



Airedale Partnership

Shipton Town Centre Strategy

May 2008



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Shipley Town Centre Strategy

May 2008

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The ARUP logo, consisting of the word "ARUP" in a large, blue, serif font.

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The nearby waterways and investment in new residential development provides Shipley with significant latent potential.

Executive Summary

Introduction and Vision

This strategy sets out how and why action should be taken now and over the next few years to realise the full potential and secure the long-term future success of Shipley town centre.

The forward strategy for the town centre is based on a vision for Shipley in 2020 that has been derived from the analysis of problems that need to be addressed and consideration of the realistic potential future role, function and market niche for the town centre.

The vision for Shipley town centre in 2020 is for:

- A 21st century retail, leisure and service hub – for its surrounding population and the workforce of businesses in and around the town centre, capitalising on housing and business growth in the surrounding area, and Shipley's superb connectivity within the growing Leeds City Region.
- The heart of a dynamic and successful business district – the focal point for the continued development of the Shipley area as a high quality business location, providing the image, quality of environment and amenities that contribute to the area's attractiveness and competitiveness as a place to work and invest, particularly for knowledge-intensive businesses.
- A strong and attractive image, reflecting positive change in the town centre, and also promoted through events and marketing initiatives, enhancing Shipley's role as a retail and leisure destination, and contributing to and feeding off the positive image of the surrounding area as one with high quality parks, open spaces, historic environment (including the Saltaire World Heritage site), and cultural offer.
- A diverse, vibrant and high quality retail and leisure offer, combining multiple and independent retailers, a successful and attractive market, business services, and good quality cafes, bars and restaurants. A place where a diverse range of people want to spend time and spend money.
- High quality architecture and public realm with distinctive, well designed and maintained spaces and buildings, contributing to establishing and strengthening Shipley's position as a great place.
- The hub of a diverse and growing community, with new residential development increasing the number of people living in and around the town centre, with modern, high quality community facilities and services (including education, leisure, health and libraries) supporting the role of the town centre as the heart of the community.
- A well connected town centre, with good quality, safe and clear accessibility to and from its hinterland, and part of a high quality transport hub, with excellent pedestrian links, seamless access to the station, and good quality integration between rail; bus, car, cycling and pedestrian links.

Shipley Town Centre

Shipley is a market town that is part of Bradford District, with good connections by rail to Bradford and Leeds city centres and the other Airedale Towns. Shipley is designated in planning policy as a District Centre, providing a range of comparison and convenience retail, comprising a range of (relatively small) units occupied by national retail multiples, a large supermarket (Asda) on the edge of the town centre, and a wide range of independent retailers, an outdoor market, and an indoor market hall. There is also an increasing range of cafes, bars and restaurants, and a range of community facilities.

The heart of the town centre is the Market Square, around which the main retail units and the market hall are located. The square also accommodates the outdoor market, a small car park, and bus stops. The buildings around the

Market Square date from the 1960s. This development was considered bold and innovative at its time, but it has not aged well, and is particularly dated in terms of modern customer and occupier needs and perceptions. Other retail and leisure outlets are located in surrounding streets and the main arterial roads that fringe the town centre. These roads provide highly visible frontages, but also cause severance between the town centre and the railway station to its east, and with the residential and employment locations and small-scale retail to the north.

Future Potential – Shipley is on the Cusp

The Airedale Masterplan set a bold vision for Airedale and its main towns. As part of this vision, Shipley is identified as the International Gateway to Airedale with a town centre with huge potential to contribute to and benefit from the improving economic position of the area.

The Masterplan sets out ambitious proposals for change within the Shipley area, including transport investments to improve access to and around Shipley railway station, to remove traffic from the vicinity of the town centre and to unlock regeneration sites, large-scale remodelling of the town centre to improve its competitiveness as a retail trading location. The vision for Shipley outlined within the Masterplan is at the heart of Digital Airedale, an area experiencing jobs growth, particularly in the digital sector, supported by the Advanced Digital Institute to be located in Shipley.

Since the publication of the Masterplan, Shipley has moved forward. It is recognised widely as an attractive place to live, and connectivity with Leeds, Bradford, the other Airedale towns, Wharfedale, and beyond remain important strengths. The Victoria Mills residential scheme is now almost complete, helping to diversify and enhance the local residential offer, capitalising on the assets of the nearby Shipley Glen, River and Canal. There has been significant ongoing private sector investment in the town, in particular, in restaurants and Shipley's reputation as a place to eat out is growing. This repositioning of Shipley is underlined by the report in 2007 by Barclays Premier Banking that identified the Shipley area as home to some of the fastest household income increases in the region.

The nearby Saltaire World Heritage site is also a major asset, which has stimulated the local residential market as well as being an attractor for visitors. The former Filtronic offices at 'The Waterfront' have recently been acquired by GMI Property Company with ambitious plans for refurbishment and redevelopment to create commercial space for technology-based companies in the digital sector.

Shipley and the Canal Road corridor (connecting Shipley to Bradford Centre) have been earmarked for significant new housing development. The Leeds City Region's bid to government for New Growth Points initiative status and funding identifies the area as one of the four principal housing growth locations in the city region, with the potential to deliver up to 6,000 new homes. The City of Bradford Metropolitan District Council (CBMDC) has identified this corridor as one of the top regeneration priorities for Bradford District.

The council are supporting two ambitious infrastructure projects to improve connectivity and the quality of place throughout the corridor. The proposed £121 million Connecting Airedale transport package includes the Shipley Eastern Relief Road, improvements to Shipley Station, enhanced pedestrian links and public realm, and road junction improvements in the Shipley area. The Council have also committed to investigating the potential of building a re-instated Bradford Canal to act as a hub for new development.

Shipley town centre is uniquely positioned in relation to the transformation of the wider area, including the Airedale and Canal Road corridors. This transformation is underway already, and is set to continue apace in the future. This will result in the catchment of Shipley town centre growing and becoming more affluent, with changing consumer expectations and patterns of living, working, shopping and leisure. The challenge will be to improve and promote Shipley town centre to strengthen its competitive position, enabling it to exploit the opportunities presented by and contribute to the transformation of the wider area.

Future Potential of Shipley Town Centre – Main Drivers for Change

DRIVERS FOR CHANGE	DESCRIPTION	EVIDENCE / POLICY CONTEXT
Connectivity within Leeds City Region	High-levels of connectivity, particularly by rail, and position at the cross-roads between Leeds City Centre, the resurgent Bradford City Centre, the Airedale growth corridor, and Wharfedale	<p>Shipley has direct rail connections to Leeds, Bradford, the other Airedale towns, Wharfedale, and London.</p> <p>Leeds City Centre (Leeds is the largest concentration of financial and business services jobs in the UK outside London) is 12 minutes away by rail. 8 minutes away by rail, Bradford Centre (Bradford is England's 6th largest city) has ambitious plans for transformation.</p> <p>Airedale is identified as one of the main areas for economic transformation in the RSS, and has attractive residential areas and concentrations of businesses in the digital, advanced manufacturing and financial and business services sectors. Wharfedale provides attractive residential areas, and is home to several successful businesses.</p>
Employment and population growth and change	The economy and population of Bradford District is forecast to grow rapidly	The City Region Development Programme forecasts that 150,000 new jobs will be created in the Leeds City Region by 2016. The Shipley areas and Airedale and the Canal Road corridor provide a significant concentration of employment sites. Bradford District's Population is forecast to grow significantly over the next 20 years.
Housing growth and housing-led regeneration	Shipley and the Canal Road Corridor is likely to be a main focus for housing growth in Bradford District and the City Region	<p>Shipley and the Canal Road Corridor is identified as a primary area for housing growth within the City Region's Bid for New Growth Point Status. The area has the potential to deliver up to 6,000 new homes.</p> <p>The Canal Road Corridor Masterplan identifies this area as a key location for future housing growth, and the planning policy framework will be developed in the Shipley and Canal Road Area Action Plan.</p>
Transport improvements	The proposed Connecting Airedale Transport package will deliver significant benefits to Shipley Town Centre	<p>Transport investment is planned in a series of public transport and pedestrian improvements which will enhance access to, from and around the town centre and station.</p> <p>The proposed Shipley Eastern Relief Road will remove traffic from the environs of the town centre and will unlock regeneration sites.</p>
Position and interests of main land owners	There is evidence of substantial interest and commitment	Shipley is identified as an area with retail potential, indicated during discussions with the major leaseholders surrounding the Market Square. Investment is required to unlock the long-term vision for Shipley as a retail destination.
Commitment of Bradford MDC and the Airedale Partnership	Connecting Airedale Package and the proposals to reinstate the Bradford Canal	<p>The Airedale Partnership has set out a framework for promoting Shipley as part of the Airedale Masterplan.</p> <p>Specific transport and regeneration initiatives (Connecting Airedale and Bradford Canal) seek to improve and promote Shipley's identity within Airedale.</p>

Issues and Opportunities for the Town Centre

The positive recent change and planned future transformation means Shipley Town Centre has significant potential to be a successful, modern, attractive retail, leisure and service hub.

However, this wider latent potential is yet to be realised fully. The town centre faces several issues and problems, including:

- Business and customer perceptions of the town centre are generally negative;
- There is a problem of a “fragmented investment doughnut” – recent business investment has been on the fringes, not at the core of the town centre, and there are poor connections and integration between different parts of the town centre offer;
- There is no high quality public realm in the town centre and its environs;
- The retail and leisure offer is weak, integrated poorly, which generally means Shipley under performs for a town of its size and catchment;
- The town centre is connected poorly to its hinterland, including with the railway station, the main residential and employment areas and the Saltaire World Heritage sites, a problem that is exacerbated by the poor definition and quality of the main pedestrian gateways and routes and the severance caused by the major arterial roads;

- The outdoor Market Square (particularly the location and configuration of the permanent market stalls) and indoor market hall are problems due to their poor appearance, the way in which they block pedestrian routes and sightlines, and the generally poor quality of the market trading offer;
- There is a fragmented and unclear strategic framework for coordinating and targeting policy, management, action, and investment across different City of Bradford Metropolitan District Council (CBMDC) departments, and also across external stakeholders; a problem exacerbated by the lack of a clear vision and shared commitment and a weak long-term planning and development framework for the town centre; and
- The position of the main land-owners in Shipley town centre mean that there is an opportunity over the longer-term (from 2016, when the main leases expire) for securing investment in the substantial remodelling and redevelopment that the town centre needs if it is to really fulfil its potential, but there is a need to increase investor confidence in and awareness of the town centre's potential.

The Need for Action Now to Realise Longer-term Opportunities

Action is needed now to help secure the long term future success of the town centre. There is a need for short term improvements to help retain and attract customers and build investor confidence. This needs to take place alongside the formulation of a clear framework for the town centre's long-term development.

The long-term solution to realising the full extent of opportunities for Shipley town centre and to tackling its problems is to facilitate major redevelopment of the Market Square and the main blocks surrounding it. The position and interests of the main property owners, and the timing of leases on their retail units, means that a major opportunity for redevelopment could present itself from 2016.

The challenge for CBMDC will be to work with the main property owners to help develop a long-term development framework for the town centre. This could comprise seeking to develop new, larger and more attractive (for customers and occupiers) retail units, and a high quality public realm, as well as securing a more dynamic range of uses in the town centre. In particular there may be an opportunity to deliver new residential units and small business space above retail premises.

However this longer-term step-change will not be secured without investment in the short to medium term. Rental levels and yields in the town centre are currently low and fairly static. Despite the major potential for Shipley, customer, business and investor perceptions are at best mixed, and at worst negative. There is a need for action to improve customer perceptions, increase footfall and levels of spending, and build investor confidence. Work could begin now to start to address many of the problems and issues facing Shipley town centre.

There is also a need for CBMDC and its public sector partners to provide the private sector with the confidence of a coherent, stable long-term strategic framework for the town centre. This includes demonstrating a willingness to take action, potentially at odds with the short-term parochial vested interests of particular groups, in order to secure the long-term future for the town centre.

A vital part of this strategy for building investor confidence, and improving the management and long term planning for the town centre, needs to be through fundamental organisational and culture change within CBMDC. There is a vital need to put in place new structures and approaches in the Council so that investment, services and management across different departments and functions is focused more clearly and integrated more closely, and external relationships are managed more effectively to address the needs of the town centre.

It is only through such a positive direction of travel, and level and demonstration of public sector commitment, that the private sector is likely to be encouraged to invest in and drive forward the long term change necessary for Shipley town centre to realise its full potential.

Making it Happen: Strategy for Change

The main interventions that form the basis of the strategy for Shipley town centre over the short to medium term are set out below, structured around four main themes.

THEME 1: STRENGTHENING THE RETAIL, LEISURE AND WIDER TOWN CENTRE OFFER:

MAIN INTERVENTIONS FORMING THE BASIS OF THE STRATEGY

- Supporting a more diverse and integrated range of town centre uses;
- Re-invigorating and relocating the outdoor market;
- Improving existing retail premises and frontages;
- Promoting Shipley's potential to high quality retail chains and independents; and
- Attracting and fostering high quality independent retailers

THEME 2: DEVELOPING A MORE COHERENT STRATEGIC APPROACH TO THE MANAGEMENT AND DEVELOPMENT OF THE TOWN CENTRE:

MAIN INTERVENTIONS FORMING THE BASIS OF THE STRATEGY

- Developing a more integrated and focused approach across the different CBMDC departments;
- Securing widespread stakeholder commitment to the future strategy, focusing particularly on those stakeholders that have the main levers for change; and
- Strengthening the planning policy and development management framework.

THEME 3: CREATING A QUALITY PUBLIC REALM AND ENHANCING ACCESS:

MAIN INTERVENTIONS FORMING THE BASIS OF THE STRATEGY

- Improving the market place;
- Providing a quality public realm, and attractive main gateways to Shipley, redefining access and movement; and
- Developing a parking strategy.

THEME 4: ENHANCING SHIPLEY'S IMAGE AND BRAND IDENTITY:

MAIN INTERVENTIONS FORMING THE BASIS OF THE STRATEGY

- Creating a programme of events;
- Enhancing links with the Saltaire World Heritage Site and Airedale brands, and the Leeds-Liverpool Canal; and
- Continuing to promote the town centre through the local media.

Strategy Implementation

For this strategy and set of actions to be delivered the following factors will need to be put in place:

- Clear commitment, leadership and shared vision across CBMDC to achieve greater prioritisation and better coordination of activity, investment and strategic planning in relation to Shipley town centre;
- Structural change within CBMDC in terms of how the Council coordinate across different departments activity and funding in Shipley, and in terms of how the Council work with external stakeholders;
- An increase in resources dedicated to or focused towards Shipley town centre, including greater officer time, increased regeneration funding, and better targeting and coordination of mainstream investment; and
- Undertaking short-term actions within a coherent framework for long-term development and change in the town centre.

Summary of Recommendations

THEME 1: STRENGTHENING THE RETAIL, LEISURE AND WIDER TOWN CENTRE OFFER

SUB-THEME	RECOMMENDATIONS
Supporting a more diverse and integrated range of town centre uses	<ul style="list-style-type: none"> • Consider the potential for diversifying the range of town centre uses and strengthening the positive contribution that can be made from non-retail uses, identifying necessary changes in planning policy, and key investments. • Pilot the provision of small business space above shops or in the vicinity of the town centre in order to test demand and develop the most suitable model of providing business space. • Investigate the scope for remodelling and enhancing the library, creating a more active frontage that better relates the range of library services with the street and wider retail and leisure offer. This should include consideration of the scope for complementary commercial uses (i.e. café) to help support the library function and cross-subsidise the development. • Change planning policies and the development management framework to enable the above (see section 4.2.3).
Re-invigorate and Relocate the Outdoor Market	<ul style="list-style-type: none"> • Reconfigure and relocate the outdoor market to the frontages of Market Square, utilising temporary stalls. • Develop a proactive programme of support and promotion to seek to improve the vitality and quality of offer provided by the outdoor market, working with the existing market traders as well as encouraging new traders. • Encourage new market traders to operate in Shipley with the aim of reinvigorating the market retail offer and to support enterprise by rolling out to Shipley the existing “test trading” scheme currently supporting new market traders in Bradford Centre and Keighley.
Improving existing retail premises and frontages	<ul style="list-style-type: none"> • Establish a Premises Improvement Grant scheme for retail units in Shipley Town Centre, ensuring improvements are delivered to a high quality and with an appropriate degree of consistency.
Promote Shipley’s Potential to Quality Retail Chains and Independents	<ul style="list-style-type: none"> • Publish marketing material to publicise the potential for the retail sector to invest in the future of Shipley town centre and develop a marketing strategy to target the mainstream retail chains and good quality independents. This marketing aimed at investors needs to be distinct from marketing aimed at customers.
Seek to Attract and Foster High Quality Independent Retailers	<ul style="list-style-type: none"> • Encourage leaseholders to provide a range of flexible high-quality retail space to attract and establish new independent retailers. • Investigate developing a business support and advice programme aimed at independent retailers

THEME 2: DEVELOPING A MORE COHERENT STRATEGIC APPROACH TO THE MANAGEMENT AND DEVELOPMENT OF THE TOWN CENTRE

SUB-THEME	RECOMMENDATIONS
Developing a more integrated and focused approach across the different CBMDC departments	<ul style="list-style-type: none"> • CBMDC should review its corporate management and investment strategy for Shipley town centre, with the aim of achieving a sharper focus and better coordination of service delivery, investment and asset management. • CBMDC should establish a clear corporate vision and strategy for Shipley town centre, outlining how day-to-day and short term activity and investment can relate to this overarching long term vision; and • Establish within the Council a single point of contact for the Town Centre Manager
Securing widespread stakeholder commitment to the future strategy, focusing particularly on those stakeholders that have the main levers for change	<ul style="list-style-type: none"> • Retain the existing town centre partnership, clarifying its role, focusing mainly on short-term management and operational issues. • Establish a new mechanism for enhancing contact and liaison on strategic matters between CBMDC management and the key stakeholders that have the long-term interests in the town centre.
Strengthening the planning policy and development management framework	<ul style="list-style-type: none"> • Review planning policies and the development management framework with the aim of enabling a more diverse and integrated range of non-retail uses, particularly at the core of the town centre, and including residential development. • Set out a clear long-term strategic development framework for the town centre through the Local Development Framework.

THEME 3: CREATING A QUALITY PUBLIC REALM AND ACCESS

SUB-THEME	RECOMMENDATIONS
Improving The Market Place	<ul style="list-style-type: none"> • Re-develop existing outdoor market space as additional parking, whilst ensuring the retention of the outdoor market function. • Investigate feasibility of a new Market Hall to the South of the existing Square.
Providing a Quality Public Realm and Attractive Main Gateways to Shipley, Re-defining Access & Movement	<ul style="list-style-type: none"> • Develop a clear and coherent programme of access, pedestrian and public realm improvements, and incorporate relevant measures in the Connecting Airedale transport investment package, with the aim of • Achieving greater pedestrian priority in the area, including potentially to the east of the Market Square; • Defining the key gateways to the town centre more clearly, and delivering environmental improvements; • Better enforcement to tackle eyesore sites; • Enhanced and more legible pedestrian links to the town centre from the station and the surrounding main employment and residential areas, and the World Heritage Site, including improving pedestrian crossings across Saltaire / Leeds Road and Otley Road; • Investment in better signage in and around the town centre; and • Investment in better lighting and other measures to improve community safety, and to make pedestrians feel safer.
Developing a Parking Strategy	<ul style="list-style-type: none"> • Develop a parking strategy for Shipley Town Centre
Producing a Shipley Design Guide	<ul style="list-style-type: none"> • Produce a design guide for Shipley town centre.

THEME 4: ENHANCING SHIPLEY'S IMAGE AND BRAND IDENTITY

SUB-THEME	RECOMMENDATIONS
	<ul style="list-style-type: none"> • Investigate how a programme of town centre events could be developed, funded and publicised. • Consider how the brand identity of Shipley town centre could be linked more clearly to the Saltaire and Airedale brands. • Work with British Waterways to develop the destination management plan for the Shipley and Saltaire section of the Leeds-Liverpool canal and canalside area. • Continue to market Shipley as a retail destination, utilising different forms of media to publicise the retail offer and events in the town centre.



Westgate provides a thriving home to the town centre's evening economy.



The Connecting Airedale transport investment package will help to reduce the negative impact on the Fox Corner junction.

1.0 Introduction

1.1 The Role of the ShIPLEY Town Centre Strategy

This strategy provides an assessment of the current position, issues and future opportunities for ShIPLEY town centre, recommending a series of short to medium term actions necessary to secure a successful long-term future for the town centre.

The strategy identifies that there is significant potential over the medium to long term to reposition the role of the town centre, strengthening its attractiveness and competitiveness as a retail and leisure destination, and enhancing its role as service hub and focal point for its increasingly successful and affluent catchment surrounding residential and employment areas. But there is a range of problems and issues facing the town centre, which are affecting investor and consumer perceptions and confidence, threatening the ability to secure the town centre's long term future.

The strategy recommends a series of actions to improve the physical fabric and layout of the town centre, to support the development of a more dynamic and vibrant business base and to improve the way Bradford Council manage and deliver services for the town centre and plan for its long-term development. The emphasis is on outlining a route-map of short to medium term interventions that are realistic and affordable, and can help put in place the conditions to secure long term change.

This strategy complements the Airedale Masterplan, which set out an ambitious overarching vision for the long-term development and transformation of Airedale and its towns. The proposals in the Airedale Masterplan were for significant remodelling of ShIPLEY town centre and its links to ShIPLEY railway station and the surrounding area. Such significant transformation will only be achievable over the longer-term, and would require substantial private and public sector investment. To complement the Masterplan, and to build the level of investor confidence necessary to secure long-term change, there is a need for programme of achievable incremental improvements to be delivered in the interim period. This is the role for this town centre strategy.

1.2 Process for Producing the Town Centre Strategy

Funding from the Local Economic Growth Initiative (LEGI) was provided to produce the town centre strategy, reflecting the importance of the town centre in terms of the business base of ShIPLEY. A steering group, convened by the Airedale Partnership, oversaw the work. This included the town centre manager and manager of the LEGI programme. Analysis was undertaken of issues in the town centre, the wider context of change in the surrounding area, customer perceptions (based on the survey work undertaken for the Bradford District retail study), and discussions were held with main property owners. A workshop involving representatives from relevant City of Bradford Metropolitan District Council (CBMDC) departments was held to test and discuss emerging proposals.

1.3 Structure of the Town Centre Strategy

The strategy is structured as follows:

- Section 2 sets out the context for the town centre;
- Section 3 provides the analysis of the current position of and issues for the town centre;
- Section 4 considers the implications of this analysis and includes the vision for the town centre;
- Section 5 sets out recommendations for action; and
- Section 6 outlines an implementation framework and an indicative action plan.



The existing Asda store is an important component of the current retail offer.



The existing Arndale Centre presents a future opportunity for change.

2.0 Shipley Town Centre in Context

2.1 Introduction

This section considers the main issues for the strategy; the importance of town centres, the current role and context for the town centre and an understanding of the opportunities and issues that the strategy needs to address.

2.2 Description of Shipley Town Centre and Its Catchment

2.2.1 LOCATION OF SHIPLEY TOWN CENTRE AND ITS SURROUNDINGS

Shipley is a market town located at the southern gateway to the Airedale Corridor, as the first of the three towns of Shipley, Bingley and Keighley that are at the core of the Airedale Masterplan strategy. Shipley benefits from excellent rail links to Leeds and Bradford, and with the rest of Airedale and Wharfedale. It also benefits from good road links along Airedale to the northwest and with Bradford and it at the hub of the local bus network. Shipley is shown in its local context in Figure 1.

To the immediate east of Shipley lies the World Heritage Site at Saltaire. Shipley is well placed to share the economic benefits derived from Saltaire's tourist attractions, including Salt's Mill. Shipley has attractive canal side environments, the Rive Aire and the nearby Shipley Glen (home to Britain's oldest working cable tramway) as well as the extensive Roberts Park (this has been the subject of a recent successful funding bid for improvements). This park extends to form a continuous green wedge along the north bank of the Rive Aire that stretches all the way to the Otley Road Bridge, just north of the Fox Corner junction near Shipley town centre. The historic built heritage, dramatic topography and good open spaces combine with the excellent accessibility to ensure there is significant latent potential in the local residential market. Projects such as Victoria Mills are capitalising on these assets.

The Canal Road area lies to the south of Shipley. This is an existing industrial area which will be the focus of substantial change and regeneration, led through the Bradford Canal Road Corridor Masterplan. This is supplemented by more recent proposals for reopening the Shipley – Bradford canal spur, and the 'Bradford – Shipley Canal Corridor' area formed an important part of the Leeds City Region New Growth Points submission.



Figure 1.

2.2.2 CONFIGURATION OF SHIPLEY TOWN CENTRE

The core of Shipley town centre is compact, and dominated by the Market Square and the Asda supermarket, connected by the pedestrianised Well Croft. The Market Square is framed by buildings on all four sides that are the result of post-war development, characterised most strikingly by the Market Hall Clock Tower. Whilst this was a bold and coherent scheme when implemented, the built form is now dated and has now fallen out of favour and the shape and configuration of retail units do not suit modern requirements. The Shipley annex of the Airedale Masterplan provides a useful historical summary of the development of the town centre.

The retail core of Shipley comprises the post-war Market Square area incorporating the distinctive Market Hall building, the popular retail frontage to the immediate north of the Market Hall, Asda to the south-west of the Square, and a small cluster of retail businesses along the southern frontage of the Leeds-Liverpool Canal. It is contained to the north and east by Otley Road and Saltaire Road, whilst to the South and West there is no distinct edge to the retail core, which merges with the nearby residential areas.

The town centre is segregated physically from many of the surrounding areas. The severance caused by Commercial Street / Saltaire to the north and Otley Road to the east is the worst example of this, compounded by the extensive Fox Corner junction where these roads meet. This has a particular impact on access between the town centre and the railway station, as well as to and from the Wharf Street / canal side areas to the north. The latter desire line is also impeded by the Market Hall building and Westgate itself, all of which are strongly orientated east-west.

2.2.3 THE TOWN CENTRE OFFER

The retail and leisure offer at the core of the town centre mainly comprises of a limited range of local high street multiples and banks / building societies clustered around the Market Square. Retailers include Boots the Chemists, Woolworth's and Wilkinsons. The shop units around the Market Square are generally small in size, and the configuration of the units (long, with narrow frontage) is less than ideal. The first floors of the buildings are generally under-used, providing limited storage and administration areas. There are also some independents, such as a butcher and a café / snack take-away on the Market Square. In general the type of retailers and the type of stock is aimed at the mid to lower range of the market. There are also some multiples that front on the Otley Road, including Argos, and Bathstore. Asda to the south west of the town centre is a major part of Shipley's retail offer, attracting significant footfall to the town centre, but also competing with other retailers.

In the streets surrounding Market Square, and north of Leeds Road there is a range of small independent, mainly (but not solely) convenience, retailers. These include some retailers providing general goods (such as hardware or electrical stores) as well as more specialist shops (such as upholsterers).

The outdoor market takes place three days a week on the fixed market stalls in the Market Square. The market generally offers fairly standard food produce and general bric-a-brac. The indoor market hall accommodates a range of more niche traders, but also has a large proportion of vacancies, and it suffers from low footfall and from being dislocated (partly as a result of a change in levels) from the Market Square.

The fringes of the town centre and the frontages to Otley and Leeds Road provide an increasingly wide-ranging and good quality choice of restaurants and bars, some of which have resulted from significant recent investment. This is evidence of the spending power in the town centre's catchment, and as a result Shipley is becoming a successful destination in terms of the evening economy. However, these restaurants and bars are not well-integrated with the core town centre retail offer, and therefore do not contribute a great deal in terms of the town centre's image and attractiveness as a place to shop, or in terms of increasing shoppers' dwell-times in the town centre.

Also within the town centre are a range of civic and community facilities, including Shipley Town Hall, Shipley Library, a community centre, and a youth café / drop-in centre.

2.3 Competing Locations

In retail terms, the town centre has a significant natural catchment which includes the town of Shipley, Baildon, Wrose, Frizinghall, Esholt and Greengates. However, Bradford city centre is very accessible to many of these places, and the retail offer of the city centre will be strengthened once the Broadway development is delivered. Keighley is a strongly performing centre further up Airedale which will draw trade from the areas west of Shipley.

Increasing mobility and the relationship between shopping and where the local population works means that major retail destinations elsewhere in the city region are attractive to residents. Leeds will draw a significant amount of trade from Shipley, particularly for higher order retailing. The large out of town retail parks near the M62 motorway at Birstall and White Rose are also within driving distance.

Nearby Saltaire (including Salts Mill) provides a significant range of relatively upmarket restaurants, bars and cafes, as well as craft, furniture and outdoor equipment retail and leisure retailers.

The challenge therefore is for Shipley to identify and build upon a niche within the local retail hierarchy. CBMDC has recently commissioned a retail study for the district, and the results of this analysis are considered in more detail in the next section.

2.4 Recent Changes in Shipley's Catchment

Positive change is occurring within Shipley, with significant residential activity. This is typified most obviously by the Victoria Mills development, although a number of schemes have either been developed or are planned that capitalise particularly on the waterfront locations along the canal and the other assets of the area including accessibility. In this respect there remains significant future development potential along Dockfield Road to the north east of the town centre. The high-quality apartments at Victoria Mill are predominantly aimed at professionals and commuters utilising the rail links to Leeds and Bradford. Sales prices for units still available at the development range from in the region of £150,000 to £335,000, compared to average prices in Shipley in 2007 of £167,391. The strong position of the Shipley residential market is underlined by the annual growth in average house prices in Shipley of 4.7% between 2006 and 2007, compared to growth of 1.4% for the Yorkshire & Humber region.

The Government's key objectives for town centres is to promote their vitality and viability by:

- planning for the growth and development of existing centres; and
- promoting and enhancing existing centres, by focusing development in such centres and encouraging a wide range of services in a good environment, accessible to all.

Paragraph 1.3, PPS6

There are ongoing developments in the high-tech business sector. The digital cluster around Shipley and Saltaire continues to thrive and the recent acquisition of the former Filtronic building on Salts Mill Road by GMI heralds another round of commercial development with companies in the digital sector being the target occupiers, which are likely to include the Advanced Digital Institute.

The ongoing changes to the range and quality of local housing stock, good local employment and the latent physical assets of the area present an opportunity for the town to reinvigorate its economy and branding as a popular residential and commercial location. The town centre in Shipley could benefit from this, but similarly needs to be in a position to reinforce the 'Shipley proposition'. It is evident that the ongoing growth and investment in restaurants in the town centre is being driven in part by the changing nature of the town's catchment.

2.5 National Context

2.5.1 NATIONAL POLICY FOR TOWN CENTRES

Town Centres are a vital component of successful and vibrant communities. Acting as a focal point for retail, commercial, social and leisure facilities, successful town centres are also an important means of securing wider sustainable development objectives, reducing the need for travel, particularly by car, by maximising linked-trips.

This is recognised in national policy, in particular through Planning Policy Statement 6, Planning for Town Centres, which includes the Government's Objectives for Town Centres.

PPS6, the further advice identified in Annex B and the companion advice set out in Planning for Town Centres: Guidance on Design and Implementation Tools, provide a good range of principles and tools available to address town centre planning and transformation. More recently, the role of retail and town centres and retailing to achieving wider regeneration outcomes was highlighted in the joint Business in the Community / CLG project Under-served Markets: Retail and Regeneration, which included a case-study based on Bradford city centre. The resulting output provides practical advice to the retail and property sector as well as local authorities on realising the benefits of retail-led regeneration.

The over-riding messages from these documents are the importance of:

- establishing a clear strategy and vision for town centres in partnership with stakeholders including the private sector;
- making pro-active use of the plan-led system to establish a degree of certainty the role of different town centres and proposals for development and improvement; and
- the importance of day-to-day town centre management and town centre partnerships.

These national objectives and tools framed the brief for this study and the approach and recommendations it set out.

2.5.2 TOWN CENTRE MANAGEMENT AND BUSINESS IMPROVEMENT DISTRICTS

There is widespread recognition of the importance of successful town centres, and in particular of town centre management, to creating high quality places. The common model of town centre management (and the one that applies in Shipley) is for a town centre manager to seek to coordinate the delivery of services in the town centre, to act as a single point of contact for businesses, to build a partnership of the relevant bodies with interests in a town centre, and to act as a catalyst for action in terms of improvements and promotions to help improve the town centre's competitive position.

Business Improvement Districts (BIDs) are a new and innovative way to encourage investment. They are part of the government's long-term strategy to encourage partnership working between a Local Authority and the business community. A BID is a defined area within which rate-paying businesses decide on new improvements to help transform their area and then vote to agree the investment. This money is then ring-fenced to provide the improvements agreed through the BID strategy.

BIDs allow businesses in a defined area to vote on which additional services they want to invest in, to improve their trading environment. This gives local businesses the power to effect changes that will benefit them in their local community. Changes and improvements could include targeted street clean-ups, improved signage, promotions and events to increase the profile of retail centres.

2.5.3 RETAIL AND LEISURE TRENDS

At national level the following main retail and leisure related trends are relevant to Shipley Town Centre:

- The emergence of an increasingly important group of consumers that are cash-rich but time poor, valuing convenience;
- A changing relationship between where people earn and spend their incomes;

- The emergence of food and drink, particularly restaurants, bars and cafes as a major and growing consumer sector;
- The concept of retail as “theatre”, with the overall shopping experience, including the wider supporting leisure offer and place image being important as well as the range of retail outlets and products; and
- Widening disparities in incomes, leading to a divergence (in some cases between centres in close proximity to each other) between retail markets and offers, although in some cases (mainly in larger centres) a broadening of their markets.

2.6 Regional and City Region Policy Context

2.6.1 REGIONAL OBJECTIVES FOR TOWN CENTRES

The Regional Economic Strategy puts ‘Great Places’ at the heart of the region’s economic renaissance agenda, recognising it as a binding principle for realising transformational economic change. Attracting and retaining creative and skilled people, as well as improving the quality of life of existing residents is important in an increasingly competitive economic environment.

Town centre policy in the Yorkshire and Humber Plan (May 2008) focuses on strengthening the identity and role of sub regional cities and towns as accessible and vibrant focal points for high trip generating uses. The objective is to secure development with a strong sense of place with a high quality public realm and well designed buildings, create and improve networks, increase public transport use, and create opportunities for walking and cycling. The plan seeks to prioritise interventions for the worst performing centres in order to create distinct, attractive and vibrant town centres which are the main focus for offices, retail, leisure, entertainment, arts, culture, tourism, sport and recreation.

2.6.2 CONTEXT OF PLANNED GROWTH AND THE SIGNIFICANCE OF AIREDALE

The Yorkshire and Humber Plan (May 2008) sets out ambitious and challenging housing and jobs growth targets for Bradford District. This plan sets out a forecast of 47,200 new jobs in Bradford District by 2016. Shipley and the Canal Road corridor have been identified as a key area of employment sites with capacity to accommodate a significant proportion of this jobs growth.

The housing targets in the Yorkshire and Humber Plan are particularly ambitious for Bradford District; delivering these targets would require a doubling of existing rates of housing completions. The Leeds City Region New Growth Points bid, submitted to government in October 2007, identifies Shipley and the Canal Road corridor as one of the four principal housing growth locations in the city region, with potential to deliver up to 6,000 new homes.

Alongside the future proposals for growth within the region, policy LCR1 of the Yorkshire and Humber Plan encourages regeneration and growth in Airedale, promoting employment and growth in the area. Within Airedale north of Bradford, the target is to provide infrastructure to support site assembly and improve access to town centres and public transport interchanges.

2.7 Bradford District Policy Objectives

2.7.1 BRADFORD DISTRICT OBJECTIVES FOR TOWN CENTRES

Creating a vibrant economy and a prosperous District is also a central part of the Bradford Community Strategy and vibrant towns and communities identified as a priority in the overarching 2020 Vision.

There is a clear policy-driver to secure the making of great places to facilitate wider economic and social outcomes, and town centres are a vital component in what makes a place great. This is further underpinned by the Economic Strategy for Bradford District, which identifies ‘Place’ as one of its three central themes, with delivery of vibrant centres identified as an action for achieving this.

2.7.2 THE AIREDALE MASTERPLAN

The overall vision for the Airedale Masterplan is for Airedale to be established as a creative, connected and lifestyle corridor with Shipley positioned as an international gateway to Airedale. The objectives are:

- Creative corridor - to promote innovation and enterprise, develop business premises and support skills and training; within Shipley this includes the ADI and Shipley College Creative and Digital Facilities;
- Connected corridor - to develop integrated transport and communications; and
- Lifestyle corridor - to promote vibrant town centres by recognising heritage assets and focusing regeneration on the town centre to enhance housing, retail, leisure and cultural facilities.

Part of the Airedale Masterplan focuses on Shipley and sets out the a vision for the town centre as an attractive market town which functions as a retail and service centre, and a well connected location that complements Saltaire. The priorities for change are reinvigoration of the central area focusing on the Market Square, improvements to the quality and variety of retail units and development of pedestrian links with Saltaire, the station and the canal.

2.7.3 THE LOCAL DEVELOPMENT FRAMEWORK

CBMDC plans to prepare a Shipley and Canal Road Corridor Area Action Plan (AAP) as part of the LDF. The aim is for the AAP to support local regeneration priorities in Shipley and along the Canal Road Corridor.

The AAP will focus on the delivery of regeneration and redevelopment along the Canal Road Corridor from the edge of Bradford Centre to the north and east of Shipley. It will also support the re-introduction of the canal and other major transport infrastructure. The AAP Issues and Options are due for consultation in November 2008.

CBMDC has also issued the Core Strategy Issues and Options (January 2008) for further consultation. This identifies Shipley and Canal Road Corridor as a location to deliver housing growth. The vision for the area in 2026 is housing and commercial development, facilitated by new transport infrastructure, with provision of community facilities, shops and open space. Therefore, the Core Strategy Issues and Options paper plans for expansion in the commercial base and housing offer within Shipley and along the Canal Road Corridor. The objective is to support this growth with the expansion of retail, leisure and services to create a vibrant town centre.

2.7.4 REGENERATION OF THE CANAL ROAD CORRIDOR

The CBMDC Executive are supporting two key infrastructure investment proposals, which would help transform Shipley and the Canal Road corridor.

The proposed £121 million Connecting Airedale transport package would deliver major improvements to Shipley Town Centre. The proposals include Shipley Eastern Relief Road, which will relieve Otley Road and Fox corner, taking traffic away from the town centre, and providing the opportunity to improve pedestrian access between the town centre and the railway station. The Connecting Airedale package makes provision for improvements to Shipley station, including a new eastern access to connect the station to a major development site, and a new access to Otley Road. The proposed package also includes a range of local access and pedestrian improvements around the town centre. Improvements to and realignment of Canal Road will unlock development opportunities to the north east of the town centre.

The other main investment project is the proposed construction of a new Bradford Canal, stretching from a junction of the Leeds-Liverpool Canal near Shipley town centre to Bradford City Centre. The canal would provide a focus for new development and a linear park, helping transform the quality of place and development potential of the Canal Road corridor.

3.0 Analysis of The Main Issues and Opportunities for the Town Centre

3.1 Introduction

Based on discussions with partners as well as a refresh of the baseline and contextual work undertaken for the Airedale Masterplan, a summary of the main issues is set out below.

3.2 Customer and Business Perceptions

Survey work undertaken to inform the current Bradford District Retail study has assessed customer and business perceptions regarding Shipley Town Centre.

The limited range and quality of the retail offer was identified as a main issue for customers in the town centre. The majority of respondents considered that the choice and quality of shops was “worse” or “much worse” than in other centres; and when asked how the town centre could be improved, an “increased range of shops” was identified by a higher proportion of respondents than any other measure.

The main reason for customers visiting the town centre was identified as to undertake food and grocery shopping. However a significant proportion of customers stated their primary reason for visiting the town centre was to access a bank / building society / post office or for work / college, highlighting the importance of the range of non-retail uses in attracting custom and footfall to the town centre.

The survey identified a perception from the existing business community that there was a need for an increase in the amount of town centre car parking. The on-street survey of town centre users to a degree reflected this need, with over 60% of the survey respondents who had travelled by car having utilised the free Asda Car Park. However the customer survey identified a fairly high proportion of town centre customers without access to a car.

Modernisation of the existing buildings and improvements to the existing environment were also identified as key to improving the town centre, with over half the business respondents indicating that the poor environment was a main barrier to their trading performance. Sign posting and more entertainment/leisure facilities were considered as key improvements by the business respondents. The need for additional entertainment/leisure facilities was also a key consideration in the town centre users survey.

Access to the town centre from new residential developments was also considered a problem by the Business community, who considered that the two trunk roads bisecting the town centre affected trade.

Overall the retail study identified a need for intervention to ensure that the town centre remains sustainable, indicating that the centre is dominated by small outlets, with little opportunity for larger retail outlets; the environmental quality of the town was also highlighted as a key area for improvement, including both basic services such as street cleaning and improvements to existing retail facilities.

3.3 The Fragmented Investment Doughnut

Recent investment in businesses and development activity has been cluster around the perimeter of the town centre. This investment has tended to be in high visibility locations and in locations where streets have retained their character and identity.

The Asda and Well Croft area provides a semi-detached element of the town centre that facilitates isolated shopping trips (i.e. car park, banks, post office, services and the full retail provision of Asda negate the need to venture further into town).

The Market Place and the buildings that surround it are preventing the fragments combining. The whole is currently weaker than the sum of the parts. This must be reversed with the Market Place acting as an integrator rather than a barrier. This fragmented investment 'Doughnut' is illustrated in Figure 2.

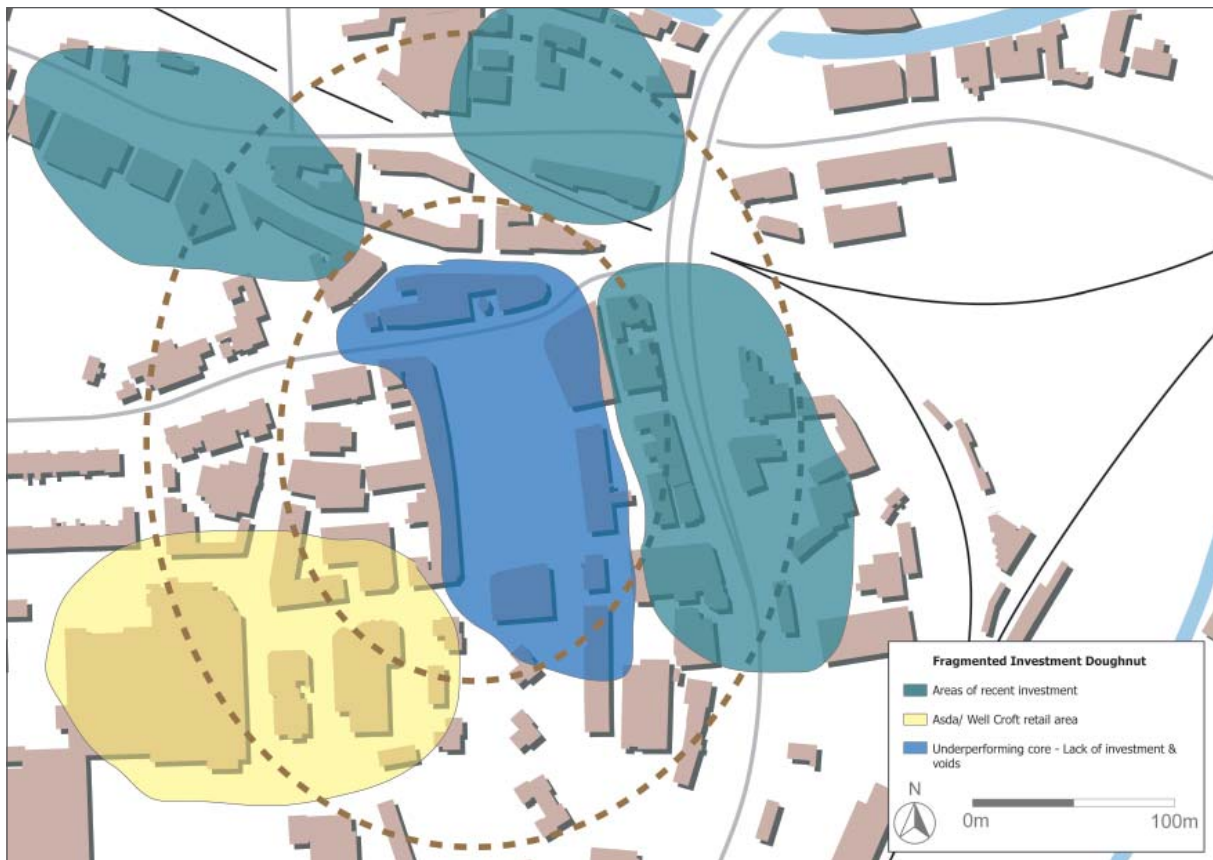


Figure 2.

3.4 Existing Townscape, Public Realm and Existing Buildings

3.4.1 PUBLIC REALM

The retail core should contain the highest quality public realm in order to support and encourage retail investment but does not. The town centre is virtually surrounded by poor quality public realm hence compromising potentially valuable walking routes. The routes to Saltaire, Victoria Mill and the Station are all dominated by weak public realm.

The priority for change within ShipleY town centre is the Market Place. The routes to and from the Market Place to other town centre and adjacent attractors and destinations should also be priorities. These priorities are articulated on Figure 3.

A strategic review of car parking should be undertaken to help change priority walking routes and free up valuable retail sites and public open space (the activities that should be in the centre of healthy towns). The existing parking in the Market Square is popular and draws shoppers to the heart of the retail core, as such a balance needs to be struck between encouraging visits to the town centre and providing an attractive, well designed public space, which in itself could become an attraction.

Signage, way-finding, information, lighting and security all need to be reviewed and co-ordinated to remove the perception of organic and haphazard growth.

The central area should be considered as a whole with serious consideration given to potentially reducing the size of the Market Place, reconfiguring the day market, and encouragement given to the redevelopment of obsolete and under performing retail space, possibly introducing compatible non-retail uses such as appropriate small business space.



Figure 3.

3.4.2 TOWNSCAPE

The townscape of central Shipley is weak but is adjacent to a number of high quality pockets to the north and west.

The town centre is almost encircled by a degraded poor quality environment dominated by major highways, employment land and informal open space creating a poor impression upon arrival.

The town centre is full of buildings that are in need of either extensive refurbishment or replacement. Some of the sites previously identified as opportunities have now been brought forward, these have tended to benefit from good visibility (food/drink) and capacity/location (residential).

3.4.3 EXISTING BUILDINGS: FRONTAGES

Frontage activity is fragmented and therefore lacks the benefits of critical mass. Frontage activity fails to consistently address what should be major areas footfall through the town.

Frontage quality is often poor and in some cases is concealed by excessive street furniture, signage and inappropriate planting/street trees. Panoramic views of the main retail frontages to the east and west of the Square are attached as Figure 4. Despite some recent refurbishment of the frontages along the western edge, the overall impression remains of poor quality units and there is limited appeal in Shipley as a destination.

3.4.4 EXISTING BUILDINGS: USES

The retail offer within Shipley is dispersed and fragmented over a large area which results in localised weakness characterised by void, lack of maintenance/investment and marginal retailing. There are a number of competing local or sub centres that threaten the viability of the core and affect its vibrancy.

The accessible retail catchment is located within the residential areas to the west where there is easy access to alternative retail centres. The existing residential areas to the east and the new residential quarter to the north are separated from the retail core by railway lines, major roads and topography. A food and drink belt exploits high visibility locations around the periphery of the town centre ignoring the natural meeting place (the Market Square).

The main issues around the Market Square are summarised on Figure 5.

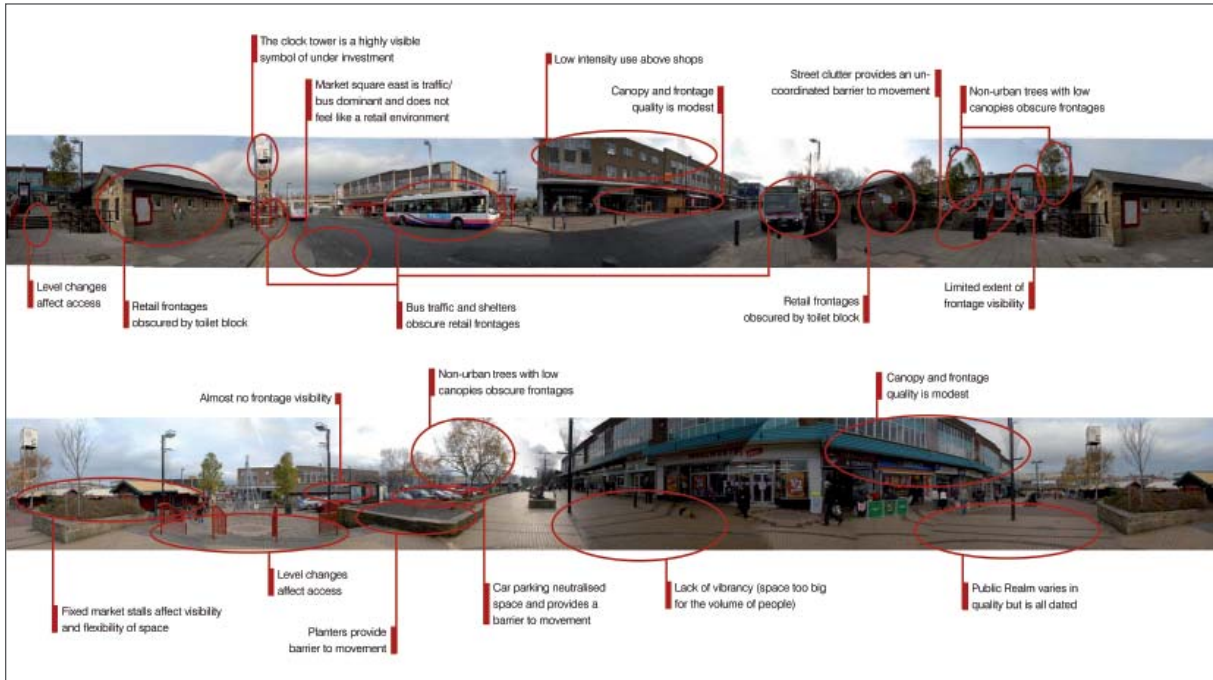


Figure 4.

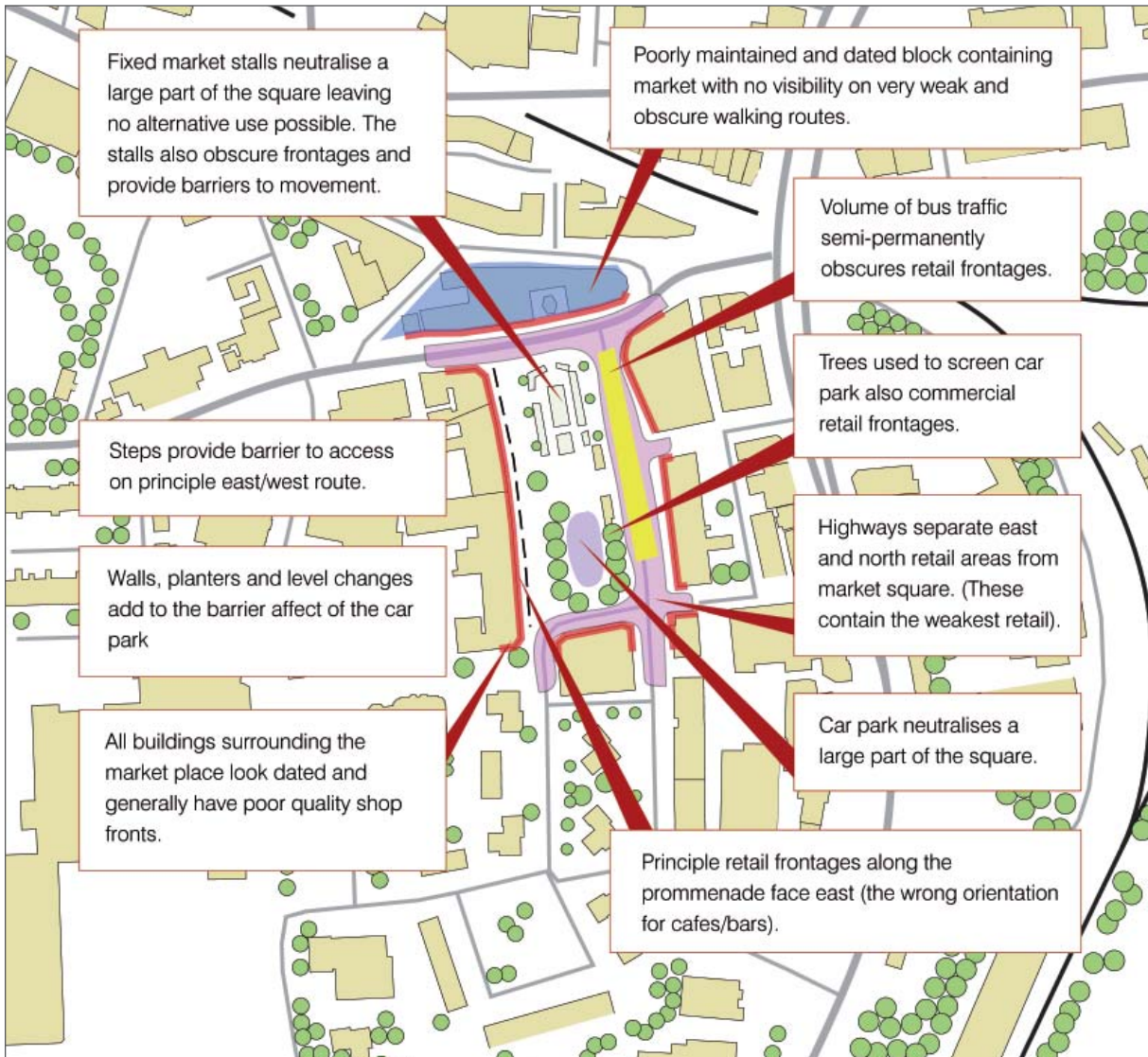


Figure 5.

3.5 The Retail and Leisure Offer

The retail core of Shipley is generally weak and under performs for a town of its size; however beyond the core Shipley has witnessed a growth of investment confidence over the past five years, particularly concentrated on high visibility sites fronting Commercial Street and Otley Road. This investment has been predominantly in food and drink uses (A3 and A4) with some office use (B1).

These new restaurant developments act as an attraction in their own right, often attracting customers from further afield than Shipley. However, due to their location on the fringes of the town centre, their role as an advertisement for the town centre, and in contributing to footfall and lengthening dwell-times in the town centre is limited. These active uses should be encouraged within the Market Square area.

The area to the North of the town is likely to remain popular and is likely to profit from the new residential development. Along the southern side of the Leeds-Liverpool Canal lies a number of small retail uses which appear to be thriving. The development of this area as a mixed-use area incorporating office use and retail should be encouraged, particularly as this area will directly benefit from the Victoria Mills development in close proximity. However the lane acts as a 'rat-run' linking Otley Road and Commercial Street, bypassing the traffic lights and as such unless vehicular access along this road is restricted, the development of this area will be limited.

The east of the Market Square has a weak retail offer, comprising a number of charity shops alongside vacant units; there is a clear disparity between the vibrancy of the eastern and western retail fronts, which is not aided by the existing clutter within the centre of the Market Square. Further east of the Market Square, close to the Otley Road there is a mini revival occurring with the establishment of new food and drink uses, alongside a new mixed use development along the eastern side of the Otley Road (incorporating A1 uses and residential development). However, there are key areas along this corridor which need significant improvement, including the Bowling Alley and the land to the front of this site which lies between Market Street and Otley Road.

To the south-west of the town lies an existing Asda supermarket, whilst this tends to dominate the retail offer within the town, users also tend to use the parking available here to access the town centre. The Asda store is not readily visible from the Market Square and there is a lack of direction between the centre and the store, which is exacerbated by the lack of branding or signposting within the town.

Initial indications are that the main private landowners within the retail core would be unwilling to fund any substantial improvements without a committed and integrated approach to the improvement of the Market Square from CBMDC. These improvements are therefore a priority to ensure the improvement of the retail offer within the centre.

A weakness of the town centre is the retail unit sizes it offers. Analysis undertaken for the Bradford District retail study shows that the majority of outlets in the town centre (52%) are small (less than 93 sq m), well above the national average of 39%. However, the preference for modern retailers is to seek relatively larger outlets, and there is evidence that requirements of some retailers considering Shipley as a potential location were unable to be met in the town centre because of unit sizes. The retail study analysis concludes on this point, "the configuration of retail outlets present in Shipley, which tend to be smaller outlets, do not meet the needs of modern retailers".

3.6 Town Centre Access and Wider Connectivity

The town centre is poorly connected to its hinterland to the east and north. The heart of the town centre contains poor quality, poorly maintained and dated buildings surrounding a fragmented, under performing and over-large space.

Walking routes are severed by highways and the use and quality of spaces compromised by car parking (in both cases pedestrians and town centre activities taking second place to the needs of the car). The predominance of the car within the centre, causes the potential for conflicts with other users including buses and pedestrians.

The Well Croft area to the southwest of the Market Square, whilst physically well connected to the wider retail core does not appear to be a coherent extension of the Town Centre. There is an obvious change in design, with the newer development in this area, however the main detractor is the lack of visibility to and from this area from the Market Square. This leads to a lack of connectivity between these two important areas of the Town with minimal pedestrian flows between.

The town centre is constrained by two major roads (Otley Road and Leeds Road) which provide transport routes into Leeds and Bradford, which dissect at the expansive Fox Corner junction. These roads dominate the surrounding area and there are inadequate pedestrian links across the road which leads to a degree of alienation between the town centre and the surrounding areas. The road network is not pedestrian friendly and does not lend itself to promoting increased use of the rail station, which itself suffers from poor accessibility and signposting from the town centre, with the existing access from Charles Street being in particular need of environmental improvements.

The central car park within the Market Square adds to the sense of clutter and disconnection between the east and west retail fronts, limiting pedestrian access across the square. Combined with the existing market stalls it clearly blocks visibility across the retail core, giving the impression of a reduced retail offer.

The Bus Stops within the town centre, to the east of the Market Square, also add to the clutter of the retail core. However these are of course an important feature of the town centre and should be retained.

There needs to be due consideration of improving the integration of the town centre within the wider area combined with an improved retail offer, in order to reap the economic benefits that the growing residential catchment will bring to the area, as well as promoting the links to Saltaire World Heritage Site.

The existing links into the retail core primarily appear to be through back streets and there is no apparent 'front door' to the town centre. This problem is exacerbated by the presence of some "eyesore" sites (such as the frontage of the Bowling Alley) at key gateways, with problems of poor environmental quality, including problems of small scale fly-tipping and refuse storage. Between the retail and restaurant units that front on to Otley Road and the retail units that front Market Square there is a problem of a fringe zone, characterised by the (poorly managed) backyards and servicing areas for these units, and semi-formal car parking areas (used by some restaurants).

The strategy also needs to consider environmental improvements to the outer fringe of the retail core, particularly where visible from the major roads, to draw people into the town centre. These improvements can also be built upon by the addition of sign-posting and branding of the town, potentially through signs and banners.

3.7 The Market Square and Market Hall

3.7.1 THE MARKET SQUARE

The Market Square is at the centre of the town's retail core and whilst this should be a thriving and vibrant focus for the town, the current appearance of the Market Square does little to inspire confidence that the town provides an attractive retail offer. The Market Square is cluttered and full of barriers to movement and visibility (both essential requirements for successful retail environments) including low canopy non-urban trees, car parking, bus shelters, fixed market stalls, walls and at the heart of the Market Square, public toilets.

Pedestrian flows across the centre are heavily constrained, which in turn has impacted on the viability and quality of the retail offer particularly to the east of the centre. There does not appear to be a coherent strategy for the Market Square and this has resulted in a piece meal approach to both its development and maintenance, resulting in a functionally confused and environmentally weak location.

Whilst the central market place is owned by CBMDC the ownership of the Market Square belongs to a number of different departments within the Council. Each department is committed to the upkeep of their own fragment of the town centre, without regard for the wider context of the overall development of Shipley.

The poor condition of the retail core is in part attributable to the fragmentation of land ownership within the Council, and a lack of co-ordination of environmental improvements within the town centre. Whilst there has been an improvement in the retail offer surrounding the retail core, this has largely bypassed the Market Square (the 'Doughnut' set out above). The popular retail attractions have good transport links, and it is difficult to replicate such a draw within the cramped Market Square; the square needs to develop an alternative offer, with the most obvious solution based around a high quality open space and varied retail/service offer.

It is understood that the inertia in the Town Centre could be perpetuated by the market traders who defend vociferously the status quo in Shipley. Despite this, it is acknowledged that the Traders represent a valuable element of the Shipley retail economy, but the development of the town centre needs to consider their interests in the round with the views of other users and occupiers of the town centre, including other retailers and residents of Shipley.

The visual appearance of the market stalls must also be an area for improvement. The permanent market stalls dominate the northern half of the Market Square and provide a permanent barrier across the square. The market is in use on Friday and Saturday, with a second hand market on Mondays. The stalls therefore lie vacant for over half of the week and due consideration must be given to improving the physical appearance of the Market Square. Improvements could incorporate utilising the market space on additional days, potentially through the promotion of 'destination markets', or farmers markets; such additional retail offers could help to promote the viability of the town centre at little cost. Improving the Market Square could allow for the development of the Market Square as a popular open space, allowing for uses and activities such as speciality markets, festivals and street entertainment.

The Market Square has the capacity to support existing businesses and encourage the positive trend demonstrated by recent investment. It has the capacity to act as both a catalyst and an accelerator for change. Without remodelling and enhancement the current pattern of development and investment activity within the town centre will almost certainly continue to follow the existing trend and focus on a perimeter belt and therefore fail to stimulate or contribute to the renewal of the Market Square.

3.7.2 THE MARKET HALL

To the north of the Market Square lies the indoor market hall. Whilst the exterior of the hall is dated and in need of improvement, the hall provides a distinctive landmark for Shipley incorporating the tall clock tower building to the south of the hall. The hall utilises the change in level of the land from the Market Square to the lower level Westgate beyond, providing a split level building which allows access to and from the retail core. The Westgate area provides floorspace for primarily local retailers and appears popular with both retailers and users of the town centre. This vibrancy needs to carry through to the retail core and the improvement of the market hall site will be instrumental in re-establishing a vibrant retail core.

The market hall is in need of substantial improvement to improve its vitality and provide an attractive gateway to the retail core beyond. To retain the hall and improve its condition, improving its internal and external appearance would require substantial investment and it is understood that the distinctive clock tower requires urgent repairs. Due consideration should be given long term to the redevelopment of the site, which would allow for the strengthening of access routes and sight lines into the market place from Victoria Mills, Saltaire and the Leeds Liverpool Canal.

3.8 Town Centre Management and Strategic Policy and Investment Planning Framework

3.8.1 THE ROLE OF THE TOWN CENTRE MANAGER

Whilst the town centre currently has a Town Centre Manager who is striving to ensure the improvement of the town, it is apparent that the predominant role of the Manager is one of 'fire-fighting' existing problems, and organising promotional activity, rather than a role of developing and delivering long-term strategic plans for the improvement of Shipley.

3.8.2 FRAGMENTATION OF ROLES

Fragmentation of the roles, remits and functions of different departments of City of Bradford Metropolitan District Council (CBMDC) is a major issue, and this includes (but is not limited to) asset management, Highways, Markets, and Libraries. Each department has an individual budget and strategy for the maintenance of their 'fragment'. Without a coherent strategy, or sounding board for the development of ideas for how Shipley should be maintained or even improved, communication and coordination between these 'owners' is retrospective, once primary strategic decisions have been made.

3.8.3 PLANNING POLICY

There is a challenge for the development and implementation of planning policy to respond to the specific issues, needs and opportunities in the town centre, and in particular to:

- Enable a more diverse and integrated range of non-retail uses, particularly at the core of the town centre, and including residential development; and
- To set out a clear long-term strategic development framework for the town centre.

There are a number of vacant units within the principal shopping area, predominantly along the eastern edge of the Market Square. Within the primary shopping area of Shipley there are policies restricting the level of non-A1 uses, such that a substantial proportion of A2/A3/A4 & A5 uses are discouraged. There is therefore potential that the take up of units within the centre is restricted by the potential for obtaining planning permission for a change of use from A1.

Leaseholders have confirmed that substantial interest has been shown by potential A2 users at locating within the Market Square. In respect of the A3/A4/A5 uses, it is of course appreciable that planning policy may seek to restrict those uses with a greater potential detrimental impact (A4: Drinking Establishments and A5: Hot Food Takeaways), however the recent amendments to the Town and Country Planning (Use Classes) Order 1987 (amended in 2005) have to a degree curtailed the ability for interchange between these uses without further planning control and potentially there is more scope for allowing Restaurant and Cafes (A3) into the core of the town centre, with appropriate controls, to encourage a degree of vibrancy into the centre.

There is of course scope to consider potential for small business space (A2 or B1) above the ground floor units, which would ensure the preservation of the retail frontage, as well as allowing a mixture of uses to ensure the centre remains viable.

3.8.4 STAKEHOLDER ENGAGEMENT

The current approach to engaging stakeholders in issues relating to the town centre is characterised as:

- Day-to-day contact between the town centre manager and retailers, council departments and the police to tackle problems and, when opportunities present themselves, to take-forward small-scale improvement initiatives;
- General contact between separate council departments and other parties on an ad-hoc basis;
- Particular stakeholder interest groups making their views known proactively and at times vociferously (for example the market traders);
- Ad-hoc contact between CBMDC and property owners and investors; and
- Community engagement via elected members and occasional consultation exercises, such as around the Airedale Masterplan.

In general there is a reactive and piecemeal approach to stakeholder engagement, with some stakeholders having a level of influence that is not commensurate with their ability to positively contribute, deliver and fund the improvements that can make a real difference to Shipley Town Centre. In particular there is a need to strengthen engagement with the main land owners, and key investment decision-makers with retailers (for multiples, this is generally not the store manager).

There is also a need to better understand, and connect with the perceptions of and aspirations for Shipley not only of existing customers in the town centre, but also of those that live in the area, but do not spend significant time or money in their main local centre.

3.9 The Position of Main Land Owners

Figure 6 shows the main landowners with interests in the core of the town centre. Discussions were held with these landowners as part of the research to inform this strategy.

Schroders are the owners of the largest and also the prime retail properties to the west of the town centre. Schroders have indicated and demonstrated a willingness to participate in and contribute to town centre management initiatives, and are likely to consider longer-term redevelopment opportunities. Their approach appears to be pro-active and forward-looking, informed by their success in re-positioning other town centres through successful redevelopment. The existing leases in Schroders block will expire in 2016, providing a potential opportunity for redevelopment, although the current low rental levels could be a barrier to major investment.

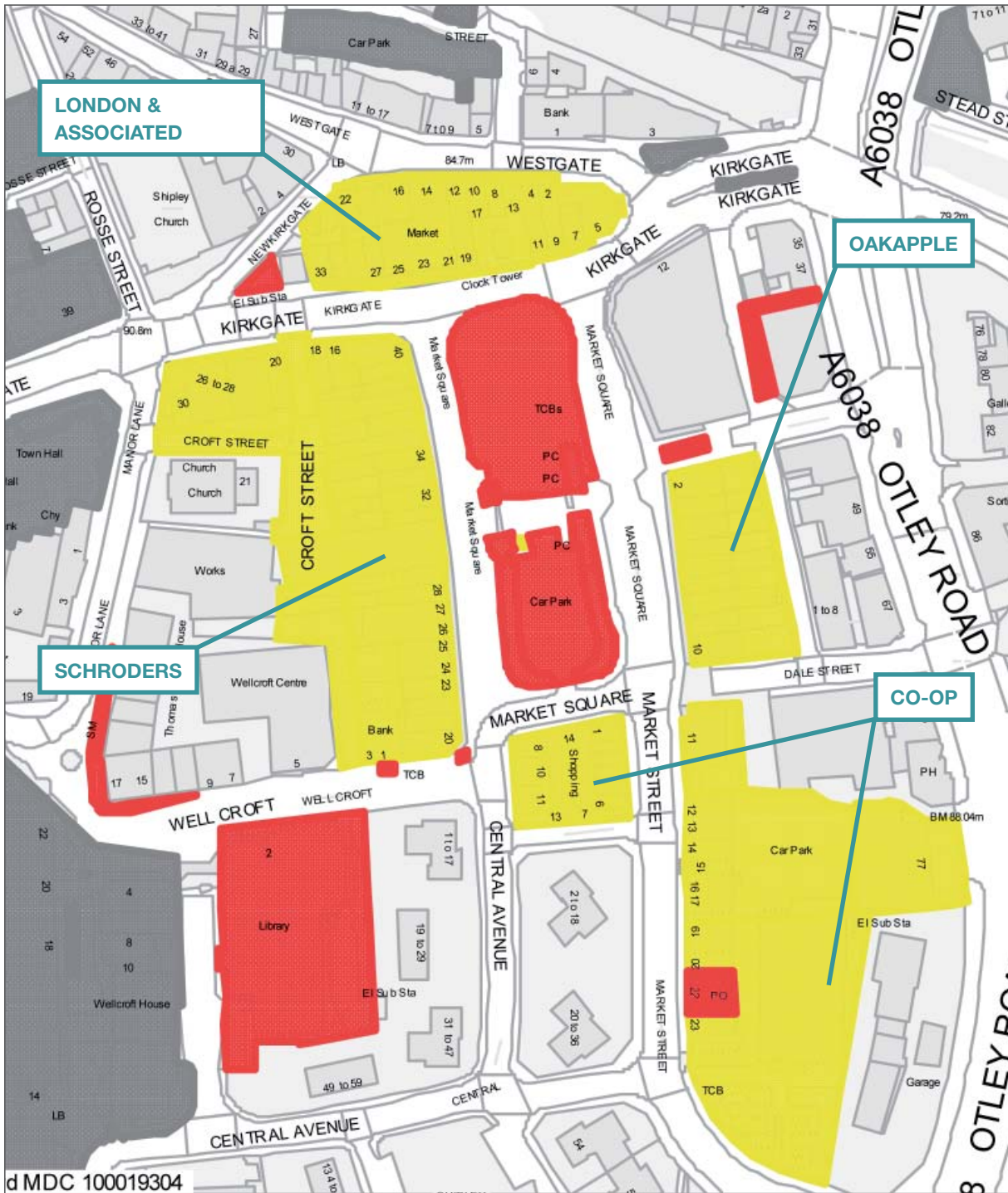
Oakapple acquired in 2007 the main block to the east of the Market Square. Oakapple have a track-record elsewhere in the Leeds City Region of repositioning their retail properties through redevelopment and / or strengthening the quality of their retail and leisure occupiers. Currently a range of "housekeeping" work is being funded and undertaken on this block, but there may be an interest in longer-term redevelopment opportunities, particularly when the existing leases expire in 2016.

Co-op own the small block to the south of the Market Square as well as a much larger plot comprising the retail properties on the east side of Market Street and the adjacent bowling alley and car park. It is likely that Co-op will dispose of these assets in the short-to medium term. This raises the possibility of these plots being acquired as a redevelopment opportunity. The bowling alley, currently a poor gateway to the town centre and low value use, could provide a significant redevelopment opportunity with either the potential to strengthen the town centre's offer, but also the potential to draw custom away from the retail core around the Market Square.

London and Associated own the indoor market and clock tower building to the north of the Market Square, and have not as yet been a particularly proactive investor. They have developed plans for removal of the clock-tower and adding additional storeys to the building to provide new residential units. However these plans are only outline in nature, and the feasibility of the proposals and the commitment of London and Associated to delivering them are unproven.

Walmart / Asda own and operate the supermarket store to the western edge of the town centre, accessed from the Market Square via Well Croft. The store attracts significant footfall to the town centre, but also attracts spending away from other retailers. The store's car park, which offers two hours free parking, is used by customers accessing the wider range of shops and facilities in the town centre. Asda have set out proposals for a significant expansion of retail floorspace within the store through addition of a mezzanine floor. This is likely to accommodate a significantly increased range of comparison goods, which could compete with other retailers in the town centre. There are no plans to re-instate the entrance to the store that fronts on to Well Croft.

CBMDC have several land-holdings in and around the town centre, the most significant of which is the Market Square itself, and the library on Well Croft.



- Council Land
- Council Land with Commercial Leasehold

Figure 6.

4.0 Conclusions, Vision and Way Forward

4.1 Conclusions The Current Position and Long-Term Potential of Shipley Town Centre

It is clear that Shipley town centre has significant long term potential. Its growing and increasingly affluent residential catchment, nearby employment developments, proximity to major visitor attractions, high-levels of connectivity, changing leisure and shopping patterns and planned public investment all point to the possibility of a successful future.

However the town centre currently punches below its weight as a retail and leisure destination. It is disconnected and dislocated from its hinterland, and from key points such as the railway station, surrounding main roads, and the Saltaire and Shipley employment areas and the World Heritage Site. Main pedestrian routes to and from the town centre are unclear and of poor quality, and the main gateways are not defined clearly and are blighted by eyesore (multiples and independents) and market traders, as well as raising the quality of existing town centre businesses.

The position of the main land-owners, and in particular the prospect for substantial redevelopment and remodelling of the town centre core post 2016 (when the main leases expire), represents a major opportunity for fundamentally improving the town centre. However this prize will not be achieved unless investor and consumer confidence in Shipley is enhanced in the short-to-medium term. A coherent planning, investment and management framework needs to be put in place for the town centre's long term development.

A vital part of this strategy for building investor confidence, and improving the management and long term planning from the town centre, needs to be through fundamental organisational and culture change within CBMDC. There is a vital need to put in place new structures and approaches in the Council so that investment, services and management across different departments and functions is focused more clearly and integrated more closely, and external relationships are managed more effectively to address the needs of the town centre.

In short, doing nothing and hoping for the best in terms of achieving major investment in the town centre, is not an option. Action and investment is needed now and over the next few years in order to secure the long-term future of Shipley town centre. These actions and investments should be incremental and achievable. They will deliver real and demonstrable benefits in the short to medium term, as well as helping build a sense of momentum and confidence in the town centres amongst existing and potential customers, businesses and investors. This confidence will be vital to secure the substantial investment over the longer term to fundamentally remodel, reinvigorate and reposition Shipley town centre.

There is therefore a need for a programme of interventions over the next 7-8 years to enhance the position of the town centre. These interventions should encompass:

- Strengthening the retail, leisure and wider town centre offer;
- Developing a more coherent strategic approach to the management and development of the town centre;
- Creating a quality public realm and redefining access; and
- Enhancing Shipley's image and brand identity.

Relevant interventions are recommended in section 5.

4.2 Vision: Shipley town centre in 2020

The vision for Shipley Town Centre in 2020 is for:

- A 21st century retail, leisure and service hub – for its surrounding population and the workforce of businesses in and around the town centre, capitalising on housing and business growth in the surrounding area, and Shipley's superb connectivity within the growing Leeds City Region.
- The heart of a dynamic and successful business district – the focal point for the continued development of the Shipley area as a high quality business location, providing the image, quality of environment and amenities that contribute to the area's attractiveness and competitiveness as a place to work and invest, particularly for knowledge-intensive businesses.
- A strong and attractive image, reflecting positive change in the town centre, and also promoted through events and marketing initiatives, enhancing Shipley's role as a retail and leisure destination, and contributing to and feeding off the positive image of the surrounding area as one with high quality parks, open spaces, historic environment (including the Saltaire World Heritage site), and cultural offer.
- A diverse, vibrant and high quality retail and leisure offer, combining multiple and independent retailers, a successful and attractive market, business services, and good quality cafes, bars and restaurants. A place where a diverse range of people want to spend time and spend money.
- High quality architecture and public realm with distinctive, well designed and maintained spaces and buildings, contributing to establishing and strengthening Shipley's position as a great place;
- The hub of a diverse and growing community, with new residential development increasing the number of people living in and around the town centre, with modern, high quality community facilities and services (including education, leisure, health and libraries) supporting the role of the town centre as the heart of the community.
- A well connected town centre, with good quality, safe and clear accessibility to and from its hinterland, and part of a high quality transport hub, with excellent pedestrian links, seamless access to the station, and good quality integration between rail; bus, car and pedestrian links.



Shipley Town Centre in its wider context, including Saltaire to the west.

5.0 Making it Happen: Strategy for Change

5.1 Strengthening the Retail, Leisure and Wider Town Centre Offer

5.1.1 SUPPORTING A MORE DIVERSE AND INTEGRATED RANGE OF TOWN CENTRE USES

Given the size and role of the town centre, and the positive nature of recent investment around the fringes of the centre, there would appear to be a case for a strategy based on diversifying the offer at the heart of the town centre. The aim should be to encourage investment in non-retail uses that can support the main role of the town centre as service hub and leisure destination, helping increase footfall and dwell-times.

This approach should focus on:

- Attracting investment from good quality cafes and restaurants in the vicinity of the Market Square, helping make Shipley's increasingly popular leisure offer more integral and less tangential to its offer as a retail and service destination;
- Encouraging the development of good quality small business units above shops or in the vicinity of the town centre, helping meet demand for this type of space, and helping strengthen footfall and spending power in the town centre;
- Recognising the importance of major community facilities in and around the town centre;
- Investigate remodelling of the library, which occupies a prime position and could relate better to the street and other town centre uses, adopting the model of 21st century libraries as providing a range of information services, blurring the boundaries between traditional models of library provision and modern approaches to retail and leisure business (i.e. through cafes, active frontages, multi-media etc);
- Encouraging residential development (thus increasing footfall and spending power) as part of longer-term development plans; and
- Enabling the above through a more flexible planning policy and development management framework to enable the development of a more vibrant mix of uses (see sections 5.2.3).

Recommendations

- Consider the potential for diversifying the range of town centre uses and strengthening the positive contribution that can be made from non-retail uses, identifying necessary changes in planning policy, and key investments.
- Pilot the provision of small business space above shops or in the vicinity of the town centre in order to test demand and develop the most suitable model of providing business space.
- Investigate the scope for remodelling and enhancing the library, creating a more active frontage that better relates the range of library services with the street and wider retail and leisure offer. This should include consideration of the scope for complementary commercial uses (i.e. café) to help support the library function and cross-subsidise the development.
- Change planning policies and the development management framework to enable the above (see section 4.2.3).

5.1.2 RE-INVIGORATING AND RELOCATING THE OUTDOOR MARKET

The outdoor market could be a real asset for Shipley, but currently does not fulfil its potential. There is scope to encourage existing market traders to improve the quality of their offer as well as seeking to attract new market traders to Shipley.

The permanent market stalls cause an obvious blight to the Market Place when not in use, creating an unusable space. A clear recommendation of this strategy is that these market stalls need to be reconfigured and relocated. The Market trade itself is a functional aspect of the town and should be retained. It is notable that a new town square is being created at Bingley without permanent market stalls, such a strategy (based on temporary stalls) could be implemented in Shipley allowing the space to be utilised at other times, or alternatively temporary market stalls could be accommodated on the frontages, as opposed to the centre, of the Market Place.

Whilst this approach is likely to be opposed vociferously by the market traders, it is an action that is vital to improving the town centre. It is important to note that the traders represent only a minority stakeholder interest, and it would be in the interests of a far wider range of stakeholders (including those with the long term interests) to address the issue of the market stalls. Moving and / or reconfiguring the market is also the type of decisive intervention needed from the Council to build confidence amongst investors in the town centre, demonstrating that there is a willingness to take difficult decisions and firm action for the good of the town centre as a whole.

The way forward needs to be about much more than simply changes to the format and / or location of the market stalls. It must involve working closely with the existing market traders, as well as attracting new traders to Shipley, seeking to raise the quality of the market trading offer. There is evidence, including from Bingley, that market trading can be reinvigorated as a result of physical remodelling as well as through support to market traders. There is scope for a “seeing is believing” exercise, showing market traders from Shipley the positive achievements associated with relocation and reinvigoration of other markets.

There is also a need and opportunity to encourage new market traders to operate in Shipley. This could help reinvigorate the (currently rather tired) market retail offer, as well as promoting enterprise. The existing “test trading” scheme to support new market traders in Bradford Centre and Keighley should be rolled out to Shipley. Links could be forged with local colleges that provide training in retail skills, to encourage retail entrepreneurship, with market trading offering an affordable route to market for start-up businesses.

Recommendations

- Reconfigure and relocate the outdoor market to the frontages of Market Square, utilising temporary stalls.
- Develop a proactive programme of support and promotion to seek to improve the vitality and quality of offer provided by the outdoor market, working with the existing market traders as well as encouraging new traders.
- Encourage new market traders to operate in Shipley with the aim of reinvigorating the market retail offer and to support enterprise by rolling out to Shipley the existing “test trading” scheme currently supporting new market traders in Bradford Centre and Keighley.

5.1.3 IMPROVING EXISTING RETAIL PREMISES AND FRONTAGES

Those retailers and small businesses within the town centre that see a future for Shipley and with a lease length greater than 5 years should be encouraged to invest in their units to improve the look and feel of the retail frontages occupied by small independents and support the viability of these shops.

A Premises Improvement Grant could be made available for capital works to premises at an intervention rate no higher than 50% or £5,000, which is ever is the lower. The award criteria could involve a simple application process and award panel deciding on applications against scored and preset criteria.

The outcomes from this intervention would include improved business confidence, physical improvements to premises and shop fronts, safeguarding of existing jobs alongside new job creation. The benefits are increased business confidence, a short term intervention and an intervention rate of half, which would still require a substantial

business sense investment from the business. There will also be benefits in terms of the overall appearance of the town centre, and through supporting independent retailers (an important recommendation of this strategy is to encourage good quality independent retail – see section 5.1.5). For these benefits to be maximised guidelines will need to be in place to ensure the improvements are delivered to appropriate standards, consistency and design quality. This could be covered by the design guide recommended in this strategy (see section 5.3.5)

In terms of grant required a pot of about £250k per annum and a small budget for marketing and management for in the region of three years would be sufficient and would produce £1.5m - £2.5m of investment by existing businesses into their future in Shipley.

Recommendations

- Establish a Premises Improvement Grant scheme for retail units in Shipley Town Centre, ensuring improvements are delivered to a high quality and with an appropriate degree of consistency.

North Fulham NDC Case Study

The North Fulham NDC initiative in a rundown area of London is focussed on two major linear shopping streets and their junction. Many of these shops are small independent retailers who occupy elderly and visually poor retail units.

The Premises Improvement Grant Scheme (PIGS) project has provided grant to these small businesses capped at £50k for two and a half years handing out £746k of grant to 42 local businesses. This has levered in £885k of private investment, safeguarded 82 jobs and created 55 new jobs.

Surveyed business confidence for the future of Northend road amongst local retailers, surveyed by MORI before and after the project, has increased by 54% during this period.

5.1.4 PROMOTING SHIPLEY'S POTENTIAL TO QUALITY RETAIL CHAINS AND INDEPENDENTS

In order to strengthen footfall and spending power in the town centre, it is important that Shipley is able to attract and retain good quality retail chains with long term leases, as well as good quality independents (see section 4.15). In order to attract recognised high street brands it is important Shipley's potential is promoted to the larger retailers to inform future investment decisions. A cluster of recognised retailers operating in Shipley will raise the profile of the town centre strengthening its identity as an attractive retail location. The approach to marketing to good quality independents could be focused on retailers, currently with premises in other town centres that are looking to expand by adding an additional shop. There may also be scope to target successful market traders (linking with the actions recommended at section 4.1.2 of this strategy) for whom the next stage of the development of their business might be to move into a shop.

Details of the immediate and future proposed changes for Shipley town centre should be included in marketing literature for circulation at regional and district wide events. It is also important to publicise the proposals via different media for access by potential investors.

Recommendation

- Publish marketing material to publicise the potential for the retail sector to invest in the future of Shipley town centre and develop a marketing strategy to target the mainstream retail chains and good quality independents. This marketing aimed at investors needs to be distinct from marketing aimed at customers.

5.1.5 SEEK TO ATTRACT AND FOSTER HIGH QUALITY INDEPENDENT RETAILERS

The size and scale of Shipley town centre means that it has the potential to support high quality independent retailers alongside recognised retail chains. The value of independent retailers is they strengthen the identity of the high street and attract customers from beyond the town centre catchment, seeking specialist goods. An example of this is Brighthouse (Kirklees) which includes high quality independent retailers such as Czerwick Deli and Websters furniture shop, whilst Saltaire also benefits from a successful independent retail offer. There is therefore the potential to develop stronger ties with the nearby World Heritage site as providing a unique shopping experience.

The creation of flexible and small scale retail units with attractive rates could encourage new independent retailers to become established in Shipley town centre, taking full advantage of the changing town centre catchment as a result of new residential developments.

A programme of business support and advice to independent retailers would provide encouragement and assistance to independent retailers to improve their product ranges, strengthen their marketing, and enhance their shops. This could be linked to the support package recommended for market traders (section 4.1.2), and could also be linked to training in retail skills provided by local colleges.

Recommendations

- Encourage leaseholders to provide a range of flexible high-quality retail space to attract and establish new independent retailers.
- Investigate developing a business support and advice programme aimed at independent retailers

5.2 Developing a More Coherent Strategic Approach to the Management and Development of the Town Centre

5.2.1 DEVELOPING A MORE INTEGRATED AND FOCUSED APPROACH ACROSS THE DIFFERENT CBMDC DEPARTMENTS

Several different departments and teams from the Council have responsibilities and interest in relation to Shipley Town Centre, but there is not a clear strategic coherent approach across the Council to managing its and coordinating its delivery and investment within the town centre. There is a Town Centre Manager in place who deals with the day-to-day management of Shipley, working hard to seek to focus and coordinate activity. However, much of this coordination is retrospective – seeking to integrate otherwise fragmented approaches – and generally across the Council there is insufficient focus and priority on the needs of the town centre.

This challenge is to improve the targeting and coordination of general management of council services, and also to relate this to a long-term strategy and vision for the town. There is a clear need to address the management structure within the Council to ensure that an integrated approach is taken to future maintenance and town centre improvements.

It is therefore recommended that CBMDC reviews the current management of Shipley Town Centre, with the aim of:

- Enhancing the focusing and coordination of service delivery and investment (including environmental services, planning, highways, economic development etc);
- Developing coordinated approach to the maintenance of assets and land within the ownership of the Council; and
- Creating an overarching strategy to guide future investment within the town centre.

This strategy should include the establishment of regular meetings between officers from the Council Departments which have direct interests in the town centre. Such meetings could be used to clarify objectives, discuss maintenance timetable and potentially pool resources and responsibility in relation to management of the Council's assets and roles in and around the town centre.

A clear corporate vision should be established, to work alongside the emerging 'The Big Plan for the Bradford District 2008 - 2011'. CBMDC should also consider establishing a single point of contact for the Town Centre Manager, to ensure that day-to-day issues, such as litter collection, street lamps and street cleaning can be resolved expediently. This will help to promote public and investor confidence.

Recommendations

- CBMDC should review its corporate management and investment strategy for Shipley town centre, with the aim of achieving a sharper focus and better coordination of service delivery, investment and asset management;
- CBMDC should establish a clear corporate vision and strategy for Shipley town centre, outlining how day-to-day and short term activity and investment can relate to this overarching long term vision; and
- Establish within the Council a single point of contact for the Town Centre Manager..

Kirklees Case Study: Focused Corporate Strategy

Kirklees MDC provide a responsive town centre management and monitoring scheme, tailored to the needs and distinctive nature of the individual towns within the District. Whilst there is of course a Town Centre Management within Shipley, the Kirklees scheme runs parallel with a dedicated Town Centre team.

The team carries out a Town Centre Audit programme is designed to monitor the retail performance of the town centres alongside the environmental and economic 'health' of the town centres. The programme consists of in-depth audits which are designed to be carried out every 2 to 3 years, with a rolling update of Economic Indicators on an annual basis. This information is used as a planning policy tool, to aid the future development of the town and highlight areas in need of investment alongside new developments; the information collated also provides an important resource for the Council as a whole, highlighting areas in need of maintenance/improvement that can be utilised to inform Council-wide priorities and investment for the town.

A smaller scale assessment has also been recently undertaken of the remaining Local Centres, incorporating an assessment of the existing floorspace, units and vacancy rates, accessibility by both public and private modes of transport, as well as a summary of recent development information, which incorporates information on any funding allocations from the Council.

The information accumulated as part of the audit programme also contributes towards the development of town centre portfolio's for the towns, providing key information about the current town profile, future developments and the current retail offer for prospective investors and useful contact details for relevant sections of the Council, including planning policy, development control and the Council's Economic Development Unit.

5.2.2 SECURING WIDESPREAD STAKEHOLDER COMMITMENT TO THE FUTURE STRATEGY, FOCUSING PARTICULARLY ON THOSE STAKEHOLDERS THAT HAVE THE MAIN LEVERS FOR CHANGE

As part of the more integrated corporate approach to Shipley town centre (recommended in section 4.2.1 above), there is a need for the Council to consider how it will develop its arrangements for managing its relationships with town centre stakeholders. These stakeholder include retail and leisure businesses, property owners, other public services (for example, the police), Incommunities (the housing trust), and the community.

It is recommended that the existing Shipley Town Centre Development Partnership is retained, but its role is clarified. This forum provides a valuable means of sharing information, and providing a conduit on management and operational issues between the Council and stakeholders, and this should be set out as its primary aim.

There is however a need to supplement the partnership with a different mechanism focused on the town centre's long-term development and strategic promotion. The existing town centre partnership is not the right body for this because it does not include those with the power to make major investment decisions. There is a need to consider how best to facilitate joint working and information sharing between high-level management at CBMDC and major leaseholders, investors, and national management from retail multiples – the firms with the main long-term interests

in the town centre. This should include the opportunities for high level strategy meetings (and direct contacts with CBMDC management) either through a 'steering group' or on an individual basis, which would enhance the Council's understanding of the retail future for Shipton, help achieve support and commitment of the private sector, and assist in building investor confidence in Shipton.

Recommendations

- Retain the existing town centre partnership, clarifying its role, focusing mainly on short-term management and operational issues
- Establish a new mechanism for enhancing contact and liaison on strategic matters between CBMDC management and the key stakeholders that have the long-term interests in the town centre.

5.2.3 STRENGTHENING THE PLANNING POLICY AND DEVELOPMENT MANAGEMENT FRAMEWORK

In section 2.8.3 the existing planning policy framework was considered, and section 4.1 above has made the case for diversifying the range of uses in the town centre.

We would therefore recommend that detailed consideration is given by CBMDC to revising the restraint policies within the principal shopping area, to ensure that due consideration is given to other non-A1 uses which may be acceptable within the retail core. We would suggest that this could be undertaken as part of the development of the Shipton and Canal Road Corridor Area Action Plan.

There is also a case for setting out a long-term development framework, through the general policies in the Local Development Core Strategy, and through the Shipton and Canal Road Corridor Area Action Plan, to help realise redevelopment opportunities from 2016 onwards. This should consider the possible redevelopment of the Market Square for retail / leisure use, and the provision of more suitable larger retail units, the scope for providing high quality small business units, and opportunities for new residential development in and around the town centre.

Recommendations

- Review planning policies and the development management framework with the aim of enabling a more diverse and integrated range of non-retail uses, particularly at the core of the town centre, and including residential development; and
- Set out a clear long-term strategic development framework for the town centre through the Local Development Framework.

5.3 Creating a Quality Public Realm and Access

5.3.1 OVERVIEW

Recent investment of circa £100k (from Local Enterprise Growth Initiative funding) in physical improvements and street furniture in the town centre has created benefits and helped build confidence. There is a need to build on this momentum and take an ambitious approach to delivering further improvements in the public realm and access in and on main routes to and from the town centre by:

- Improving the appearance and use of the Market Place;
- Enhancing the public realm at the retail core of the town centre, defining more clearly key gateways and routes to the town centre, and through cleaning up eyesore sites;
- Improving access and movement with a package of transport improvements, and a parking strategy; and
- Producing a Shipton town centre design guide to provide a clear framework, set of criteria and standards for physical improvements and developments (aimed at both businesses and public sector improvements).

5.3.2 IMPROVING THE MARKET PLACE

The possibility of redeveloping this area as an additional car park should be explored; the existing Market Square parking is popular and an additional parking area would allow for greater accessibility into the retail core. This area would be opened up and there would be greater visibility across the square from west to east. The space would still be usable as a market, with parking restricted on market days.

Looking towards the longer term, it is recommended that the feasibility is investigated of a new Market Hall potentially to the south of the Square; utilising the existing indoor market area as retail space at ground floor level with residential development above. This would improve the north – south sightlines and thus the vitality of the Square as a retail centre.

Three options for reconfiguration of the Market Square are considered and presented in the appendix of this strategy.

Recommendations

- Re-develop existing outdoor market space as additional parking, whilst ensuring the retention of the outdoor market function; and
- Investigate feasibility of a new Market Hall to the South of the existing Square.

Devizes Market Square Case Study: Improving the Market Place & Focused Corporate Strategy

Devizes' triangular Market Square is a perfect example of a high quality market place. It is composed of an assorted collection of buildings of varying ages and qualities, and it serves as the transport interchange for local buses and taxis, with traders and customers drawn together around the central monuments and warmth of local hostelrys. Although there is little to alert the visitor to the 10 years' dedicated work and careful design that underpins the scheme, it has succeeded in retaining and enhancing the vitality of this historic Wiltshire town. Locals and visitors appear to respond positively to the space. This is helped by three key achievements:

- Highway clutter such as signs, signals and road markings have been kept to a minimum. The design and detailing of kerbs and crossings draws on a thorough understanding of the surrounding buildings, their functions, and the pedestrian movements they generate;
- Public lighting is integrated with the architecture, with the majority of lamp fittings attached to buildings; and
- The consistent use of a standard concrete paving block provided visual coherence to the Market Square whilst minimising maintenance costs and problems for the three authorities who share ownership of the space.

The efforts taken to build the highway lighting into the surrounding architecture has paid particular dividends. Specially designed columns around the market cross provide both general and focused lighting to the monument and its surroundings.

5.3.3 PROVIDING A QUALITY PUBLIC REALM AND ATTRACTIVE MAIN GATEWAYS TO SHIPLEY, RE-DEFINING ACCESS & MOVEMENT

Despite recent investment in improvements, the town centre is not visually attractive and the layout of the Market Square detracts from the character of the Core Shopping Area. The main shopping area is dated and there is a clear difference in quality and design along the edges of the square. There is very little coherence across the Square, and general improvements to the shop fronts and central open space are required.

Consideration should be given to extending pedestrian priority to the east of the square and improving the links between the bus drop-off points and the train station to draw footfall through the Centre. This would also necessitate improving pedestrian crossing facilities across Otley Road. Longer term considerations need to focus on reconfiguring the access to the railway station to improve the general access to and from the station.

The outer edges of the retail core are also visually poor and need improving, in particular the highway verge and Bowling Alley to the south of the Town Centre. This area would also benefit from greater enforcement by CBMDC to prevent parking of vehicles on grassed verges. There are other eyesore sites / locations (for instance adjacent to some pedestrian routes between Otley Road and the Market Square) where better enforcement, and small scale environmental and safety improvements are needed.

These problems exacerbate the wider problems of the town centre core not relating or linking clearly or legibly with the key routes (Otley Road and Leeds Road) on its edge, the railway station, the main employment area and canal side quarter to the north of Leeds Road, and the Saltaire World Heritage site.

The main gateways to the town centre, particularly for pedestrians, are not defined clearly. There is somewhat of a no-mans-land between Otley Road and the town centre core, characterised by service yards and private parking areas. It is recommended that investment is targeted at defining more clearly these key gateways and improving these core pedestrian routes.

The existing pedestrian links across Leeds Road and Otley Road are particularly poor and constrain access to the Centre from both the existing businesses located close to the Canal and the new Victoria Mills development. Pedestrian crossing opportunities must be improved, alongside reconfiguration of the Indoor Market to improve access through from the north into the Town Centre. The Fox Corner junction is a real impediment to pedestrians, who have to cross six-lane arterial roads. These problems contribute to the generally poor quality and unclear access the town centre from the railway station, and consequently the poor interchange between bus and rail.

Clear pedestrian routes should be created, with appropriate signage, to allow ease of access and movement across the centre, improving the general ambience of the retail core. Combined with a regular maintenance programme for the open space, this should improve public perception of Shipley Town Centre and its attractiveness to Private Sector Investors. The Council is currently developing the proposals that will form part of the Connecting Airedale package of road and public transport improvements in and around Shipley and the Canal Road corridor. It is vital this package includes a coherent set of pedestrian, access and public realm improvements for Shipley town centre.

Recommendations

Develop a clear and coherent programme of access, pedestrian and public realm improvements, and incorporate relevant measures in the Connecting Airedale transport investment package, with the aim of

- Achieving greater pedestrian priority in the area, including potentially to the east of the Market Square;
- Defining the key gateways to the town centre more clearly, and delivering environmental improvements;
- Better enforcement to tackle eyesore sites;
- Enhanced and more legible pedestrian links to the town centre from the station and the surrounding main employment and residential areas, and the World Heritage Site, including improving pedestrian crossings across Saltaire / Leeds Road and Otley Road;
- Investment in better signage in and around the town centre; and
- Investment in better lighting and other measures to improve community safety, and to make pedestrians feel safer.

Fakenham Town Centre Case Study: Quality Public Realm, Access & Movement

Fakenham Market Square's resurfacing and the installation of new lighting and specially designed street furniture have opened up this 50,000m² public space, which is bordered by town centre retail businesses and services, for use by people rather than cars.

Formerly used for car parking, the square's new layout and the resurfacing of spaces between buildings restricts parking, speed and movement of vehicles, and the full variety and charms of the square's historic buildings can now be admired in safety.

Pedestrians can now move around more freely, crossing the road wherever it suits them, while the traffic moves slowly but constantly without signs, road humps or other obvious traffic calming measures. Clever use is made of raised paving around new trees giving subtle direction to the movement of vehicles. Careful design of surfaces and levels ensures that pedestrians have priority but that vehicles pass freely but slowly along the main street. Restrictions for vehicles also apply in some of the connecting streets with subtle variations in colour, levels and materials indicating vehicular routes.

The visual quality of the scheme is further enhanced by the use of specially commissioned street furniture: benches, litter bins, lighting, signposts, artwork in the paving and ironwork protecting newly planted trees. The area is well-lit, lights fixed to buildings being supplemented by specially commissioned lights in the square which form part of the overall design concept

5.3.4 PARKING STRATEGY

Parking within the Town Centre has been identified as a potential issue restricting the attractiveness of Shipley as a retail destination. Whilst there is free parking available at Asda, it is limited to 2 hours, thus restricting the amount of long stay parking within the Town Centre. The emerging findings from the Bradford Retail Study have indicated that inadequate parking is an issue for the users of the Town Centre (both businesses and visitors to the Town).

We would recommend a full parking strategy is undertaken to provide implementable solutions for both long and short term parking, taking into account the potential for additional car parking utilising the outdoor market space.

Recommendations

- Develop a parking strategy for Shipley Town Centre

5.3.5 PRODUCING A SHIPLEY DESIGN GUIDE

It is vital that physical improvements are undertaken to an appropriate standard, and that a good level of overall consistency and common identity is created. This is particularly important given that many of the improvements will be delivered incrementally. The design guide could also provide a steer to businesses and developers, raising aspirations and expectations about design quality, and assisting planning decisions.

Recommendations

- Develop a design guide for Shipley town centre.

5.4 Enhancing Shipley's Image and Brand Identity

5.4.1 INTRODUCTION

The centre of Shipley suffers from a poor image, largely compounded by the invisibility of the centre from the major roads running to the north and east of the centre (Otley Road and Saltaire Road). There is a need to improve the physical appearance of the centre, but this must be complimented by the marketing of the town centre.

Excellent progress has been made over the past year in the marketing of the town centre, including through:

- Production of the town centre glossy guide, with a linked local poster advertising campaign;
- High quality Christmas lights; and
- Public art, with linked promotional material (for example, branded shopping bags).

The challenge is to sustain and build on this progress and improving brand identity and awareness of Shipley town centre.

5.4.2 CREATING A PROGRAMME OF EVENTS

Holding a variety of events in Shipley town centre would enhance it as a vibrant location and change its image. Town centre events provide a focus for the community and could become established visitor attractions. The central market place and parking area would be an ideal location for such events, as this space has the capacity to hold large numbers of people in a traffic free environment.

The following attractions and events would improve Shipley's cultural and recreational identity:

- Local produce, food and drink, and other specialist markets;
- Music and arts festivals;
- Exhibitions;
- Cultural or religious festivals; and
- Events to raise awareness on specific issues (e.g. car free days).

This will require greater funding and resources.

5.4.3 ENHANCING LINKS WITH THE SALTAIRE WORLD HERITAGE SITE AND AIREDALE BRANDS, AND THE LEEDS-LIVERPOOL CANAL

Within the retail core, consideration should be given to improving signposting to other areas, including to and from the Wellcroft area. Signposting of the rail station entrances could also be improved, alongside a strategy to improve the physical appearance of the main pedestrian access to the rail station. There is also a greater need to connect Shipley with the World Heritage Site at Saltaire.

Whilst physical linkages such as improved signage are important, it would also be beneficial to link the Shipley brand with the recognised brands of Saltaire and Airedale. This could be achieved through combined marketing initiatives and developing the retail offer in Shipley to complement Saltaire and Airedale.

The destination management plan being developed by British Waterways for the Leeds-Liverpool canal and canal side areas in Shipley and Saltaire provides a real opportunity to enhance the town centre's linkages with the surrounding attractions. The canal itself could and should be a greater attraction, with the towpath providing east-west pedestrian and cycle links. These links could be enhanced further through re-introduction of a regular water-bus service along the canal.

5.4.4 CONTINUED PROMOTION THROUGH LOCAL PUBLICATIONS AND THE MEDIA

The continuation of existing initiatives such as the Shopping Guide should be supported, as this already promotes Shipley's retail offer. However, Shipley could benefit from marketing through other forms of media including a clearly identifiable website. This could promote the specialist retail offer, support e-trading and publicise future events.

Recommendations

- Investigate how a programme of town centre events could be developed, funded and publicised;
- Consider how the brand identity of Shipley town centre could be linked more clearly to the Saltaire and Airedale brands
- Work with British Waterways to develop the destination management plan for the Shipley and Saltaire section of the Leeds-Liverpool canal and canalside area
- Continue to market Shipley as a retail destination, utilising different forms of media to publicise the retail offer and events in the town centre.



6.0 Strategy Implementation

6.1 Introduction

This strategy has identified key interventions which will enable Shipley to move forward as an attractive retail destination and help to build public and investor confidence in the town. It has set out the need for a programme of incremental improvements and investments over the short to medium term as a prerequisite for building consumer, business and investor confidence necessary for securing the substantial investment needed to reconfigure and reposition the town centre of the longer term.

6.2 Taking Forward the Action Plan

This strategy outlines the key issues for Shipley and should be viewed as a starting point for CBMDC and the Airedale Partnership to consider the delivery of these interventions. The establishment of a corporate plan for Shipley will help to build investor confidence and in turn boost the development potential of the retail core in the long term.

An indicative action plan is set out overleaf. This lists the actions recommended in Section 5, indicating lead organisations, other delivery partners, implementation mechanisms, timescales and indicative costs.

For this strategy and set of actions to be delivered the following factors will need to be put in place:

- Clear commitment, leadership and shared vision across CBMDC to achieve greater prioritisation and better coordination of activity, investment and strategic planning in relation to Shipley town centre;
- Structural change within CBMDC in terms of how the Council coordinate across different departments activity and funding in Shipley, and in terms of how the Council work with external stakeholders;
- An increase in resources dedicated to or focused towards Shipley town centre, including greater officer time, increased regeneration funding, and better targeting and coordination of mainstream investment; and
- Undertaking short-term actions within a coherent framework for long-term development and change in the town centre.

SUB-THEME	RECOMMENDATION	LEAD ORGANISATION	OTHER PARTNERS	DELIVERY MECHANISMS	TIMESCALE	INDICATIVE COST
Supporting a more diverse and integrated range of town centre uses	Consider the potential for diversifying the range of town centre uses and strengthening the positive contribution that can be made from non-retail uses, identifying necessary changes in planning policy, and key investments.	CBMDC Planning Department		LDF/ Development Management Process	2-4 years	No additional cost
	Pilot the provision of small business space above shops or in the vicinity of the town centre in order to test demand and develop the most suitable model of providing business space.	CBMDC/ Airedale Partnership	Yorkshire Forward	LEGI funding?	2-4 years	£150,000
	Investigate the scope for remodelling and enhancing the library, creating a more active frontage that better relates the range of library services with the street and wider retail and leisure offer. This should include consideration of the scope for complimentary commercial uses (i.e. café) to help support the library function and cross-subsidise the development.	CBMDC	Private Sector Development Partners	To be investigated	4-7 years	£400,000
	Change planning policies and the development management framework to enable the above (see section 4.2.3).	CBMDC Planning Department		LDF/ Development Management Framework	2-4 years	No additional cost
Re-Invigorate and Relocate the Outdoor Market	Reconfigure and relocate the outdoor market to the frontages of Market Square, utilising temporary stalls.	CBMDC Markets Department	Market Traders	Markets budget	1-2 years	£50,000

SUB-THEME	RECOMMENDATION	LEAD ORGANISATION	OTHER PARTNERS	DELIVERY MECHANISMS	TIMESCALE	INDICATIVE COST
	Develop a proactive programme of support and promotion to seek to improve the vitality and quality of offer provided by the outdoor market, working with the existing market traders as well as encouraging new traders.	CBMDC Markets Department	Business Support Providers	LEGI funding? Business Support Mechanisms	1-3 years	£50,000
	Encourage new market traders to operate in Shipley with the aim of reinvigorating the market retail offer and to support enterprise by rolling out to Shipley the existing “test trading” scheme currently supporting new market traders in Bradford Centre and Keighley.	CBMDC Markets Department		Roll out of “List trading” initiative	1-3 years	£50,000
Improving existing retail premises and frontages	Establish a Premises Improvement Grant scheme for retail units in Shipley town centre, ensuring improvements are delivered to a high quality and with an appropriate degree of consistency.	CBMDC/ Airedale Partnership		To be investigated	2-4 years	£150,000
Promote Shipley's Potential to Quality Retail Chains and Independents	Publish marketing material to publicise the potential for the retail sector to invest in the future of Shipley town centre and develop a marketing strategy to target the mainstream retail chains and good quality independents. This marketing aimed at investors needs to be distinct from marketing aimed at customers.	Airedale Partnership	Invest-in Bradford	To be investigated	2-4 years	£100,000

SUB-THEME	RECOMMENDATION	LEAD ORGANISATION	OTHER PARTNERS	DELIVERY MECHANISMS	TIMESCALE	INDICATIVE COST
Seek to Attract and Foster High Quality Independent Retailers	Encourage leaseholders to provide a range of flexible high-quality retail space to attract and establish new independent retailers.	Airedale Partnership		To be investigated	2-4 years	£10,000
	Investigate developing a business support and advice programme aimed at independent retailers.	Airedale Partnership	Business Support Providers	To be investigated	2-4 years	£50,000
Developing a more integrated and focused approach across the different CBMDC departments	CBMDC should review its corporate management and investment strategy for Shipley town centre, with the aim of achieving a sharper focus and better coordination of service delivery , investment and asset management.	CBMDC		To be determined	1-3 years	No additional cost
	CBMDC should establish a clear corporate vision and strategy for Shipley town centre, outlining how day-to-day and short term activity and investment can relate to this overarching long term vision; and establish within the Council a single point of contact for the Town Centre Manager.	CBMDC		To be determined	1-3 years	No additional cost

SUB-THEME	RECOMMENDATION	LEAD ORGANISATION	OTHER PARTNERS	DELIVERY MECHANISMS	TIMESCALE	INDICATIVE COST
Securing widespread stakeholder commitment to the future strategy, focusing particularly on those stakeholders that have the main levers for change	Retain the existing town centre partnership, clarifying its role, focusing mainly on short-term management and operational issues. Establish a new mechanism for enhancing contact and liaison on strategic matters between CBMDC management and the key stakeholders that have the long-term interests in the town centre.	CBMDC	Wider stakeholders	Retaining existing partnership	1-2 years	No additional cost
Strengthening the planning policy and development management framework	Review planning policies and the development management framework with the aim of enabling a more diverse and integrated range of non-retail uses, particularly at the core of the town centre, and including residential development. Set out a clear long-term strategic development framework for the town centre through the Local Development Framework.	CBMDC Planning Department		LDF	2-4 years	No additional cost
Improving the Market Place	Re-develop existing outdoor market space as additional parking whilst ensuring the retention of the outdoor market function. Investigate feasibility of a new Market Hall to the south of the existing square.	CBMDC		To be determined	2-5 years	To be determined

SUB-THEME	RECOMMENDATION	LEAD ORGANISATION	OTHER PARTNERS	DELIVERY MECHANISMS	TIMESCALE	INDICATIVE COST
Providing a Quality Public Realm and Attractive Main Gateways to Shipley , Re-defining Access & Movement	<p>Develop a clear and coherent programme of access, pedestrian and public realm improvements, and incorporate relevant measures in the Connecting Airedale transport investment package, with the aim of:</p> <p>Achieving greater pedestrian priority in the area , including potentially to the east of the Market Square;</p> <p>Defining the key gateways to the town centre more clearly and delivering environmental improvements;</p> <p>Better enforcement to tackle eyesore sites;</p> <p>Enhanced and more legible pedestrian links to the town centre from the station and the surrounding main employment and residential areas, and the World Heritage Site, including improving pedestrian crossings across Leeds Road and Otley Road;</p> <p>Investment in better signage in and around the town centre and</p> <p>Investment in better lighting and other measures to improve community safety, and to make pedestrians feel safer.</p>	CBMDC	Main town centre stakeholders	Detailed masterplan and investment plan	<p>Masterplan in place within 18 months.</p> <p>Improvements delivered over 1-6 years.</p>	£1,000,000

SUB-THEME	RECOMMENDATION	LEAD ORGANISATION	OTHER PARTNERS	DELIVERY MECHANISMS	TIMESCALE	INDICATIVE COST
Developing a Parking Strategy	Develop a parking strategy for Shipton town centre.	CBMDC Highways		Parking services	1-3 years	£50,000
Producing a Shipton design guide	Produce a design guide for Shipton town centre.	Airedale Partnership		Planning and Investment decisions	1-2 years	£50,000
Enhancing Shipton's image and brand identity	Investigate how a programme of town centre events could be developed, funded and publicised. Consider how the brand identity of Shipton town centre could be linked more clearly to the Saltaire and Airedale brands. Work with British Waterways to develop the destination management plan for the Shipton and Saltaire section of the Leeds-Liverpool canal and canalside area. Continue to market Shipton as a retail destination, utilising different forms of media to publicise the retail offer and events in the town centre.	CBMDC	Town centre stakeholders	Town centre Manager, with marketing support	Ongoing	To be determined



The existing market stalls, when vacant, sterlise that part of Market Square.

A1. Making it Happen: Options for Physical Change

Three alternative options have been considered as part of the potential for transformational change within Shipley Town Centre, addressing both short/medium term issues and longer term redevelopment interventions. These options are not mutually exclusive and only set out potential ways of addressing the key problems of Shipley. Other alternatives may come forward as a result of developments within and around the retail core and should be assessed having regard to the recommendations outlined within Chapter 5 of this strategy.

A1.1 Option A

A1.1.1 MARKET STALLS

This option incorporates the re-configuration of The Market, incorporating the removal of the permanent stalls. The Market would still be encouraged but with the use of temporary stalls, thus removing the stark visual impact of vacant stalls. The existing market area would be utilised as a parking area, which would allow the transformation of the space for The Market and other activities requiring a central open space. The Market layout would also be re-orientated to form a linear arrangement reflecting the frontages along the east and west of the square facing the main retail frontage, this would ensure that the stalls are not a barrier across the square but encourage pedestrian movement across this central space.

A1.1.2 NEW MARKET HALL

Option A also proposes the development of a new Market Hall in the centre of the square. The Hall would be positioned on a proportion of the central parking area, however the use of the former Market area as a parking area would offset any potential negative implications from this loss. The whole central area would require careful hard and soft landscaping to ensure an open space appearance is provided. This would encourage the market to be a focal point in the town rather than an isolated edge of the retail core. Within this development we would encourage A3 and selective A4 uses, alongside the leisure economy. The creation of a new Market Hall in this position would be more logical given the increase in footfall potential from the rail station.

A1.1.3 RETAIL FRONTAGES & INDOOR MARKET SPACE

In respect of the existing retail frontages, this option would seek the retention of the eastern retail frontage, with the redevelopment of the other frontages including the existing indoor market space. The redevelopment of the Indoor Market space is common to all three options.

The southern and northern frontage would be redeveloped for mixed use purposes, predominantly residential and retail uses. This would seek to encourage the town centre as a viable living space, creating a more vibrant retail core and incorporating natural surveillance of the central space in the evening. The southern new development would also forge more integral links with the residential area beyond, creating a more cohesive town centre community and graduated edge to the core.

The redeveloped western frontage would also be predominantly mixed use, incorporating retail, residential and office uses, this proposal also being more common to options B and C. This would allow for more flexible uses to encourage other services into the town. Shipley would be more than a convenience retail location but home to an active and diverse economy.

A1.1.4 PEDESTRIAN CONNECTIVITY

Pedestrian connectivity would be greatly improved by opening up the former 'Indoor Market' space to allow greater footfall from and to the northern edge of the Town Centre. This would establish greater potential for use of the centre by the new residents from the nearby Victoria Mills development.

The option also considers the use of shared surfaces to encourage pedestrian primacy, with the existing popular retail area beyond the Market Hall likely to benefit from greater accessibility.

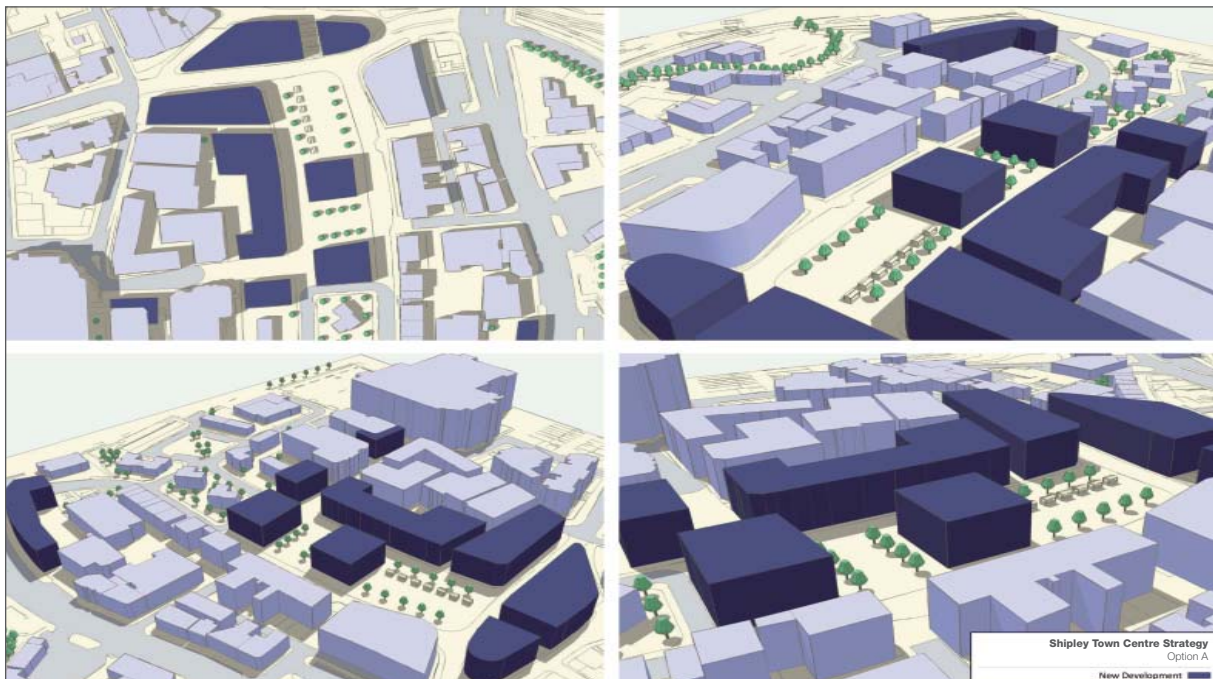
The option also incorporates improved pedestrian access to the north and east towards the rail station, including pedestrian priority down towards Victoria Mills. This would seek to ensure commuter movement through the town rather than around the edges of the core.

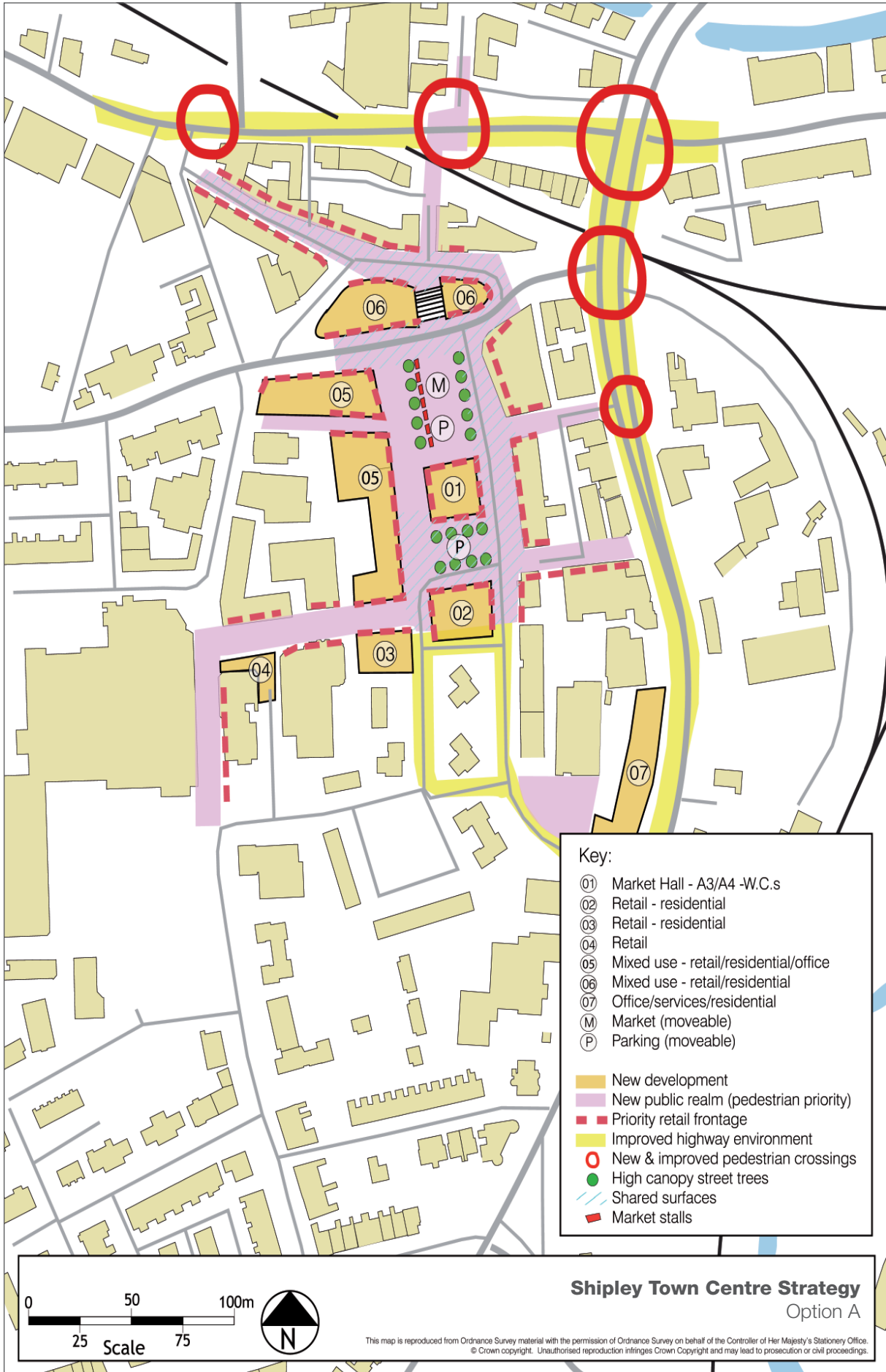
Improved connectivity to the north-west is also key to this strategy, strengthening the physical connection between Saltaire and Shipley.

A1.1.5 SOUTHERN GATEWAY SITE (THE BOWLING ALLEY)

The redevelopment of this important gateway site for small business/office space is a common feature across all options. Any such re-development should consider an outward facing design, showcasing the redevelopment of Shipley Town Centre.

Within this option, the redevelopment is coupled with new public realm to the east of the building, resulting in an improvement in the physical appearance of this site given its important role on the edge of retail core.





A1.2 Option B

A1.2.1 MARKET SQUARE RE-CONFIGURATION

Option B incorporates the movement of the Outdoor Market space to adjacent the new Market Hall, to the south of the square. This would again facilitate the establishment of a temporary outdoor market, however in this particular location it would be a natural extension to the Indoor Market, creating a more coherent market space.

The detailed positioning of the temporary stalls would also encourage movement through the central space, as well as allowing sight lines across the square.

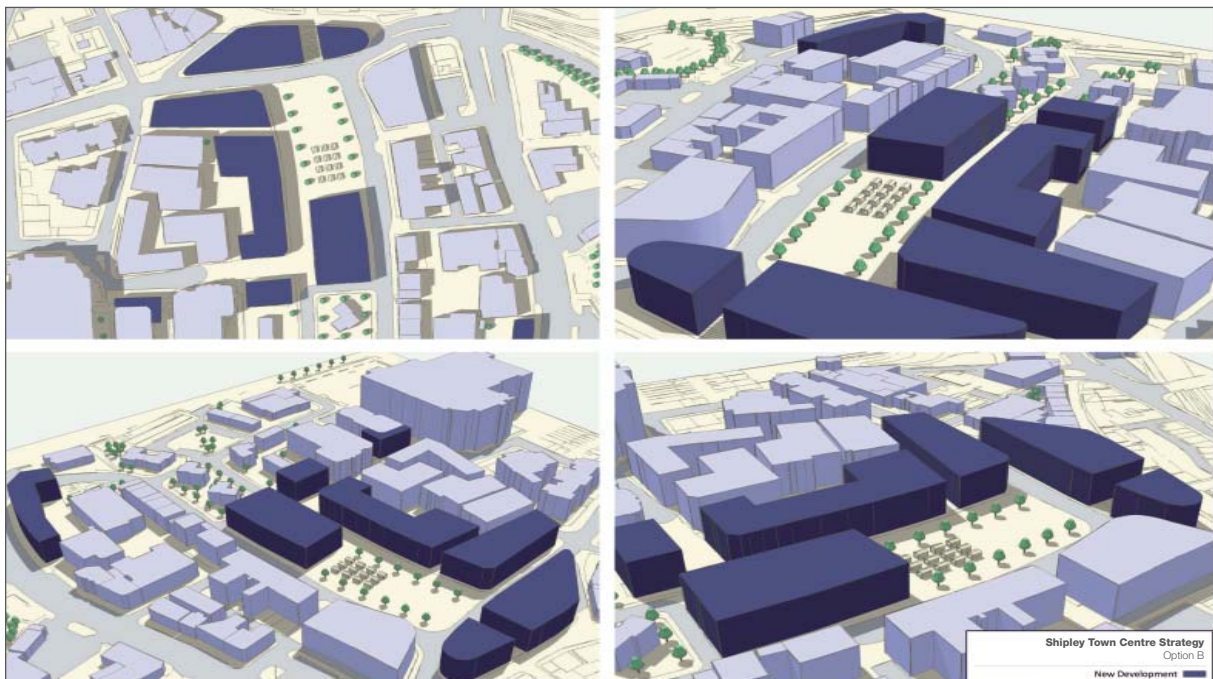
The central parking is re-located to the north of the central square, with potential to create a new access point along Kirkgate. There is therefore potential to reconfigure the access to the parking area to reduce potential conflicts between bus and car users. The re-configuration would also allow the space to be utilised for events, potentially including open air events alongside speciality markets.

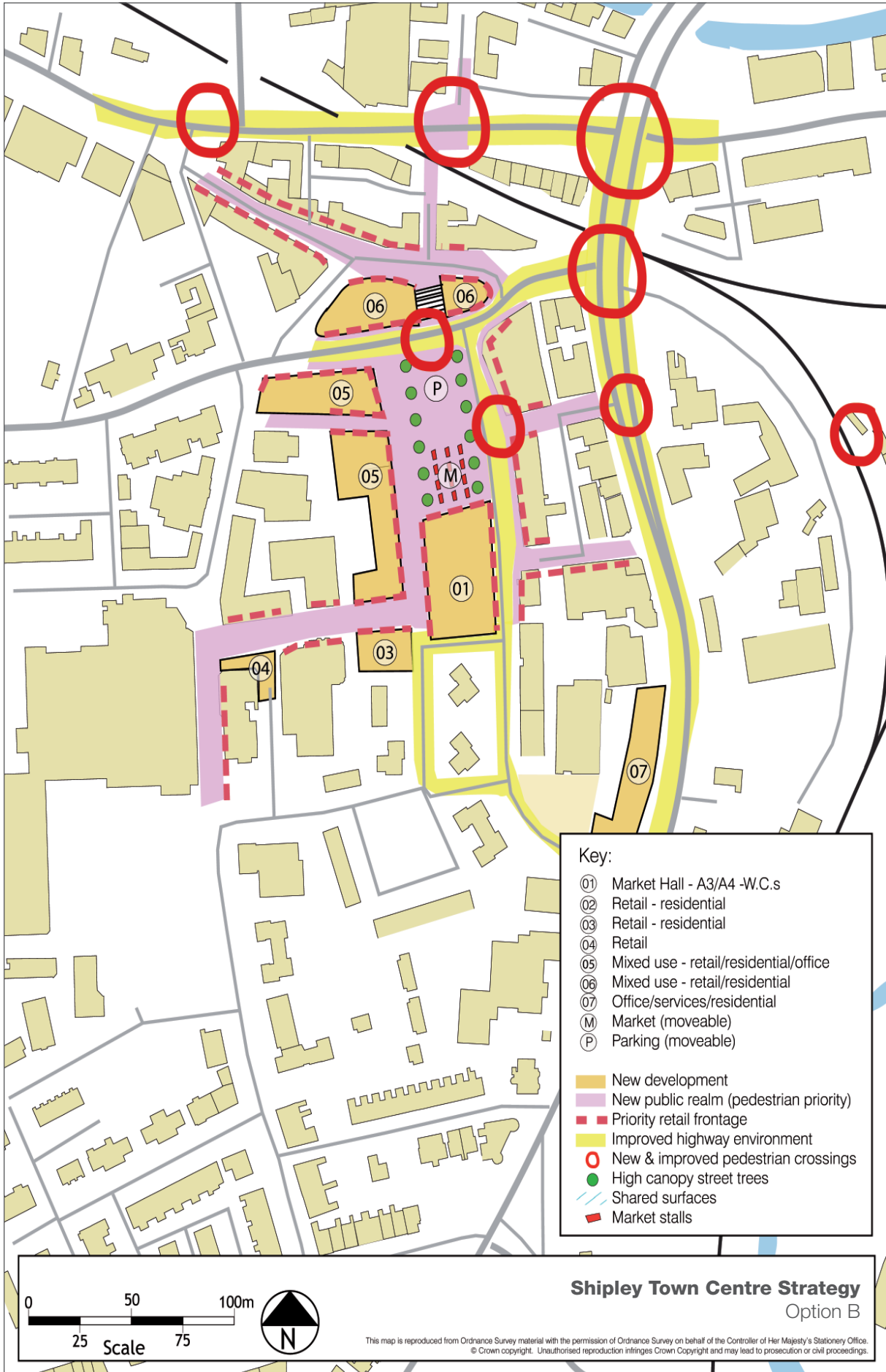
A1.2.2 INDOOR MARKET & NEW MARKET HALL

The development of a new Market Hall on the southern side of the square would allow for the development of a greater retail frontage. Whilst this would reduce the amount of open space in the centre, it would allow for a greater quality and coherent space.

A1.2.3 PEDESTRIAN CONNECTIVITY

As well as the connectivity options established in option A, both options B and C incorporate a greater focus on improved access from the rail station and into the Market Square from the east. This would recognise the key role that the excellent rail links will play in the future development of Shipley.





A1.3 Option C

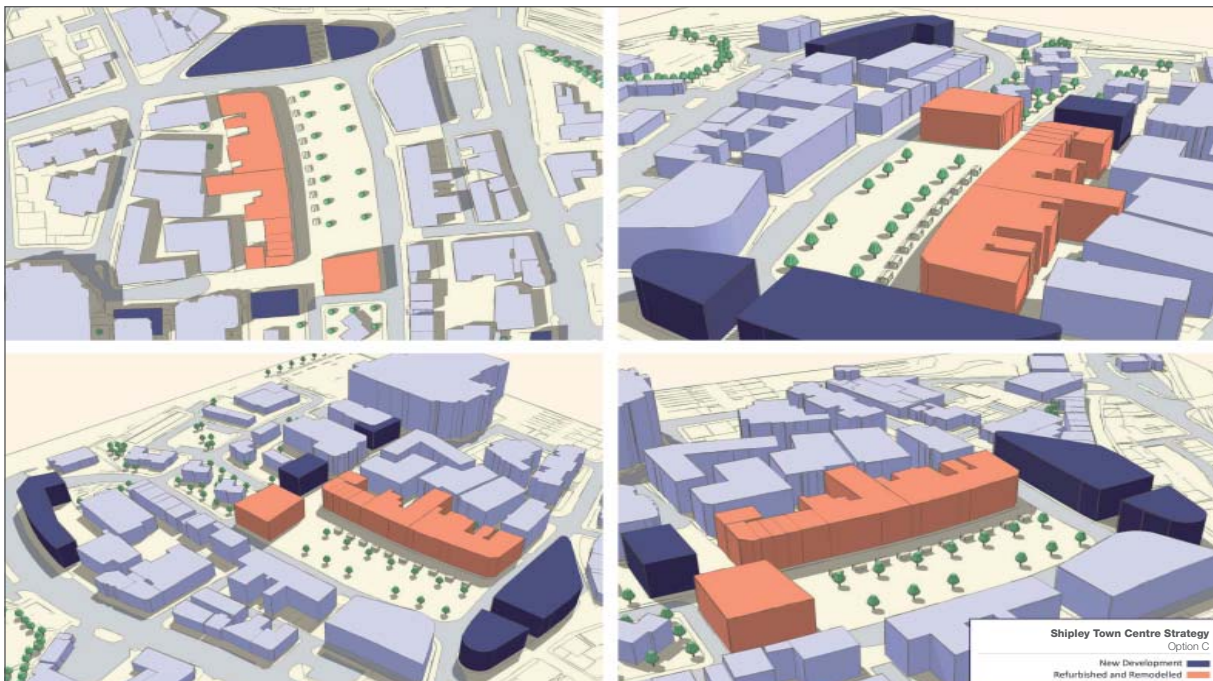
A1.3.1 MARKET SQUARE IMPROVEMENTS & PUBLIC REALM

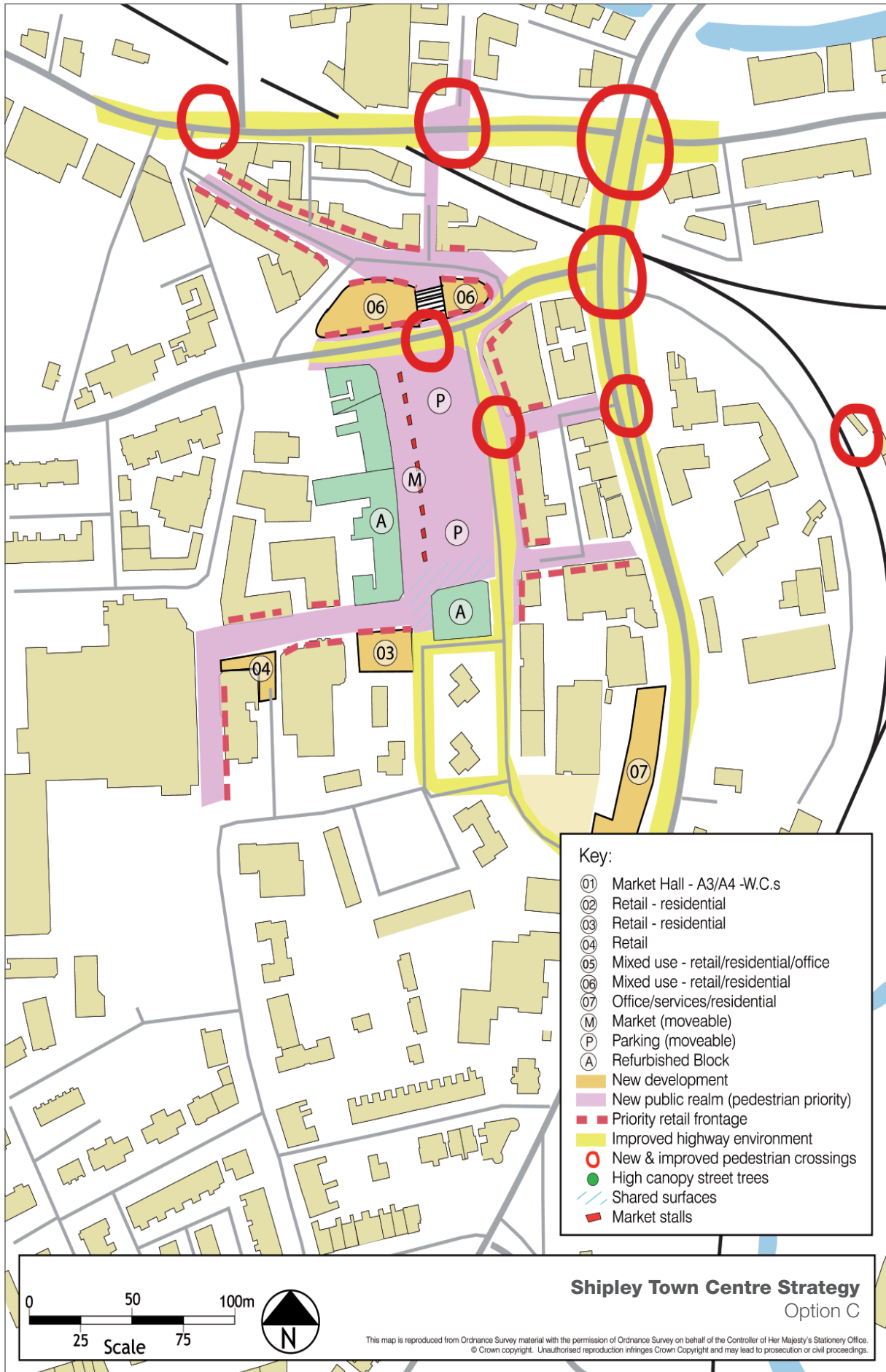
The improvements to the Market Square including the removal of the permanent stalls would provide an opportunity for the re-alignment of the outdoor (temporary) stalls to mirror the existing western retail frontage. This would allow for greater pedestrian flow between the two (complementary) retail opportunities.

The central space would be utilised to provide extensive town centre parking, drawing visitors to the heart of the town for retail opportunities rather than isolated trips to Asda. This large space, again would provide opportunities for other events to be held in the centre.

A1.3.2 RETAIL FRONTAGES

The western and southern frontages would be refurbished, alongside the re-development of the Indoor Market space as per the other options. The existing blocks appear to be in a reasonable condition and small scale improvements would help to improve their attractiveness as a retail destination. This could be combined with internal alterations to attract the attention of larger anchor tenants, including national multiples.







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