Reducing Inequalities</p> <p>Objective 5: Improving</p>	Building on existing assets	<b>Mosslands Action Group</b> (includes extensive partners)	Medium term

## Driver 3 : An Outstanding Environment and Leisure and Recreation Asset

Project	Ref	Action Summary	Link to LAA	Escalator Approach	Lead Organisation / Partners	Timescales and Resources
leisure and recreation in Salford West.			Environmental Sustainability			
<b>Open Space and Environment: Croal Irwell Regional Park 'An Urban Playground for the city region'</b>  This action supports the aspiration for Salford West to develop its leisure and tourism offer associated with its open space and environmental green asset	EL5	<ul style="list-style-type: none"> <li>Confirm and obtain NWDA support</li> <li>Appoint a dedicated Project Officer</li> <li>Enabling projects: Continue to develop enabling projects (see below), including LIVIA Clifton Country Park and Manchester, Bolton, Bury Canal restoration</li> </ul>	Objective 1: Improving Economic Prosperity  Objective 2: Improving Health and Reducing Inequalities  Objective 5: Improving Environmental Sustainability	Transformational	Croal Irwell Regional Park Strategic Board and duly appointed Project Officer	Long Term, although there is a phased delivery of individual components  Marketing and Regional Park Masterplan
<b>Open Space and Environment: Lower Irwell Valley Improvement Area (LIVIA)</b>  This action supports the aspiration for Salford West to develop its leisure and tourism offer associated with its open space and environmental green asset	EL6	<ul style="list-style-type: none"> <li>Ongoing support: Continue to support as part of wider Regional Park Proposals</li> </ul>	Objective 2: Improving Health and Reducing Inequalities  Objective 5: Improving Environmental Sustainability	Building on existing assets	Forestry Commission SCC United Utilities Bury MBC NWDA	Short to medium term  Phased delivery is underway with NWDA support  £4.5 m has been secured out of a total £12m project cost

## Driver 3 : An Outstanding Environment and Leisure and Recreation Asset

Project	Ref	Action Summary	Link to LAA	Escalator Approach	Lead Organisation / Partners	Timescales and Resources
<b>Salford West Green Network: Parks and Open Spaces</b> This action seeks to deliver a high quality green in Salford West for the benefit of local residents and to support the emergence of a leisure and visitor market	EL7	<ul style="list-style-type: none"> <li><b>District Park Plans:</b> Support implementation of measures proposed within District Park Plans (funding bids etc). Ensure all District Parks across the area have Plans for their promotion and management in place</li> <li><b>Green Flag targets:</b> Set targets to achieve Green Flag status in each of Salford West's District Parks</li> </ul>	Objective 2: Improving Health and Reducing Inequalities  Objective 3: Improving Community Safety  Objective 5: Improving Environmental Sustainability Currently being delivered	Building on existing assets	SCC Environment Directorate GMPTE Groundwork GMP Private Sector	Short to medium term Greenspace SPD Legal Agreement SPD
<b>Open Space and Environment: Manchester, Bolton, Bury Canal Restoration</b> This action supports the aspiration for Salford West to develop its leisure and tourism offer associated with its open space and environmental green asset, in addition to support an emerging industrial heritage brand	EL8	<ul style="list-style-type: none"> <li><b>Partnership working:</b> British Waterways Board (BWB) and the 3 local authorities will work together to actively pursue mechanisms for restoring navigation</li> <li><b>Funding/Delivery strategy:</b> Develop a strategy of delivery in terms of what funding can be gained</li> <li><b>Canal related leisure feasibility:</b> Encourage close working with BWB, specific leisure companies, the wider private sector and other partners to explore potential of canal related leisure and tourism in the future</li> </ul>	Objective 1: Improving Economic Prosperity  Objective 2: Improving Health and Reducing Inequalities  Objective 5: Improving Environmental Sustainability	Building on existing assets	BWB SCC Bury MBC Bolton MBC NWDA ERDF Heritage Lottery Fund	Medium term

## Driver 3 : An Outstanding Environment and Leisure and Recreation Asset

Project	Ref	Action Summary	Link to LAA	Escalator Approach	Lead Organisation / Partners	Timescales and Resources
<b>Establishing Salford West as the Greater Manchester Destination for Active Recreation</b>  This is a strategic/ marketing action to develop Salford West's leisure and tourism sector associated with open space and the environment	EL9	<ul style="list-style-type: none"> <li>Develop strategic context and products on offer</li> <li>Co-ordinate marketing materials to promote outdoor activity across Salford West</li> </ul>	Objective 1: Improving Economic Prosperity  Objective 2: Improving Health and Reducing Inequalities  Objective 5: Improving Environmental Sustainability	Creating opportunities for all	SCC Marketing and Communications Team  Environment Directorate  Marketing Manchester PCT  Youth Services  Salford Community Leisure (SCL)	Short to medium term
<b>'Heads on Beds' and Tourism Infrastructure – Enabling Tourism in Salford West</b>  This is a marketing action to enable and support the vision of Salford West becoming a place for tourism and business	EL10	<ul style="list-style-type: none"> <li><b>Feasibility studies:</b> Undertake feasibility studies into the future requirement for hotels, including projected number of bed spaces and preferred locations. Engagement with key hotel operators as part of this process will be essential</li> <li><b>Planning Policy:</b> Develop planning policy so that future developments are housed within sustainable locations. Policies for enabling functions such as restaurants will also be important</li> <li><b>Marketing:</b> Creatively market Salford West's future hotel offer in conjunction with agencies such as Marketing Manchester as a place to stay for accessing business and attractions within the region, as well as exploring the market for conferencing</li> <li><b>Economic advantages for local people:</b> Ensure that new jobs in the catering / hospitality sector are accessible to local people physically and in terms of skills.</li> <li><b>Additional tourism infrastructure:</b> As part of future iterations of the Tourism Marketing Strategy and Action Plan, undertake a piece of work that considers additional infrastructure requirements from the leisure and tourism projects, including car parking/toilet requirements, scope and location of café's, shops and other key facilities.</li> </ul>	Objective 1: Improving Economic Prosperity	Creating Opportunities for All	SCC Marketing and Tourism  SCC Economic development  Marketing Manchester  Chamberlink  Hotel operators	Medium Term

## Driver 3 : An Outstanding Environment and Leisure and Recreation Asset

Project	Ref	Action Summary	Link to LAA	Escalator Approach	Lead Organisation / Partners	Timescales and Resources
<b>Festivals and Events</b> This is a marketing action to associated with Salford West developing its leisure and tourism sector associated with festivals and events	EL11	<ul style="list-style-type: none"> <li>Establish SCC events capacity</li> <li><b>Annual programme of festivals and events:</b> A key mechanism to help market and brand Salford West will be through the continuing and strengthened development of an annual programme of strategic festivals and events. Ensure this is done in a manner that is complementary and within the context of Marketing Manchester's programme that is in place around the conurbation</li> <li><b>Multiplier effect from events:</b> Establish a series of holistic linkages and a multiplier effect from the events. Using the Food and Drink Festival as an example, this can aid with the promotion of allotments in terms of local food production, health and community bonding</li> </ul>	Objective 1: Improving Economic Prosperity	Existing proposal Building on existing assets	<b>SCC Marketing and Communications Team</b> Environment Directorate Marketing Manchester Community, Health Social Care Directorate, SCL	Short Term Tourism Marketing Strategy and Action Plan New Cultural Strategy for Salford and Corporate Communications
<b>Salford Reds Stadium and Leisure hub at Barton</b>	EL12	<ul style="list-style-type: none"> <li>Planning approval has been given for the Salford Reds Stadium complex located within the Barton Strategic Site near the M60 bordering Eccles and Irlam. This action seeks to maximise the benefits for Salford West residents from this proposal</li> </ul>	Objective 1: Improving Economic Prosperity	Transformational	<b>Private sector</b> SCC	Under discussion

## **2007/08 Action Plan**

### **Introduction**

8.91 Partners to the SRF process have prepared an action plan for 2007/08 which will utilise allocations made to Salford West from the City Council's Capital Programme and Neighbourhood Renewal Fund.

### **Priorities within the 2007/08 Plan**

8.92 The plan combines measures which will provide

- Early actions/wins to demonstrate commitment and give momentum to the delivery of the SRF;
- Feasibility work to further investigate proposals or actions envisaged within the SRF; and
- Actions that will act as a catalyst to attract future funding.

### **2007/08 Action Plan**

The plan will feature on the following pages.

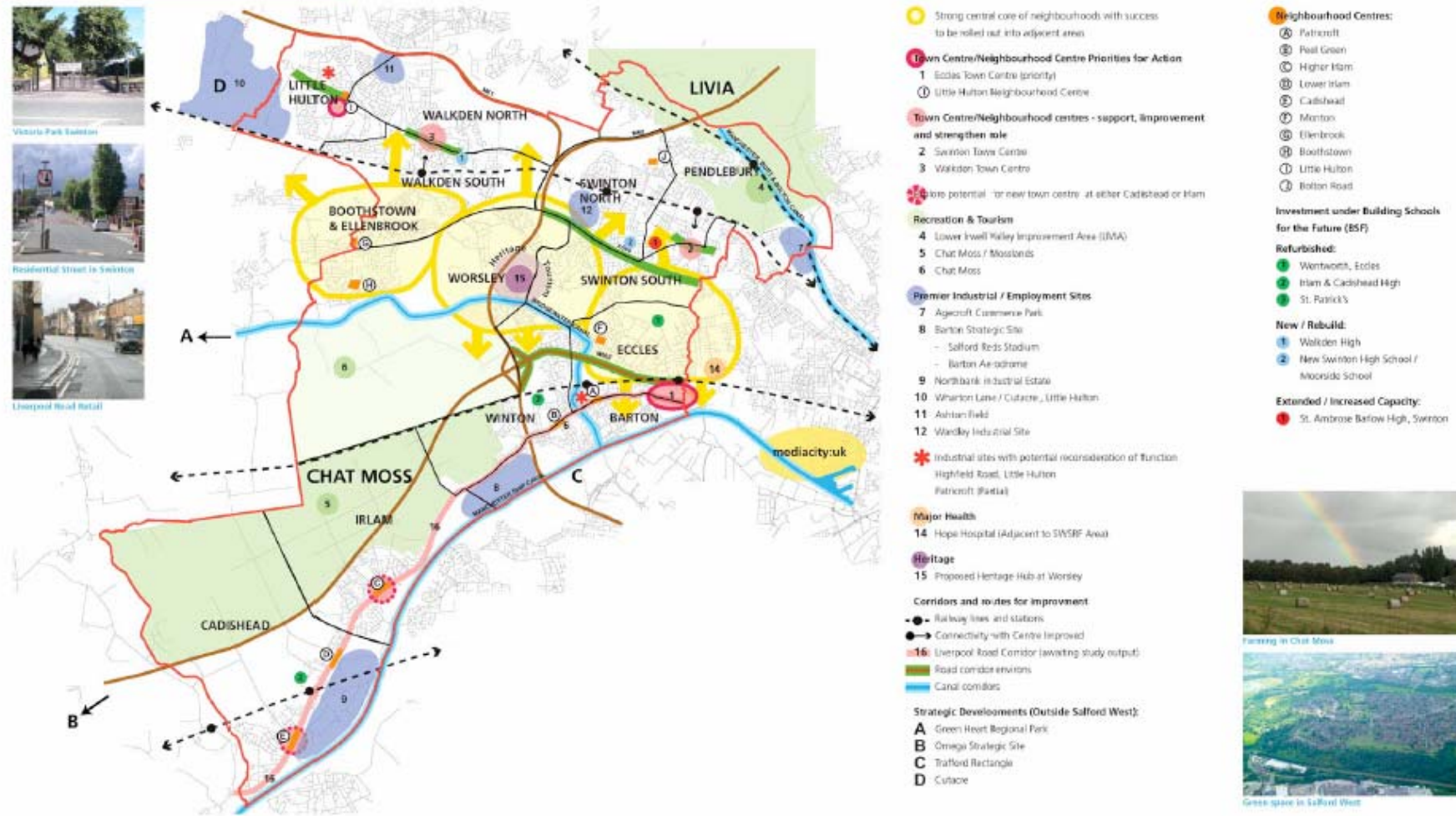
## Section 9: Spatial Framework

### Spatial plan overview

- 9.1 Many of the objectives and actions set out in the framework have a spatial dimension and are focussed within particular locations within Salford West, e.g. key neighbourhoods or locations where heritage and leisure assets are found. This section of the framework brings these aspects together within a spatial plan for Salford West. Investment and development in Salford West is of course ongoing and so the spatial plan identifies a number of known development proposals along with additional opportunities that have been explored as part of the framework development process.
- 9.2 The general themes of the spatial plan is as follows:
- a. **Spreading the benefit:** There is an existing strong central core of neighbourhoods, where the aspiration is to roll success out into adjacent areas of need to the north and south;
  - b. **Live, work and transport:** To the north and south of the strong central core are neighbourhoods in need of significant improvement, including Eccles and Little Hulton. These areas include the three town centres and the majority of its neighbourhood centres, employment sites and radial road and rail transport corridors. The emphasis in these neighbourhoods is therefore on supporting business and the economy and bringing forward transport measures, whilst improving the quality of each neighbourhood; and
  - c. **Influence of greenspace:** Major greenspace assets are found to the west and south west at Chat Moss and the north east of Salford West at the Lower Irwell Valley.
- 9.3 The following map illustrates the overarching spatial framework.
- 9.4 The remainder of the section demonstrates the key locations and interventions by key drivers.

# Salford West Strategic Regeneration Framework

## Spatial Framework

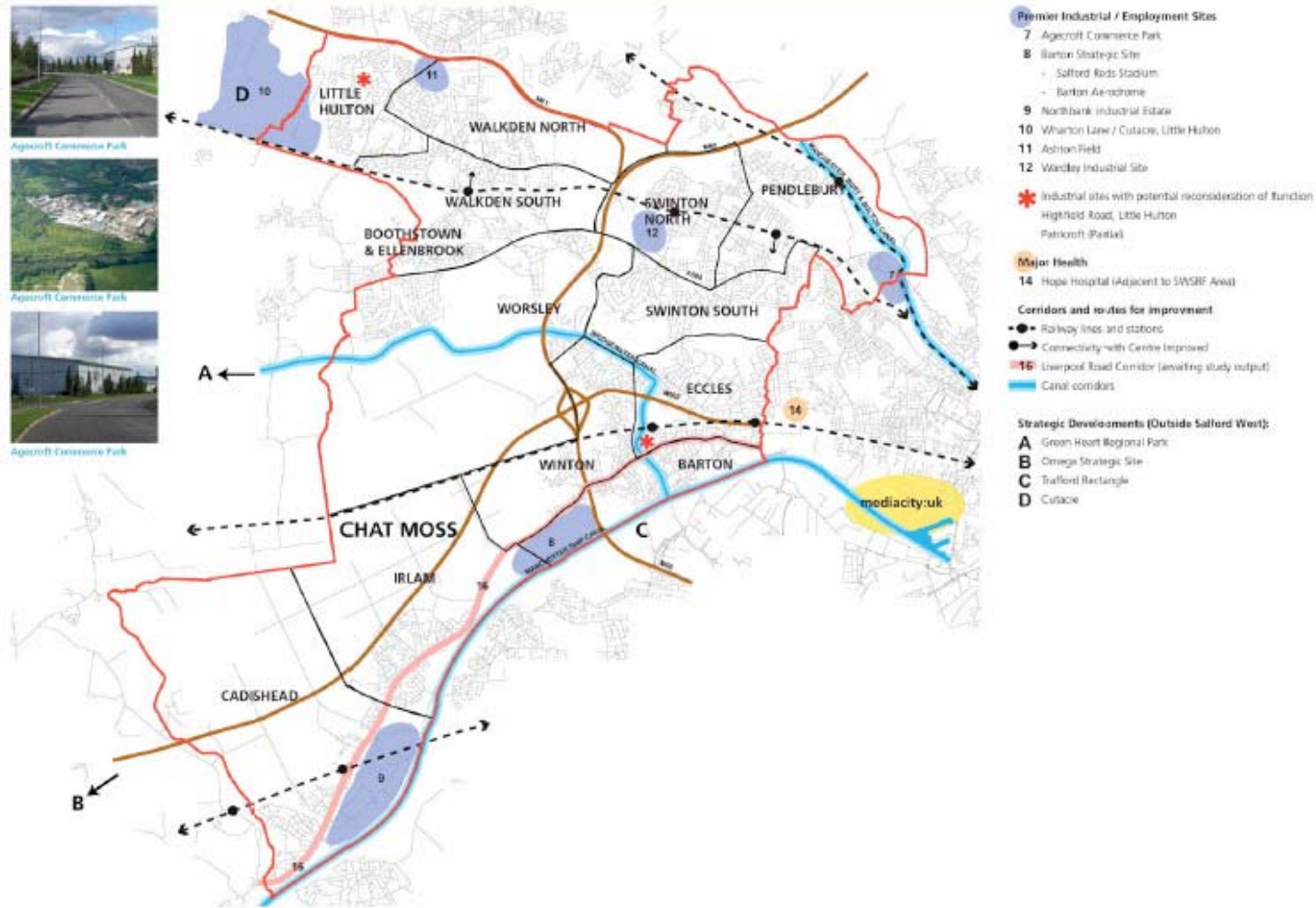


**Driver 1 : A Successful Local Economy and Business Location of Choice**

- 9.5 Two major new employment generating developments of relevance to Salford West are mediacity:uk and the Barton Strategic Site. Effective transport and movement measures to these employment hubs are essential to benefit as much of the Salford West population as possible.
- 9.6 In terms of establishing Salford West as a business location of choice, there are the following clusters of projects :
- a. Two new employment locations within Little Hulton, including Ashton Field and Wharton Lane;
  - b. Continued development of existing employment sites at Northbank Industrial Estate that relates to Cadishead and Irlam; Wardley Industrial Estate in Swinton North; and Agecroft Commerce Park, on the fringes of the SRF area to the east;
  - c. Existing industrial sites with potential reconsideration of function at Highfield Road (Little Hulton) and Patricroft (in part) at Barton; and
  - d. Satellite Office locations within Eccles Town Centre and at Clifton Business Park.
- 9.7 Spatially, the aspiration to make Salford West a business location of choice will be achieved primarily, as illustrated on the Key Driver 1 plan overleaf, in the northern and southern portions of the area.

# Salford West Strategic Regeneration Framework

## Vision Key Driver 1: A Successful Local Economy and Business Location of Choice

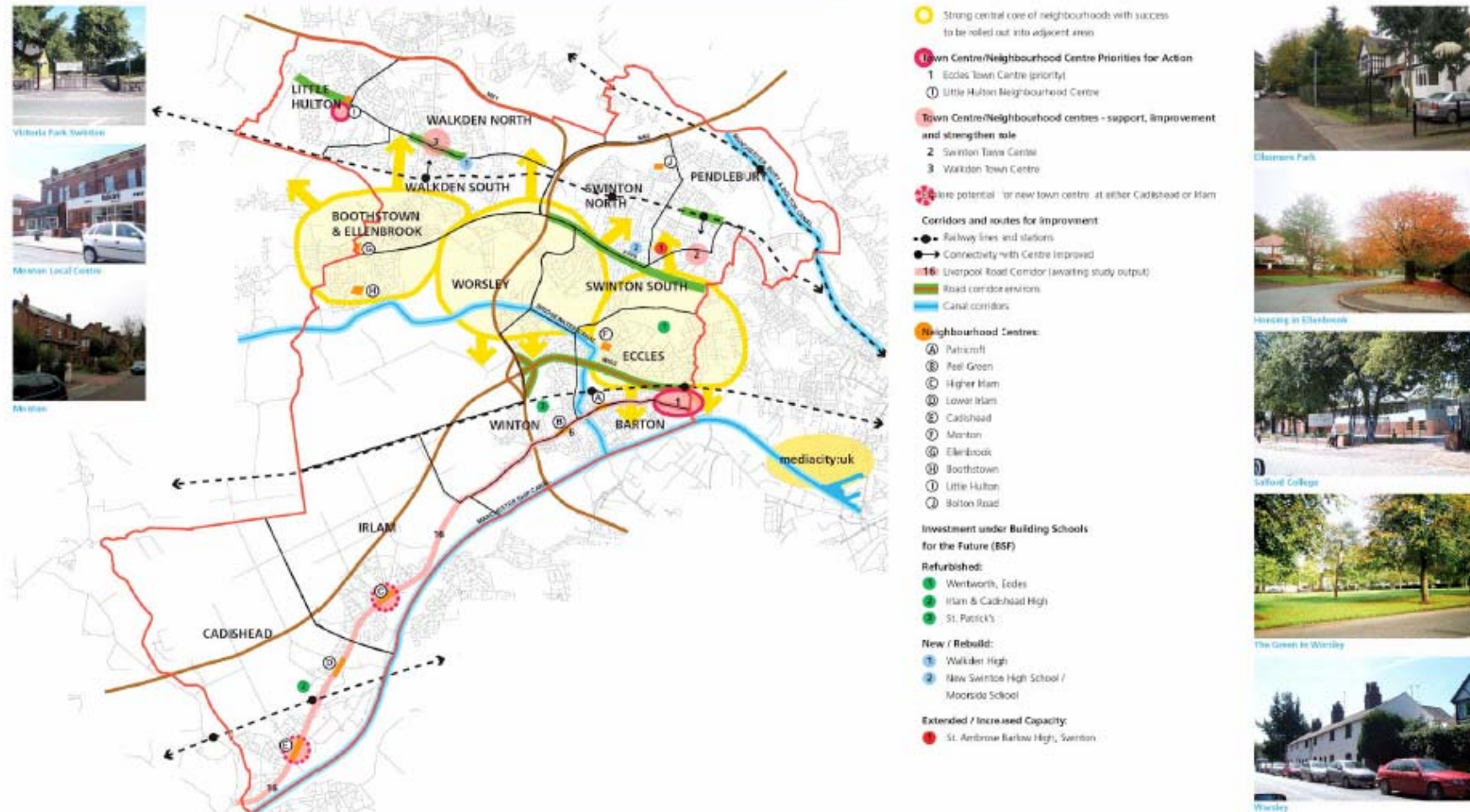


## **Driver 2: A Network of High Quality Neighbourhoods**

- 9.8 The key to creating a network of high quality neighbourhoods throughout Salford West will be driven by extending the existing foundation of success in the central core neighbourhoods into adjacent areas of need. This aspiration is illustrated on Key Driver 2 plan below, where major housing schemes in the pipeline for development have also been mapped.
- 9.9 The spatial plan recognises the core importance of successful town or neighbourhood centres to the surrounding area. The plan supports the expansion of the role of centres to contain a wider variety of uses including some residential elements above ground floor commercial uses, to further enliven the centres and reinforce the sense of community and ownership. The spatial plan recognises that some services and retail provision can only be provided in larger centres, to reflect service delivery constraints and retail capacity and catchment issues. The key physical proposals for the centres are therefore to define and create strong network and hierarchy of centres at the heart of successful neighbourhoods.
- 9.10 Each of the three town centres at Eccles, Swinton and Walkden will have a range of facilities and amenities including retail, non-retail, community uses and excellent access to public transport opportunities. Neighbourhood centres will meet day-to-day convenience retailing needs.
- 9.11 Masterplans that have already been prepared for the area's Town Centres will be revisited. For the others, action plans / masterplans will be prepared to co-ordinate their improvement through management of uses and physical improvements, including new development. These will respond to the key issues and opportunities in each case.
- 9.12 Combining the town and neighbourhood centres will allow for the creation of a hierarchy of four networks, to be focused on the town centres with connecting neighbourhood centres. These include:
- a. Walkden, with Little Hulton, Ellenbrook and Boothstown;
  - b. Swinton, with Bolton Road;
  - c. Eccles, with Monton, Patricroft and Peel Green; and
  - d. Cadishead, Higher Irlam and Lower Irlam.
- 9.13 The three town centres within these networks, Eccles, Swinton and Walkden, will be highly accessible for residents from across Salford West and will have a wider civic role within the area. The connecting neighbourhood centres in each case will complement the functions of these primary centres.

# Salford West Strategic Regeneration Framework

## Vision Key Driver 2: A Network of High Quality Residential Neighbourhoods

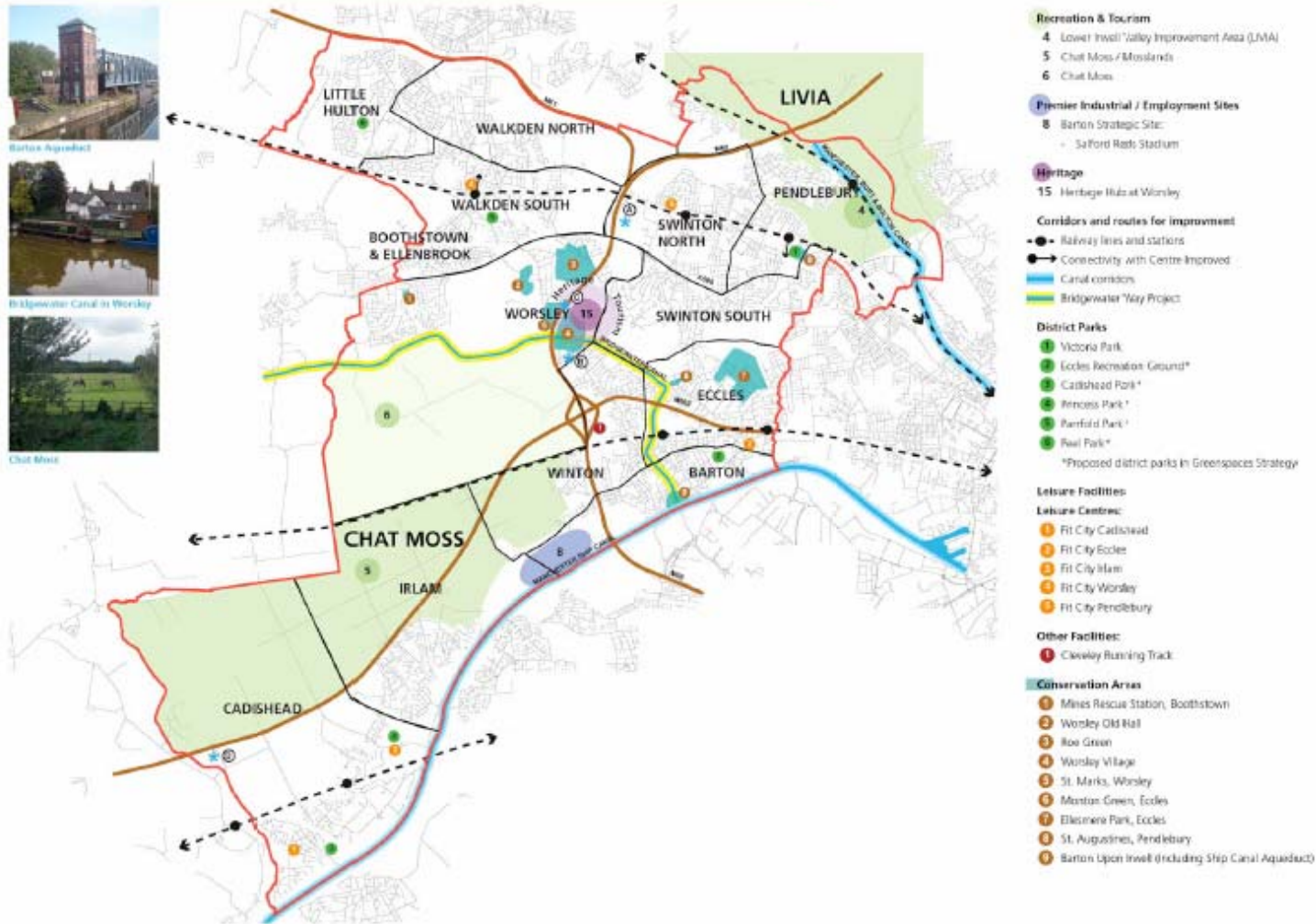


### **Driver 3 : An Outstanding Environment and Leisure and Recreation Asset**

- 9.14 The Key Driver 3 plan below illustrates the proposals to create an outstanding environment and leisure and recreational asset in Salford West.
- 9.15 The spatial location of this key driver is a cluster at Worsley and the central core of neighbourhoods. This includes Worsley Delph, the Bridgewater Canal, two Scheduled Ancient monuments and a cluster of conservation areas.
- 9.16 In terms of greenspace and more informal leisure opportunities, particularly those associated with outdoor leisure, the major assets are located within Chat Moss to the South West and the Croal Regional Park / LIVIA projects to the north east of the area respectively. These assets are also complemented by the location of the two canal restoration projects, including Bridgewater Way and the Manchester, Bury and Bolton Canal. These major opportunities for outdoor leisure, fresh air and activities therefore link the Salford West communities and relate to local areas either side of the M60 motorway.
- 9.17 As outlined in Section 7, Salford West's leisure offer is distinctive in Greater Manchester as it is based predominately on an informal greenspace offer associated with urban adventure and outdoor activities. The one major formal leisure opportunity associated with Salford Reds and associated activities is located at Barton Strategic Site to the south of the area and adjacent to the M60 motorway.
- 9.18 The District Parks proposed for priority action are physically located and equally distributed within the northern and southern portions of the area. This also applies to the area's five 'Fit City' leisure centres.
- 9.19 Other new smaller parks that will help create a network of greenspace throughout the area are located primarily within the heart of the priority new housing developments, to be delivered as part of planning obligations.

# Salford West Strategic Regeneration Framework

## Vision Key Driver 3: An Outstanding Leisure & Recreation Asset



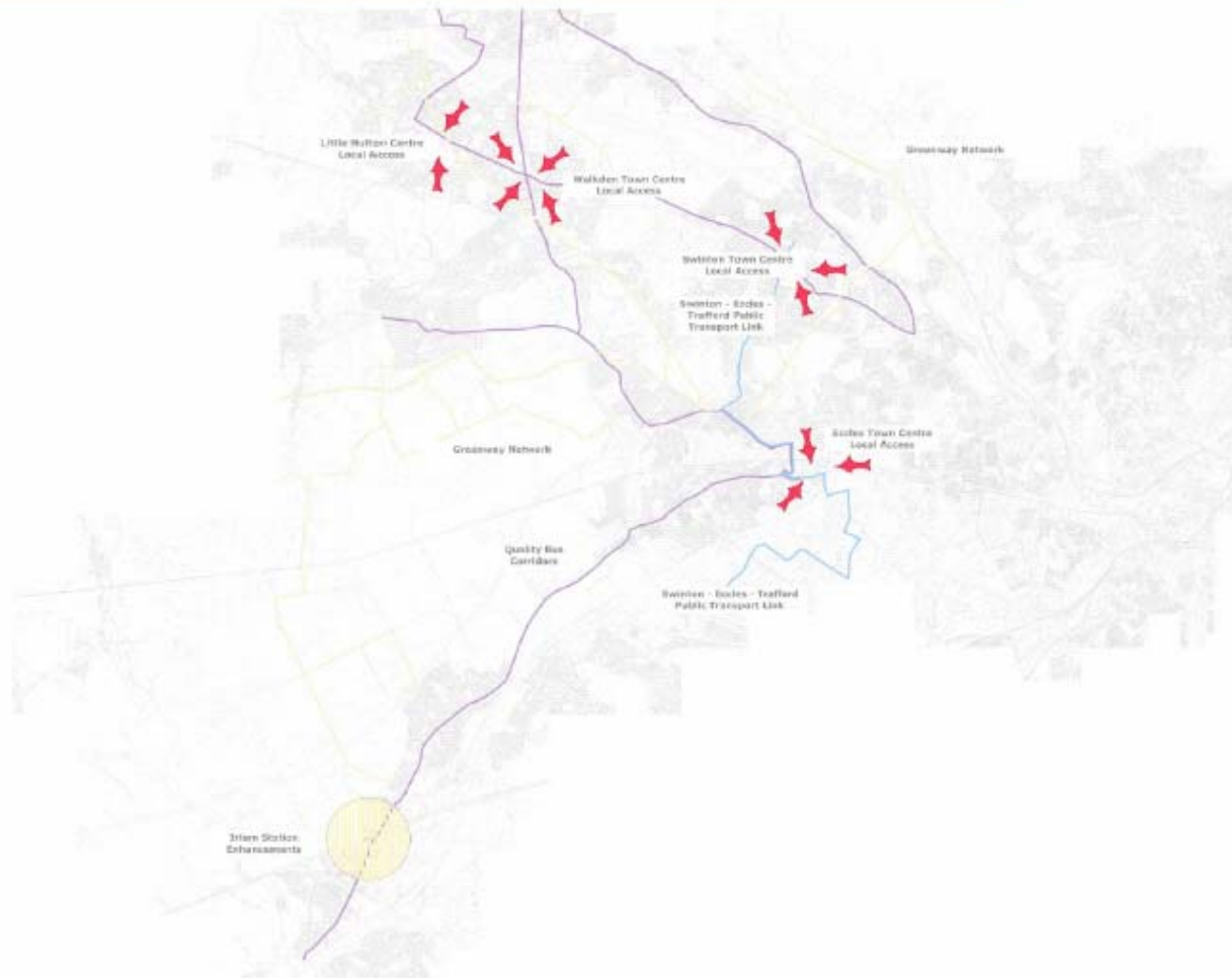
Lower Inwell Valley from the air

### **Enabler : Transport and Connectivity**

- 9.20 The three plans overleaf illustrate a phased approach of the spatial plan associated with access and movement measures.
- 9.21 Transport and movement issues present some of the most challenging ‘enabling’ issues to the overarching success of the key driver projects.
- 9.22 Phase A contains physical access improvements in the short term and includes:
- a. Little Hulton local access;
  - b. Walkden Town Centre local access;
  - c. Swinton Town Centre local access;
  - d. Eccles own Centre local access;
  - e. Swinton – Eccles – Trafford public transport link;
  - f. Greenway network;
  - g. Quality Bus Corridors; and
  - h. Irlam Station enhancements.
- 9.23 Phase B involves physical access improvements in the medium term and includes:
- a. M60 widening;
  - b. M60 Junction 12 bypass slip road;
  - c. Canal network improvements;
  - d. Barton strategic site rail link;
  - e. Ship canal low level crossing;
  - f. Eccles Town Centre enhancement;
  - g. Boulevard treatment at:
    - (i) A57 Liverpool Road;
    - (ii) A6; and
    - (iii) A666;
  - h. Leigh – Salford – Manchester Busway; and
  - i. A575 / B5211 orbital link.
- 9.24 Phase C involves physical access improvements in the long term and includes:
- a. Manchester rail capacity enhancements;
  - b. Salford Crescent Rail Station relocation;
  - c. Pendlebury / Agecroft Metro Station;
  - d. Wigan to Manchester Metro – Train service;
  - e. Little Hulton Metro Station;
  - f. M60 Junction 14 improvements;
  - g. M60 Junction 13 slip road improvements; and
  - h. A57 West upgrade.

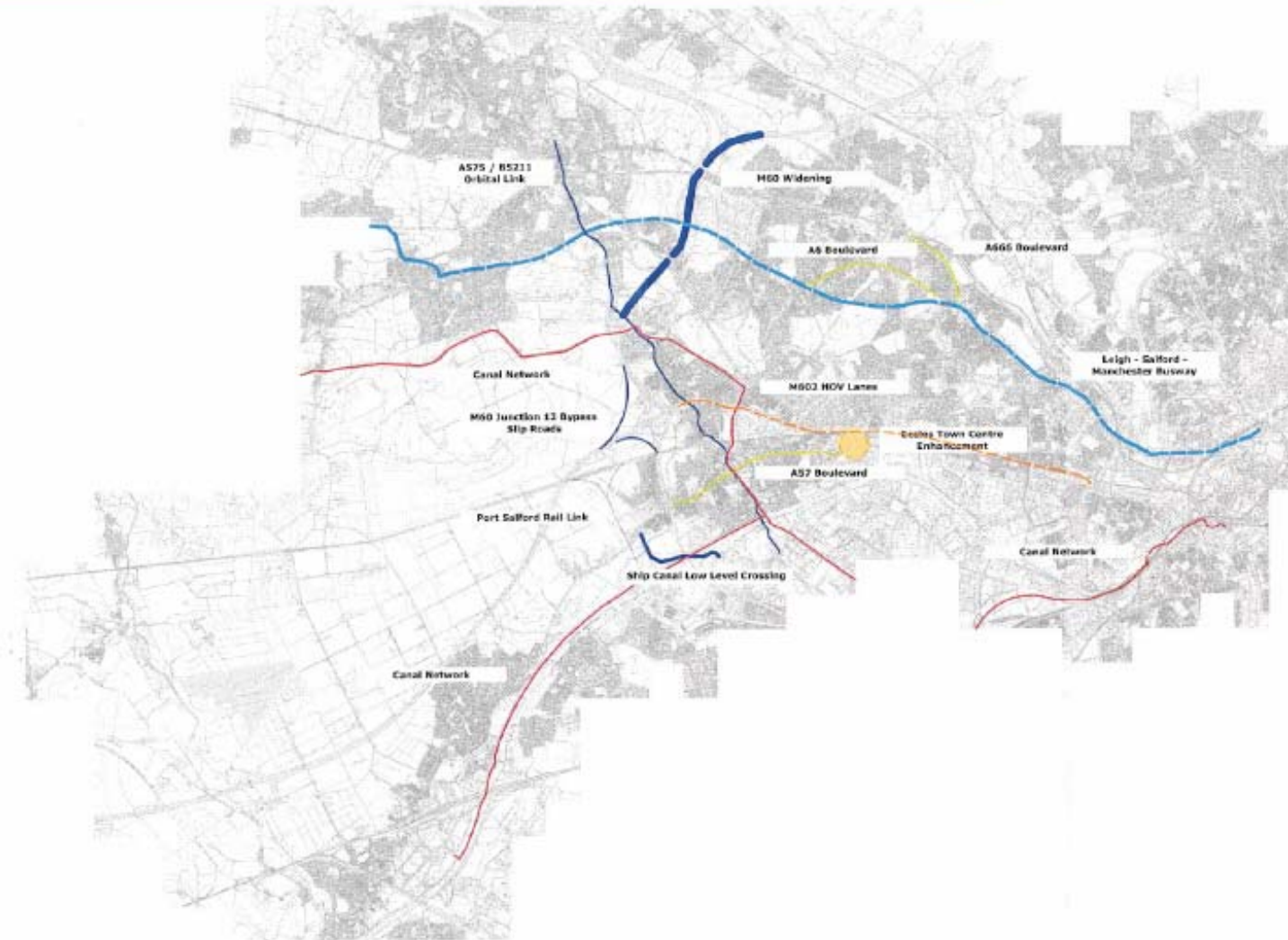
# Salford West Strategic Regeneration Framework

## Access and Movement Framework: Phase A



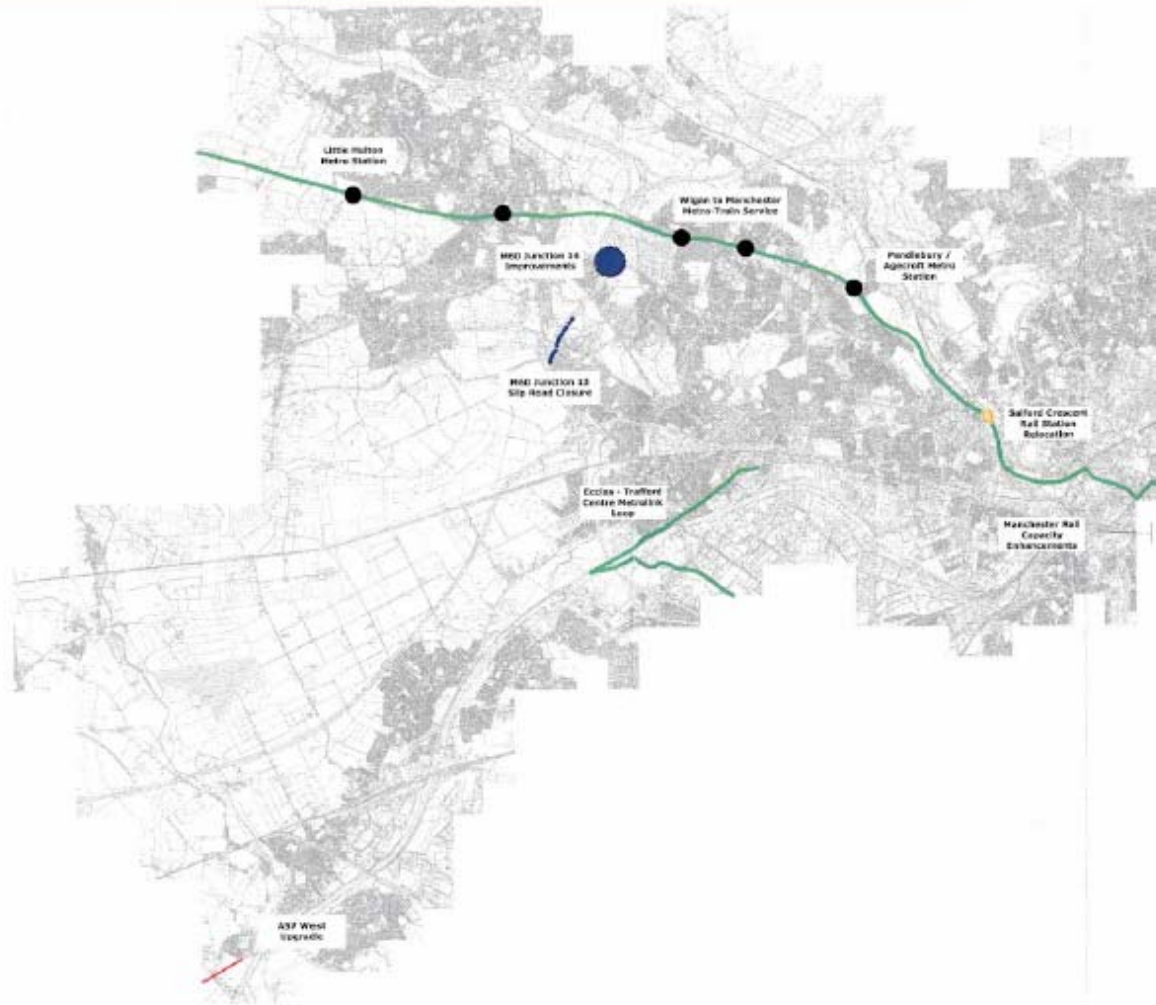
# Salford West Strategic Regeneration Framework

## Access and Movement Framework: Phase B



# Salford West Strategic Regeneration Framework

## Access and Movement Framework: Phase C



## **PART IV: DELIVERY AND IMPLEMENTATION**

This section is being developed.

## APPENDICES

## Appendix 1 - Policy Context

The table below, summarises the principal policies, their current status and relevance to Salford West.

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
<b>OVERARCHING</b>		
Making the Vision Real: Salford's Community Plan for 2006-2016	Adopted	<p>It identifies seven priority themes for intervention which are Health, Crime &amp; Community Safety, Learning &amp; Creativity, Children &amp; Young People, Economic and Social Inclusion, Economic Development, and Quality and Character of Neighbourhoods.</p> <p>Salford West is identified as an area where significant opportunities exist to deliver private sector led economic prosperity and business enterprise. Little Hulton, Eccles and Swinton are identified as priority neighbourhoods for targeted renewal intervention.</p>
Salford [Local Area] Agreement 2007 -2010	Adopted	<p>Salford's Local Area Agreement (LAA) will be the primary vehicle for delivering the vision and aspirations of the Community Plan.</p> <p>The LAA targets areas and groups who are experiencing deprivation and disadvantage to can narrow the gap between these most disadvantaged groups (children and young people, adults with low or</p>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		no skills, the unemployed) and residents living in the most deprived areas with the rest of the city. Within Salford West, Little Hulton is identified as one of the five core wards for targeted intervention.
Regenerating a Great City: Salford's Neighbourhood Renewal Strategy	Adopted	<p>The SSP, in partnership with the City Council, developed the Neighbourhood Renewal Strategy (NRS) to tackle deprivation and the areas of greatest need in Salford. It sets out the strategy and priorities for investment to deliver the overall vision of creating a City where people choose to live and work.</p> <p>Actions are targeted at areas in order to improve them and narrow the gap with the rest of the city. Salford West is one of the two Area Development Frameworks (the other being Central Salford) outlined in the NRS with actions and interventions aimed at stabilising communities in decline and maximising opportunities. The need for this Framework was identified in the NRS.</p>
Community Action Plans	Adopted	The Community Action Plans for Worsley/Boothstown, Irlam & Cadishead, Eccles, Swinton and Little Hulton & Walkden identify local priorities for delivery in the Salford West area. The plans are based on Salford City Council's seven pledges with common themes across the action plans including improved youth provision, the need

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		<p>for flexibility/greater understanding of the planning system and creating an attractive environment for business.</p> <p>Actions taken forward under the Community Plans will contribute to ensuring inclusivity, sustainability and connectivity within the area in response to the themes of the Framework.</p> <p>Delivery of the action plans will ensure that the needs of residents in Salford West are satisfied and that the issues of greatest concern to them are tackled. They also cover some of the area's key development opportunities including the development of the Barton Strategic Site, making greater use of Chat Moss, enhancement of town centres and promoting Worsley as a tourism asset.</p>
<b>A SUCCESSFUL LOCAL ECONOMY AND BUSINESS LOCATION OF CHOICE</b>		
NW Regional Economic Strategy	Adopted	<p>The RES sets out our twenty-year economic strategy, together with the specific actions required in the next three years. It sets a framework for regional, as well as sub-regional and local action.</p> <p>Many of the 122 actions will apply generically to the SWSRF, but there are no specific references to opportunities in the Salford West area. The physical interventions prioritised in the RES that have</p>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		<p>some bearing on Salford West are limited to exploiting the opportunities arising from mediacity : uk, delivering capacity improvements to road and rail networks and ensuring a supply of new housing and employment sites to support regeneration and knowledge based economic growth.</p> <p>The role of Salford West in supporting the delivery of the RES is providing the infrastructure, skilled workforce and high quality new housing to support economic growth.</p>
Greater Manchester Economic Development Plan 2004-2007	Adopted	<p>The Greater Manchester Economic Development Plan establishes a vision for Greater Manchester to be “a world-class city-region at the heart of a thriving North West”. Structured around six drivers, the plan aims to:</p> <ul style="list-style-type: none"> <li>• Build competitive businesses</li> <li>• Attract and retain investment, visitors and talent</li> <li>• Create world class skills</li> <li>• Achieve economic inclusion</li> <li>• Ensure the best transition to working life for all young people</li> </ul>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		<ul style="list-style-type: none"> <li>Secure a modern, integrated and efficient transport network.</li> </ul> <p>Although no Salford West specific opportunities are identified through the plan, the drivers are relevant to improving the economic position of Salford West within the sub-region. Key opportunities identified through the plan include development of the knowledge economy, the sub-region's tourism offer and offering a high quality of life.</p> <p>Proposed investments, such as development of the Barton Strategic site, and benefits from nearby mediacity:uk, will enhance Salford West's contribution to Greater Manchester's economic development and provide employment opportunities for local residents.</p> <p>The heritage and green assets within Salford West represent a specific opportunity to enhance the sub-region's tourism offer.</p>
The Manchester City Region Development Programme 2006: Accelerating The Economic Growth Of The North	Adopted	<p>The MCRDP 2006 seeks to build on the first CRDP produced and submitted to the Northern Way in 2005.</p> <p>The following roles for Salford West would fit with the objectives of the MCRDP:</p> <ul style="list-style-type: none"> <li>Successful urban neighbourhoods</li> <li>A platform for building on knowledge capital and science city</li> </ul>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		<ul style="list-style-type: none"> <li>Increasing the value of manufacturing processes</li> <li>Virtual and physical connectivity</li> </ul> <p>More generally the SWSRF will support the MCRDP by bringing more people into the workforce with skills that meet employer's needs, particularly in the growth sectors of financial and professional services, life sciences, creative and cultural industries and manufacturing.</p>
Salford Economic Development Strategy 2004-2007	Adopted	<p>The Strategy identifies a number of economic strengths and challenges for Salford. It aims to overcome the challenges and maximise the strengths and opportunities for Salford through three key themes for economic development.</p> <ul style="list-style-type: none"> <li>To encourage investment in Salford the following are identified as priorities:</li> <li>To support the Manchester: Knowledge Capital.</li> <li>To address economic disparities across the city, the strategy identifies a need to implement targeted area based initiatives.</li> </ul> <p>With regards to Salford West, the regeneration of Eccles town centre and key linear corridors are identified as area based initiatives.</p>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		<p>Initiatives to link local people to jobs would be undertaken at a city level although targeting of resources at priority areas in Salford West such as Little Hulton would occur.</p> <p>Salford West has a role to play in providing employment and office locations to support the development of Manchester Knowledge Capital.</p> <p>An updated strategy is currently being prepared presenting an opportunity to ensure that key priorities for Salford West are incorporated.</p>
Connecting People in Salford	Draft	<p>Tackling worklessness has been recognised as one of the key priorities within the LAA. The key challenge is to ensure that local people are connected to the job opportunities expected to be created within the city region over the next ten to twenty years.</p> <p>This strategy represents an opportunity to take a strategic approach to tackling worklessness across Salford, particularly when combined with the City Strategy Pathfinder.</p> <p>Within Salford West, there is the potential for sustained intervention in Little Hulton, Winton and Walkden North. These areas suffer significantly from high levels of unemployment and worklessness</p>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		which impacts on residents quality of life.
Salford, Manchester and Trafford Cities Strategy Pathfinder	Adopted	<p>The strategy aims to tackle worklessness by helping residents to secure the skills required to access employment opportunities within the sub-region and benefit from the growth of the economy. Target groups, within identified wards, are those on incapacity benefit, severe disability allowance and/or job seekers' allowance and lone parents.</p> <p>The strategy focuses on areas with the highest worklessness in Greater Manchester. Within Salford West, Little Hulton, Walkden North, Winton and Barton are identified as priorities for assistance through the pathfinder.</p> <p>Establishing skills and linkages to assist local workless communities to access new employment opportunities created through physical interventions will be important both within Salford West and to link residents to opportunities elsewhere in the sub-region.</p>
Salford Employment Plan	Adopted	<p>Five strategic actions have been established to:</p> <ul style="list-style-type: none"> <li>• Ensure an effective approach to enhancing local employability and competitiveness</li> </ul>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		<ul style="list-style-type: none"> <li>• Work with those furthest from the labour market to overcome barriers to employment</li> <li>• Engage local employers to recruit and train the local workforce</li> <li>• Provide support and training to fill employer skill gaps and ensure people are job ready</li> <li>• Encourage investment in training and upskilling</li> </ul> <p>Although no Salford West specific actions are identified, the City's employment plan correlates with the Framework's aim to improve the economic prospects of residents and increase levels of employment. Recognised higher than average unemployment rates and lower than average disposable income levels suggests that Little Hulton will be a focus for intervention. Proposals developed through the Framework will assist in providing 'job ready' employees and enhance links between local residents and local employers.</p> <p>The strategy is currently being revised to reflect the Connecting People strategy. The Framework highlights those areas in greatest need which will require targeted long term intervention.</p>
Playing our Part in: Manchester Knowledge	Adopted	The strategy establishes how Salford can contribute to the

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
Capital:		<p>Manchester Knowledge Capital.</p> <p>For Salford West there is an opportunity to offer a supporting role to achieving the overall objectives of Manchester Knowledge Capital by providing:</p> <ul style="list-style-type: none"> <li>• secondary and / or complementary employment sites for key growth sectors; and</li> <li>• attractive residential neighbourhoods for high income families.</li> </ul> <p>Within Salford West there are recognised opportunities to contribute to both of these objectives. As examples, areas such as Ellesmere Park and Worsley have the potential to attract higher income families whilst development of Barton Strategic Site and potential visitor attractions will support development across the city region.</p>
Skills for Life in Salford: Salford Strategy for Adult Basic Skills 2003-2007	Adopted	<p>The strategy recognises Little Hulton and Winton to have some of the highest rates of low and very low literacy and numeracy skills in the city. This suggests that activity will need to focus on these areas, alongside others outside the Framework area where basic skills levels are low, to ensure that performance is improved and greater access to employment promoted.</p>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		<p>Enhancement of adult skills through this strategy will assist the Framework objective of providing greater opportunities for local people to access existing and new employment opportunities within the area. This will promote inclusivity for the population in the area's economic revival and could potentially link to employment opportunities within the town centres and to be created at strategic development sites.</p>
<b>A NETWORK OF HIGH QUALITY NEIGHBOURHOODS</b>		
NW Regional Spatial Strategy	Draft	<p>The statutory development plan for the city also comprises Regional Spatial Strategy (RSS), which is prepared by the North West Regional Assembly. The current RSS (RPG13) is being reviewed and is available through the link above in draft form. The final version is due to be produced in Autumn 2007.</p> <p>The draft contains Policy MCR4 which features five policy approaches that will help the Manchester City Region improve its productivity and help support its long term regeneration. Four of the five policies are relevant to Salford West:</p> <ul style="list-style-type: none"> <li>• The focus of economic development in areas accessible by public transport, to support the expansion and spin off of</li> </ul>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		<p>activities associated with the Regional Capital and the Knowledge City / Science City initiatives;</p> <ul style="list-style-type: none"> <li>• The promotion of a range of high quality, accessible, employment sites;</li> <li>• Improvement of public transport links between the area and the regional centre and other adjoining growth areas;</li> <li>• The expansion of the quality and choice of housing.</li> </ul>
Northwest Regional Housing Strategy 2005	Adopted	<p>Four priorities are established through the RHS to:</p> <ul style="list-style-type: none"> <li>• Deliver urban renaissance</li> <li>• Provide affordable homes to maintain balanced communities</li> <li>• Deliver decent homes in thriving neighbourhoods</li> <li>• Meet the needs of communities and provide support for those who need it</li> </ul> <p>Although Salford West is not identified as a priority area for intervention under these themes, they are relevant to revitalising the housing offer within parts of, if not across, the area. New housing development, as well as enhancement of the existing offer, will help</p>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		<p>support the economic development objectives of the sub-region.</p> <p>Any new housing proposals, or change to existing stock, established through the Framework will need to be developed within the context of the regional strategy to ensure compliance with wider objectives and targets whilst also exploiting opportunities for a high quality housing offer within the area.</p>
Unitary Development Plan (UDP)	Adopted	<p>Sets out the council's planning policies that will be used to guide development, conservation, regeneration and environmental improvement activity in Salford. The emphasis for Salford West is to continue the development of a series of attractive and thriving neighbourhoods.</p> <p>Of particular relevance to Salford West:</p> <ul style="list-style-type: none"> <li>• It identifies a number of proposed developments and recreation opportunities that will consolidate the success of the area;</li> <li>• It identifies support measures aimed at addressing and preventing problems of decay;</li> <li>• It defines a range of localised policies under the wider aim of</li> </ul>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		<p>minimising the need to travel; and</p> <ul style="list-style-type: none"> <li>Developing an integrated and sustainable transport network.</li> </ul>
<p>Supplementary Planning Guidance (SPGs)</p> <ul style="list-style-type: none"> <li>Eccles Town Centre;</li> <li>Designing out Crime;</li> <li>Trees – planting and protection;</li> <li>Housing extensions;</li> <li>Telecommunications (draft); and</li> <li>Open Space associated with new housing developments.</li> </ul>	Adopted	<p>A number of the SPGs have been replaced or are in the process of being replaced by SPDs:</p> <ul style="list-style-type: none"> <li>Designing out Crime: Provides guidance on design and layout required of any new development proposed through the Framework to reduce opportunities for crime. This will be replaced by the Design SPD.</li> <li>Trees – planting &amp; protection, Housing Extensions and Open Space associated with new housing developments: these have been replaced by SPDs.</li> <li>Telecommunications – this is currently being reviewed.</li> </ul> <p>The implications for Salford West are:</p> <ul style="list-style-type: none"> <li>Eccles Town Centre: Proposals for Eccles Town Centre will need to take into consideration the requirements of this guidance.</li> </ul>
Local Development Framework (LDF): Core	Under development	In time the UDP will be replaced by the Local Development

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
Strategy & Proposals Map		<p>Framework (LDF). The Core Strategy of the LDF will set out the vision, objectives and spatial development framework for the city. The Framework will set guiding principles for future development and regeneration that will be reflected in the Core Strategy. The Framework will support and the Core Strategy.</p> <p>Where the Framework evolves from the existing adopted UDP policy, there is scope to consider amendments to adopted policy through the LDF.</p>
<p>Supplementary Planning Documents (SPDs)</p> <ul style="list-style-type: none"> <li>• Planning Obligations</li> <li>• Greenspace Strategy</li> <li>• Nature Conservation and Diversity</li> <li>• Design &amp; Crime</li> <li>• Housing Planning</li> <li>• Design Guide</li> <li>• Sustainable Construction &amp; Design</li> </ul>	Adopted and / or under development	<p>Planning Obligations SPD</p> <ul style="list-style-type: none"> <li>• This sets out the city council's approach to planning obligations when considering planning applications for development in Salford.</li> <li>• The emphasis is on securing the highest quality open spaces and recreation spaces within the city, coupled with a first class public realm.</li> <li>• Financial contributions that are secured in accordance with the policies of the SPD will be invested in accordance with local priorities that will be identified in supporting documents</li> </ul>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		<p>or Community Action Plans.</p> <p>Given the absence of major public sector funding and the aspiration of the Framework to work with and capitalise upon the private sector, this SPD is crucial.</p> <p>Salford Greenspace Strategy SPD</p> <ul style="list-style-type: none"> <li>• The Salford Greenspace Strategy prioritises where improvements need to be made, providing the basis for all greenspace improvements recommended through the Framework.</li> <li>• It is highly important to the overall strategic vision, given that green assets are identified as a key driver to be enhanced, connected and promoted through the Framework.</li> </ul> <p>Nature Conservation and Biodiversity SPD</p> <ul style="list-style-type: none"> <li>• Salford West has a significant amount of under utilised natural and green assets which need to be made better use of. The SPD policies seek to ensure that the types of biodiversity asset to be found in the city receive the appropriate level of protection that they warrant during the development control</li> </ul>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		<p>process.</p> <p>Design and Crime SPD</p> <ul style="list-style-type: none"> <li>• The Design and Crime Supplementary Planning Document (SPD) is used to help assess and determine planning applications and is intended to guide architects, developers, landscape architects and urban designers in designing out crime.</li> <li>• Addressing crime issues will be essential to the sustainability and success of the Framework's wider aspirations, such as the creation of desirable communities and as a focus for leisure and business investment.</li> </ul> <p>Housing Planning Guidance</p> <p>This expands on policies in the UDP related to housing issues. It provides additional guidance on housing issues to order to ensure that new development helps to create mixed and sustainable communities. It focuses on the following issues, the first three of which are particularly important for the contents of the Framework:</p> <ul style="list-style-type: none"> <li>• The mix of dwelling types (in terms of</li> </ul>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		<p>apartments or houses);</p> <ul style="list-style-type: none"> <li>• The size of dwellings;</li> <li>• The provision of affordable housing; and</li> <li>• Identifying a need for student accommodation.</li> </ul> <p>Design Guide SPD</p> <ul style="list-style-type: none"> <li>• A Design Guide SPD is currently in preparation and will set out the principles of development in Salford. It will seek to raise the quality of the built environment and ensure that high standards are expected throughout the city.</li> <li>• The future form of Salford West will therefore be shaped comprehensively by the recommendations found within it. Given the lasting influence and major contribution that the built environment makes to quality of life, it will be highly important in terms of achieving future physical success in Salford West.</li> </ul> <p>Sustainable Design and Construction SPD</p>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		<ul style="list-style-type: none"> <li>• Similarly in terms of the built environment and future development, the Sustainable Design and Construction SPD (work on which has begun) will provide guidance for developers on the integration of sustainable design and construction measures into new developments, particularly including energy efficiency, rainwater recycling, and the provision of recycling facilities.</li> <li>• Both of these SPDs will be essential to the physical form and quality of development in Salford West, as well as the longer term sustainability and robustness of proposals ultimately implemented.</li> </ul>
Salford Community Safety Strategy 2005-2008: Reducing Crime in Salford	Adopted	Implementation of the strategy will help to address some of the most prominent issues raised by communities in Salford West. These include cases of anti-social behaviour, tackling the cases of crime including drug dependency, improvements to the physical environment (including through the design of new buildings and through the removal of rubbish and graffiti) to create more attractive residential environments. Together, actions will improve feelings of safety and help to enhance perceptions of neighbourhoods within

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		Salford West for both investors and potential residents.
Salford Housing Strategy Review 2004-2006	Adopted	<p>The strategy is based around the five priorities of:</p> <ul style="list-style-type: none"> <li>• Enabling independent living in all our communities</li> <li>• Ensuring equal access to homes and housing services</li> <li>• Bringing all homes to a decent standard</li> <li>• Providing a greater choice of homes and housing services</li> <li>• Making sure we have the means to deliver</li> </ul> <p>Salford's Housing Strategy provides the context for any new housing proposals established through the Framework and for improving the current offer.</p> <p>Implementation of the strategy will ensure that residents of the Salford West have access to a decent home and offer particular assistance to ensure that vulnerable groups can remain in their home. Understanding the requirements of new groups in the area, including a growing BME community in Eccles and potential incoming groups, will be required to supplement current understanding.</p>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
Salford Homelessness Strategy 2003-2006	Adopted	<p>Development of the homelessness strategy reflected the growing number of reported cases in the City. The main client group for the strategy is lone parents with dependent children, suggesting a focus on Little Hulton, Winton, Barton and Walkden North.</p> <p>Reducing homelessness will contribute to the inclusivity theme of the Framework by assisting the most vulnerable groups in society. By ensuring residents have a home, wider benefits can be achieved for Salford West residents, including providing the security required to access employment and providing a stable environment for children.</p>
Empty Homes Strategy	Adopted	<p>Bringing empty homes in Salford West back into use will help to improve the out-facing image of areas and therefore perceptions to create a more attractive environment for potential incoming households and business investment.</p> <p>This strategy is particularly relevant to Eccles and Walkden North where the highest vacancy rates within the Framework are reported. Bringing properties back into active use will concern all parts of the area, including the popular neighbourhoods of Worsley and Boothstown/Ellenbrook where rates are higher than would be expected. Housing choice will also be improved for current and</p>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		incoming residents.
<b>AN OUTSTANDING LEISURE AND RECREATIONAL ASSET</b>		
Greater Manchester Waste Development Plan Document	Under development	A joint approach to the development of waste management facilities across Greater Manchester will ensure that facilities satisfy the requirements of the sub-region. As the final development plan document will have a formal status, it will need to be considered in the development of any proposals for Salford West. There is potential for new waste arrangements to reflect economic or residential expansion within the area as well as across the sub-region.
The Mosslands Project – The Vision	Draft	<p>This strategy will help shape the future for the Chat Moss / Mosslands area and will influence the contents of the Framework with regard to this area.</p> <p>Covering a significant part of Salford West, the Mosslands could have a significant role to play in the future of the area. Opportunities may potentially include enhancing the area's recreational value or food production, as examples.</p>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
A Creative City: Salford's Strategy for Cultural Development, 2002-2006	Adopted	<p>Structured under six objectives, the strategy identifies 42 targets. Opportunities to build on Salford West's cultural assets to the benefit of local residents and visitors are apparent.</p> <p>Development of actions through the Framework will contribute to a number of the strategy's targets and ensure connectivity between key transport routes and facilities as well as the engagement of the local community. Specific opportunities for Salford West include increasing use of the area's canal paths and walkways and building on Worsley's heritage value.</p> <p>There is a need to update the Cultural Strategy</p>
Worsley Tourism Strategy	Adopted	<p>The strategy provides the framework for intervention in improving and promoting Worsley's tourism potential, a key element of the wider Salford West tourism offer. The strategy recognises that the offer should respond to a range of tourism needs as well as respecting local residents.</p> <p>Proposals will take advantage of existing assets such as walkways and the presence of the canal as well as formal facilities such as a hotel and restaurants. Opportunities for the introduction of guest house accommodation, enhanced parking and promotion of heritage</p>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		through events are suggested. In developing any new offer access requirements should be considered to ensure congestion is not exaggerated.
<b>CONNECTIVITY</b>		
North West Regional Planning Assessment for the Railways	Adopted	<p>With reference to the Salford West area, it is recognised that:</p> <ul style="list-style-type: none"> <li>the variable quality of stations and rolling stock is a key issue if commuting levels to the regional centre are to increase; and</li> <li>Crowding is a particular issue on the Wigan to Manchester line in peak periods.</li> </ul> <p>In terms of impact on Salford West, there is the potential for transferral of some Transpennine services to the Chat Moss line in order to alleviate Central Manchester rail network capacity concerns.</p>
North West Route Utilisation Strategy	In Draft	<p>With regards to Salford West, the RUS identifies objectives to:</p> <ul style="list-style-type: none"> <li>improve service on the Wigan to Manchester line;</li> <li>transfer some Transpennine services to the Chat Moss line; and</li> </ul>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		<ul style="list-style-type: none"> <li>improved interchange with Metrolink at Eccles.</li> </ul>
GM Local Transport Plan 2	Adopted	<p>Key focuses are the economy (reducing congestion on road and public transport networks), protecting the natural and built environment, accessibility to employment, services and key life opportunities, road safety and integration (between modes, with land use planning and with the wider policy agenda).</p> <p>There are no specific interventions identified for Salford West.</p>
GM Local Transport Plan 2 Accessibility Strategy	Adopted	<p>Accompanying the wider LTP document is a more detailed document addressing barriers to employment, leisure and services. With reference to Salford West, key proposals include:</p> <ul style="list-style-type: none"> <li>the Trafford Park and Salford Quays Accessibility Study;</li> <li>Skills Match Analysis Study; and</li> <li>Bolton Town Centre Access improvements.</li> </ul>
Encouraging Cycling: Salford's Local Cycling Strategy	Adopted	<p>The Strategy aims to facilitate wider improvements beyond enhanced access to key services and opportunities, including economic regeneration (through reduced road traffic congestion), enhanced local environment, and improved levels of physical health amongst</p>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		local residents in Salford.
<b>INCLUSIVITY</b>		
Salford Children and Young People Plan	Adopted	<p>Salford West comprises the Children's Services west and south localities. Actions proposed through the Framework will enhance the prospects of Salford's young people across a variety of issues including reducing child poverty, promoting good health and improving future economic prospects, all of which contribute to the plan's objectives.</p> <p>Particular priorities for the area highlighted through the plan are to:</p> <ul style="list-style-type: none"> <li>• encourage healthy eating,</li> <li>• reduce the number of children on the child protection register,</li> <li>• build on recorded improvements at Key Stages 2 and 3,</li> <li>• reduce levels of school exclusions, and</li> <li>• promote racial harmony.</li> </ul>
14-19 IN Salford: A Strategy for 14-19 Development in Salford	Adopted	The strategy recognises achievements already made across Salford but also steps that remain to be required to reduce the performance

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		<p>gap with national rates. Priorities for the city include:</p> <ul style="list-style-type: none"> <li>• reducing the number of young people registered NEET</li> <li>• increase awareness of vocational learning opportunities</li> <li>• increase engagement of work based learning providers</li> </ul> <p>Although the strategy relates to the City as a whole the priorities are relevant to increasing achievement and the aspirations of young people in Salford West. With significant investment in secondary schools and the roll out of Extended Schools in Salford West this will improve the educational attainment and prospects of Salford West's young people.</p>
Supporting People Strategy 2005-2010	Adopted	<p>The Supporting People Strategy aims to ensure the inclusivity of vulnerable groups across the City. The elderly age profile of the Eccles ward may present a higher than average demand for support services within this area. Although data has not been available at a local level throughout this study, perceptions suggest that support for people with drug and alcohol problems may also be relevant to Salford West.</p>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
Salford Drug and Alcohol Team Strategy 2005-2008	Adopted	<p>The strategy tackles prominent issues raised through the development of the Framework. The young people and community strands of the strategy are particularly relevant to Salford West where residents and agencies believe drug and alcohol use contribute to anti-social and criminal behaviour. By tackling drug and alcohol reliance, the strategy will also contribute to wider implications associated with crime, ill health and economic underperformance.</p> <p>As the strategy recognises that drug use correlates with deprivation, priority areas for intervention within Salford West can be identified as Little Hulton together with parts of Walkden North, Swinton North &amp; South, Barton, Eccles, Winton and Irlam. Increasing the number of drug users in treatment and reducing waiting times to access services are priorities for Salford West.</p>
Strategy to address drug and alcohol abuse amongst young people	In development	<p>Research has been undertaken to understand the scale of alcohol and drug abuse problems within the City. The emerging strategy will aim to ensure that experimental drug and alcohol use by young people is not translated into dependency issues later in life. The pattern of young people's drug use can be expected to follow that of adults with priorities in Little Hulton a priority for the education of</p>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		<p>young people to reduce dependency.</p> <p>The Framework will consider ways in which activity can contribute to the objectives of the emerging action plan with a priority to ensure that drug and alcohol abuse does not affect the achievements of young people through education and employment.</p>
Salford Sport and Health Strategy 2003	Adopted	<p>The strategy aims to increase participation in sport to achieve wider ranging objectives including raised educational attainment and engagement of young people and reduced levels of anti-social behaviour. Focusing activity on Little Hulton where such issues are prevalent would be desirable. Actions of relevance to Salford West include:</p> <ul style="list-style-type: none"> <li>• promotion of existing fitness and leisure facilities, including the Fit City centres</li> <li>• develop provision outside school to target young people from deprived communities</li> <li>• target subsidised access to leisure facilities on low participant groups</li> </ul> <p>Opportunities identified through the Framework have the potential to</p>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		help raise participation rates and actively improve residents' health, through the establishment of more formal uses of open space and promotion of existing leisure and recreation facilities.
Salford Teenage Pregnancy Strategy	Adopted	<p>The strategy's targeting of areas with high rates of teenage pregnancy will provide a focus on the Winton and Little Hulton wards within the SWSRF area. Priority actions are to enhance sexual health services for young people including through education, to reduce teenage pregnancy rates. The Roll out of Children's Centres will also provide further support to teenage parents and their children.</p> <p>Actions associated with promoting continuation of education, establishing stronger families and promoting good health through the Framework will make a contribution towards the strategy's objectives.</p>
Reducing Health Inequalities IN Salford: A Strategy for Action 2005-2020	Adopted	<p>Salford's strategy aims to improve health for all and reduce inequalities in health both within the city and between the city and national rates. Although Salford West specific issues and opportunities are not identified through the strategy, its implementation will assist in the understanding of local issues and the development of activity to address them.</p> <p>Framework actions will contribute to the strategy's aims through</p>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		promotion of healthier living, including greater use of formal and informal leisure facilities. It will also help to address some of the underlying causes of ill health such as poor quality housing, poverty and inadequate social networks.
Salford Cohesion Strategy	In draft	<p>The Salford Community Cohesion strategy will consider the cohesion of a number of sections of the community. Within Salford West ensuring cohesion within the Eccles area where a growing BME community remains to integrate and be accepted in the community.</p> <p>Activity under the strategy will contribute to the inclusivity element of the Framework, promoting the enhanced engagement of the community in the development of proposals.</p>
<b>STUDIES</b>		
Eccles Town Centre Retail Study	Adopted	<p>Establishes the basis for development of town centre investment proposals to enhance employment generation and development of areas where residents choose to socialise to ensure greater connectivity and sustainability of centres.</p> <p>Eccles town centre is identified within the Framework as one of the priorities for development building on the opportunities of the</p>

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
		relocation of the Magistrates Court and mediacity:uk. The recommendations of this study will need to be reviewed in the light of the Framework.
Liverpool Road Corridor Study	Under development	<p>Salford City Council is working with consultants to develop a ten-year strategy to deliver and sustain the economic future of the A57 Corridor between Eccles Town Centre and the City boundary at Cadishead.</p> <p>It is essential that the recommendations of the Framework inform and complement the emerging strategy.</p>
Local Housing Market Reports	Adopted	<p>Background studies presenting information on the local housing market and which provide the basis for development of locally specific interventions where amendments in housing mix or investment in existing stock is required.</p> <p>These may need to</p>
LTP Corridors Study	Under development	Study is prioritising key road corridors for improvement. This is important for Salford West in terms of improving the key linear corridors within the area and the overarching aspiration to improve the image of the city – and Greater Manchester conurbation.

Policy	Status (Adopted / in draft / under development)	Relevance to SRF Vision (i.e. Key Driver and Enabler)
Employment Land Study	Under development	This will assess the quality and viability of all employment land within Salford and make recommendations on future priorities. For Salford West this is important for enhancing the current employment sites within the area particularly those with the opportunity to expand.
M60 JETTS Final Report	Adopted	<p>The JETTS study identifies a preferred strategy for mitigating current and future congestion on the M60 motorway between Junctions 18 and 12, a key issue for the Salford West area. The preferred strategy includes:</p> <ul style="list-style-type: none"><li>• public transport improvements;</li><li>• demand management;</li><li>• targeted investment in highway infrastructure;</li><li>• pedestrian and cycle enhancements; and</li><li>• a range of 'softer' measures.</li></ul> <p>Implementation of these recommendations will have a significant impact on Salford West, helping to alleviate congestion.</p>

## Appendix 2 – Methodology

A2.1 The key elements of the methodology are outlined below.

### **Baseline & Issues Report**

A2.2 A comprehensive review of baseline conditions across Salford West was prepared following consultation with appropriate City Council service departments and other key partner agencies. The baseline research included:

- a range of individual consultation meetings with representatives of council departments and public sector agencies active within Salford West,
- a desk based review of the existing policy and regeneration framework, and
- a strategic physical evaluation of the area and its neighbourhoods.

A2.3 The Baseline & Issues Report provides the evidence base for the issues, challenges and opportunities that the Framework seeks to address. A summary of the Baseline & Issues Report is included in Section 1.5. This includes a summary of the key facts, issues and opportunities presented.

### **Stakeholder Engagement**

A2.4 Three rounds of stakeholder engagement were undertaken. The first round was held in December 2006 to discuss the findings of the Baseline & Issues Report. In total 84 people attended the workshops. The process included specific workshop events with:

- public sector stakeholders from within and outside the City Council;
- private sector interests and development partners; and
- Council Members and community stakeholders.

A2.5 Following a period of internal consultation within the City Council, a further round of stakeholder engagement was undertaken to discuss the Action Plan for Salford West. This more extensive programme of consultation events was undertaken in March 2007. In total 63 people attended these workshops with drop in sessions around Salford West generating 118 completed questionnaires.

A2.6 The events included:

- public sector stakeholders from within and outside the City Council;
- private sector developers and representatives of existing businesses located within the area;
- Council Members;
- Neighbouring authorities;

- Specific events with young people; and
- A sample of local residents.

A2.7 Finally, a further round of consultation was undertaken with four workshops covering held with key officers from the City Council service departments to discuss the Action Plan. Each workshop covered a topic in the Vision and Action Plan. These were: Housing & Community, Economy & Enterprise which included Town Centres, Linear Corridors, Employment Site and Enterprise, Transport and Environment, Leisure and Recreation.

### **Vision and Options**

A2.8 Building on the first round of the stakeholder engagement and Baseline & Key Issues Report, a Futures Report was produced in January 2007 outlining a vision for the future regeneration of Salford West. The report also identified a range of objectives and a draft project matrix which would contribute to the delivery of the Vision.

## Appendix 3: References

- <sup>1</sup> Annual Business Inquiry, 1998 & 2004
- <sup>2</sup> Annual Business Inquiry, 1998 & 2004
- <sup>3</sup> Annual Business Inquiry, 2004
- <sup>4</sup> Annual Business Inquiry, 2004
- <sup>5</sup> Compiled by the Information Group, Development Planning using re-based 2001 Census data
- <sup>6</sup> Compiled by the Information Group, Development Planning using re-based 2001 Census data
- <sup>7</sup> NOMIS, 2006
- <sup>8</sup> Department of Work & Pensions Benefit Data
- <sup>9</sup> Compiled by the Information Group, Development Planning using re-based 2001 Census data
- <sup>10</sup> Compiled by the Information Group, Development Planning using re-based 2001 Census data
- <sup>11</sup> Transaction info from EGi and consultations with agents
- <sup>12</sup> Transaction info from EGi and consultations with agents
- <sup>13</sup> Transaction info from EGi and consultations with agents
- <sup>14</sup> Transaction info from EGi and consultations with agents
- <sup>15</sup> GOAD
- <sup>16</sup> Housing Services, Housing Planning Directorate, Salford City Council, 2006
- <sup>17</sup> Housing Services, Housing Planning Directorate, Salford City Council, 2006
- <sup>18</sup> Housing Services, Housing Planning Directorate, Salford City Council, 2006
- <sup>19</sup> Housing Services, Housing Planning Directorate, Salford City Council, 2006
- <sup>20</sup> Housing Services, Housing Planning Directorate, Salford City Council, 2005
- <sup>21</sup> Compiled by the Information Group, Development Planning using re-based 2001 Census data
- <sup>22</sup> Destination Manchester: A 5 Year Tourism Strategy 2003 - 2008
- <sup>23</sup> Destination Manchester: A 5 Year Tourism Strategy 2003 - 2008
- <sup>24</sup> Destination Manchester: A 5 Year Tourism Strategy 2003 - 2008
- <sup>25</sup> Greenspace SPD
- <sup>26</sup> Annual Business Inquiry 2004
- <sup>27</sup> GMTU
- <sup>28</sup> National Rail Timetables
- <sup>29</sup> GMTU/GMTE
- <sup>30</sup> GMTU
- <sup>31</sup> 2001 Census
- <sup>32</sup> 2001 Census
- <sup>33</sup> CACI Information Solutions, 2005
- <sup>34</sup> CACI Information Solutions, 2005
- <sup>35</sup> Using old ward data, Office of National Statistics
- <sup>36</sup> North West Public Health Observatory – Small Area Database
- <sup>37</sup> North West Public Health Observatory – Small Area Database
- <sup>38</sup> Compiled by the Information Group, Development Planning using re-based 2001 Census data
- <sup>39</sup> Community Safety Unit, Salford City Council
- <sup>40</sup> Compiled by the Information Group, Development Planning using re-based 2001 Census data
- <sup>41</sup> Salford City Council, Children's Services Directorate, Strategic Support Unit
- <sup>42</sup> Department of Education and Skills website
- <sup>43</sup> Salford City Council, Children's Services Directorate, Strategic Support Unit
- <sup>44</sup> Salford City Council, Children's Services Directorate, Strategic Support Unit
- <sup>45</sup> Compiled by the Information Group, Development Planning using re-based 2001 Census data
- <sup>46</sup> Salford City Council, Children's Services Directorate, Strategic Support Unit

