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Place Making Programme – Final Report and Action Plan



MIDDLESBROUGH, 28/3/22

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About the High Streets Task Force

The High Streets Task Force is an alliance of placemaking experts working to redefine the high street. We provide guidance, tools, and skills to help communities, partnerships and local government transform their high streets. The programme, funded by HM Government will run in England until 2024.

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Foreword

This report has been prepared by the High Streets Task Force following a virtual workshop held for Middlesbrough. The workshop was prescribed by a High Streets Task Force expert following the *Unlocking Your Place Potential* visit earlier in the year. In the view of the Expert, there is a need for further engagement with town centre businesses and community groups to ensure they are aware of the investment and vision for the town so that they can collaboratively promote the evolving positive image of Middlesbrough, acting as champions and encouraging civic pride. It was also recommended that there is a need for shorter term activations such as pop-up retail and other non-retail uses/activities, as well as developing options for greater stakeholder involvement to provide strategic oversight and recommendations for the activation/events programmes in the town centre, as well as to gather ideas, contacts and volunteers in order to organise the initial temporary interventions.

The Task Force would like to thank all who attended the workshop for their active contributions and to thank Middlesbrough Council for organising the session.

The report provides a general overview of the issues covered in the workshop, drawing on research undertaken by the High Streets Task Force and its partners and examples of what has worked well elsewhere.

1. Summary & Key Recommendations

High street revitalisation is a complex and challenging endeavour. Although they face common challenges, places are unique. Consequently, there are no easy prescriptive solutions for regenerating high streets and town centres. Whereas the High Streets Task Force can bring expert guidance and frameworks to help places, it is incumbent on local stakeholders to use their insights and capacity to create and deliver bespoke programmes of change that will ensure the vitality and viability of their centres. The purpose of the Placemaking Workshop is to bring together the key stakeholders to identify the challenges and opportunities for their town and to agree some main short term and long term priority actions to ensure its future sustainability.

Together with other key stakeholders from the health, arts, education and business sectors, the Local Authority has risen to the challenges facing the centre of Middlesbrough, including vacant buildings and negative perceptions as well as issues relating to income, health, and employment deprivation. Middlesbrough Council has devised a vision and comprehensive strategy to address these issues, including purchase of some major retail assets where it is seeking to build a new urban community in the heart of the town, bringing more people to live and work in central Middlesbrough. Much of this is being funded through successful applications for government grants.

Key Workshop Recommendations

- Bringing together and involving a wider range of town centre stakeholders (including local businesses, community organisations and residents' representatives) in the revitalisation of the town centre is vital. This should be taken forward by the key stakeholder/partner organisations who are responsible for funding mechanisms and investment plans in the town.
- A review and development of a shared town centre Vision and Action Plan which is jointly owned by a wider representative town centre group. The Action Plan needs to show it is adapting to meet current challenges and opportunities by outlining short and longer term priorities. For example this may include creating non-retail activities and uses that complement the retail offer and creating a whole destination experience. The involvement of this larger group can release additional skills, expertise and resources to take forward specific projects outlined in the Action Plan.
- A co-ordinated approach to rebranding/communicating how Middlesbrough is changing for the better is required by the key strategic and town centre stakeholders to maximise the positive impacts for the whole town and communicate this more effectively to existing residents and businesses, the wider catchment area, and potential business investors.

2. Understanding the Local Context

Middlesbrough is a very attractive town that has both unique heritage and architectural assets as well as being in proximity to key educational establishments such as Teeside University and the Northern School of Arts. Successful funding applications for projects to key areas of the town are already bringing about transformational change. Middlesbrough Council also has redevelopment plans for other town centre sites including urban living and co-working hubs.

The Placemaking Programme workshop held virtually was attended by several key Council services representatives as well as strategic stakeholders from the education, health, arts and business sectors who all play a major role in the town centre and its future development. The participants played an active role in the workshop with lively discussion via the online interactive sessions. As always in these workshops and with 28 participants, there was a diversity of views about the town, but some clear issues and ideas emerged.

Workshop Participant Interests

The first part of the workshop invited key stakeholders to highlight their main interests in the town centre. These are summarised below:

- Diversification of offer to serve the needs of a wider demographic, for example to cater for different age groups, and the transition from day to evening economy between 3pm and 6pm to align with footfall and commuter traffic patterns
- Enabling greater collaboration and partnership working to shape the vision and activities
- Selling the narrative, rebranding, enhancing reputation and perceptions through good news
- Creating health and well-being opportunities and physical fitness
- Developing collaborative work to improve environmental issues and active travel
- Growing footfall, demand and helping the town achieve its full potential
- Encouraging residential, leisure/culture and skills/education development
- Helping to put spatial strategy into practice to strengthen town centre revitalisation
- Understanding the data and footfall patterns across the town
- Championing ambassadors for specific projects, such as crime reduction initiatives
- Encouraging the involvement of young people/students as current and future users of the town

Summary of Workshop Discussions

The second part of the workshop reviewed structural change to develop a shared understanding of the challenges and opportunities facing high streets, before revealing research by the IPM on the key factors that impact vitality and viability. Next, participants were asked to identify the factors which they believed to have the biggest impact on the vitality and viability of Middlesbrough, whether positive or negative, and to share ideas related to how the town should adjust for the future. These are summarised in the form of a SWOT table, grouped under the 25 top priorities for intervention (outlined in the supporting resource on the High Streets Task Force website: <https://www.highstreetstaskforce.org.uk/frameworks/25-vital-and-viable-priorities/>). It is recommended that local stakeholders benchmark their vision and action plan

against the 25 Priorities, to assess current performance of their centre and prioritise potential interventions which might contribute to attracting footfall or future adaption.

Strengths	Weaknesses
<p>Vision & Strategy/Redevelopment Plans</p> <ul style="list-style-type: none"> Supportive local authority but vision and town centre strategy need reviewing/redefining with key stakeholders <p>Anchors/Non-Retail Offer</p> <ul style="list-style-type: none"> Office accommodation and growing professional employment in the town centre Sport and culture e.g. football matches, large music events, new theatre club footfall and hosting large music events Major institutions close by eg University Bus station <p>Appearance/Walking/Recreational Space</p> <ul style="list-style-type: none"> Good infrastructure and well maintained large public spaces/access routes <p>Diversity</p> <ul style="list-style-type: none"> Growing range of businesses in the town <p>Networks & Partnerships</p> <ul style="list-style-type: none"> Cultural Partnership Night-Time Economy Partnerships Town Deal Board <p>Liveable</p> <ul style="list-style-type: none"> Wide catchment area <p>Innovation</p> <ul style="list-style-type: none"> Education sector projects Environmental initiatives Burgeoning creative arts/community activities 	<p>Experience</p> <ul style="list-style-type: none"> Need to build on experience and create more vibe/character/soul through animation Little to attract families <p>Appearance/Attractiveness</p> <ul style="list-style-type: none"> Number of vacant units Lack of synergy between shopping centres and other town centre assets <p>Place Management</p> <ul style="list-style-type: none"> Apathy Changing priorities Lack of local community support <p>Walking</p> <ul style="list-style-type: none"> Lack of wayfinding <p>Place Marketing</p> <ul style="list-style-type: none"> Lack of co-ordinated communication about successes Negative perceptions of the town <p>Networks & Partnerships</p> <ul style="list-style-type: none"> All stakeholders need to take ownership, it is their town centre too (not just the Council's) No central town centre management organisation encompassing community groups/organisations, local businesses and other town centre representatives <p>Safety/Crime</p> <ul style="list-style-type: none"> Perception of increasing anti-social behaviour

Opportunities	Threats
<p>Experience/Place Marketing/Innovation</p> <ul style="list-style-type: none"> • Community learning and experiential activities • Education sector opportunities to link with the town • Community led projects and participatory arts activities/events • Repurposing of heritage buildings • Capturing demand for more experience related activities • Refreshing the town centre narrative <p>Anchors</p> <ul style="list-style-type: none"> • Additional anchors being developed • Eclectic mix of leisure, hospitality and destination businesses/new chains <p>Diversity</p> <ul style="list-style-type: none"> • Encourage business sustainability and a family friendly day to evening offer linked to accessibility and safe access routes • Encourage creativity, innovation and entrepreneurial skills development linked to opportunities for young people <p>Recreational Space/Liveable</p> <ul style="list-style-type: none"> • Social interaction in enhanced public spaces • Town centre residential • Improving the connectivity between key assets, incorporating safety design features, easy interaction with the town centre and natural surveillance 	<p>Safety/Crime</p> <ul style="list-style-type: none"> • A changing alcohol led night-time economy linked to anti-social behaviour and negative perceptions <p>Liveability</p> <ul style="list-style-type: none"> • Rising cost of living and less disposable income <p>Functionality</p> <ul style="list-style-type: none"> • Possibility of creating Tees Valley 'Clone Towns' – could be perceptions; footfall data can help understand functionality for Middlesbrough • Loss of key national anchor stores and the continuing Teeside Park and edge of town development <p>Innovation</p> <ul style="list-style-type: none"> • Talent export • Changing demands from the catchment area for a family friendly day to evening economy that also caters for the young professionals and students

The views expressed obviously only represent those who attended but there was quite a diverse range of stakeholders with different perspectives on the town.

Turning Weaknesses and Threats into Strengths and Opportunities

There are many strengths, and the group seems in accordance that the town's heritage buildings, improved public spaces and walking/cycle access routes, redevelopment of some of the main shopping centres to include non-retail activities/offer as well as the growing number of community events/activities are all key assets together with Middlesbrough's location at the heart of the Tees Valley. However, for some strengths, there are corresponding weaknesses e.g. whereas there is agreement about the quality of the general offer/attractors the town has to offer, there is also a sense that this is also lacking in some regards and could be strengthened e.g. a better day to evening family-friendly offer, a night-time economy that includes evening events e.g. theatre, family restaurants etc which are not alcohol led, reducing the number of vacant units by encouraging pop-up/meanwhile use, college and school project exhibitions, creating additional impactful public art etc

Key weaknesses identified by the group appear to relate to networks/partnerships, negative perceptions related to safety and crime, retaining younger people, and encouraging private sector investment. The development of strong local collaboration and better co-ordination of activities is important and is an intervention within the control of local stakeholders. Addressing the other weaknesses, however, may be more difficult in the short term, as they relate to more fundamental structural concerns such as removing physical barriers to increase linkages across the town and further safety improvements to pedestrian routes and cycleways which may require further grant or government funding. Providing employment and housing opportunities for younger people is becoming a national issue, for which there are no easy quick fixes. However, other interventions, such as adjustment in activity hours, communicating successes and developing shared projects are low cost and within the remit of local stakeholders.

3. Frameworks for Action

The second part of the workshop focused on generating agreed priorities and recommendations to be taken forward by the key stakeholders to support and ensure Middlesbrough's vitality. This part of the report summarises these in the form of a table, using the IPM's 4Rs Regeneration Framework: Repositioning, Reinventing, Rebranding and Restructuring, to identify potential quick wins and longer-term priorities. It distinguishes between the processes of analysis and decision making (*repositioning*), effecting change (*reinventing*), communication (*rebranding*) and governance/spatial planning and development (*restructuring*). The 4Rs are strategic approaches to regeneration or renewal that result from a major research programme. The High Streets Task Force encourages town centres to adopt a route map to recovery which is based around the four R's.

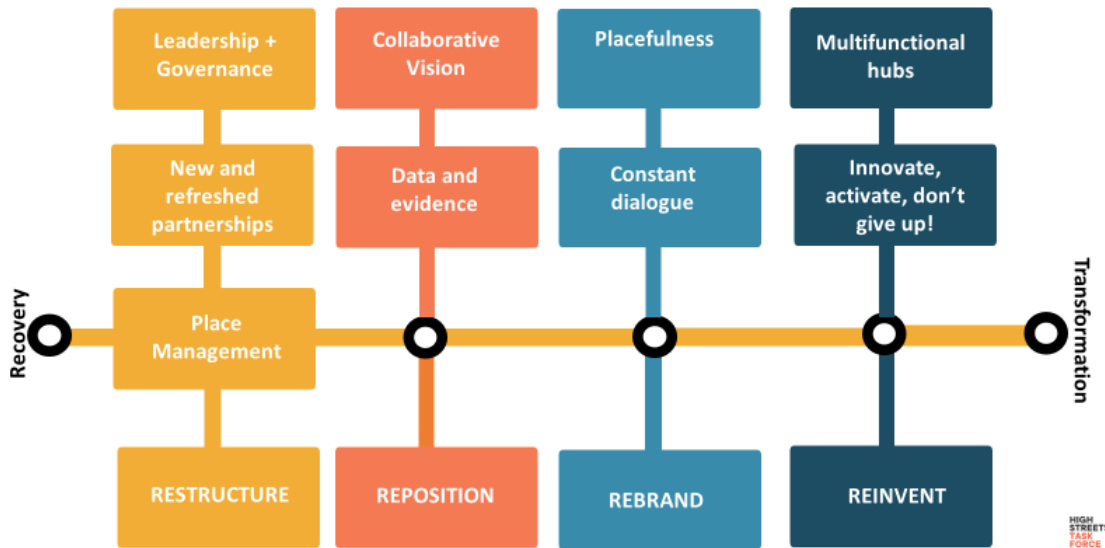


Fig 6: Transformation routemap

It is vital that local stakeholders have a well communicated plan that recognises the tasks that need to occur to manage recovery and longer-term transformation. This is effective place management and is what gets you from a collection of investments and actions onto a path of transformation.

An editable version of the transformation routemap with instructions can be downloaded¹ to help you plan the delivery programme. Depending on where you start, this Route Map will take time to deliver but is a useful tool to plan out both short and long-term priorities. Actions under

¹ <https://www.highstreetstaskforce.org.uk/transformation-routemap-webinars/create-a-transformation-routemap-for-your-town/>

each R may happen simultaneously, consecutively, or repeatedly. Further detail on each of the 4 Rs can be found in the supporting resources on the High Streets Task Force website.²

The general feeling amongst workshop participants was that Middlesbrough was working its way from Reinventing to Rebranding with some Restructuring required. There is an immediate need for a better co-ordinated communications programme, coupled with place activation activities. It was acknowledged that reviewing and gathering data was an important first step to informing the Reinventing and Rebranding strategies and activities.

Agreed key actions are summarised in the table below, under each of the 4 Rs headings and split into suggested quick wins and longer term priorities.

- **Repositioning**

Footfall data and health checks information helps to assess a town's current functionality and position in the local and regional hierarchy and can highlight a need to review the Town Centre Vision and Strategy. It may also trigger a review of partnerships under **Restructuring**. Although we have no detailed footfall data, our external view of Middlesbrough as a large multifunctional centre accords with the views of workshop participants. To confirm this designation, however, would normally require analysis of two-years of hourly footfall data. Middlesbrough has collected annual data over a longer period of time which has helped to inform the Town Centre Strategy but hourly footfall data can give a useful breakdown of town centre usage over the day and week to identify the town's signature type and enable better targeting of events and activities and when businesses need to adapt offers/promotions etc. The shopping centres and some retailers collect some of this data and can advise. In addition, the HSTF provides a detailed footfall data analysis facility through Springboard, and even guidance on manual footfall counting.

Through our own observations, the town possesses a good retail offer, and it appears to serve the local catchment well, although it is recognised the town lacks certain retail, which residents probably access by visiting other nearby centres and out of town retail parks. Additionally, the town does not have a strong family friendly day to evening offer, as we might find in a speciality town. The feedback from the workshop participants suggested that although some tourists will be present during certain times of the year related to the hosting of major football and music events, the centre needs to do more to attract the wider catchment area and young people.

Repositioning: Priorities for Middlesbrough	
Quick Wins	Medium to Longer Term
Review available footfall data, eg shopping centre, transport hubs, education establishments, annual Council healthchecks information and High Streets Taskforce footfall data	Continue to track effectiveness of interventions in the town centre through monitoring and interpreting footfall data (volume and pattern of activity), providing impact assessment of events etc.

² <https://www.highstreetstaskforce.org.uk/frameworks/4rs-regeneration-framework/>

Establish a clear and consistent method for collating footfall data e.g., ideally installation of automated footfall counters in other key town centre areas.	Assess available footfall data patterns from public sector partners to inform project and activation programmes
Ensure footfall data is widely available, perhaps through an online town centre stakeholder hub/app that can be accessed by local traders, event organisers and other place-based stakeholders to demonstrate success of delivery.	Maximise High Streets Taskforce data collection, analysis and data communication tools and training for local government officers and other local stakeholders
Utilise technology to understand perceptions, support businesses and the town centre to have an online presence reflecting changing retail and consumer/visitor trends	Continue to monitor place perceptions, eg through external media sources/websites such as TripAdvisor etc. This can help to monitor/develop Action Plan priorities/progress

Repositioning supporting resources:

25 Priority Interventions:

e-learning <https://www.highstreetstaskforce.org.uk/frameworks/25-vital-and-viable-priorities/>

Understanding Place Data Video Resources:

<https://www.highstreetstaskforce.org.uk/courses/understanding-place-data/>

Developing Collaborative Inspiring Visions that Achieve Change:

<https://www.highstreetstaskforce.org.uk/transformation-routemap-webinars/repositioning-developing-collaborative-inspiring-visions-that-achieve-change-3-5/>

- **Restructuring**

Placemaking needs to be understood as something quite fluid, a source of energy and the capacity to bring about positive change and impacts in a collaborative fashion. It needs to involve all town centre stakeholders (and individual sections/services within the organisation) working in partnership rather than 'silo' working. Places need to be willing to restructure their management and governance models, so they are periodically reinvigorated and fit for purpose.

Workshop participants identified the need to develop a better structured working partnership that does not rely solely on the Council for delivery of key actions. This should be widened to include more town centre businesses, community and statutory stakeholders who can work together to review and develop a shared Vision, considering the changes identified in the Repositioning slide/information. Collaboratively working on Action Plan priorities can increase overall capacity and deliver positive impactful projects that will attract and retain local people, the wider catchment area, and visitors to the area.

Restructuring can also refer to the large-scale spatial planning required to address specific structural problems – for example if the town’s main anchors are too fragmented, or the centre of gravity has shifted to somewhere that is no longer in the town’s current designated core. Store closures are also impacting on property values and presenting new opportunities in many towns and cities for physical restructuring. Local governance arrangements, therefore, might also need to change where recent big regeneration projects have taken place or are planned to transform the centre.

Restructuring: Priorities for Middlesbrough	
Quick Wins	Medium to Longer Term
Key stakeholders, including additional town centre representative sectors and statutory organisations to revisit the Vision and Strategy through a High Streets Taskforce Expert Support Workshop in April and agree next steps to creating a wider partnership approach and vehicle	Long-term, this may involve establishing the feasibility of new Business Improvement Districts, together a review of good practice within existing BIDs in the county
Establish a town centre partnership group which includes a wider range of representatives from local businesses, community organisations and residents' groups to agree the shared Vision and develop the Action Plan priorities	<p>Delegate specific responsibilities to sub-groups, with the local authority supporting the facilitation and co-ordination of this network</p> <p>Work together with landlords of vacant units to improve and repurpose derelict buildings</p>

Restructuring supporting resources:

Diagnostic: capacity and structures for managing change (IPM):

<https://www.highstreetstaskforce.org.uk/resources/details/?id=ef1f3e38-3cd4-4241-82ac-9785e146b334>

Principles of Town Planning in relation to High Streets and Town Centres (RTPI) Video Resource:

<https://www.highstreetstaskforce.org.uk/resources/details/?id=2521f580-ea25-4b98-9ca3-2dfd152f51f4>

Town Centre Partnerships (URBED)

<https://www.highstreetstaskforce.org.uk/resources/details/?id=813e53a5-9810-4ee1-a02c-f1b6c25fcd82>

- **Reinventing**

Reinventing involves activating and animating the town centre in the short term, but with the long-term goal to become more multifunctional by diversifying attractions. Reinventing is recommended as a starting point on a place's transformation in a situation where there are clear and evidence-based plans for how the town needs to change to better serve its catchment communities, but where little is happening in the town to deliver the vision. Sometimes, as is the case in Middlesbrough where some of the major physical development schemes are complete, perceptions do not change towards the town, because the developments have not been *activated*. In these scenarios, a process of reinvention is needed. A programme of activities might draw in a wider range of residents from the local catchment or encourage existing users of the high street to visit more frequently. In summary, reinvention involves offering interventions that serve the community and draw in footfall and spend, through trials and experiments of new products, services, and activities in the town.

Examples of events and activities which quickly animate the centre, include interventions to create lively and inviting shopfronts, basic improvements to cleanliness and maintenance of stores and public realm, installation of new decorative lights, and the delivery of markets, festivals, and pop-ups. Walking tours, over recent years, have proven to be another effective place-making intervention, a low-cost way of animating the town whilst extending the visitor offer. Short-term measures like these, however, may serve a more strategic purpose.

Experimental place-making, and other trialling of activities might be used to test out the impact of road closures on traffic congestion, or pedestrian dwell-time, to build the case for permanent public realm schemes. Markets can be a lower cost/risk mechanism for introducing new products and services into a place. Consequently, reinventing can help places begin to adjust to structural changes in consumer behaviour, demographic change, or new technology. It might be focused on targeting specific social groups to make the high street a more inclusive place e.g., age or youth friendly or to encourage intergenerational activities.

Workshop participants felt it was important to further develop a programme of activities/events that highlights Middlesbrough's new and improved physical developments and creates additional USPs for the town. This in turn could increase town centre civic pride/change negative perceptions, increase ownership of the Vision and Action Plan as well as the number of town centre ambassadors and collaborative work to achieve key actions. It would also give people a reason to come, encourage families and provide a level of natural surveillance.

Reinventing: Priorities for Middlesbrough	
Quick Wins	Medium to Longer Term
Develop a coordinated activity programme with existing community/public sector networks, encompassing cultural, arts, learning, environmental and safety projects in the newly improved public spaces and underutilized areas of the town centre to create an expanded day to evening family-friendly leisure and retail offer. Activities should be clearly linked to named organisations/ individuals responsible for their delivery	Key stakeholders to encourage/assist in activation projects that produce positive health and wellbeing, safety, business support, skills training/updating and youth engagement outcomes Encourage meanwhile/exhibition space in vacant units Use footfall and other KPIs to measure impact on new activity
Expand the street markets programme and develop the Teenage Market, ensuring synergies with local businesses to maximise their trading opportunities	Encourage future town centre champions through a specific youth forum, developing projects to attract young people and students. These could be co-ordinated via Middlesbrough educational establishments
Review and share place activation ideas/events from across the Tees Valley	Encourage entrepreneurship via pop-up stalls/an entrepreneurs hub in vacant units

Reinventing: supporting resources

High Streets Taskforce Online Learning: Understanding Futures Users of the High Street:
<https://www.highstreetstaskforce.org.uk/frameworks/understanding-future-users-of-the-high-street/>

High Streets Taskforce Webinar: Reinventing – Making Vital and Viable Multifunctional Hubs:
<https://www.highstreetstaskforce.org.uk/transformation-routemap-webinars/reinventing-making-vital-and-viable-multifunctional-hubs-5-5/>

Festive Cheer: The local impact of Christmas markets
<https://www.highstreetstaskforce.org.uk/resources/details/?id=74cace59-3795-4432-aa0f-d6cd454f416b>

Market User Survey Template (University of Leeds):
<https://www.highstreetstaskforce.org.uk/resources/details/?id=fb737708-6be9-4b82-95c8-47db1b60c5e8>

- **Rebranding**

Rebranding is ultimately a three-way process. Firstly, place branding involves the communication of consistent, clear, and positive images of the town. The nature of this image, however, is not something that can be devised at a high level and imposed on a place. Rather, it should involve establishing an identity and sense of place that can engender pride, commitment, and attachment, and communicating this across the whole community. Following this, it is important that rebranding creates a sense of ‘placefulness’ – building on an existing identity or developing something new that people believe. To do this, local decision makers need to use communication channels to listen to what residents and visitors are saying about their town, an exercise which can be done relatively easily through social media analysis or town centre surveys. The branded place image must be one that is co-produced. Finally, the third process includes better stakeholder communications, not just marketing and PR activities. Otherwise, there can be a lot of great work happening on the ground, but the potential impact of this activity is confined, because other stakeholders who might add capacity or other support simply do not know what is happening in their own town.

Workshop participants listed as a top priority the need to improve communications about the narrative, successes and ongoing projects as well as promoting the town and its changing offer. Supporting more businesses to create an online presence individually and collectively via town wide promotional initiatives/social media was also considered important. This does need to be done in conjunction with key town centre community and resident stakeholders/groups.

Rebranding: Priorities for Middlesbrough	
Quick Wins	Medium to Longer Term
Review stakeholder communication and devise a process for sharing news, events, and knowledge amongst local stakeholders	
Develop low-cost and coordinated social media activity to communicate the centre-offer and increase its visibility to existing catchment and users.	Review alignment between Middlesbrough town centre promotional activities and Tees Valley marketing campaigns/materials/digital activities Review/further develop town centre website/app
Assess the town centre's digital footprint, e.g. establish how many local traders in the high street are active on social media or have a strong online presence and which community groups actively use social media	Undertake place sentiment analysis to inform and establish an evidence base for any wider reputational issues Establish training and support for local traders in relation to digital skills and branding

Rebranding: supporting resources

Understanding Place Sentiment

<https://www.highstreettaskforce.org.uk/courses/understanding-place-sentiment/>

4. Final recommendations and further resources

Some of the following recommendations should help structure your two-year programme. They are based on the recommendations and information we have collected and supplied across the layers of support offered to you throughout the programme. These recommendations mark the end of the direct support offered through the High Streets Task Force, but online resources, training and support is available through the website³.

Below is an outline of a suggested 2 year action plan for Middlesbrough town centre.

- 1) In the next six months you should...
 - Co-design the two year action plan with partners, local businesses and community organisations/groups and communicate this widely to local people and businesses
 - Launch a programme of activation (e.g. additional street markets, giving over space for community events, arts and culture projects etc) and invite the community and businesses to help programme and deliver it

Examples highlighted in workshop:

Shrewsbury Big Town Plan:

<https://shrewsburybigtownplan.org/>

We Are Withington Online Communications:

<https://www.facebook.com/WeAreWithington/>

Community Arts Centre/Projects, Altrincham in old Library building:

<https://www.inch-arts.co.uk/>

Environmental projects linked with Community Safety Team initiatives

Other examples highlighted on the High Streets Taskforce website:

Case study: Chiswick Flower Market:

<https://www.highstreettaskforce.org.uk/resources/details/?id=01841d14-0220-484c-b484-77b3d03d7278>

Case study: Paisley Town Centre strategy:

<https://www.highstreettaskforce.org.uk/resources/details/?id=403206d7-9d91-42fb-a94d-a5bb523e691b>

- 2) Within six months to a year you should...
 - Continue with the detailed plan for filling vacant retail with other uses, in consultation with landlords, strategic partners, businesses and the community

Examples highlighted in workshop:

³ <https://www.highstreettaskforce.org.uk/resources/>

Altrincham Forward Landlords Forum/Other national and international examples:

<https://e-space.mmu.ac.uk/id/eprint/623715>

Case study: Non-retail offer:

<https://www.highstreettaskforce.org.uk/resources/details/?id=28b0476b-e0e0-4259-addf-a0ee53fca8cd>

3) In the second year you should...

- Complete a feasibility study for launching a Business Improvement District (BID) for the town centre. BIDs have achieved notable successes in other areas in supporting business and providing longer term sustainability for the town and projects that create an attractive visitor and trading environment.

Case study: Strategic Management for sustainable high street recovery:

<https://www.highstreettaskforce.org.uk/resources/details/?id=0dfd4422-a69d-4f6d-b6f9-addccb890ecd>

Thank you for participating in the High Streets Task Force Programme. With your permission, the High Streets Task Force would like to check in with you after 12 months to evaluate how delivery of your transformation plan is progressing. Please indicate whether this is possible in your response to this report.

5. References/further reading

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