



Cleveleys Town Centre Regeneration Framework - FINAL VERSION Accessible Version

Submitted To Wyre Council and the Cleveleys Together Partnership Board

By IBI Group





With Stantec etc.



Wider Context Map showing UK & Ireland. Highlighting Cleveleys Town Centre on plan



Map highlighting key Wyre towns and villages and connections to wider areas

Tram	
Train	
Motorways & A roads	
B Roads	

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Executive Summary

The report is jointly commissioned by Wyre Council and Cleveleys Together Partnership.

This report sets out a framework to guide the development of Cleveleys Town Centre over the next 10 – 15 years, the delivery of the framework will commence in the short-term. It is the culmination of a process of public and stakeholder engagement, baseline context review and the subsequent development and refinement of vision, objectives and project interventions.

Cleveleys Town Centre, as defined by planning policy, is broadly the extent of the high street - Victoria Road West from the junction with North Drive to the Promenade. It encompasses areas immediately north and south of the high street including the bus station and tram stop to the north and Aldi supermarket site to the south.

The overarching objective of the study is to assess how Cleveleys can sustain a thriving town centre and how best to support the delivery of economic growth and prosperity in the town, and in doing this, drive improvements in the quality of life of the residents and productivity of businesses.

This report reviews the social, economic and spatial context of the town centre before reviewing its strengths, weaknesses, opportunities and constraints. It establishes a future vision for the town and a set of guiding objectives.

Cleveleys Vision

Cleveleys is a 'real town' by the sea – happy to be next to, but different from, its neighbours. A friendly, welcoming and accessible place for all of its local communities and for visitors. A town proud of its past but looking forward to being an even better version of itself in the future.

In order to deliver its Visions for Cleveleys Town Centre, Cleveleys Together Partnership Board's objectives are to:

1. Establish a broader-based offer – including more 'higher-end' elements in both retail and food and drink.
2. Be an inclusive town for all user groups – including young and old.
3. Be a town known for excellent accessibility.
4. Improve the town centre environment, with a focus on its 'gateway' points, including opportunities for more 'greenery'.
5. Be a town known for its outdoor offer and coastal environment.
6. Encourage an evening economy.
7. Deliver public realm improvements, including a focus on reducing the impact of traffic in order to enhance the pedestrian experience.
8. Build community capacity, including the involvement of younger people.
9. Be a resilient, sustainable town, aiming to be net carbon zero.
10. Be known as a town with excellent digital infrastructure.
11. Promote improved health and wellbeing.
12. Identify sites with opportunities for future change that will support the Vision.
13. Be a town that is aware of its present, with an eye to its future.

Over 30 'interventions' are recommended – these are the projects or actions that must be undertaken to secure Cleveleys' future. Some of these relate specifically to the town centre, but others are not place specific. These practical measures are grouped under eight 'theme' headings, each a necessary area of focus for a healthy, successful place.

Findings

Cleveleys Town Centre is not underperforming when measured against the usual metrics of a town centre health check – vacancy rates, values, footfall etc. However, a number of consultation responses suggested that this may mask a slow, relative decline. For example, shop vacancy rates may be low, but does the type and quality of the offer always match customer expectations? Are trading hours, or the weekend/evening offers, keeping step with competition in other places?

There are some high street and transport issues to address, and a range of non-urgent, yet still important, ones that will require attention if Cleveleys is to ensure a thriving future.

From the consultation exercise the view of the town is mixed with some 'loyal enthusiasts' who see Cleveleys favourably and others (particularly under the age of 35) unfavourably highlighting the split in opinion between different age groups.

In response, Cleveleys must define its future by finding the right balance of changes that will meet the needs of residents, local businesses, and visitors. The key word is 'balance' as Cleveleys' vision for the future must carry broad support.

This Framework has been commissioned at what appears to be an opportune moment for Cleveleys to assess its future. The Covid pandemic of 2020 – 2021 has resulted in fundamental changes to patterns of work, retail, and leisure. Working remotely from home is now a normal part of many previously office-based jobs whilst a concern for social distancing has impacted on travel choices and placed a premium on access to outside space for cafés, restaurants and bars. The pandemic has rapidly accelerated trends towards on-line retail and the delivery of services, including healthcare.

The impacts of these changes have varied substantially between different locations and different parts of the economy. Most places are, to some degree, in the process of assessing impacts and their responses. The Cleveleys Town Centre Regeneration Framework represents an opportunity to undertake this ‘post-pandemic reset’ in an holistic and comprehensive manner.

Also, at the time of writing, Central Government appears to have an appetite for investment in town centre and area regeneration, wrapped in commitments to ‘levelling up’ and the delivery of a Northern Powerhouse. The challenges faced by town centres have been widely recognised and grant funding streams established to address these.

The imperative to address climate change is now a mainstream concern and is firmly embedded in political and planning policies as well as the commitments of most organisations of any scale. This Framework provides an opportunity for Cleveleys to consider its response.

Finally, the energy of the newly formed Cleveleys Together Partnership Board (CTPB) and its capacity to encourage and enable change provides a mechanism to ensure that the aspirations of the Framework are delivered.

Town centre recommendations

With specific regard to the town centre Cleveleys must:

- Define a unique and attractive offer as a seaside town, building on its unique heritage and cultural identity and enhance its natural environment, in the process of exploring opportunities to position Cleveleys as an exemplar tourist and retail town.
- Improve the high street environment and link this to wider strategies improving the pedestrian experience, making it inclusive for all, and integrating new market offers.
- As part of this, develop an improved food and drink offer and evening economy.
- Celebrate and promote the town’s location, making ‘localism’ an integral part of the offer, but at the same time promote Cleveleys as outward-facing and engaged with regional/national issues, strategies and partnerships.
- Explore opportunities to address issues of strategic connectivity both as active travel options and improvements to its existing transport infrastructure.
- Embrace the opportunities that digital technology offers, focussing on local networks that add to the personal experience, not removing human contact from services.
- Ensure that the town centre benefits from development opportunities beyond the town centre boundary that meet the CTPB’s objectives.

Put in place appropriate structures and resources to ensure that the regenerating town centre is actively managed and promoted, including increased programming of places and spaces and an increased emphasis on value over volume.

1. Introduction

1.1 Introduction

1.2 The Brief

1.1 Introduction

This Town Centre Regeneration Framework has been produced for the Cleveleys Together Partnership Board and Wyre Council by IBI Group with Stantec, BE Group and CT Consults.



Images of the consultants logos (IBI Group, Stantec, BEGroup, CTconsults and the Greater Garstang Partnership Board respectively)

In autumn 2021, stakeholders and organisations came together to form a new Cleveleys Together Partnership Board. The Board was established to provide a collaborative effort with key stakeholders in and around Cleveleys, to bring a regeneration and investment framework for the town and its surrounding areas with a focus on improving economic growth and prosperity in the area.

The Board includes representatives from local business leaders, Wyre Council, Lancashire County Council, Cleveleys Coastal Community Team, Lancaster University and Blackpool & Fylde College and will benefit from the support of Paul Maynard MP.

The Board is also supported by additional 'Theme Leads' for each of the regeneration themes identified in this report. The Theme Leads will be responsible for working with others to identify projects under their theme for consideration by the Board and for driving forward and co-ordinating the work required to develop and implement those projects in the future.

The report defines a strategic approach to the regeneration of Cleveleys Town Centre and identifies a series of project opportunities that support this.

- The report establishes a 'baseline' understanding of Cleveleys Town Centre including a review of previous relevant reports and policies. It provides a 'pen picture' summary of Cleveleys from a spatial, social and economic perspective, and reviews relevant contextual issues.
- The report summarises a process of public and stakeholder consultation before identifying key issues/opportunities, strengths and weaknesses.
- The report identifies a vision for the future development of Cleveleys and defines a set of strategic objectives and a high-level approach to meeting these.
- Analysis and recommendations are set out within eight overlapping 'themes' i.e. areas of interest, and under each theme the report identifies a number of 'interventions' i.e. projects or action items. Some of these relate specifically to the town centre, but others are not place specific.
- The report also discusses the management of the Regeneration Framework process and concludes with a summary delivery 'tool kit'.

1.2 The Brief

Wyre Council's 2021 brief for three Town Centre Regeneration Frameworks, of which this is one, called for the creation of bespoke town centre strategies to help kickstart post-Covid-19 recovery and guide the future of the town centres for the next fifteen years and beyond. Parallel studies for Garstang and Poulton-le-Fylde are also part of the brief. A similar Town Centre Regeneration Framework study for Fleetwood, delivered during 2019 – 2020, established the basis for the format and approach to be used. The intention is to create a coordinated suite of complementary reports for each of the four towns.

This Framework is to provide a deliverable vision and sound understanding of Cleveleys' potential to stimulate investor confidence. The Framework will be a guide to the town's economic future.

The overarching aim of the Framework is to assess how Cleveleys Town Centre can sustain and grow itself, and how best to support the delivery of economic growth and prosperity in the town, and in doing this, drive improvement in the quality of life of residents and productivity of businesses, now and into the future.

Whilst the focus of the brief is the town centre it is recognised that the issues and opportunities of adjacent and surrounding areas must also be considered.

Consultation with key stakeholders and the public is an important element in the preparation of the Framework – Cleveleys' Vision, Objectives and strategy for the future must have public endorsement.

2. Understanding Cleveleys Town Centre

2.1 Cleveleys Summary Description

2.2 High Level Regeneration Context

2.3 Report/Policy Review - Key Points

2.4 Summary Baseline Analysis

2.5 Consultation

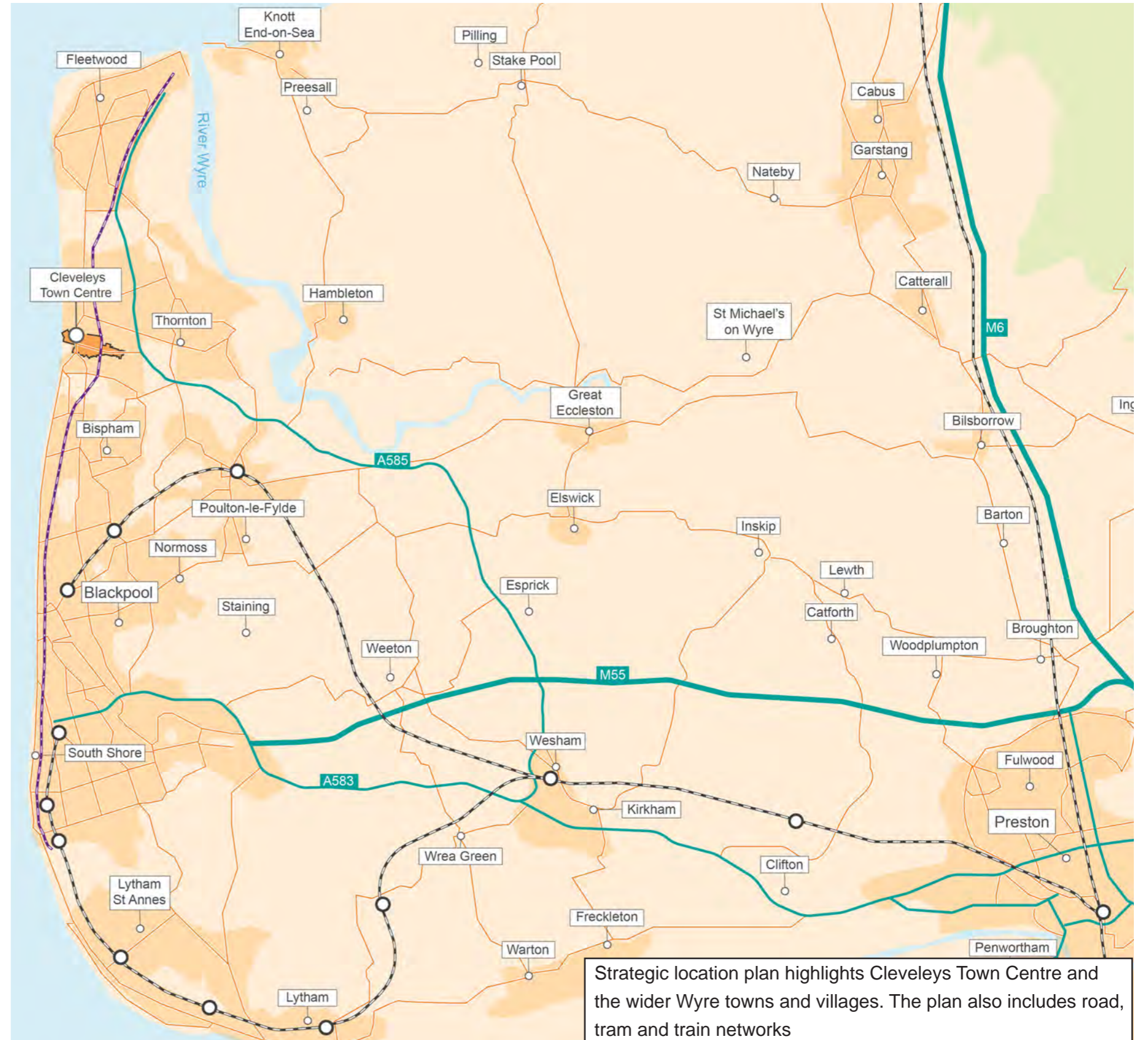
2.6 Summary of Key Issues - Strengths and Weaknesses

2.1 Cleveleys Summary Description

Cleveleys is a significant local coastal resort dating back to the 19th Century, lying between Fleetwood to the north and Blackpool to the south, indeed Cleveleys can be regarded as a cross-boundary settlement which merges into North Blackpool. Thornton is located to the east of Cleveleys along the Wyre Estuary.

The population of Cleveleys (15,916) accounts for approximately 15% of the borough's total but has declined slightly by 0.7% between the two censuses. The age profile of the population is broadly older than that for the borough as a whole, notably in the 75+ age group. Cleveleys, which contains approximately 15.5% of the borough's households, saw only a slight increase in households of 1.4% between 2001 and 2011. The economically active population aged 16-74 is relatively low compared to the borough as a whole, and includes only 57% in active employment, whilst those that are economically inactive include retirees (24%) and a relatively high proportion of people classed as long term sick (5.17% of those aged 16-74).

The population of Thornton (16,547) also accounts for approximately 15% of the total in Wyre but unlike Cleveleys, the population has increased by 1,421 persons between 2001 and 2011 (+9.4%). This population has a slightly younger age profile than the borough as a whole with 29.7% aged over 60, compared to 32% for the borough. Thornton saw a growth of just over 650 households between the two censuses (+9.9%). The level of employment is higher than the borough average, whilst the younger population profile is reflected in a slightly lower proportion of retired people.



Key Motorway/ A roads — B Roads — Tram Network — Train Network —

Cleveleys contains a large shopping and entertainment area close to an award-winning promenade. Its employment offer is concentrated on the entertainment/leisure, retail, service and educational sectors. Key employers include Morrison Supermarket Ltd. There are two small industrial estates - Dorset Avenue and St George's Lane - that are typically occupied by local service and construction-related businesses.

Thornton in contrast has an industrial past, stemming from growth of the chemical industry at the end of the nineteenth century which developed into the ICI Hillhouse complex adjacent to the river Wyre estuary. Although the facility closed in the late 1990s, the 138ha Hillhouse site (including Burn Hall Industrial Estate) remains a significant source of employment and is designated as an Enterprise Zone. The site is home to key international employers such as Victrex PLC. Other commercial areas include Red Marsh Industrial Estate.

Surrounding Cleveleys town centre and the Enterprise zone is a large suburban residential area of varying density, which combined represent 30% of the borough's total. In Cleveleys, the dwelling stock increased by 4.5% between 2001 and 2011 and in Thornton by 10%. In Cleveleys, the dwelling stock is dominated by 2 and 3 bedroom properties (75%) with relatively low levels of 4 and 5+ bed properties. At 15%, Cleveleys contains a relatively high number of flats compared to most settlements which is likely linked to its coastal location and older population. In Thornton, the stock is larger with 3 and 4 bedroom properties accounting for 76% of the housing stock.

For Cleveleys, accessibility via public transport is good, with the centre benefiting from access to the Blackpool tram network providing direct access to Fleetwood and Blackpool and also benefits from a good bus service. In contrast, Thornton does not benefit from rail or tram public transport options, although there is a desire to reopen the Poulton to Fleetwood rail line that passes through Thornton, with work underway to consider rail/tram options for the line. Bus services in Thornton provide good access to the peninsula with limited direct services to the wider sub-region. As with all of the settlements on the peninsula, there is limited strategic road network connectivity, with the key routes being the A587, which links to Fleetwood, and A585 which provides direct access to the M55.



Site photo of the top of Cleveleys Promenade looking to the south

Cleveleys Town Centre

Cleveleys Town Centre, as defined by planning policy, is broadly the extent of the high street - Victoria Road West from the junction with North Drive to the Promenade. It also encompasses areas immediately north and south of the high street including the bus station and tram stop to the north and Aldi supermarket site to the south.

At over 900m the high street is a significant length. By comparison the mall at Manchester's Trafford Centre, a major regional retail destination, is less than 600m end to end. Unlike linear shopping malls Cleveleys high street is not 'anchored' with a major attractor at each end.

The town centre has a strong convenience sector and the service sector is also well represented, particularly in relation to the provision of cafés and food outlets that cater for the tourist population. In contrast the comparison offer is weak, with the limited offer focused towards the lower end of the retail spectrum.

Vacancy rates have been increasing in Cleveleys and currently stand at 8.6% (Springboard July 2020). There have also been recent announcements that two banks will be closing.

The public realm in Cleveleys is not as good as it could be, with many buildings looking tired and run down and in need of improvement. This is in contrast to the new promenade and seafront investment which is an area of high quality public realm and a significant asset for the town.

Thornton District Centre is small in nature compared to Cleveleys, serving a role in meeting the needs of local residents. The centre is linear with commercial activity focused at the junction of Victoria Road East and Lawson Road. The commercial units are generally in a good state of repair with good environmental quality. The upper floorspace of existing commercial premises are generally used for residential use. The vacancy rate is currently 10.4% (Springboard July 2020) and continues to increase from 2.9% in 2018. Thornton centre is not considered within this report.



Site photo of Victoria Road West at the western end looking east



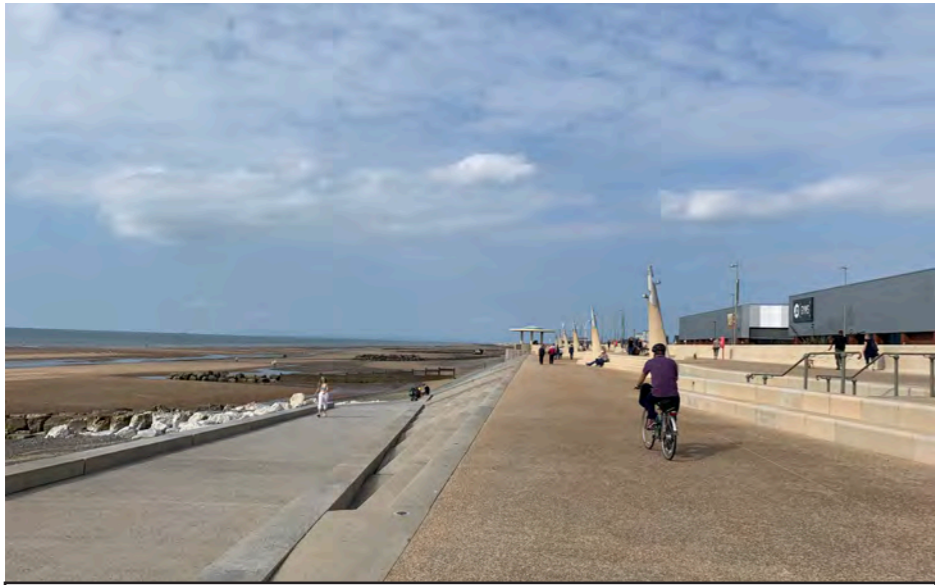
Site photo of Victoria Road West looking east



Site photo of The Dickens facing the facade along Princess Road



Site photo of the Clock Shelter and local shops on the promenade roundabout



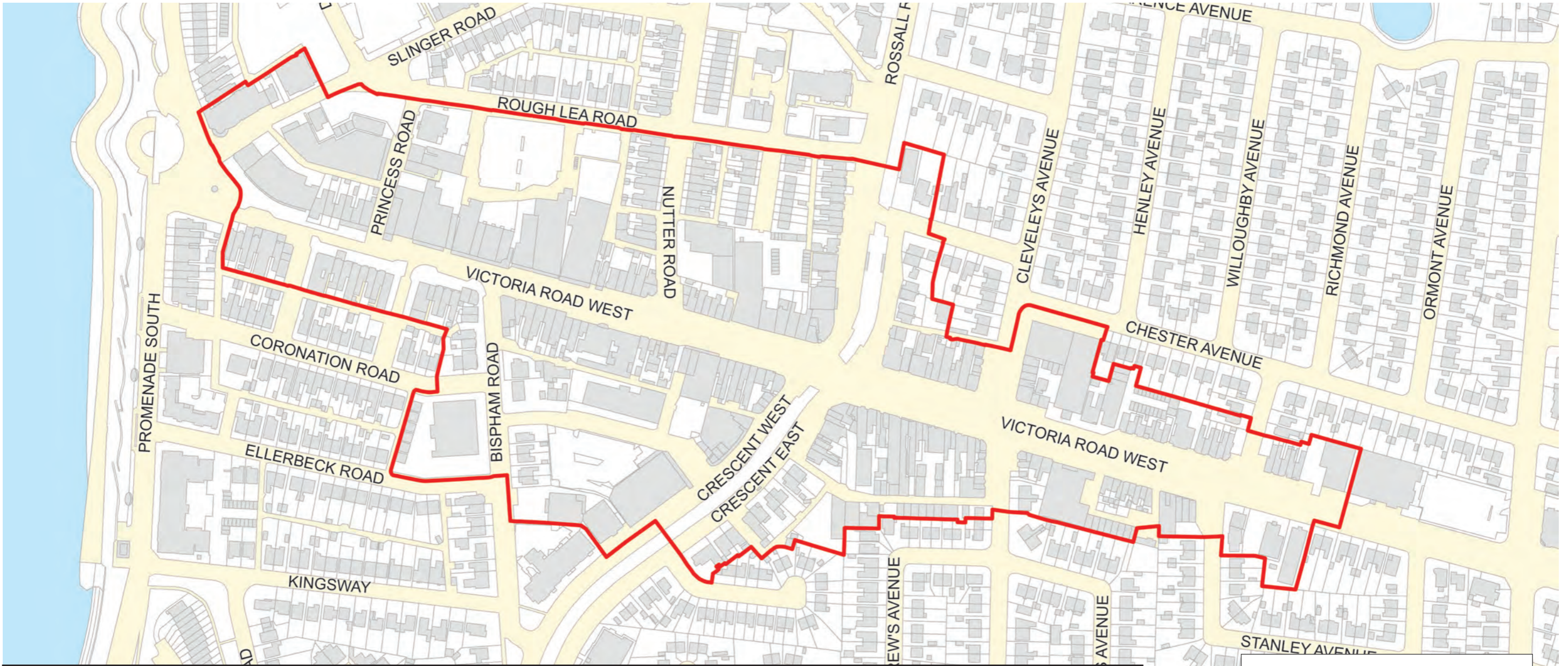
Site photo from the top of the promenade looking north to the beach



Site photo of Victoria Road West with the Cleveleys Clock



Site photo of Victoria Road West with the Iceland store in the background looking east



The illustrated map shows the designated Cleveleys Town Centre boundary from the Wyre Local Plan. Alongside, land boundaries and road names

— Town Centre Boundary

2.2 High Level Regeneration Context

Cleveleys Regeneration Framework must take account of a series of different contexts. The local planning context is covered in the next section of this report, but that sits within a broader regeneration context. The broader regeneration context, i.e. the bigger national picture, is less policy specific and can be somewhat conceptual – derived from thematic ‘initiatives’ and political ‘messaging’ that point to Central Government priorities which may, or may not, form into firmer initiatives and funding packages. Priorities change over the political cycle and funding opportunities come and go over time.

The big picture regeneration context is likely to change over 10-to-15 year timeframe of the Framework and so CTPB and Wyre will need to keep this under review so that Cleveleys can respond to be best positioned for new opportunities.

Northern Powerhouse

The ‘top line’ regeneration context remains the Northern Powerhouse – a collective ‘brand’ under which to group regeneration ambitions, policies and initiatives.

Conceived in 2015 by the then Chancellor George Osborne the Northern Powerhouse groups the circa 15 million population of the North of England into conceptual entity that would be “a collection of northern cities sufficiently close to each other that combined they can take on the world”.

The domestic aim is to redress the country’s north/south economic imbalance through investment in northern towns and cities, and in particular, the connective infrastructure that links them. Better connecting an E-W string of core cities (Hull, Leeds, Sheffield, Manchester, and Liverpool) and the areas that feed into them is a key strategy – allowing towns and cities to compete together on a bigger stage.

Importantly for Cleveleys it must be remembered that connectivity is not just physical but also digital and ‘thematic’ (e.g. clusters or corridors of economic investment or complementary economic activity – often over a wide geography).

Since 2015 there has been much debate about the Northern Powerhouse’s impact in delivering actual benefits on the ground but, unlike predecessor initiatives for The North, it has established wide political traction and support from the region’s businesses and communities.

Many commentators considered that, post 2019 election and Brexit, the momentum for investment in the North would increase under the Northern Powerhouse banner, linked to factors that would reinforce this. For example, as the imperative to pivot to a greener economy and the growing strength of the North’s creative, media, digital and tech sectors. This anticipated direction of travel may well be impacted by the economic effects of the Covid pandemic; the longer-term results of which are unknown at the time of writing.

Recent events suggest a mixed picture for investment in the Northern Powerhouse – for example, the cancellation of the eastern leg of HS2, but also the choice of Salmesbury as the location for “more than £5 billion of investment” in the National Cyber Force. From the perspective of Cleveleys, the latter may have far more significance than the former.

Watch Points

Cleveleys should stay close to the ‘messaging’ and policy developments that are badged Northern Powerhouse. Represented in the right forums, to make connections across the powerhouse region and position investment opportunities to align with Northern Powerhouse objectives.

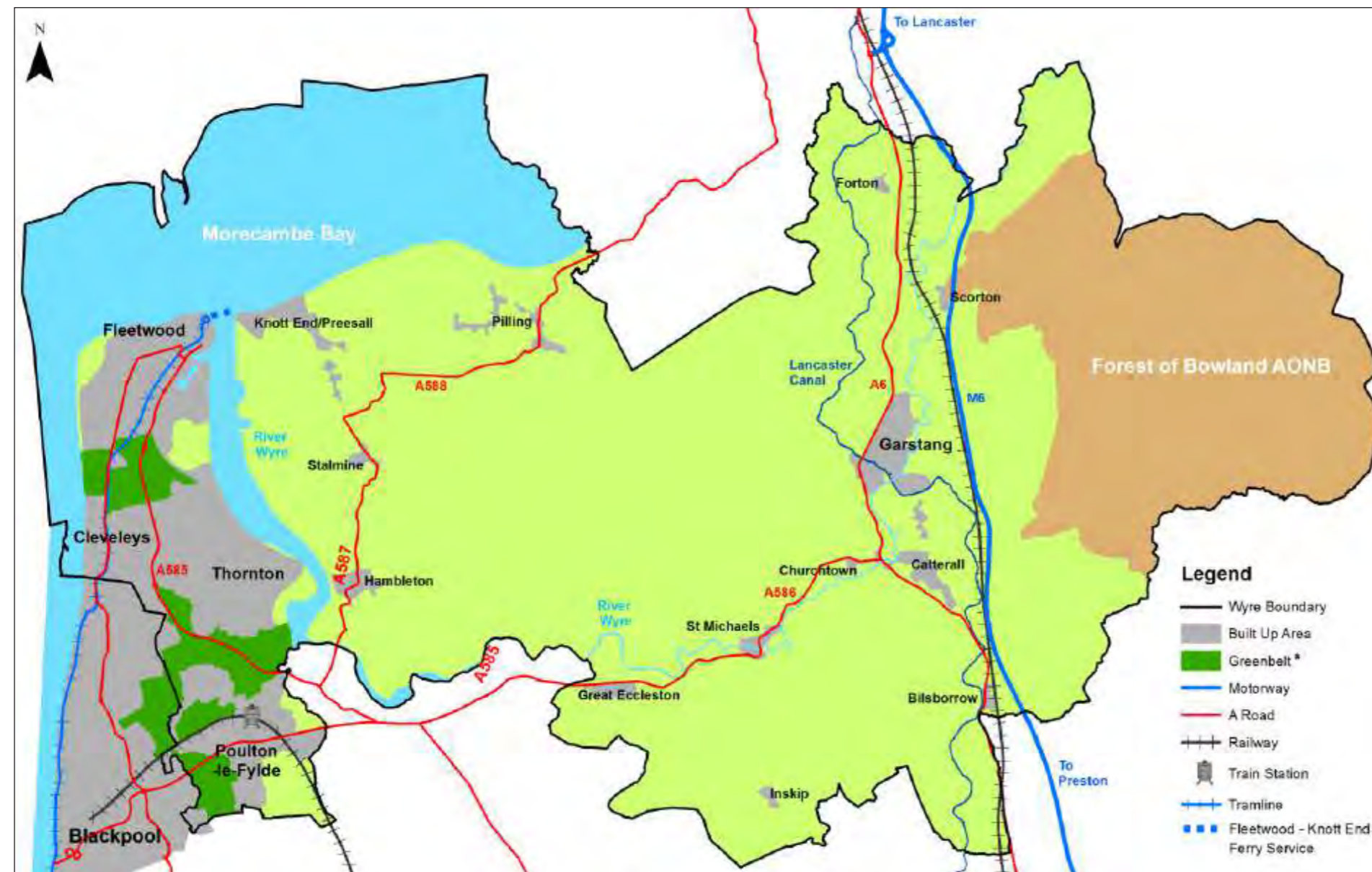
2.3 Reports and Policy – key points

Adopted Wyre Local Plan

The Wyre Local Plan was adopted in February 2019. Section 2, which is entitled ‘Spatial Portrait and Key Issues’, explains that the main urban areas (Thornton and Cleveleys as well as Fleetwood and the market town of Poulton-le-Fylde) are situated on a peninsula to the west of the River Wyre, with a large expanse of rural area to the east. The Borough’s geography is shown on the following plan, which is extracted from the Local Plan.

Section 2 of the Local Plan also highlights significant inequalities between the urban and rural parts of the Borough, with the more deprived areas being exclusively within the urban areas and especially Fleetwood. In contrast, other places across the Borough – such as Garstang and parts of Thornton and Cleveleys and Poulton-le-Fylde – are ranked within the least deprived areas of England.

Local Plan Policy SP1 defines a six-tier settlement hierarchy and apportions the Borough’s growth requirements accordingly. Five ‘Urban Towns’ (Fleetwood, Poulton-le-Fylde, Cleveleys, Thornton and Normoss) comprise the first tier of settlements, and they are collectively earmarked to receive just under half of all housing and employment growth (4,285 homes and 23.6 hectares of employment).



The map shows Wyre’s spatial characteristics, including the Wyre boundary, built up areas and Greenbelt zones. It also includes, road, train, tram and ferry infrastructure routes

Local Plan Policy EP4 (‘Town, District, Local and Neighbourhood Centres’) states that retail, leisure and other main town centre uses will be directed towards the Borough’s existing centres in accordance with the defined centres hierarchy. At the top of the hierarchy are four ‘Town Centres’ – Cleveleys, Fleetwood, Poulton-le-Fylde and Garstang – below which are four ‘District Centres’, five ‘Local Centres’, and 14 ‘Neighbourhood Centres/Parades’.

Policy EP5 (‘Main Town Centre Uses’) requires a sequential test to be undertaken in support of proposals for new retail development outside the Primary Shopping Areas of town centres. Policy EP5 also sets a locally-set impact threshold of 500 sq.m for any new retail floorspace outside of town centres.

Paragraph 2.5.2 explains that all four defined Town Centres are relatively healthy, albeit vacancy rates in Cleveleys and Fleetwood were said to be above the national average in January 2017. Our more recent work for Wyre Council shows that vacancy rates have increased significantly in Fleetwood over recent years and that particular centre is in need of substantial investment although, as we explain in Section 3, the current vacancy rate in Cleveleys Town Centre is relatively low.

Paragraph 2.5.7 refers to the 2015 Commercial Market Review, which identified three separate sub-markets within the Borough – the A6 Corridor (Garstang and Catterall), Wyre Peninsular (Poulton-le-Fylde, Cleveleys and Fleetwood) and Rural Areas (Rural West, Central Rural Plain and Rural East and Uplands). The economies within each of the identified sub-markets are said to specialise in very different functions and occupiers are often geared towards those specialisms. The Local Plan explains that Cleveleys continues to be a vibrant town with its own distinct local character serving both local residents and visitors.

Fylde Coast Retail Study

The Fylde Coast Retail Study, which was published in August 2011, covered the three local authority areas of Blackpool, Fylde and Wyre and assessed the health of 11 study centres (Bispham, Blackpool, Cleveleys, Fleetwood, Garstang, Kirkham, Lytham, Poulton-le-Fylde, Thornton, South Shore and St Annes). The study outputs ran to many hundreds of pages but headline findings in relation to Cleveleys Town Centre can be summarised as follows:

- Cleveleys Town Centre contained 39,950 sq.m of floorspace, making it the second largest of the study centres and the largest in Wyre ahead of Fleetwood (37,140 sq.m), Poulton-le-Fylde (15,800 sq.m) and Garstang (14,400 sq.m).
- The town centre demonstrated strong levels of footfall and a strong convenience retail sector in terms of quantum of floorspace and representation from a wide range of retailers.
- The comparison retail offer was found to be weaker, with an overall offer that was focused towards the lower end of the retail spectrum.

- Cleveleys Town Centre accounted for £52m of the £664m of comparison retail expenditure 'retained' within the defined overall catchment area ('OCA'), from £961.73m of comparison retail expenditure available to residents within the OCA, equating to a market share of 5.45 per cent. Fleetwood Town Centre captured £43m of the available comparison retail expenditure, giving it a lower market share than Cleveleys, of 4.45 per cent. In contrast, Garstang and Poulton-le-Fylde Town Centres accounted for £11m and £10m of available expenditure, giving them much lower market shares of 1.16 per cent and 1.08 per cent, respectively.
- The service sector was considered to be well represented, with a healthy provision of cafés and fast food outlets that primarily cater for the tourist market.
- Overall, Cleveleys was found to be a vital and viable centre, with a strong convenience retail offer, high levels of footfall and a healthy service sector offer, albeit the comparison retail offer was less strong. It was recommended that the centre should be contracted to provide a more focused retail core, whilst enabling the change of use of less viable retail units, or vacant units, located on the periphery of the centre.

Fylde Coast Retail Study Update

An update of the Fylde Coast Retail Study was published in February 2014, which focused on the boroughs of Fylde and Wyre only and did not cover Blackpool. The 2014 study provided updated quantitative retail capacity forecasts, utilising the latest population and expenditure data. A new household survey of expenditure patterns was not commissioned given the relatively short period of time that had elapsed since the 2011 study, and new health checks were not undertaken given the quantitative focus of the update.

Blackpool Retail, Leisure and Hotel Study

The Blackpool Retail, Leisure and Hotel Study, which was published in June 2018, was commissioned by Blackpool Council to inform its Local Plan. The study was informed by a telephone survey of 1,150 households, undertaken in 2017 across ten zones covering Blackpool as well as the neighbouring local authority areas of Fylde and Wyre.

The Study Area defined for the 2018 study is not as extensive as the Study Area defined for the 2011 study, which was informed by a telephone household survey undertaken in 2010. Accordingly, the levels of expenditure retention and market shares established by the 2017 survey are not directly comparable with the findings from the 2010 survey. Nevertheless, the 2017 survey showed that, as in 2010, Cleveleys Town Centre accounted for more of the comparison retail expenditure available to study area residents than any other defined centres in Wyre.

The 2017 survey found that Cleveleys Town Centre accounted for £62.5m of the £743.6m of comparison retail expenditure 'retained' within the Study Area, from £884.3m of comparison retail expenditure available to residents within that area, equating to a market share of 7.1 per cent. Fleetwood Town Centre captured £24.2m of the available comparison retail expenditure within the Study Area. When combined with the £31.6m captured by Freeport Outlet Centre, Fleetwood accounted for £55.8m of comparison retail expenditure available to residents within the Study Area, giving it a market share of 6.3 per cent. Poulton-le-Fylde Town Centre accounted for £17.4m of comparison retail expenditure available to residents within the Study Area, giving it a market share of 1.9 per cent, but Garstang Town Centre did not feature as a named destination.

Town Centre Boundary Review

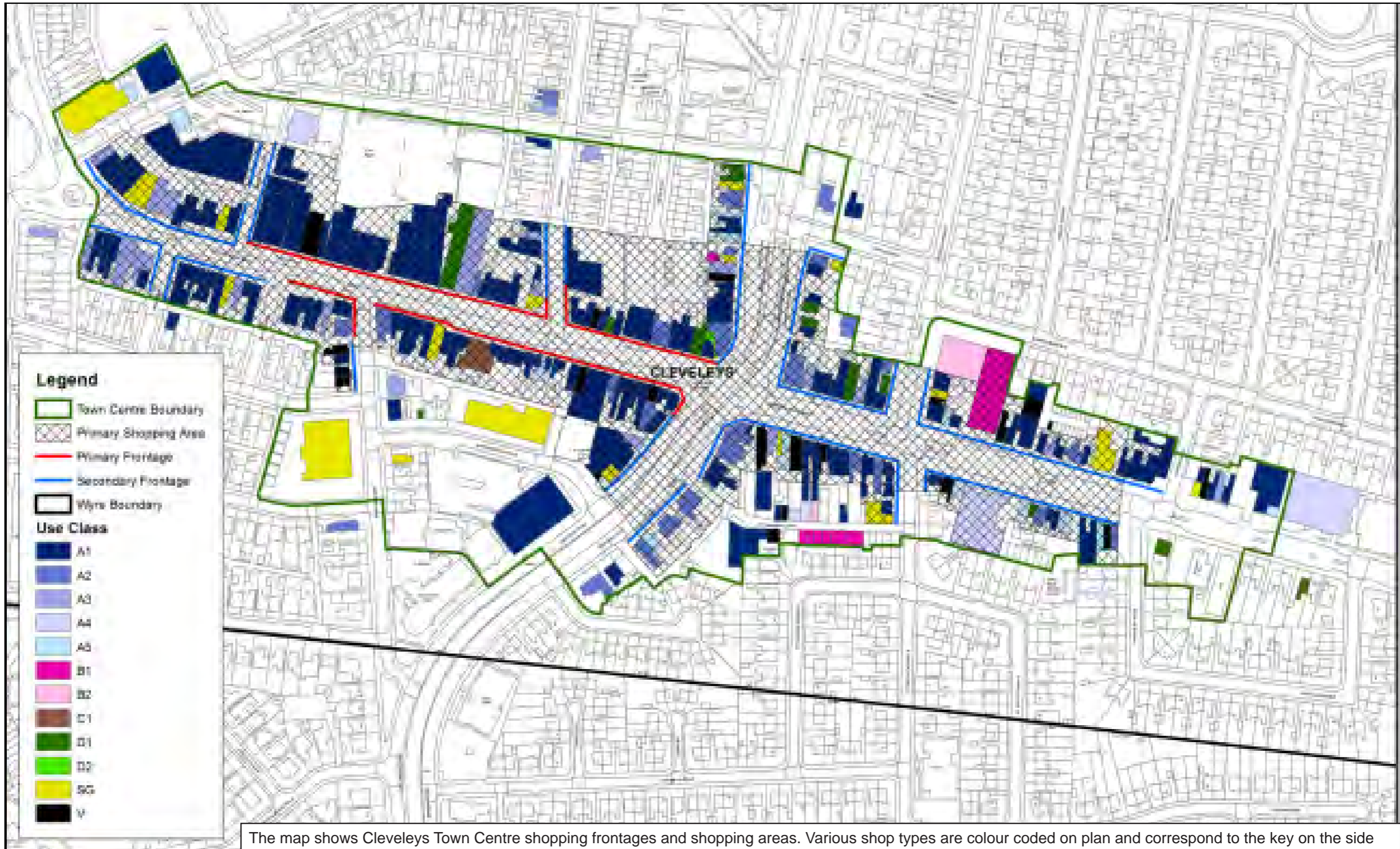
Wyre Council published this evidence base paper in September 2017 to provide an overview of the process it had undertaken to review and define town centre boundaries as well as primary and secondary frontages, and primary shopping areas.

Paragraph 4.4 explained that the town centre boundary had been contracted to remove areas that are primarily residential in nature, located to the north and south of Victoria Road West. To reflect recommendations contained within the Fylde Coast Retail Study, the town centre has also been contracted to a more focused retail core.

The amended town centre boundary is shown in green on a plan within the September 2017 document, which is reproduced below for ease of reference. The boundary is the same as that in the latest version of the Council's interactive online Policies M.

Wyre Monitoring Report, 2019-2020

Wyre's latest Monitoring Report assesses performance against the development plan. The report runs to some 123 pages and covers numerous indicators, most of which are not relevant to the current study. Section 6 of the report assesses performance of those Local Plan policies that relate to Town, District and Local Centres. Whilst many of the required data were not available when the Monitoring Report was produced, Table 6.1 of the report does note that the level of ground floor unit vacancy in Cleveleys Town Centre worsened between January 2019 and January 2020. In comparison, ground floor unit vacancy rates decreased in Garstang and Poulton-le-Fylde and increased slightly in Fleetwood during the same period.



The map shows Cleveleys Town Centre shopping frontages and shopping areas. Various shop types are colour coded on plan and correspond to the key on the side

2.4 Summary Baseline Analysis

Town Centre Performance Analysis

This section assesses the performance of Cleveleys Town Centre against key measures of vitality and viability. The assessment is informed by data from various sources, including Experian Goad plan data. The Goad definition of the town centre broadly reflects the town centre boundary as defined in the Wyre Local Plan (February 2019). For the avoidance of doubt, any figures in this Baseline Report relate to the Goad definition of the town centre.

Stantec has visited Cleveleys on several occasions over the past few months and we factor our observations into the performance analysis.

At the outset we note that Cleveleys is a very long, linear centre situated primarily along Victoria Road West and its intersection with the A587, as shown by Figure 2.2. Improving pedestrian connectivity between the western and eastern ends of the centre is therefore a key priority.

Diversity of Uses

Cleveleys' convenience retail offer remains strong, with Sainsbury's Local, M&S Simply Food and Heron stores located along Victoria Road West. Whilst Tesco Metro is no longer represented in Cleveleys, it has been replaced by another convenience retailer (Iceland), also located at Victoria Road West. An Aldi store is located near the intersection of Victoria Road West and the A587, and Morrisons and Lidl stores are also nearby. The town centre also hosts several independent food retailers including butchers and bakers.

The comparison retail offer is focused on the lower end of the market (M&Co, Home Bargains, The Works, Wilko, B&M Bargains and so on). There are a number of national multiples across the clothing, gifts and cards, homewares and catalogue sub-sectors and these are complemented by a range of independent retailers.



The town centre's service sector offer comprises a range of professional services such as banks, estate agents, hairdressers and beauty parlours. Two banks closed down recently but Halifax, Santander, NatWest, TSB and Skipton Building Society are still represented in the town centre.

There are a few public houses in Cleveleys Town Centre including The Dickens and The Jolly Tars, the latter serving food. The only higher-order restaurant in the town centre is Pulcinella, but there are numerous cafés and fast-food outlets, as well as a Chinese restaurant (The Great Fortune House), located at Victoria Road West.

A Vue cinema and a JD Gym are located approximately 250m to the north of the town centre.

Victoria Market closed in 2010 but a weekly market has been held recently, near the seafront. A market in a more sheltered location would be preferable.

Map Key showing the uses by colour

Use Class (Equivalent Use Class Today)	Colour	No. of Units	%
A1 - Retail (E)	Cyan	164	51
A2 - Services (E)	Orange	24	7
A3 - Food and Drink (E)	Green	24	7
A4 - Drinking establishments (SG)	Magenta	5	2
A5 - Takeaway (SG)	Blue	17	5
B1 - Office (E)	Yellow	7	2
B8 - Storage (B8)	Dark Green	6	2
D1 Non-residential institutions (E or F1)	Red	10	3
C1 - Hotels	Pink	2	1
D2 - Leisure (E or SG)	Brown	6	2
Vacant	Purple	17	5
SG - Other (SG)	Grey	15	5
Dwellings	Light Yellow	24	7

Cleveleys Town Centre - Diversity of uses				
Sector	No. of units		% of units	
	2011	2021	2011	2021
Comparison	117	101	47.2%	42.1%
Convenience	25	19	10.1%	7.9%
Services	81	98	32.7%	40.8%
Miscellaneous	2	1	0.8%	0.4%
Vacant	23	21	9.3%	8.8%
Total	248	240	100	100

The table shows the diversity of uses in Cleveleys between 2011 and 2021

Proportion of Vacant Property

Based on the Goad definition of the town centre, the current proportion of vacant units (8.8 percent) is significantly below the UK average of 14 per cent, and slightly below the 9.3 per cent vacancy rate recorded in 2011. Whilst most of the 21 vacant units are dispersed across Cleveleys Town Centre, there are some prominent vacant units at the intersection of Victoria Road West and the A587.

Retailer Representation

The national multiple comparison retailers within Cleveleys Town Centre primarily cater for the lower end of the market. Local residents will therefore have to travel to higher-order centres such as Lancaster and Preston to access a broader retail offer. Nevertheless, at the time of the last telephone household survey in 2011, Cleveleys captured more of the available comparison retail expenditure than any of Wyre's town centres (£52 million), slightly greater than Fleetwood (£43 million) but significantly higher than Garstang (£11 million) and Poulton-le-Fylde (£10 million). Whilst those figures date from 2011, the order is likely to be similar today. The national multiples are complemented by a range of independent retailers.

As we highlighted above, there is a healthy mix of convenience goods retailers within and close to Cleveleys Town Centre.

Commercial Rents

Average commercial rents within Cleveleys Town Centre are relatively high, at £473 per sq.m, compared with Poulton-le-Fylde and Garstang, which command commercial rents of £360 per sq.m and £173 per sq.m, respectively.

Pedestrian Flows

We are not aware of any formal pedestrian flow counts that have been undertaken recently in Cleveleys Town Centre. The town centre was reasonably busy on the occasions that we visited and there was sufficient car parking available, albeit our visits were on weekdays rather than the weekend when we would expect the centre to be significantly busier.

Accessibility

The pavement aligning Victoria Road West narrows in some areas where cafés and shops have spilled over onto the pavement. Anecdotal evidence suggests that the width of pavement restricts people's ability to move freely in that part of the town centre.

The traffic protection measures surrounding the roundabout near the seafront hinder pedestrian access to Victoria Road West; the measures do not allow pedestrians to follow desire lines. Instead, pedestrians are forced to walk around the circumference of the roundabout.

Pedestrian movement is inhibited across the A587 near its intersection with Victoria Road West because of barriers running along the tram lines. Pedestrians seeking to cross the A587 have to walk a significant distance to cross via the nearest crossing point, which could potentially disadvantage those with restricted mobility.

Perception of Safety and Occurrence of Crime

According to UK Crime Stats data, there were 131 reported crimes in the Cleveleys Central ward (which covers the town centre and the wider area) in July 2021. This is higher than the 117 reported crimes in July 2020 and similar to the 138 reported crimes in July 2019.

During our visits, most parts of the town centre felt safe and secure, thanks to active frontages and largely open walkways. Our discussions with local stakeholders reveals, however, that the town centre suffers from a lack of footfall in the evening, which may lead to people feeling less safe. A stronger evening economy may increase people's perception of safety.

Town Centre Environment

Cleveleys Town Centre has a somewhat 'tired' feel, which is not helped by the general lack of green space and the large expanses of hard standing in the area around the bus station, in particular.

The seafront and promenade area could be made more visually appealing. Whilst improvements to that area were completed fairly recently, in 2010, the space was devoid of planting at the time of our visits and there were numerous bins on prominent display.



Site photos of lacklustre public realm in key gateway locations

Some of the retail properties within the town centre are also tired and would benefit from general cosmetic improvements.



Site photo show poor quality retail frontage along Victoria Road West

Finding a use for the concentration of vacant units at the intersection of Victoria Road West and the A587 would also significantly improve the town centre environment.

Evening/Night Time Economy

There are a few public houses in Cleveleys Town Centre, as well as Glasshouse Cocktail Bar & Bistro, Pulcinella restaurant and Great Fortune House Chinese restaurant. Unlike in Poulton-le-Fylde, however, those facilities are spread across the town centre and Cleveleys does not have an evening economy 'hub' as such.

Summary

Cleveleys is a relatively busy town centre with good public transport accessibility and a healthy convenience retail offer. The centre's comparison retail offer is focused on the lower end of the market, but the vacancy rate is relatively low. There is also a healthy mix of professional services within the town centre, alongside numerous cafés and fast-food outlets that cater for tourists.

The town centre lacks a good range of restaurants, including family-friendly provision, and it has a decidedly 'tired' feel. As well as unattractive buildings in prominent locations and extensive areas of 'hard' open space, with little greenery, there are very few obvious attractors for tourists besides Cleveleys' proximity to the sea.

Overall, Cleveleys is a fairly healthy town centre in some regards but a package of targeted interventions should be considered in order to avoid relative decline compared to other town centres.

Market Assessment

This Market Assessment is to be used to inform the development of a development framework for the town centre through identifying potential market opportunities. This will be used as part of Wyre Council's Town Centre Regeneration Framework study. Parallel Market Assessments are being prepared by BE Group for Garstang and Poulton-le-Fylde to also inform development frameworks for these towns.

This report considers the local property market for retail, residential, leisure, office, industrial and food and drink use. This assessment has included addressing:

- Recent transactions
- Current demand for premises
- Vacant space and availability
- A review of current prices, rents and house sales to consider the current market position for all premise type.

Cleveleys also contains other smaller towns present include Thornton, Trunnah and Burn Naze. Cleveleys relies on individuals that reside in these areas travelling into the town centre in order to buy goods and services. Upon BE Group's inspection of the surrounding towns, it was found that a likely motivator for individuals travelling into Cleveleys Town Centre was the array of charity shops and cafes. In terms of charity shops there is only the Barnardo's outside of Cleveleys and in terms of cafes, only three are scattered around in the surrounding towns. Despite this, there is a strong presence of large supermarkets and convenience stores outside the centre of Cleveleys meaning it is unlikely that residents of Thornton will visit Cleveleys Town solely to do their groceries unless they are particularly driven to shop at Aldi. The selection of supermarkets includes a large Morrisons which sits just outside the town centre on the roundabout that connects the A585 to Victoria Road West as well as a large Co-op supermarket that is found in Thornton Town Centre. Other convenience stores include another smaller Co-op and Premier in Burn Naze as well as a smaller corner shop on the Red Marsh Industrial Estate and a Spar store near Trunnah.

Cleveleys' position in the broader regional context and within the Boundaries of Wyre District. Cleveleys sits in the middle of Fleetwood and Blackpool and can be accessed via the A585. Blackpool and Fleetwood are the two towns being their greatest competitors for business which can detract from the business activity seen in the town.

Retail Market

The current retail property market in Cleveleys is discussed in this chapter based on an analysis of recorded information on commercial property transactions concluded in the area, inspection of the town centre, a review of currently marketed commercial property and discussions with locally active property agents.

Overall, Cleveleys has very large number of retail units for its overall function, with 164 retail units currently being present. Health and Beauty (18%) and Charity shops (8%) accounting for the highest share of stores. Even with so many retail units present there still does not seem to be a strong selection of Comparison Goods or Homeware stores.

A key concern is the lack of a full selection of supermarkets with the only large supermarket present in the Town Centre being Aldi. The presence of a large Morrisons and large Co-op outside the centre as well as a selection of smaller convenience stores limits the Town Centre's role as a place that hosts the grocery shopping of residents in the surrounding towns and consequently this limits footfall and activity.

Cleveleys Town Centre performs two roles, primarily as a local centre for surrounding residents but also a secondary role as a tourist node. Its local centre role is limited by the lack of supermarket choice in the centre and its elongated footprint, meaning that it is not an easy centre to walk, particularly with the tramline being a perceived barrier. Its tourism role is relatively small and concentrated on the western (seaside) end of the centre. The centre offers cafes and fish and chip outlets by the seaside. Cleveleys does not play the tourist role to the same extent as Blackpool which has a substantially more diverse and mature visitor economy.

Comments from Agents

- A range of commercial property agents were contacted to gain their views of the local property market. The following list the statements from the agents in relation to the retail market.
- Cleveleys holds its own as a high street that is in reasonable demand without very many vacant properties
- Outside the town centre Marsh Mill Village on Fleetwood Road North also sees a lot of retail activity
- Cleveleys Town Centre does well all year round and particularly in summer as those who visit Blackpool will also likely visit Cleveleys
- The town centre serves the local population, catering to an older clientele
- There is a large representation of charity shops in the area
- The town centre has been relatively resilient in the face of Covid with the recent departures of Argos and Tesco Express being for unrelated reasons
- Iceland moved into the unit Tesco vacated, taking half the space
- M&S Simply Food recently committed to another five years in the centre
- Retail units are priced £30-50/sqft, dropping in recent years since 2008 from previous levels of £70-80/sqft
- These retail prices jump to the upper limit of that range as you move across the tramline to the section closest to the beach, considered the prime section where the majority of the footfall lies. The difficulty crossing the tramline and the busy dual carriageway is considered a large factor causing this to happen.

- Key Themes and Implications for Town Centre Development Framework

This overview of the retail sector in Cleveleys has highlighted the following points of relevance to the development of the town centre development framework.

- The Cleveleys Town Centre is elongated and spread out, which limits perceptions of walkability and convenience.
- The centre has a high number of retail units for its local function and thus there may be the potential to consolidate the town centre into a tighter node, which would be more walkable and compact.
- The centre has a moderate level of retail vacancies which provide some choice for businesses looking to enter the market. Occupancy levels have remained solid despite the upheaval in the economy in recent months.
- The narrow range of grocery options in Cleveleys Town Centre limits the attractiveness of the centre as a local retailing node. Shoppers would need to travel outside of the centre for a large-format supermarket. However, it is unlikely that there would be opportunities for a large-format supermarket to locate to the Town Centre.
- Higher order retail functions are provided in larger areas such as Blackpool or Preston and it is unlikely that higher order retailers would locate to Cleveleys Town Centre.
- Development options for retailing should concentrate on consolidating the existing units into a more compact centre, rather than spreading the centre out further.
- Development of retail in the Town Centre would need to be cognisant of a pandemic and post-pandemic economic environment, with higher use of online retailing by consumers and less reliance on high street retailers.

Office Market

The office market in Cleveleys is very small and is concentrated outside Cleveleys town centre in small business centres (e.g. Marsh Mill Village on Fleetwood Road North or Cleveleys Business Centre).

There are some vacant properties available currently in the town centre, however they are generally for small units located above retail units that are basic in terms of quality. Additionally, the town centre would also struggle to attract office occupiers as there is limited amenity in the town centre to attract new people.

Slightly north of the town centre is the Cleveleys Business Centre where there are currently some vacant units available, however these units are also basic in quality.

Demand for office stock is generated through local businesses requiring stock, rather than businesses looking to relocate from elsewhere. The demand is for small premises to serve SMEs. A significant proportion of employees in professional services commute outside of the area to larger office-based employment options (e.g. Preston).

Comments from Agents

The following summarise the points raised by commercial agents in relation to the office market in Cleveleys.

- The offices are mainly located outside of the town centre as offices in the town centre have limited parking.
- There are very few enquiries for office space in this locality.
- The office accommodation that does appear in town centres are converted premises located above shops.
- Recently a solicitors rented a previous two floor RBS office that was found in the centre at a price of £12/sqft.

Key Themes and Implications for The Town Centre Development Framework

From this overview, the following themes are of relevance to the Cleveleys town centre development framework.

- The office market is very small, both in terms of transaction volumes and demand for spaces.
- The rent levels are moderate and reasonable for a small market (£11-15/sqft), though would not be at a level to make an investment into new office stock attractive (needing >£20/sqft).
- Any development of further units in this locality would need to cater for SMEs through the provision of small units (e.g. <100 sqm). Locations that can provide adequate car parking would be preferred by the market.
- Town centre office space demand is very limited at present. In consolidating the town centre, options could be considered to introduce a small, serviced office scheme to add activity and diversity to the town centre. However, this is likely to require Council support, both in terms of making any development scheme feasible and also in its on-going operation/management.

Leisure, Food & Drink & Hotel Market

The leisure and hotel market in and around Cleveleys is a mix of pubs, cafes and restaurants servicing the needs of local residents as well as providing a tourist function, particularly with café and restaurant options near to the seaside. The visitor market is generally serving a domestic market, both day visitors and some overnight visitors.

As seen in the Goad information summarised in Chapter 2.0, the food and drink provision in the town centre comprises some 24 cafes and restaurants, 17 takeaway outlets and five drinking establishments, as at September 2021. This is more variety than was observed in the Garstang town centre and reflects the additional tourist function of Cleveleys and the larger overall size of the Cleveleys centre.

Despite its seaside location, there is only a limited provision of hotels with no provision of any brand name hotel options. There are four hotels in total with the remaining accommodation being found in the form of guest houses. There is a solid offering of sports and fitness facilities in Cleveleys. Figure 5 shows the options for leisure available in the surrounding area. Large national gym providers can be found in the centre with both The Gym and JD Gyms providing gyms at an inexpensive price to customers. 100% Muscle Fitness is another gym found in the centre; however it is a slightly more expensive option than the two previously mentioned. Outside the centre there is one more gym in the YMCA Thornton Health and Fitness Centre along with multiple sports clubs offering opportunities to play sports such as Bowling, Cricket and Football. Additionally, a private swimming school and multiple martial arts clubs can be found in the surrounding area.

Jubilee Leisure Park at Cleveleys is owned by Wyre Borough Council and provides an 8-screen Vue Cinemas and JD Gym. It has a seaside location some 250 metres to the north of the Cleveleys Town Centre along the North Promenade. This provides a potential additional reason to visit the area, though it is disconnected from the Town Centre and therefore this limits the opportunity for other elements in the centre to benefit from the draw of the cinemas or gym. There was formerly a Pizza Hut restaurant adjacent to the Jubilee Leisure Park, though this is now vacant.

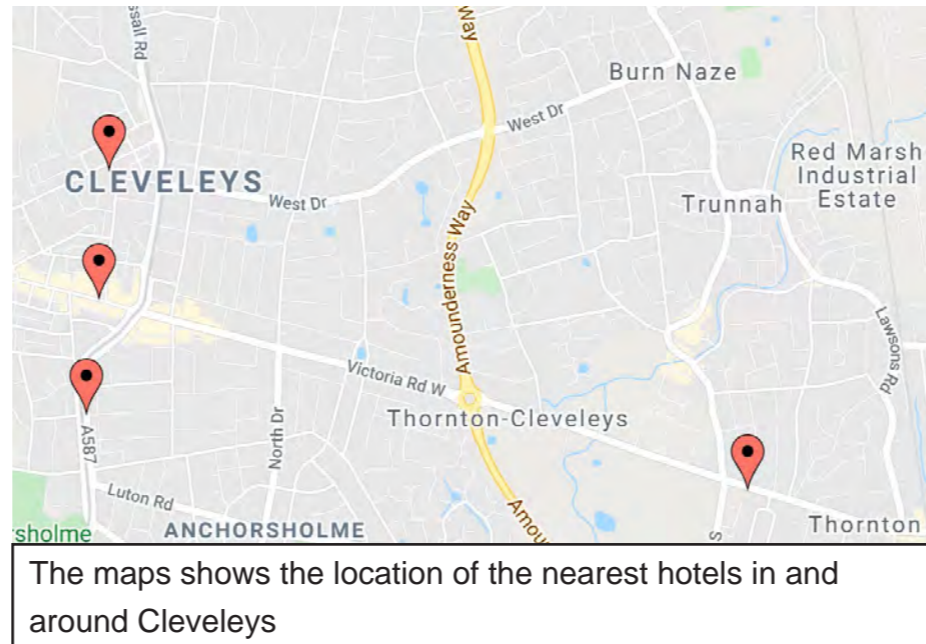
Hillhouse Enterprise Zone masterplan includes a provision for a hotel to service the growing business market, though this is not expected to be developed for several years and would not adequately cater to the Cleveleys Town Centre visitor market.

The choice of hotels in Cleveleys is listed in the table below, which comprises of four independent hotels. There is a lack of brand name budget hotel providers with the nearest of the kind being a Premier Inn which is found in Bispham 1.8 miles away.

Location of Hotels around Garstang

Name	Location	Rooms
The Briardene Hotel	Kelso Avenue, Cleveleys	16
The Regal Hotel	Victoria Road West, Cleveleys	n/a
The New Shades Hotel	Beach Road, Cleveleys	n/a
Rushlands Hotel	Victoria Road East, Cleveleys	17

The table shows the nearest hotels to Cleveleys within a 2 mile radius



Comments from Agents

The following points summarise the comments from commercial agents in relation to the leisure sector in and around Cleveleys.

- There are very few hotels in Cleveleys as Blackpool tends to be the main market for hotels with many people staying in Blackpool, but may visit Cleveleys for the day.
- There is a shortage of restaurants and evening entertainment in the Cleveleys Town Centre. Establishments on Victoria Road West serve an older clientele and sees the cafes often close at 4.30/5pm.
- There is however still a market for younger individuals which is partially serviced by the Jubilee Estate where a new sports bar recently joined a Vue Cinema and a JD Gym.

Key Themes and Implications for The Town Centre Development Framework

- The key themes emerging from this overview in relation to the leisure sector in Cleveleys.
- The Cleveleys Town Centre has a reasonable array of food and beverage outlets throughout the centre, though there are more limited options that serve the evening economy.
- The Jubilee Leisure Park provides an opportunity to increase visitations to the locality but for the Cleveleys Town Centre to fully benefit from this the Leisure Park would need to be better linked with the Town Centre.
- The level of hotel accommodation is small and of modest quality. This locality is in the shadow of Blackpool, which has a higher quantity of accommodation choice and more variety of quality. However, a hotel development within Cleveleys would benefit from its seaside location and could still market itself as being close to the Blackpool visitor facilities.
- Further development of food and beverage uses within the town centre should look to consolidate and develop the node in the west of the centre (near seaside) to help to create a hub and sense of vibrancy. Further food and beverage uses should look to diversify the offer, including those that service the evening economy and higher standard of cuisine.

Industrial Market

The industrial market in Cleveleys is based on the Hillhouse Industrial Estate and the Red Marsh Industrial Estate which are two estates in very close proximity to each other located 2.2 miles from the centre of Cleveleys.

The industrial estates have a limited number of vacant units. Red Marsh Industrial Estate provides a local function and mainly comprises local business operations, such as auto servicing, building and trade suppliers, small engineering operators and small warehousing. It is limited by access and limited parking and has no capacity to expand.

The Hillhouse Industrial Estate is an Enterprise Zone and provides an important chemical manufacturing function, as well as sites for land-consumptive industrial uses. The site includes significant occupiers such as Victrex and Addison Engineering, which are regionally important. The Enterprise Zone's masterplan outlines how the brownfield site can be developed for a range of employment uses, including manufacturing, warehousing and office sites. It is expected that this project would take many years to complete. Of relevance to this assessment is that the Enterprise Zone provides the opportunity to substantially increase the amount of employment opportunities in Cleveleys. Figure 8 illustrates the masterplan for Hillhouse Industrial Estate. The masterplan includes provision for services to meet the needs of workers and businesses within the Enterprise Zone, including cafes, retail and business services.



This plan shows the current masterplan for Hillhouse Enterprise Zone, indicating development parcels and key routes around the site

Comments from Agents

The following comments were received from agents in relation to industrial units in Cleveleys and surrounds.

- Red Marsh Industrial Estate is the main industrial area of Cleveleys which performs well, having relatively few vacant units.
- Blackpool Technology Park and Bispham Technology Management Centre provide the main source of competition to Cleveleys' industrial market.

- Red Marsh Industrial Estate sees a solid churn of stock but is also just for local businesses. Interest for premises is from Wyre or northern areas of Blackpool. Most of the premises in this estate are moderate or basic quality and there is a gap in the market for better quality industrial units.
- Hillhouse Enterprise Zone still needs significant infrastructure and investment to open up the full site.
- Generally industrial units are about £3-5/sqft.
- Smaller units that could be used for hybrid purposes could achieve higher rents at about £8-10/sqft.

Key Themes and Implications for The Town Centre Development Framework

The following themes are relevant to the Cleveleys development framework.

- Red Marsh and Hillhouse will continue to be the focus of industrial activity in Cleveleys in coming years. These estates are relatively removed from the Cleveleys Town Centre and thus development activity is unlikely to impact upon Cleveleys Town Centre (e.g. growth in employment on these estates is unlikely to lead to increased demand for lunchtime facilities in the Town Centre)
- Services for any growth in employment numbers should be provided closer to the estates, such as envisaged within the Enterprise Zone Masterplan.
- Further infrastructure investment is important in opening up the Hillhouse Enterprise Zone. The substantial employment growth opportunities within the Enterprise Zone would have economic implications for the wider area, including demand for housing, transport and services.

Residential Market

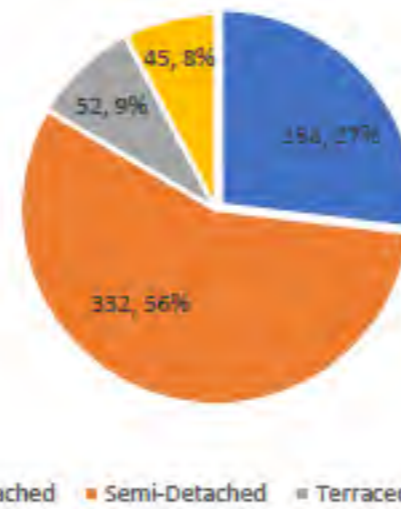
Cleveleys, as part of the broader Fylde Coast, is further removed from central areas of activity (e.g. Blackpool). This is seen as being both a benefit and a constraint to the residential market. The benefit is that it can differentiate itself from the more tourist-focussed Blackpool, providing a quieter, seaside residential location. However, it is recognised that travel to services and employment is longer.

Cleveleys is seen as an attractive and desirable place to live. The residential property market is performing well, with rapid turnover of stock when it comes to market. Residential agents report a wide variety of demographics interested in Cleveleys.

Past Market Activity

Residential market activity within Cleveleys has been reviewed looking at past sales, trends and prices paid for all property types, along with current values of properties being marketed. This data has been collected using Land Registry data drawn from property websites such as Zoopla, Rightmove and LandInsight.

The graph on the right shows a mix and overall sales volumes by dwelling type in Cleveleys over the last year (resales and new builds). It demonstrates that semi-detached housing was the most purchased property type in the last 12 months, accounting for 56 percent of all sales, followed by detached housing, accounting for 27 percent. Nine percent of total sales were for terraced homes and the sale of flats accounted for eight percent of total sales over the last 12 months. The proportion of sales of semi-detached dwellings were higher than that observed in Garstang to the west at 42 percent.



This graph shows the proportion of Dwelling Sales by Type in Cleveleys, last 12 months

Comments from Agents

The following comments were received from agents in relation to the residential market in Cleveleys.

- Overall, the market demand has been sensational in Cleveleys as there is a lack of new properties coming onto the market meaning as long as the residential property is in good working order, there are lots of competing potential buyers.
- Properties are reaching their quoted price without much negotiation.
- Cleveleys is a very desirable and popular place to live, attracting a variety of demographics.
- Bungalows are in great supply.
- New housing developments include Tarnbrook Park which is a high-end development with houses that are high in quality and include solar panels and electric car charging. Other housing developments include Wain Homes' Kinglsey Manor and Mcdermott Homes' Meadowgate Development which both include 3, 4 & 5 bedroom houses. The market for new build is for good quality family products.

Key Themes and Implications for the Town Centre Development Framework

The following themes are relevant for the development framework in relation to the residential market.

- Cleveleys is an attractive residential location and has a broad variety of demographics. The residential property market is buoyant with solid price growth in recent years as well as strong developer interest. With almost 1,000 additional dwellings in the pipeline in the surrounding catchment, the Cleveleys Town Centre can benefit from increased levels of activity and visitations from the growing population.
- Developer interest is for residential estates targeting family markets, rather than infill or in-centre residential products. New residential products for the Town Centre would be relatively untested products, with a narrower potential market that detached and semi-detached residential products. However, given the overall residential market is buoyant in this locality, there would be the potential to build upon this overall market activity to gain interest for in-centre products.

Conclusions

Cleveleys is an attractive residential location along the Fylde Coast, benefiting from its seaside location. It is a quieter location than the higher-profile Blackpool, which is an attractive feature for many looking to locate to an amenable, seaside locality. The Cleveleys Town Centre is the main services node for Thornton. It is an elongated centre with a primary function as a retail and services centre for the residential population and a secondary function as a tourist centre, focussed around the western part of the centre.

In terms of inputs to the Cleveleys town centre development framework, this property market assessment has identified the following:

For retail, the town centre has a high number of retail units yet only has a localised function. It is a spread-out centre, which is not very walkable (particularly with the tramline acting as a perceived barrier). Therefore, there is the potential to consolidate the retail function of the town centre into a more compact node. Further food retailing should be encouraged within the town centre; however, this is unlikely to include large-format supermarkets, which are located in out-of-town sites. Retailing that services the visitor market should be encouraged to agglomerate in the western portion of the town centre.

The office market in Cleveleys is very small, both in terms of transaction volumes and demand for spaces. Office demand is limited and focussed on SMEs. A serviced office scheme could be considered for the town centre as a means of adding diversity and activity to the centre. However, such a scheme is unlikely to be viable as a standalone project and would require Council support both in the development stage and in its operation/management.

The leisure, food and drink and hotel market serves both the residential and visitor sectors. While there is a reasonable array of food and beverage outlets in the town centre, there are more limited options serving an evening market. The Jubilee Leisure Park provides an opportunity to increase visitations to the town centre if there are improved active links between the two. Further food and beverage outlets should be concentrated around the west of the centre, with diversity of cuisine, styles and quality to be encouraged. The hotel market is relatively narrow for a seaside location and clearly in the shadow of Blackpool. A hotel development within Cleveleys would benefit from its seaside location and could still market itself as being close to the Blackpool visitor facilities. There would be economic benefits from a hotel in the town centre, which would help to increase activity levels in the centre. The limiting factor on developing a hotel at this location would be from the developer side, with the market preference for a location nearer to the Blackpool and its established visitor market.

The industrial market in Cleveleys is concentrated in the east of the locality, quite removed from the Cleveleys town centre. Therefore, any growth of the industrial market is likely to have very limited implications for the town centre, particularly as the Hillhouse Enterprise Zone masterplan envisages the provision of services for the workers and businesses of the Enterprise Zone to be provided within the masterplan area. However, if the Enterprise Zone is successful and fully developed, this would significantly increase overall employment within the area and thus have longer-term implications for overall activity in the broader area, which would have indirect benefits for the town centre.

Cleveleys is an attractive residential market, drawing interest from a wide range of markets, including first home buyers, families, luxury and retirees. There is significant current development activity, including almost 1,000 dwellings in the pipeline within active developments. Planning for the town centre would need to be cognisant of this growth. In-centre residential products have not been a focus of development activity and would be a relatively untested market for Cleveleys town centre. However, the overall high interest in the residential market suggests that this would be a reasonable time to expand the range of products and test such a scheme.

Spatial Review

Cleveleys Town Centre is defined by Victoria Road West from the junction with North Drive to the Promenade. It encompasses areas immediately north and south of the high street including the bus station and tram stop to the north and Aldi supermarket site to the south. Victoria Road West contains most of the social and economic activity, and the highest number of independent shops.

Victoria Road West is considered the core of the Town Centre which stretches the full length of Cleveleys up to the Promenade. There are a number of spaces that are peripheral characters, such as the Bus Station, Aldi, and the Hesketh Car Dealership.

Photographic Survey



The photos on this page and the previous page are the site photos taken around Cleveleys and relate to the 'photographic survey' map. The images cover areas along the Victoria Road West and The Promenade to better understand the current condition of local shops, public realm and connections around the Town Centre



Urban Structure

Cleveleys Town Centre has one main controlling aspect, which is the Promenade to the west of the town. Around a mile long it is the town's strongest anchor with a number of key buildings and spaces facing the North Promenade.

The grain of the town centre can be seen on the next page 'figure ground' plan. It shows the pattern and scale of building footprints. The grain of the town is tightest around Town Centre boundary, it becomes looser in the later suburban housing leading out north, south and east.

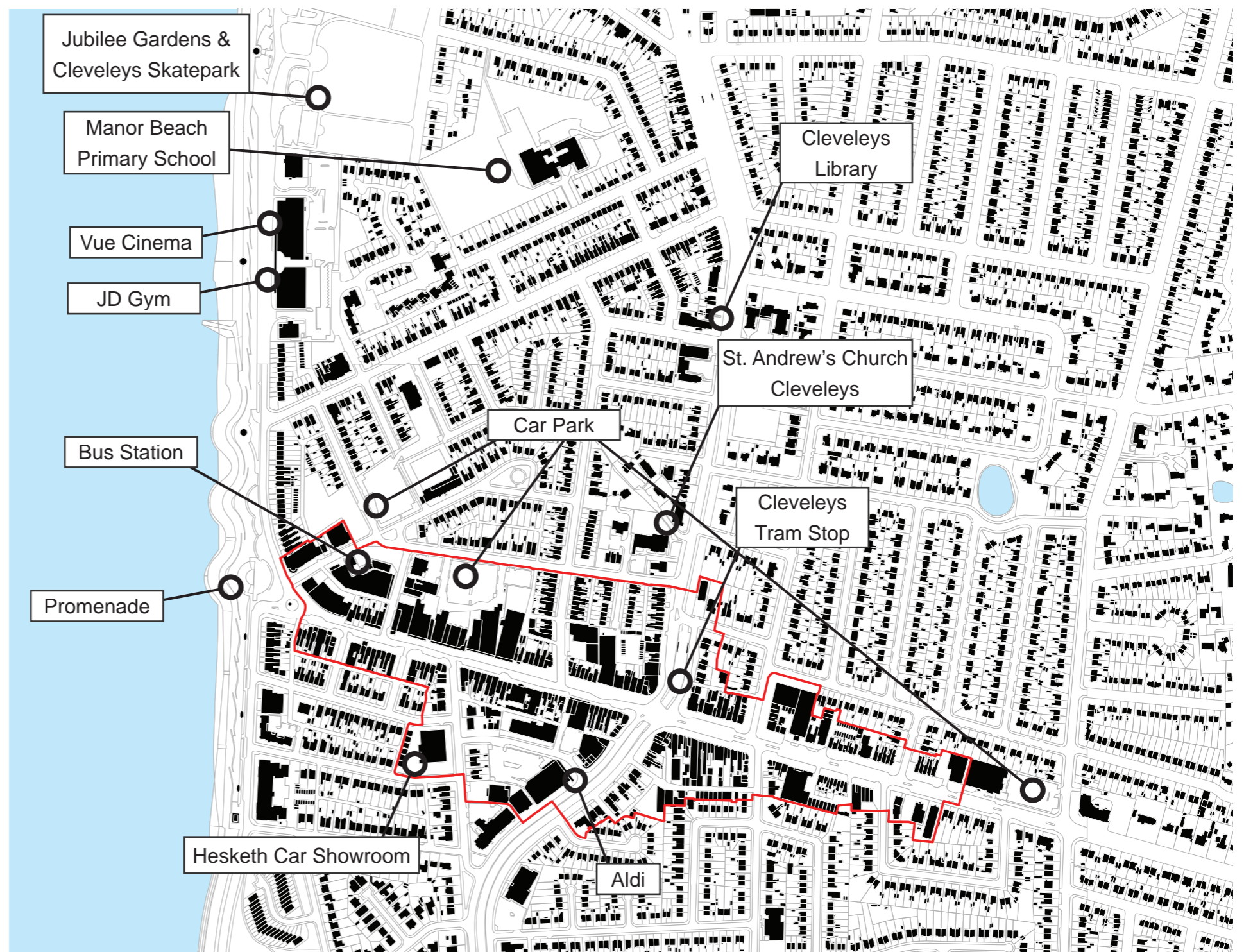
The ability for the town to grow is constrained by the existing urban development on three sides alongside the Irish Sea west of the town centre.

Victoria Road West clearly is the central spine of the High Street with a linear structure and predominantly larger buildings footprint running the full length of the town centre, with clearly defined block frontages either side, predominantly 2 to 3 storeys; with a large area of public space.

Watch Point

Cleveleys Town Centre and the areas surrounding it are dense with Residential development. There are pockets of open space, but little in terms of spare land or clear opportunity sites and this is important for any future economic development. Any interventions must work within the existing grain and work with the current pattern of the town.

One area with space for potential interventions is the Jubilee Gardens to the north of the town centre. Whilst designated as a Development Strategy, it contains a lot of open space which is currently used for sports and recreational activities. There is potential for a range of new facilities, uses and space to bring together members of the local community.



The illustrated plan shows all the buildings (in black) and roads in Cleveleys. Notable buildings and places are named to highlight local and spatial town centre functions, both inside and outside Cleveleys



Site photo showing external trading, along Victoria Road West



Site photo showing a view from the promenade facing north



Site photo of the tram line along Victoria Road West



Site photo showing a view from the promenade facing south



Site photo showing the Glasshouse Bar at the end of Bispham Road



Site photo showing a high street cafe, along Victoria Road West

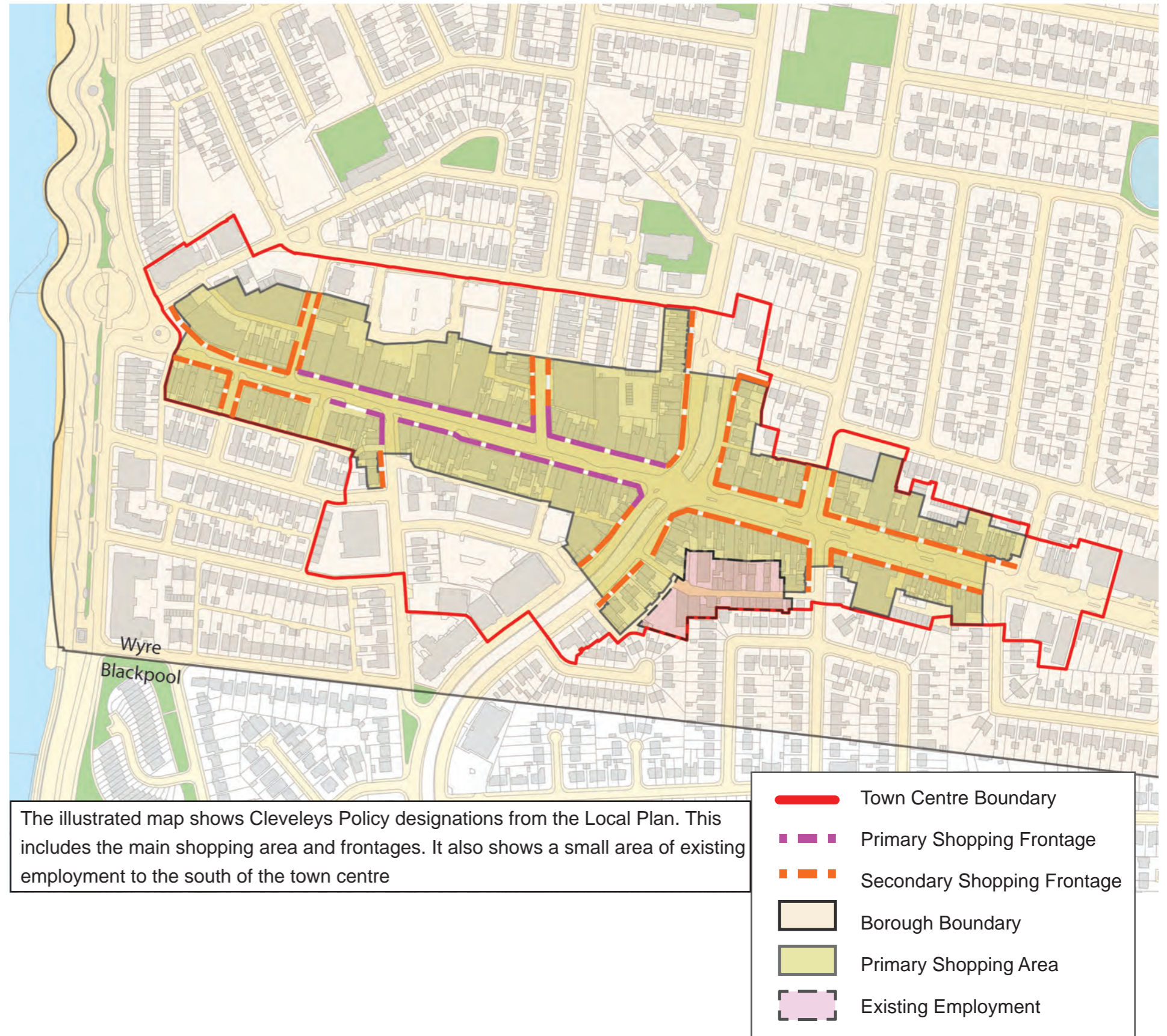


Site photo of the Roundabout Shelter at the end of Victoria Road West

Land Use

The designated shopping area covers the majority of the town centre with Victoria Road West being the primary focus capturing the majority of stores, alongside peripheral areas such as Rossall Road and Crescent West & East.

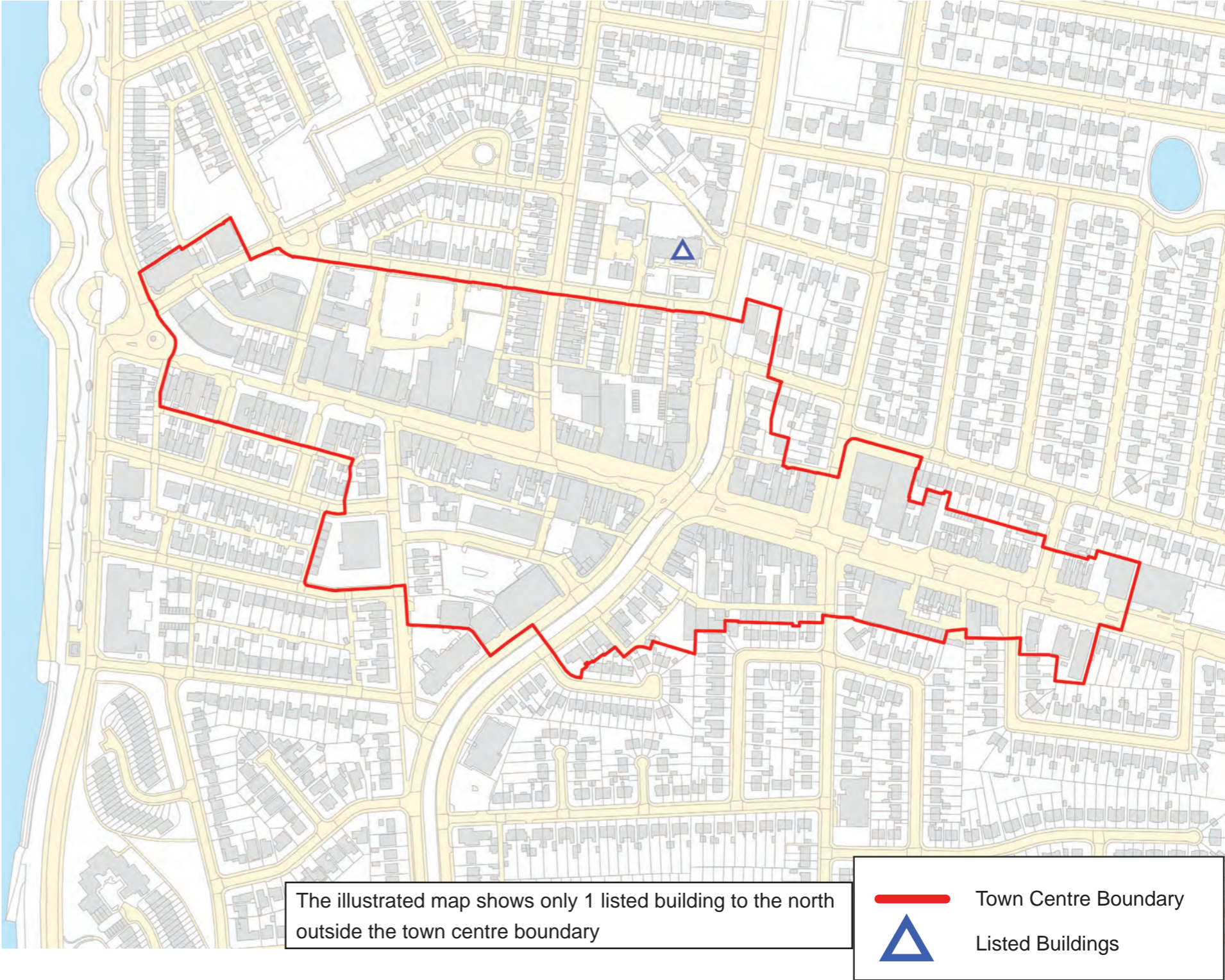
The primary shopping frontage is on the western part of Victoria Road West. It is also evident there is significantly more shopping frontage to the west compared to the east, this can be an effect of the promenade as footfall intensifies towards the promenade area.



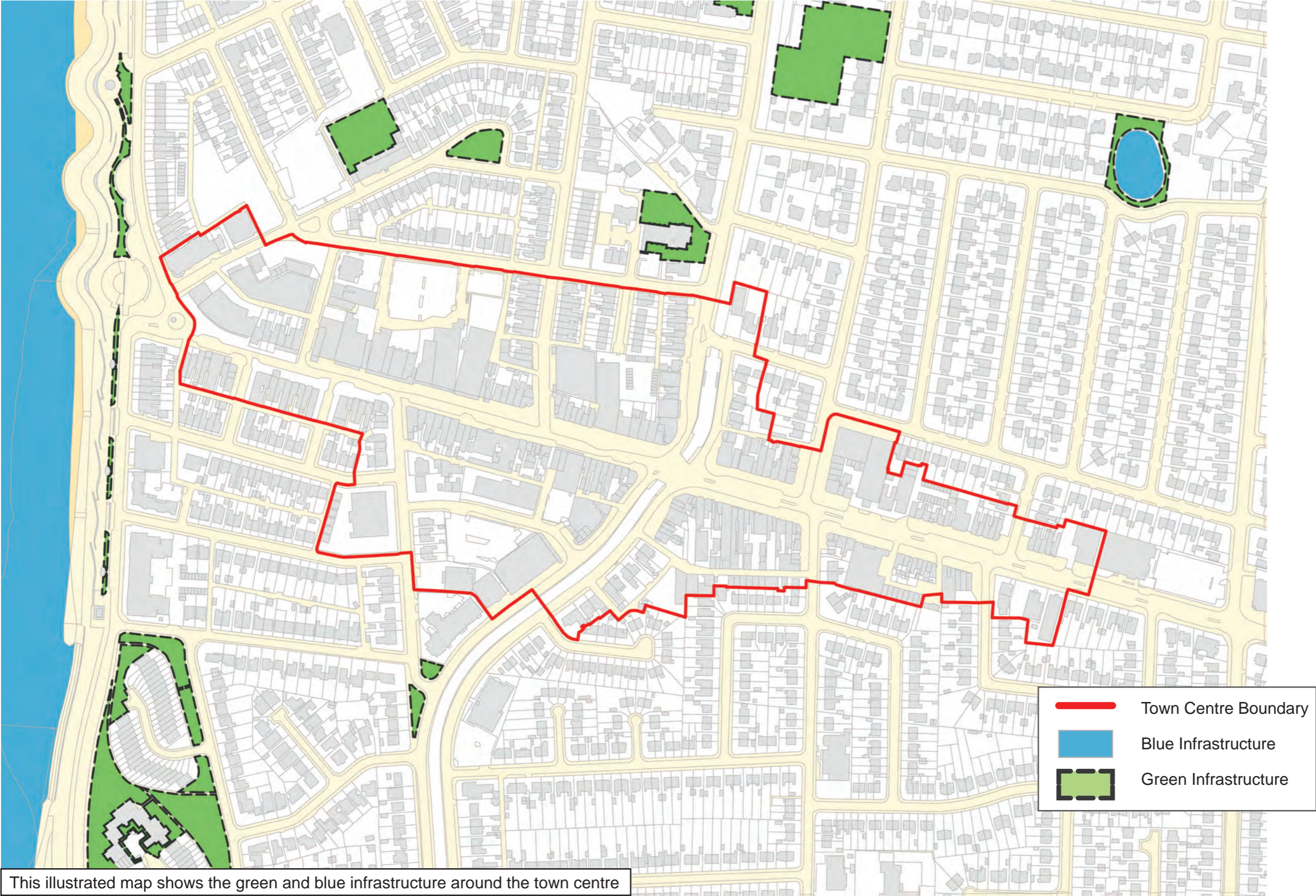
Heritage

Only the Grade II listed St. Andrew's Church, built in 1910, is identified in a search for heritage assets in and around Cleveleys town centre.

This reinforces the point that the town is very much a creation of the 20th Century.

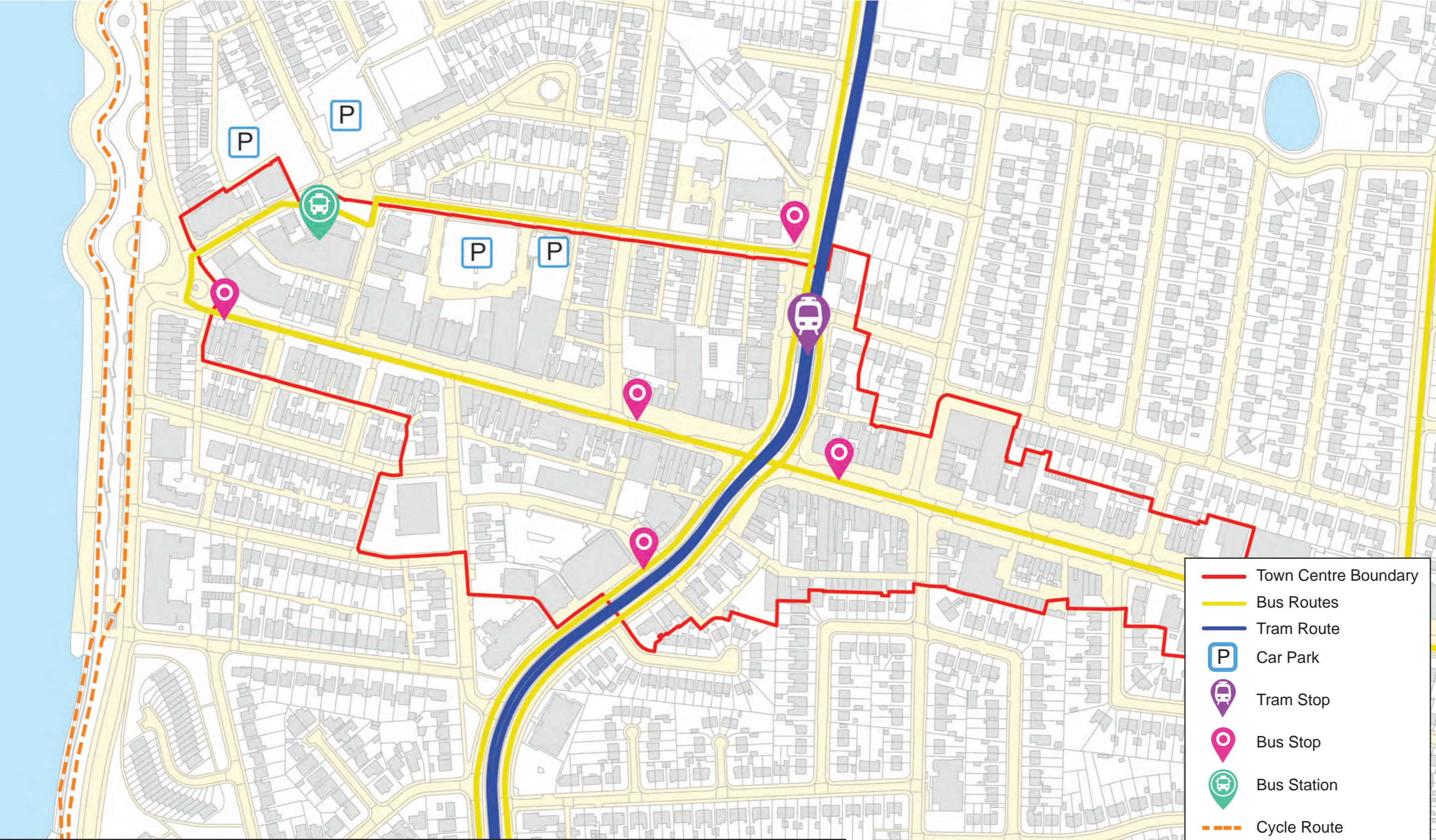


Environment



This illustrated map shows the green and blue infrastructure around the town centre

Transport and Linkage



This illustrated map shows the key transport and linkages around Cleveleys, including key tram, bus and cycle routes

2.5 Consultation

A requirement of the brief and a key objective of the regeneration framework is that the community and stakeholders of Cleveleys have the opportunity to shape the future development of their town. In support of this the regeneration framework process includes for extensive consultation with stakeholders and with the public.

Community Engagement

An Insight Report by CTConsults identifies the results of a series of engagement activities. It identifies respondent profiles, summarises and analyses response metrics, and offers a range of insights and recommendations.

Engagement activities included:

- Conversations and dialogue with the Cleveleys Together Partnership Board.
- Consultation with stakeholders from the perspective of culture, heritage and tourism.
- Hosting a public engagement event – including roundtable dialogues
- Public survey - online and in the field.

Stakeholder workshop

A workshop session with members of the Cleveleys Town Centre Partnership and officers from Wyre Council was held in September 2021. This event was run as a day-long event combined with a meeting of the Partnership Board and interactive update sessions from other consultants working on Cleveleys Town Centre Projects. Approximately 10 board members and officers attended.

The regeneration framework workshop opened by establishing a common understanding of the brief, a summary analysis of the opportunities and constraints from the consultation team and members of the Town Centre Partnership, and a review of post Covid-19 themes and the importance of public realm. From this base, attendees were asked to consider what the town centre could be like in the future and then, divided into 2 teams, describe their vision – this through drawing and writing. Each team then ‘pinned up’ and explained their ideas before all attendees voted on ideas by sticking tokens on their preferences.

Key observations for the development of the Regeneration Framework include:

1. The promenade, beach and sea is clearly the ‘emotional’ heart of the community. It seems to be a happy, healthy, well-used and well-cared-for space, but isn’t fully activated in terms of its economic contribution to the town - nor its visibility and reputation.
2. Access and inclusion is important – there is a desire to see everyone welcome and included and this is something that could be carried across the whole of the town for the benefit of everyone. It is more than physical access. In the move to offer more up-market opportunities, there should be no ‘pricing out’, no ‘quarters’ for some and not others.
3. This includes ‘having a voice’ - especially that of younger people (not just teens and young adults) who want to be listened to and involved.
4. Custodianship - valuing what you’ve got – the environment, the community. Taking care of what makes the town a good place. The relationship with the coast and natural landscape is particularly important here.

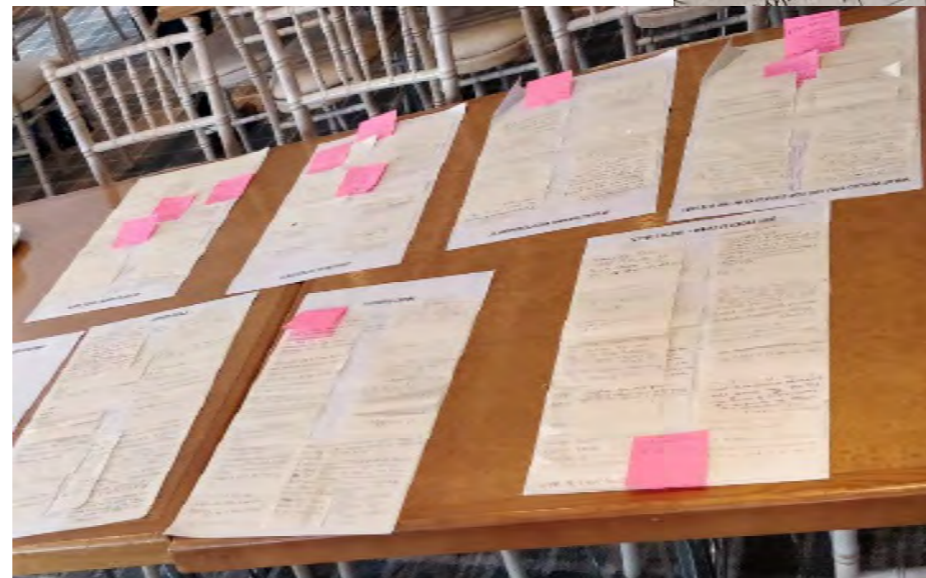
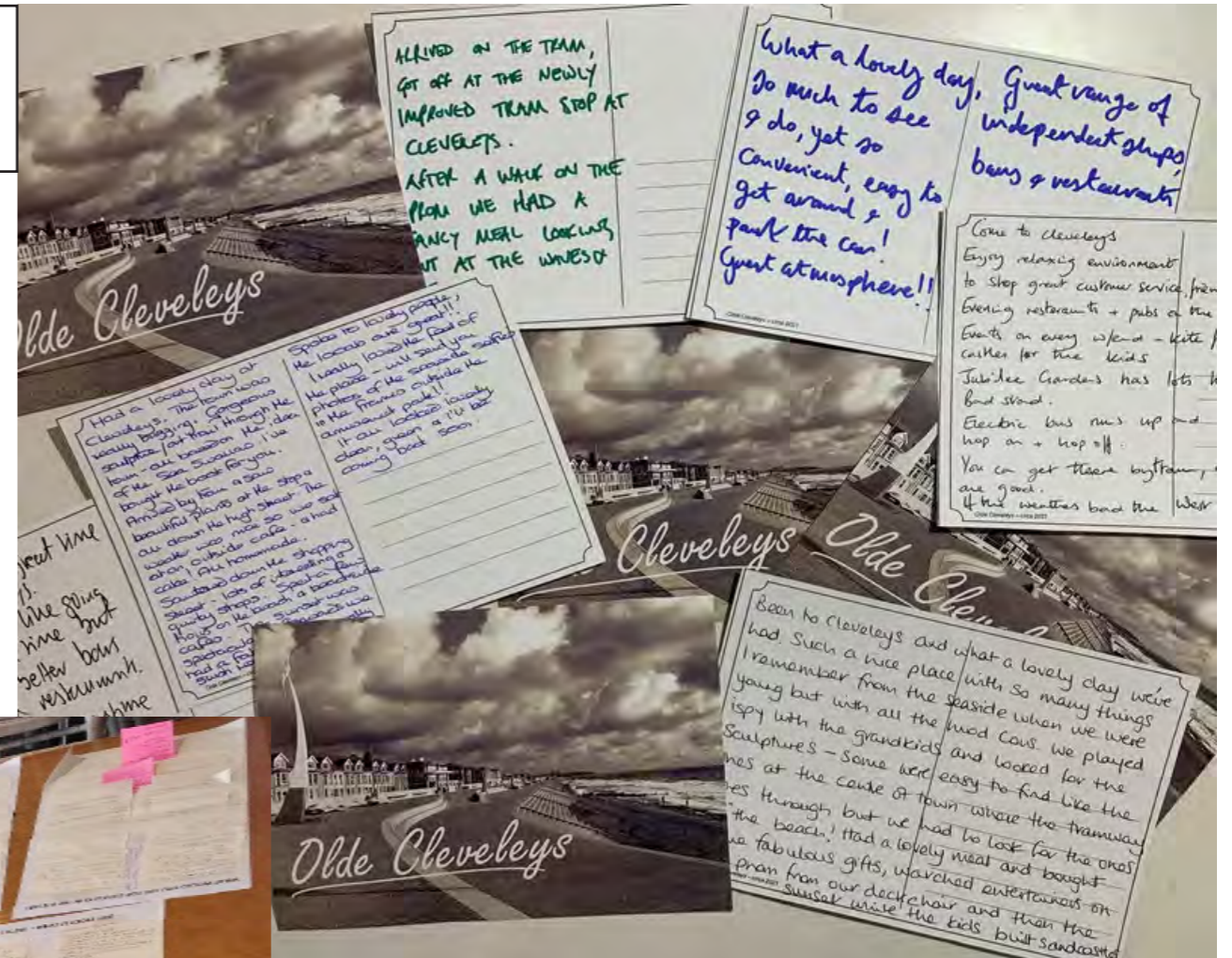


These photos are from the vision workshop with key stakeholders and consultants engaging in a design exercise

Similar themes from all 2 groups i.e. consensus

5. Provide a multi-storey car park to Victoria Road East.
6. Create a pedestrian-friendly shared space to Victoria Road West.
7. Create a series of 'pop-up' event spaces or a bandstand for music/arts events.
8. Reuse of car showroom along Bispham Road as a foodhall/ market.
9. Reuse some of the existing buildings to the town centre side streets for higher-end café, restaurant, artisan shops. Example location St. George's Lane.
10. Provide a water sports offer/facility with a café and community centre near the beach.
11. Redevelop the promenade square area and poor-quality low-rise buildings with new public realm and higher rise tourist/holiday/leisure offer type of development.
12. Provide beach huts along the sea front.
13. Reuse first floor for residential to buildings along the main high street to help kick start an evening economy/uses.
14. Create solar-powered electric charging points locations/stands for cars, bikes and mobile phones.
15. Create a seafront Lido area for multifunctional uses.
16. Provide visitor/holiday hotel offer for longer stays.

Postcards from the stakeholders writing to their future selves. Describing the future interventions that will improve Cleveleys



Photos from the vision workshop with key stakeholders and consultants engaging in a design exercise

Public Consultation - Vision Panels

Event 1

A day-long exhibition was held at St. Andrew's Church on October 2021. This was staffed by members of the Cleveleys Together Partnership Board, Wyre Council officers and consultants. The exhibition was hosted on-line for a further two weeks, it also included feedback with surveys. This included written feedback.

The exhibition presented the vision panels to show alternative development for the town in the near future and asked that people give their view.

The exhibition included a series of engagement activities, looking at the respondent profiles, summarising and analysing response metrics and offering a range of insights and recommendations for the interventions. There were a range of activities used to establish this, including conversations and dialogues with the Cleveleys Together Partnership Board, stakeholders from the perspective of culture, heritage and tourism. Additionally, public in-person and online surveys and round table dialogues were conducted, producing a wide range of feedback.

Strong factors that came through the analysis:

1. Act on the data; especially if you have 'heard it all before' from previous studies or exercises. Scepticism may be a factor, at least initially – but a clear vision deserves to be pursued with the long-term in mind without being knocked off course. Early stage sceptics can often become fierce advocates and agents of positive change as they see it delivered.
2. A shift in ambition is required to deliver a truly meaningful change both within the town and also beyond. A collective shift in behaviour can be transformational but it is much more than 'prettification' or uplift in promotional messaging – which will quickly tire and lose impact.
3. This requires a managed, but dispersed and extended approach to delivery – it can't be down to the same individuals, volunteers and agencies who have led and delivered in the past. This is not to suggest a changing of the guard, but rather a bolstering of skills and resource.
4. Involve younger people, or risk limited change. Actions will speak louder than words in this regard.
5. Quick wins and pilots will serve an important purpose – piloting pedestrianisation is an obvious starting point – but kickstarter actions have to connect to sustained activity over time or no lasting transformation will be secured. This long-term vision is the only way to attract partners and retain them.
6. Managed growth: realising potential is a given, but not without strategic alignment, management and values-led controls. Growth yes, but not too much – scale matters.



This image is from the first round of public consultation with members of the public giving feedback and speaking to staff

First round public consultation panels

Public Consultation on a Future Vision for Cleveleys Town Centre

Welcome!

The Cleveleys Together Partnership and Wyre Borough Council have commissioned a study to consider how Cleveleys Town Centre might be improved to address future challenges and opportunities. This is to ensure the economic wellbeing of the town so that it can better meet the needs of its residents, surrounding communities and visitors for the next 15 years and beyond.

The study is at an early stage and as part of it we are asking for your views on what sort of town Cleveleys should be and what its key issues and opportunities are.

The study is focussed on the town centre, but will include consideration of wider areas.



It is structured to consider 10 overlapping 'themes' of town centre economic wellbeing.



Have your say on how Cleveleys can be improved whether you are visiting, live, work or shop in Cleveleys – all opinions count.

Most importantly please spare a few minutes today to complete a survey so that we can capture your views.

The information on these panels provides some background, and also images of ideas from other places to help your thinking about what Cleveleys could be in the future.

The Cleveleys Together Partnership is a group of individuals and organisations who, together, have the expertise needed to develop and deliver a Regeneration and Investment Framework for the town and its surroundings which will ensure that the area thrives in the coming years.



Public Consultation on a Future Vision for Cleveleys Town Centre

Context


Cleveleys is a coastal resort dating back to the 19th Century, lying between Fleetwood to the north and Blackpool to the south, indeed Cleveleys can be regarded as a cross-boundary settlement which merges into North Blackpool. Thornton is located to the east of Cleveleys along the Wyre Estuary and the two settlements are often referred to as Thornton-Cleveleys.



Cleveleys has a population of circa 16,000 and Thornton circa 17,000. Cleveleys contains a large shopping and entertainment area close to an award-winning promenade. Its employment offer is concentrated on the entertainment/leisure, retail, service and educational sectors.

Public transport accessibility to Cleveleys town centre is good with the Blackpool tram network providing direct access to Fleetwood and Blackpool as well as a good bus service. As with all of the settlements on the Wyre Peninsular, there is limited strategic road network connectivity, with the key routes being the A587, which links to Fleetwood, and A585 which provides direct access to the M55.


Today's Cleveleys – promenade, high street, bus station and tram stop







Public Consultation on a Future Vision for Cleveleys Town Centre

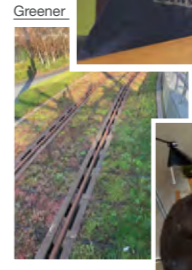
Opportunities for young people




A place for all ages




Greener




A choice for home working




Indoor attractions




Digitally connected




Street trees




Shelter from the elements





Active Travel



More sustainable



These are the consultation panels that show Cleveleys vision. This includes a maps of Cleveleys, site photos, and aspirational images with key topics and interventions that could improve Cleveleys high street

Public Consultation on a Future Vision for Cleveleys Town Centre



wyre council

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TOWN PARTNERSHIP GROUP

Public Consultation on a Future Vision for Cleveleys Town Centre



wyre council

Cleveleys Together
TOWN PARTNERSHIP GROUP

Public Consultation on a Future Vision for Cleveleys Town Centre

Your Views

Thank you for reviewing this exhibition.

We would like your views on the ideas presented. If printed feedback forms are available where you are viewing this exhibition you may leave your comments now.

You can also leave comments via the web address below, where the information presented here can also be accessed:

wyre.gov.uk/cleveleystogether

Alternatively, you can also post your comments to the address below:

Future Cleveleys, Wyre Council,
Economic Development, Civic Centre,
Breck Road, Poulton-le-Flyde,
Lancashire, FY6 7PU



Next Steps

The Cleveleys Together Partnership Board, Wyre Council and consultants will consider all comments received as a result of this consultation process and also comments received from a range of conversations with other stakeholders. From this the team will produce a draft 'preferred vision' for the future of Cleveleys Town Centre.

This will be presented at a further public consultation in Early 2022. Following this a final version of the town centre vision will be produced, taking account of comments received during the public consultation. A final report will be offered to the Cleveleys Partnership Board and Council for endorsement. This work will also support potential funding bids for monies to enable delivery of the vision.



Contacts

If you have any queries about the information displayed here or about the process described you can email:

regeneration@wyre.gov.uk

...or visit our website:

wyre.gov.uk/cleveleystogether



Scan to go to Cleveleys Online Survey

wyre council

Cleveleys Together
TOWN PARTNERSHIP GROUP

These are the consultation panels that show Cleveleys vision. This includes a maps of Cleveleys, site photos, and aspirational images with key topics and interventions that could improve Cleveleys high street

Consultation Feedback

A draft final version of the report was published August 2022 for public feedback – with respondents invited to comment on the ‘key interventions’ proposed for Cleveleys.

The written comments contained general support for the proposed interventions and particularly: HS1 pedestrian priority environment; HS3 new indoor artisan market; HC2 an outdoor activity/environment centre; HC4 Beach huts. Common themes were a desire to improve the offer of the high street and the need to explore these projects in more detail – particularly the potential impact of a pedestrian priority environment.

The social media reach related to the publication of the report was considerable. The interventions which received most interest and supportive comments were: HS3 new indoor artisan market; HC2 an outdoor activity/environment centre; HC4 Beach huts. Common themes included the desire to improve the food and drink offer on the promenade and perhaps most relevant to an outdoor activity/environment centre, the desire to incorporate facilities such as a splash park for children.



These are the six panels at the first round of public consultation that highlight the vision for Cleveleys and potential interventions.



These images are from the first round of public consultation with members of the public giving feedback and speaking to staff

2.6 Summary of Baseline Issues - Strength and Weaknesses

The analysis of Strengths, Weaknesses, Opportunities and Threats below is drawn from a review with the Cleveleys Together Partnership and officers from Wyre Council, public and stakeholder consultation, and consultant team analysis.

It points to the issues that Cleveleys must address and the future direction and opportunities that it should take.

There is clearly a recognition that Cleveleys needs to address a number of issues noted. However there are a good number of strengths and opportunities highlighted which can translate into a broad range of actions that will secure a positive future.

Strengths

- Diverse range of town centre uses.
- Large number of retail units in relation to the function of the town.
- Town centre surrounded by a confident residential development market catering for different market sectors. (But does the town centre have the right offer for new residents?).
- Good transport links including Blackpool to Fleetwood tram system and town centre bus station.
- Coastal location with high quality promenade. This includes cycle / walking links north to Fleetwood and south to Blackpool.
- A friendly, welcoming atmosphere.

Weaknesses

- Lack of full selection of supermarkets limits town centre in performing as a main grocery shop destination.
- Declining presence of high street banks (national issue).
- General quality of food and drink outlets only moderate.
- Weak comparison goods / homeware offer.
- Many shopfronts appear tired with many occupiers basic to moderate in terms of offer.
- Sharp decline in footfall east of tram way – a town of two sides.
- Elongated town centre footprint limits perceptions of walkability and convenience – lack of ‘anchors’ at either end.
- Very limited office employment offer within town centre.
- Office rent levels too low to support investment in new stock?
- Limited hotel options for a town with a tourist function.
- Jubilee Gardens and associated leisure facilities (inc. cinema) somewhat disconnected from the town centre.
- Little by way of an evening economy – shortage of open restaurants and evening entertainment.
- The high street can be very exposed to strong winds and driving rain, predominantly from the west, impacting upon the use of outdoor space and reliability of outdoor events.
- The sea and promenade are detached from the end of the high street by a ‘dead space’ of highway/roundabout and traffic protection measures.
- Away from the promenade the town centre lacks a focal point.
- The ‘gateways’ into the town centre (tram stop, bus station, high street entry points and pedestrian access off the promenade) are all of poor quality.
- Infrastructure around the tramline and concrete pedestrian barriers along the line are quite dominant and reduce the quality of the local townscape character as well as impeding pedestrian movement.
- Lack of cycle infrastructure.

Opportunities

- Potential to differentiate town centre zones and / or consolidate into a tighter area.
- A significant proportion of employees in professional services commute outside of the area to larger centres – if this switches to a flexible working model there will be a larger pool of potential weekday customers for the right town centre offer.
- Opportunity to grow an evening economy by extending trading hours.
- Nearby Hillhouse Enterprise Zone has capacity to significantly increase local employment opportunities, and may have an impact on daily (e.g. lunchtime) high street trade.
- Gap in the market for high quality industrial units
- Whilst town centre residential is a relatively untested market the strength of the wider market suggest that the right product could find ready demand.
- Opportunity to reintroduce an indoor market with an updated market offer (Victoria Market having closed in 2010).
- Opportunity to improve the physical appearance of the town centre, including more landscape (trees?).
- Potential to explore pedestrianisation / pedestrian priority treatment along part of Victoria Road West.
- Opportunity to include more town centre 'attractions'.
- Potential to better promote the 'Mythic Coast' story.
- Better incorporate and promote health and 'outdoor' activities as part of the town offer – esp. maximising use of the promenade.
- Improve the range and quality of shops and the current food and retail offer along the main high street and reduce the quantity of lower-end food/retail offer.
- Remodel/relocate the existing bus station.
- Provide exciting public art/sculpture along the high street to link with the promenade to provide a visitor experience/attraction.
- Provide more shelter along the high street / promenade plaza.

Threats

- General move to on-line retailing.
- Town centre is skewed towards an older customer base. Cleveleys provides this group with a traditional, low key offer, however expectations within older age brackets are changing as new generations move through. Does Cleveleys have the right offer for the next generation of older people?
- Lack of visitor accommodation.
- Whilst overall Cleveleys town centre is reasonably vibrant much of its offer tends towards the lower end of the market whilst some shop units and areas of public realm are 'tired'. This leaves the town vulnerable to any trends that impact upon this market segment, and a future tipping point when 'tired' becomes unattractive.

3. Strategic Objectives

3.1 Review of Strategic Objectives

3.2 Vision

3.3 Review of Strategic Objects

3.4 High-Level Approach To Meeting The Strategic Objectives

3.1 Vision and Strategic Objectives

Defining a vision for Cleveleys that summarises its future identity and 'offer' is the next step. This must be backed up by a series of Objectives and then a set of Interventions defined – practical measures to take the town forward.

A concise vision statement should be prepared that defines a consensus view of how Cleveleys will develop over the next 15 years. This will be the reference point against which to test individual ideas and initiatives – i.e. do they help to build the vision?

It must be a statement that the maximum number of people can align with and so should be broad, positive and inclusive. It should not be detailed in itself, but the Cleveleys Together Partnership Board at least should have a common view on some of the detailed thinking and ideas that will underpin the vision and which the final output report of this project will set out. The Cleveleys Together Partnership must 'own' and promote this vision but a working draft is set out opposite for consideration.

A key question in deciding the Vision is "should Cleveleys 'double down' to meet the demands of its current customers or should it broaden its appeal to attract a wider customer base?"

3.2 Vision

"Cleveleys is a 'real town' by the sea – happy to be next to, but different from, its neighbours. A friendly, welcoming and accessible place for all of its local communities and for visitors. A town proud of its past but looking forward to being an even better version of itself in the future."

3.3 Review of Strategic Objectives

In order to deliver The Vision, and meet the overarching aim of the brief, Cleveleys Together Partnership Board's has established thirteen objectives. Interventions and investments in the town must be measured against their ability to meet these objectives, and, in doing so, to contribute to Cleveleys future success.

Objectives

1. Establish a broader-based offer – including more 'higher-end' elements in both retail and food and drink.
2. Be an inclusive town for all user groups – including young and old.
3. Be a town known for excellent accessibility.
4. Improve the town centre environment, with a focus on its 'gateway' points, including opportunities for more 'greenery'.
5. Be a town known for its outdoor offer and coastal environment.
6. Encourage an evening economy.
7. Deliver public realm improvements, including a focus on reducing the impact of traffic in order to enhance the pedestrian experience.
8. Build community capacity, including the involvement of younger people.
9. Be a resilient, sustainable town, aiming to be net carbon zero.
10. Be known as a town with excellent digital infrastructure.
11. Promote improved health and wellbeing.
12. Identify sites with opportunities for future change that will support the Vision.
13. Be a town that is aware of its present, with an eye to its future.

3.4 High-Level Approach To Meeting The Strategic Objectives

10 – 15 years is a long period within which to programme the delivery of a series of interlinked and overlapping interventions that will help Cleveleys to thrive. The interventions set out later in this document are each described as ‘short’, ‘medium’, or ‘long-term’ actions but this to will be subject to flux. A high-level, conceptual approach to the overall Regeneration Framework is required. This is shown below:

First Phase - Short Term

In the first phase of the delivery of the Regeneration Framework, it is important to achieve some ‘early wins’, i.e. visible improvements that signal intent and build positive perceptions of progress. Early demonstrations of success build confidence, engage people in the process and attract positive attention, and hence the possibility of more investment. It is important that the community is involved in early stage projects and that the early wins deliver benefits for all parts of the community including, importantly, younger people whose commitment and energy will be needed for future phases.

Projects in the first phase should be achievable i.e. not too ambitious and have a clear funding strategy.

Second Phase – Medium Term

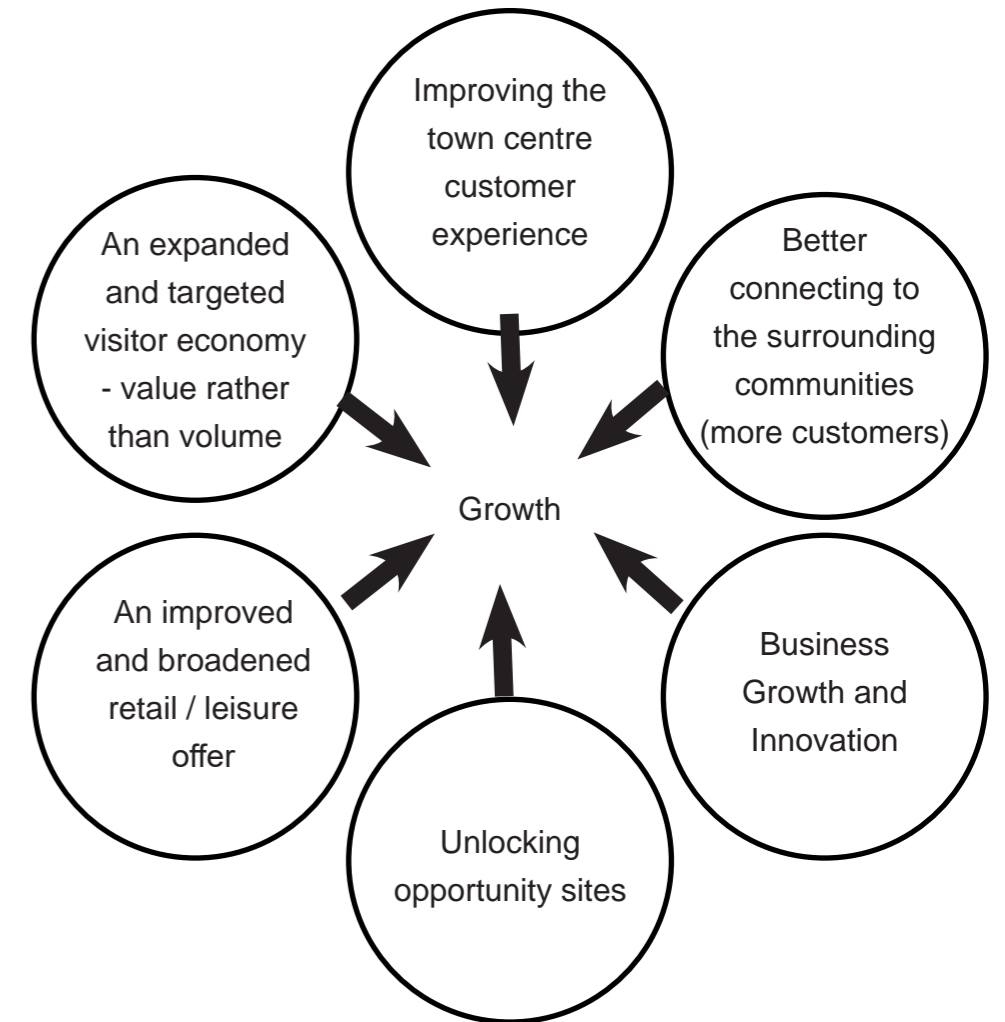
The second phase is about building upon first-phase success, ensuring that momentum is maintained and the benefits of regeneration are felt throughout the town centre. It is important that a successful first phase does not become an end in itself and so the ground work for some of the second-phase projects must be laid in the initial phase. i.e. all parties ‘buy in early’ to pursuing longer term, more ambitious second-phase projects.

Second-phase projects could focus on delivering new infrastructure (including transport and digital), unlocking town centre sites and other complementary development opportunities. This could include experimenting with temporary ‘meanwhile uses’ on sites ahead of more permanent redevelopment which provides a relatively low cost opportunity to raise the site’s (and hence town centre’s) profile whilst testing the viability of new uses.

Third Phase – Longer Term

A third phase of activity is about re-focusing on earlier phase interventions that have become stuck; delivering the more challenging long-term projects; and reviewing the overall direction and impact of the Framework in relation to changing circumstances over time - e.g. new constraints, opportunities, or changes to policy / funding contexts.

Where will growth come from?



4. Framework Components

4.1 Introduction - Overlaps and Synergies

4.2 The Components

4.3 Projects

4.1 Introduction - Overlaps and Synergies

This section considers the different elements, or 'components' that combine to create a framework that responds to the town centre regeneration objectives. Each component is a theme under which a series of issues and opportunities are examined and, under which, a series of potential interventions or 'projects' are identified.

However this approach is simply an organising structure. In practice the issues and opportunities that effect Cleveleys do not fit into distinct, separate areas. They are often complex and overlapping. In response, the review of each component therefore highlights key overlaps and the overlaps between different projects are similarly identified. The framework should be considered as an holistic plan for the Cleveleys future.

Eight themes are identified through which the requirements of the brief can be collectively identified. The diagram to the right highlights the eight themes.

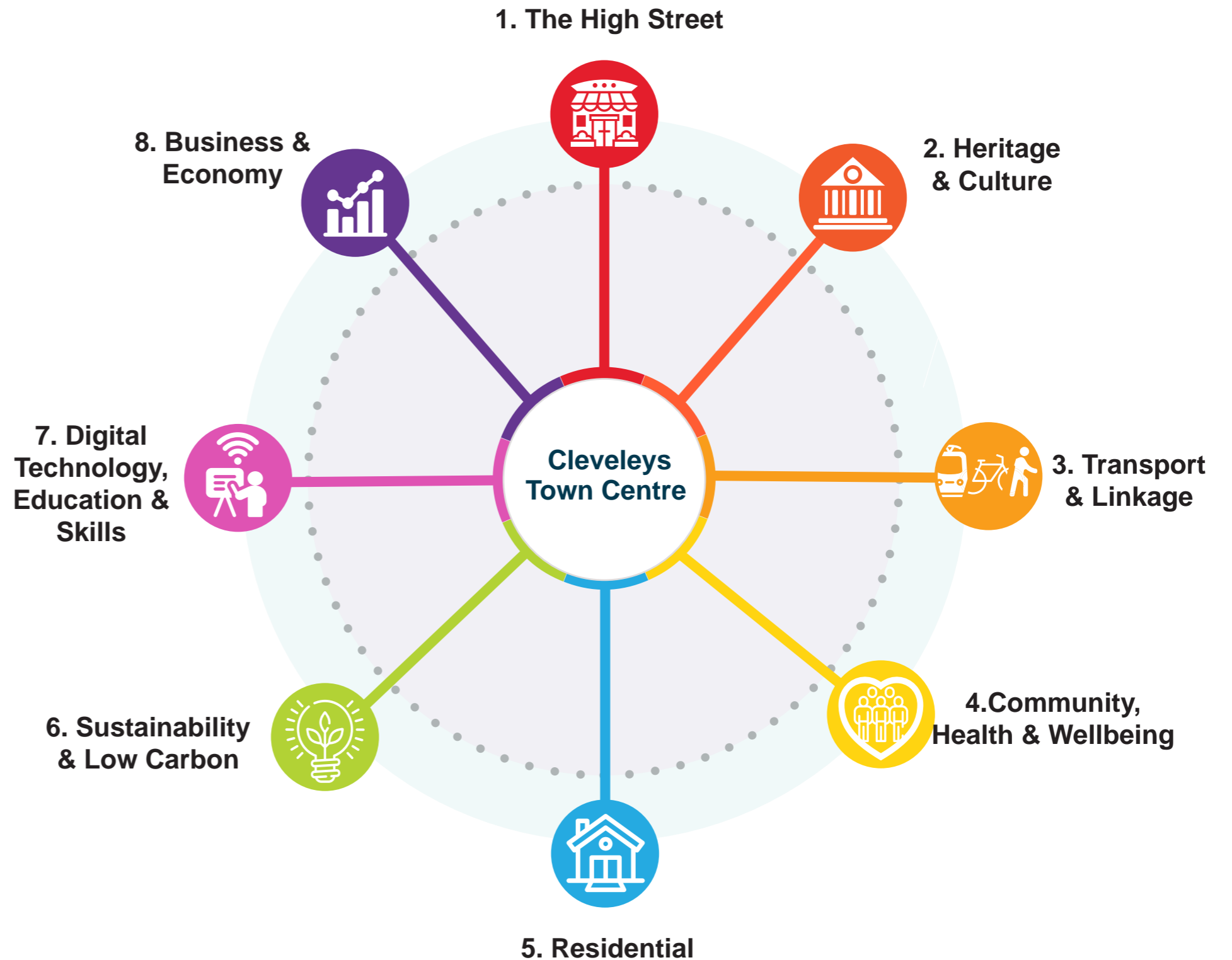


Table of Project Interventions

This table schedules all of the recommended interventions that are considered in more detail in Section 4.3, together with their relationship to the Framework Objectives.

● Strongly aligned with

◐ Aligned with

	The High Street			Heritage & Culture					Transport & Linkage	
	HS1: A pedestrian priority environment along the western end of Victoria Road West	HS2: Public realm improvements	HS3: A new indoor artisan market	HC1: Reboot the Mythic Coast story	HC2: An outdoor activity / environment centre	HC3: A new town centre (seafront?) hotel	HC4: Beach huts	HC5: Review the events calendar and a new 'signature event'	TL1: Cleveleys mobility hub with an overarching transport study	TL2: Walking And Cycling Improvements Strategy
Establish a broader-based offer – including more 'higher-end' elements in both retail and food and drink.	◐	◐	●	◐	◐	●	◐	●	◐	◐
Be an inclusive town for all user groups – including young and old.	●	●	●	◐	●	●	●	●	◐	●
Be a town known for excellent accessibility.	●	●		◐	◐	◐		◐	●	●
Improve the town centre environment, with a focus on its 'gateway' points, including opportunities for more 'greenery'.	●	●			◐	◐			●	●
Be a town known for its outdoor offer and coastal environment.	●	●	◐	●	●	◐	●	●		●
Encourage an evening economy.	●	●	◐	◐	◐	●	●	●	●	◐
Deliver public realm improvements, including a focus on reducing the impact of traffic in order to enhance the pedestrian experience.	●	●	◐	◐					●	◐
Build community capacity, including the involvement of younger people.	◐	◐	◐	◐	●		◐	●	◐	◐
Be a resilient, sustainable town, aiming to be net carbon zero.		◐			●	◐			●	◐
Be known as a town with excellent digital infrastructure.		●			◐	◐			●	
Promote improved health and wellbeing.	●	●	◐	◐	●		◐	◐	●	●
Identify sites with opportunities for future change that will support the Vision	●	●	◐		◐	●	◐	●	●	
Be a town that is aware of its present, with an eye to its future.	●	●	●	●	●	◐	◐	●	●	◐

Community, Health and Wellbeing					Residential		Sustainability & Low Carbon			Digital Technology, Education and Skills		Business & Economy	
C1: A multi-purpose space for community use	C2: Community capacity building	C3: Establish a carers' support group	C4: Make Cleveleys a more accessible town	C5: Promote opportunities for social prescribing	R1: A housing capacity assessment	R2: Town Centre Development	SLC1: A low carbon development strategy	SLC2: A community energy trust	SLC3: Electric Vehicle Charging Strategy	TD1: A Smart Place Strategy	TD2: Improved digital connectivity	ES1: Promote links with Hillhouse Enterprise Zone	ES2: A business incubator space
◐			◐			◐	◐						●
●	●	◐	◐	◐	◐	◐		◐		◐		◐	●
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4.2 Framework Themes - 4.2.1 The High Street - Environment and Public Realm

Challenges

In the context of this report 'the high street' is considered in its widest sense i.e. as a synonym for 'town centre'. In the case of Cleveleys town centre, in policy designation, is almost entirely focussed along Victoria Road West which stretches from the promenade to the intersection at Ramper Gate.

Britain faces many challenges to its town centres and high streets, these are reviewed in section 2.2 of this report. These included:

- The growth of on-line shopping (significantly accelerated by the Covid pandemic)
- The reduction of national multiples.
- The impact of edge of / out of town formats. In relation to Cleveleys this may mean users being drawn to another town / city (i.e. Blackpool).
- The impact of rents and business rates.
- Changing consumer behaviour – in particular a move towards 'experiences' rather than simply a need for transactions.
- A move towards the use of more outdoor space in response to the Covid pandemic and preparing in case of future lockdowns / pandemics.

Responses

In response to these challenges, and the messages from the review of Cleveleys baseline position, Cleveleys high street should:

- Focus on and promote Cleveleys unique identity – the USPs that make the town special and distinct.
- Encourage regeneration from the grass roots up; building on local community capacity and supporting local initiatives.
- Improve town centre's appeal – localism should be at the heart of this, including even more independent retailers, a good quality family-friendly food and drinks offer.
- Enhance Cleveleys' hotel and accommodation offer, encouraging people from out of town, and increase spending in the local economy.
- Create experiences – a combination of a unique and attractive coastal environment, a great offer, and programmed events that align with the best that Cleveleys has to offer.
- Enhancing current town centre uses – across all aspects of retail, hospitality and market trading – but as evolution rather than revolution. As the high street is large, there are opportunities to improve the quality and add more.
- Seize opportunities presented by new technologies – using these to connect people, not remove human contact from transactions and service delivery.

Whilst every town must find its own unique formula for success, Cleveleys should consider the lessons from successful town centre regeneration elsewhere, including places that have a good food/drink & hotel offer with a strong evening economy that links to the seaside town offer.

Alignment with the Framework Objectives

Cleveleys, like many towns, thrives from the high street. This Framework is purposed towards growing the economy of Cleveleys town centre and through this improving the quality of life of residents and high street offer. By implementing early and visible interventions will be key to building momentum and engagement, including improving the public realm along the high street and using this to help define and reinforce the character and identity of the town.

Local people can and must be involved in the process, especially young people, and many of the initiatives focussed on the high street will contribute to making Cleveleys as a whole, a more greener, healthier, and more sustainable seaside town.

Watch point – the economic value of public realm

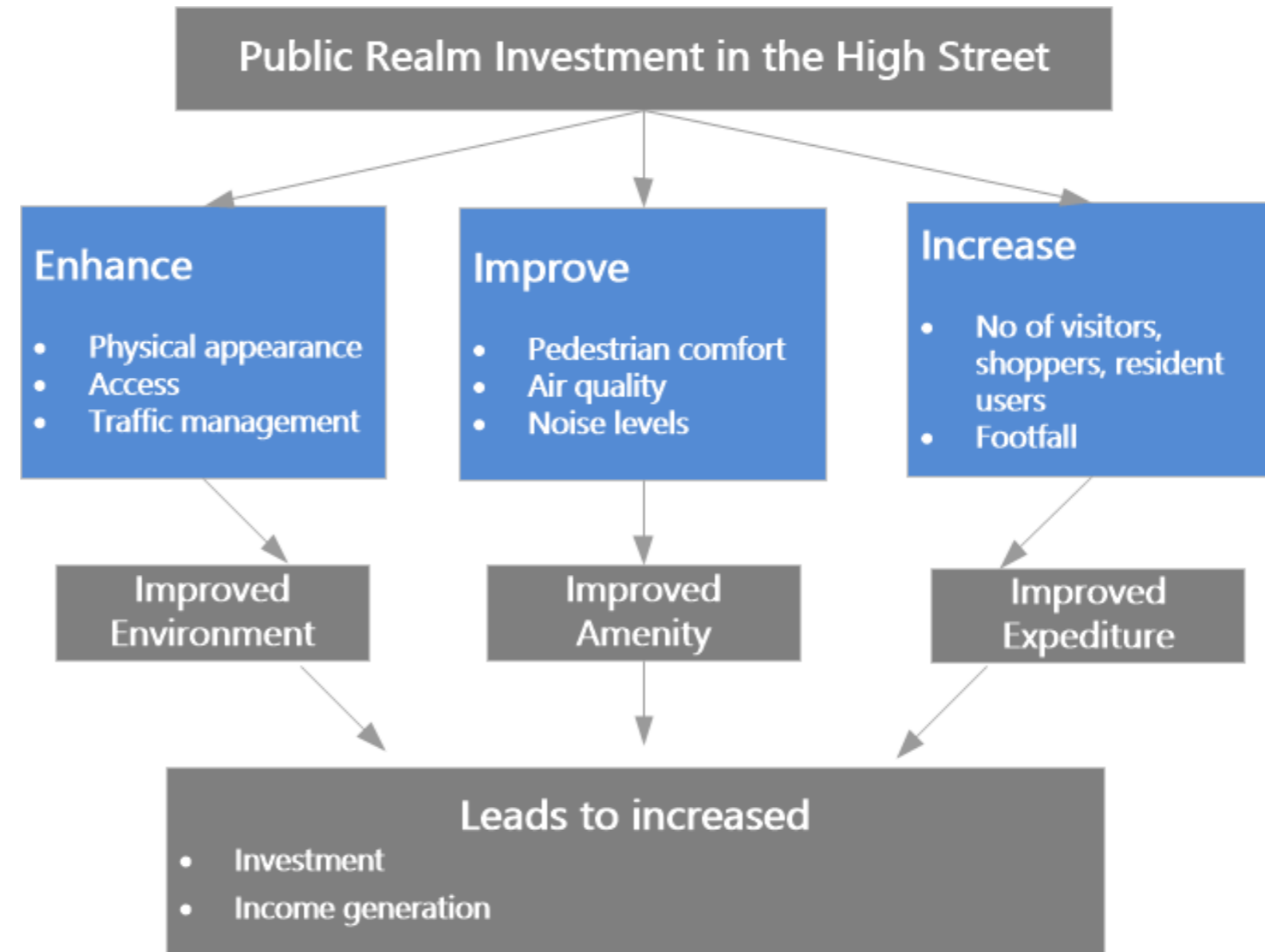
This Framework suggests substantial investment in improved public realm, largely focussed along Victoria Road West. It is important to recognise that these are not aesthetic improvements for their own sake but are measures integral to the future economic success of the town centre - interventions which can directly improve visitor numbers, dwell time, and high street spend i.e. it is investment to deliver economic benefit.

Public Realm as a setting for investment and innovation

Cleveleys core visitor experience is centred along Victoria Road West, this must improve in order for the town centre to thrive. Together with additional greening and shelters to improve the pedestrian experience and attract more people to the high street. A series of Public Realm improvements including 'pedestrian priority' to the western end of Victoria Road West making it more pedestrian friendly to improve shopper confidence are integral to this.

Investment in public realm drives economic benefit

In 2018 IBI jointly funded a piece of work to assess the economic impact of public realm improvements that IBI designed for Kidderminster Town Centre. This referenced evidence from the UK and internationally which identifies significant economic benefits of public realm schemes. The report concluded an economic cost: benefit ratio for public realm investment of 1:7.6 over a 10-year period. This makes a compelling case that the right investment in public realm delivers strong, measurable economic returns.





4.2.2 Heritage and Culture

Challenges

The earliest reference to Cleveleys was in 1643 when a Spanish Vessel came ashore at Rossall Beach. In the early 1900s the tramway came with the town's growth, pushed by Tom Lumb who had a vision of a coastal city stretching along the Flyde. Tom employed architects to design country houses, war memorials and public buildings, and some still stand today. The 1950s saw development along Victoria Road West turning Cleveleys into the seaside town that we know. Over time, Cleveleys has seen a number of striking events and changes over its history such as, the sunken village of Singleton Thorpe, the Riverdance Shipwreck and the filming of Star Wars!

People value the unique, the characterful, the local seaside town, provided that they are authentic. Cleveleys has all of these qualities; however, it must raise its game in identifying, packaging and promoting them as a foundation for its future success.

Responses

- Build upon existing assets – the promenade; independent stores; access to an active 'outdoorsy' leisure offer; a sense of localism.
- Focus the cultural/visitor offer on value rather than volume.
- Identify quick wins where there is an evident supply-demand gap – e.g. consistent trading hours and a reimagining of the seaside town offer.
- Proactively develop the outdoor / wellbeing / healthy lifestyle leisure offer.
- Explore options to create more community / social / creative spaces and facilities as the resident base and tourist and hotel market grows.
- Consider the development of a Cleveleys Environment Centre – initially identifying potential locations, capital investment, delivery and revenue models.
- Explore the potential to encourage more cultural / creative businesses to locate in Cleveleys e.g. incubator spaces or workshop spaces.
- Ensure that the cultural and tourist economy is supported by excellent digital infrastructure – marketing, skills, and networks.

Alignment with the Regeneration Framework Objectives

Celebration of Cleveleys heritage and culture is central to its objectives around 'protecting and enhancing the historic character of the town centre' and 'developing a quality visitor economy', but more than this it is a fundamental aspect of the town's self-image and essential for Cleveleys to be defined as a distinct, differentiated and attractive town.

The key point is to better capitalise on the town's heritage assets. A place that has a clear sense of its own cultural identity and pride in its heritage is also a place that is more likely to engage in plans for its future.



4.2.3 Transport and Linkage

Challenges

Cleveleys as a town is closely connected to Blackpool and other Wyre towns like Fleetwood. Reaching these settlements is straight forward either by car or tram. Cleveleys has for a long time competed with other seaside towns, its location sits further up the Wyre peninsular, and the journey is much longer than other neighbouring towns.

Car parks around Cleveleys include Rough Lea Road, which is a short-stay car park. While the others Derby Road East and Derby Road West are long stay. While there is plenty of parking spaces, there is no formal coach parking within the town centre. Coaches that drop off tourists at the bus station and wait in Blackpool before returning to pick up passengers.

Tram stations to the south via Lytham St Annes and Blackpool are located near the promenade placing visitors in areas with the most activity, however, Cleveleys Tram Station is located in the middle of the town centre dividing the western and eastern areas of the high street. The high street itself is around 700m in length and is difficult to traverse for visitors to cross over due to the tramline and the busy Crescent East and West Roads.

There are no cycle routes along Victoria Road West as it difficult to traverse due to the busy pedestrian areas and the narrow spacing of the main road. Cycling routes in Cleveleys primarily consists of the Sustrans Cycle Route 62 that runs along the promenade and connects to Lytham St Annes and Blackpool. There is no bike hire within the town centre meaning visitors go to the cycle station located south of the town centre.

Cleveleys does not have railway, but the town centre is served by bus which runs through Victoria Road West to the bus station located along Rough Lea Road. The station's appearance is dated with limited facilities and additional infrastructure, it also lacks greenery or public space.

The traffic protection measures surrounding the roundabout near the seafront hinder pedestrian access to Victoria Road West; the measures do not allow pedestrians to follow desire lines. Instead, pedestrians are forced to walk around the circumference of the roundabout.

Pedestrian movement is inhibited across the A587 near its intersection with Victoria Road West because of barriers running along the tram lines. Pedestrians seeking to cross the A587 have to walk a significant distance to cross via the nearest crossing point, which could potentially disadvantage those with restricted mobility.

Responses

The core idea is providing Cleveleys town centre with an overarching 'transport study'. A number of objectives would accompany this intervention and would be considered as a wider commission to include Blackpool. Some of the objectives for this Intervention include:

- Improve accessibility along Victoria Road West by tackling transport issues.
- Remodelling the Bus station.
- Access future parking demand.
- A strategy for coach parking, potentially as a wider Wyre/ Blackpool strategy.
- Improve the 'gateway points' into the town centre.
- Strategy for electric vehicle charging.
- Promote active travel for both leisure and commuting, improved cycle facilities in Cleveleys town centre.

Alignment with the Framework Objectives

Improving connections, traffic impact and addressing; improved pedestrian experience; and improved visitor offer. Considering how to promote sustainable travel is important in meeting objectives to become a sustainable town. This is important to leverage the benefits of individual town centre investments by linking them to others – connecting visitors, encouraging linked trips, increasing dwell time and spend.

Watch point

There may be an opportunity to link community transport to low carbon and digital initiatives to research programmes at Lancaster University, or at a local College nearby.



4.2.4 Community, Health & Wellbeing

Challenges

Cleveleys is a well-performing town with a relatively older, retired population and not as diverse as other areas. Cleveleys is also a moderately safe place with a strong sense of community. Community leadership does often rely on the same group of people. There is notable lack of involvement from younger people in the community as the town does not have a youth council or a voice for that age group to raise concerns or give new ideas.

In percentage terms, Cleveleys resident population has slightly increased over the 2011 to 2019 period when compared to the corresponding growth in population across Wyre and the North West region. There has also been a significant increase in over-64s and decrease in 16-64s over the same assessment period.

Both Cleveleys and Wyre have a high proportion of residents aged over 64 when compared to the North West region. The over-64 population is projected to increase significantly across both Wyre and the North West region over the coming years. The population in Cleveleys, Wyre and the North West is ageing, and that trend is projected to continue over the next couple of decades.

Challenges include addressing the needs of an ageing population whilst also meeting those of other groups, engaging younger people is key to its future success. There are a number of new residential developments targeted towards younger families, Cleveleys is an ideal location to 'work from home', excellent scenery as long as a stable and fast connection is standard throughout the town.

Overall, there is a lot to build on at the local level and promote a common sense of direction and 'ownership' (i.e. the intent of this Framework) will be important in realising the opportunities that this presents.

NHS Healthy New Towns

Launched in 2015 the programme sets out to rethink how we live, how health and care services can be delivered, and takes an ambitious look at improving health through the built environment. The learning from the Healthy New Town (HNT) programme resulted in the NHS England led publication 'Putting Health into Place', which defines 10 principles for healthy place-making. This provides a 'standard measure' to benchmark Cleveleys as a healthy town.

Designing in wellness starts with an acknowledgement of the complexity and diversity of the population within and around the Regeneration Framework, and then has evidence-based features that make a place become "SASSI".

Sustained

Active

Supported

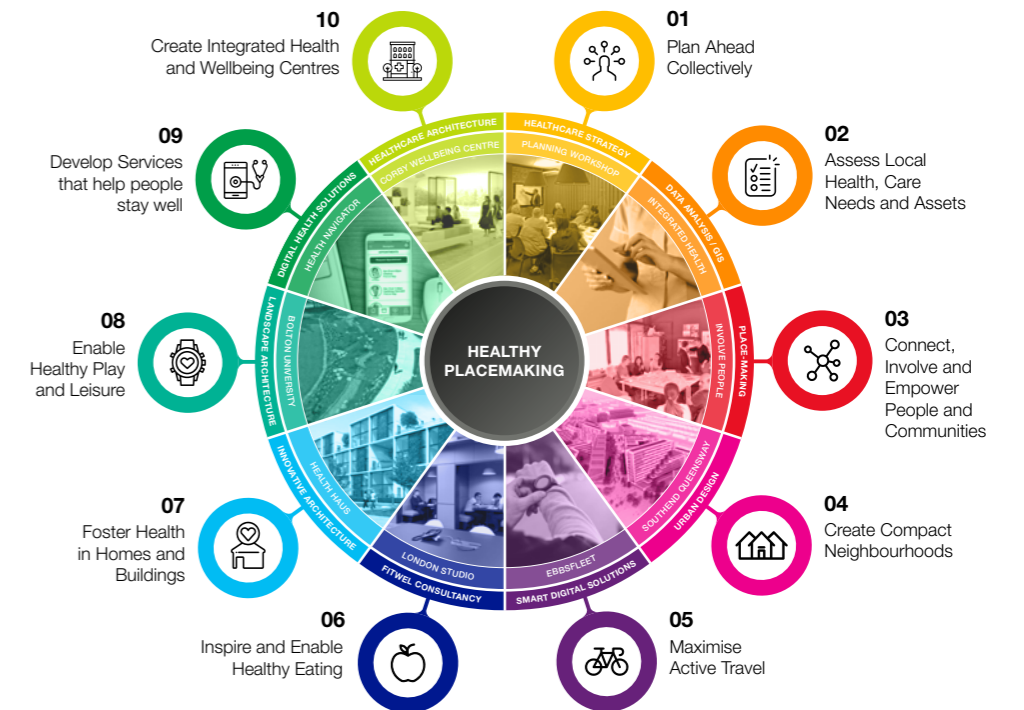
Salutogenic (focussed on 'wellness' as opposed to 'illness')

Independent

SASSI is linked to the recognition that the management of good health is moving from treatment of illness to prevention, partly because this is a good idea but also because without it our healthcare system is at risk of becoming unsustainable. This, together with Cleveleys growing older demographic, provides the imperative to identify and implement progressive and innovative ideas that will not only impact individual wellbeing, but help evolve Cleveleys as a healthy community.

Success will be characterised by:

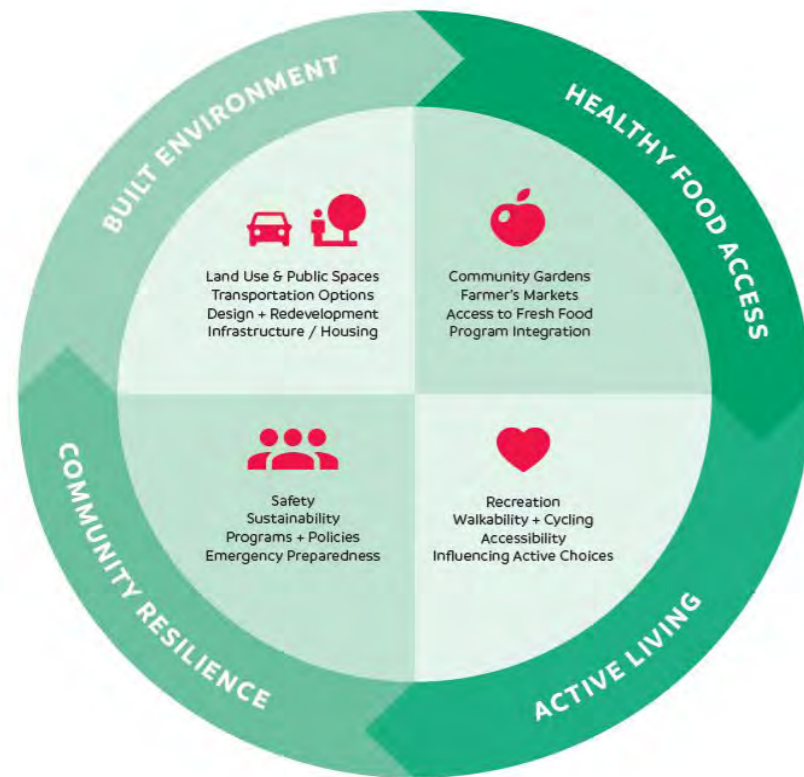
- Healthy environments that promote active living;
- Connected neighbourhoods, strong communities and inclusive public spaces;
- Healthy workplaces;
- Flexible physical and digital infrastructure that links people and enhances service delivery;
- Healthier and more flexible homes that support their occupants continuously through their lives.



NHS England publication 'Putting Health into Place', defines the 10 principles for healthy place-making

Healthy People

The principal focus of healthy communities is ‘healthy people’, since the ultimate objective must be to achieve the quality of life that healthy places bring. This focus covers all ages, from new-borns to young people and seniors, as well as the needs of specific demographic and economic groups.



NHS England publication ‘Putting Health into Place’ - The images illustrates the components of a healthy community

Healthy Cleveleys will be:

Active in mind, body and spirit, encouraging physical and mental exercise - not just at a designated time or place but throughout our everyday routines. This includes active travel – walking and cycling. Mental stimulus is also important – from learning and skills to jobs (paid and voluntary);

Sustained through the air, food, water and light that healthy bodies demand. Healthy people also need to be economically sustained through rewarding employment;

Independent to age in place and remain connected to friends and family, and empowered to make decisions in the care they receive and the choices facing their communities;

Supported – through health and social care, education and training, multi-cultural spiritual support, and financial services.

Responses

- For Cleveleys Town Centre to thrive the town must harness its evident community spirit, build greater community capacity (involving all age groups) and find new opportunities for ‘higher end’ interventions as well as channels for local influence on other projects.
- In the short term the town must focus on developing some ‘quick wins’ which will be important to establish community confidence and engagement. Showing the town is changing and moving in the right direction.
- Support initiatives for new better high street accessibility.
- Monitor and nurture ‘community capacity’ to ensure continued strong involvement and leadership into the future.
- Health must be considered in the round with other social and community issues.
- Support the network of careers.
- Consider the specific needs of an elderly population, including living with dementia.

Alignment with Framework Objectives

The production of this Framework is to ultimately improve the lives and opportunities of the people and Cleveleys. The growth of community capacity and the involvement of local people and business in the delivery of the Framework is important to its success. Promoting ‘health and wellbeing’ is one of the CTPB objectives for the town’s residents. ‘Broader based offer’, ‘an inclusive town’, ‘accessibility’, ‘known for its outdoor offer’, and ‘known as a town with excellent digital infrastructure’ are all to be found in the Framework Objectives.

Improving the health of Cleveleys is also linked to objectives for sustainability, support, and opportunities for young people. It is also fundamentally aligned with the overarching Framework objective to support the delivery of economic growth and prosperity. This works in both ways: a more economically active town is likely to be a healthier town, but also a town that supports a healthy community that is able to provide a healthy workforce and a healthy environment which will support growth and investment.



4.2.5 Residential

Challenges

Cleveleys is constrained by location as travel services and employment is longer compared to other areas like Blackpool. Cleveleys housing stock is current limited a mix of types a larger proportion of Semi Detached and Detached properties. Like most places the availability of housing is limited while demand remains high, this shows Cleveleys is a popular place to buy a house, but the high prices discourage first time buyers or new families who can't afford to move to Cleveleys. Attracting new families closer to the high street is a challenge and requires careful planning, as implementing key interventions in this framework would make it an attractive place for all groups to visit and live.

Developers who are building homes further outside the town centre at a lower density means housing developments are creating sprawls that will stretch further out making Cleveleys more car dependent. There is also a risk with new developments people will travel elsewhere rather than going to high street as it may be a shorter travel time and more convenient. From current research, developers are more attracted to building outside the town centre rather than infill developments as there is little demand for this type in Cleveleys.

Cleveleys existing housing stock also suffers from poor energy efficiency and insulation, and the current stock needs improvement.

Responses

- For Cleveleys to thrive it must provide initiatives that will grow its population and direct some of this towards the town centre, directly supporting the early delivery of new forms of town centre living. Both the quality and diversity of homes within and around the centre must be improved, exploring the opportunities for more family housing and examples of aspirational products.
- Assessing the current housing stock gives a clear projection to support future interventions and allocate potential future sites. Optimising land use and space is going to be important for Cleveleys to better connect existing and future facilities and services. The data gathered can also be used as evidence to support funding applications.

Alignment with the Regeneration Framework Objectives

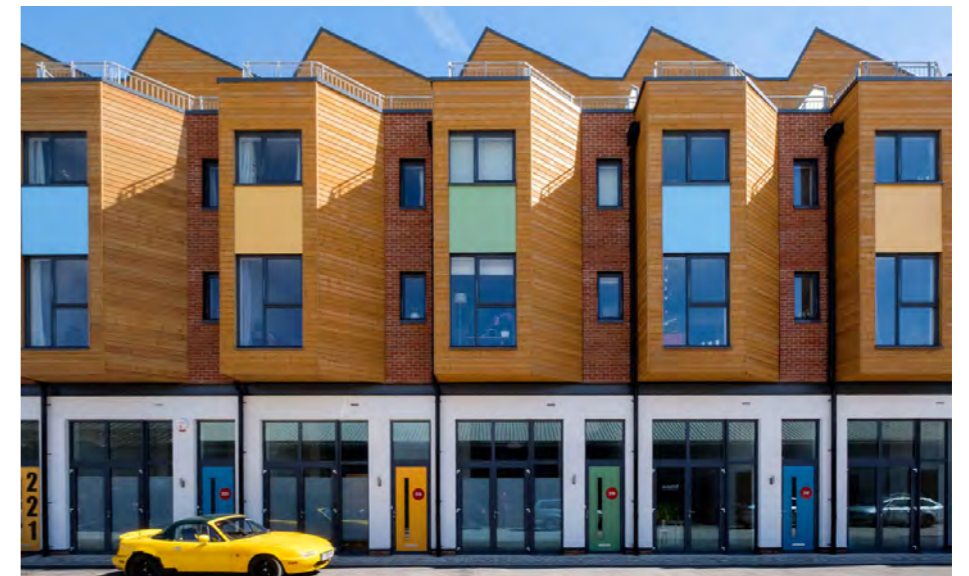
The production of this framework is about improving the lives and opportunities of the people of Cleveleys. A choice of good housing, the growth of community capacity and the involvement of local people in the regeneration process is intrinsic to the success of this.

New forms of town centre living

The image below shows specialist urban neighbourhood developments – existing streets and neighbourhoods reconfigured and managed for contemporary living.



The image below shows Live/work - a “live/work” unit is designed to allow the space to be used simultaneously as a home as well as a base from which to run a business. Running a business is mandatory - exclusive residential use is not permitted.





4.2.6 Sustainability and Low Carbon

Challenges

The issue of climate change has steadily increased in importance over the last few years, both in public consciousness and in political and policy terms. COP 26 held in Glasgow in November 2021 brought this into sharper focus.

Wyre Council declared a 'climate emergency' in 2019, amongst other things committing to using:

"local planning powers to accelerate the delivery of net zero carbon new developments and communities".

The council statement also recognised that:

"strong policies to cut emissions also have associated health, well-being and economic benefits".

The council committed to a target of net carbon zero in relation to council activities; the setting up of a Climate Change Policy Group. Specific considerations to include:

- Renewable energy generation and storage.
- Removal of harmful gases from the atmosphere
- Electric vehicle infrastructure.
- Encouraging alternatives modes of travel (cycling, public transport).
- Building efficiency, including housing.
- Proactively using local planning powers to accelerate the delivery of net zero carbon new development.
- Proactively include young people within the decision making process.
- Coordinate information and training events to raise awareness and share good practice.

Cleveleys future development must consider what contributions they can make in response. Much of the existing housing stock is also relatively old and built to low standards of energy efficiency – though this provides opportunities to upgrade.

Cleveleys heavily relies on private car use to get around and this trend will increase. Promoting greater active travel with an emphasis on public transport can greatly reduce car usage.

Responses

Energy

- Promote a shift to more sustainable energy sources including solar PV, wind turbines, and hot water on domestic roofs.
- Promote a shift to domestic heat pumps in lieu of gas or oil-fired boilers.
- Establish sustainability goals for all new interventions now and into the future.
- Focus on home insulation and energy saving.
- Explore opportunities to link to low carbon initiatives with Education Institutions.

Transport

- Infrastructure investment for electric, and possibly some hydrogen, vehicles.
- Make Cleveleys a location of choice for remote working (thereby reducing travel), adopting "Full Fibre" early will support this initiative.
- Promote low carbon 'active travel' (also referenced under the 'Transport and Linkages' theme).

Other

- Promote the sustainability benefits of a move towards a more 'local' economy – locally-sourced produce, local traders reinvesting profits within the area.
- Monitor and promote environmental quality (air quality, water quality, (also referenced under the 'Technology and Digital, Education and Skills' theme).

Alignment with Framework Objectives

It is a strategic objective that Cleveleys becomes a sustainable place. This is not just an environmental or a climate change objective, but also encompasses social, and economic issues. There is a strong overlap with the opportunities provided through skills and education, and with health and wellbeing. Understanding how the digital agenda can help to meet sustainability objectives with data gathering and monitoring which provides an consumer awareness that reduces overall energy consumption.

Like many of the component areas, or 'themes' that combine to create the Framework the theme of 'Sustainability and Low Carbon' is inseparable from others. Particularly Health and Wellbeing; economic development (High Street and Business); Transport and Linkage; and improved opportunities (Digital Technology, Education & Skills). However, whilst the response to many of the themes will have a focused effect on the future success of Cleveleys Town Centre, responses to sustainability have a much wider resonance.



4.2.7 Technology and Digital, Education and Skills

Challenges

Within a three-mile radius Cleveleys has a good number of primary and secondary schools such as Manor Beach, St Teresa's Catholic Primary School, and Millfield to name a few. A number of colleges that include Red Marsh School, Blackpool and Fylde College, and Blackpool Sixth Form College. Despite its proximity, Cleveleys Town Centre is not a significant offer for students and the connection between the colleges, the town centre, and the Cleveleys business community could be improved by adopting a stronger digital offer to students, this would be beneficial to both the students and local businesses.

There is an opportunity for the Colleges to play a role in the development of any future community / digital 'incubator space' and for greater coordination with local businesses in order to both benefit students and better align education and skills with the labour market.

Initiatives such as the 'Lancashire Skills Pledge' and the LEP 'Growth Pillars' are important reference points.

Digital technology is now a fundamental part of so many aspects of life and the trend is continuing. However, it must be recognised that access is not evenly distributed and some groups are often more digitally disadvantaged than others – older people and the less well-off for example. High quality infrastructure and connectivity is a starting point. The trend to digital has had a significant impact on the way in which high street businesses generally promote themselves, sell goods and services, and run their enterprises. However, the level of digital engagement and skills varies significantly between businesses.

Being recognised as a 'digitally connected' town will be important in promoting Cleveleys as a location for post pandemic flexible working.

For town centres the results of the move to digital are mixed. Positive impacts include the ability to better manage traffic, parking or utilities but, in many places, there are also very noticeable negative impacts. For example as retail functions and the delivery of services such as banking, insurance, travel agency and post office counter transactions move online the effect is reduced town centre footfall and, ultimately, the disappearance of these businesses from the high street. The result is not just a reduction in economic activity, but also a noticeable reduction in the vibrancy and attractiveness of town centres and reduced levels of social contact and individual activity levels i.e. wider impacts on health and wellbeing.

The health and success of the town centre is intrinsically linked to that of the wider town. The location or 'geography' of many digital initiatives will thus be wider than the town centre. Indeed, it may be appropriate to consider a consistent response to the digital agenda at a borough wide level.

Responses

- Ensure that Cleveleys has excellent digital infrastructure and connectivity. Opportunities to build this into all town centre interventions should be considered. With better coordination between education providers and local businesses.
- Develop fast reliable broadband to business on the high street and to residents as this is crucial to their working from home setup.
- Promote initiatives that allow all groups access to the benefits of the move to digital.
- Development of a stronger town centre offer to younger adults.
- Develop links between local businesses and education organisations that focus on digital opportunities.

The Lancashire Skills and Employment Strategic Framework 2021 Refresh informs and directs the activities of the Lancashire Skills and Employment Hub and is available here https://www.lancashireskillshub.co.uk/wp-content/uploads/2021/07/LancashireSkillsFramework_2021.pdf

The Framework is structured into 4 themes: Future Workforce, Skilled & Productive Workforce, Inclusive Workforce and An Informed Approach and articulates the skills and employment priorities for Lancashire.

In delivering the strategic priorities, the LEP's Skills and Employment Advisory Panel and other strategic partners also work with employers to leverage greater levels of employer engagement with schools and other educational settings.

Alignment with Framework Objectives

A town that provides access to good skills and training with strong links between its education providers and its business community has invested in the essential 'human capital' for its future success.

Whilst there is a stated objective that Cleveleys should be a place with 'excellent digital infrastructure' and will have an influence on the town's ability to meet all its objectives. It is important therefore that this theme area is considered in a strategic manner, with reference to all the other Framework themes.

Watch point

It should be noted that the pace of change in digital technology is significant and accelerating and so opportunities for new areas where technology could benefit should be under constant review. Development of an overarching digital or "Smart Place" strategy (beyond the scope of this report) is the suggested response to understanding and responding to this agenda.



4.2.8 Business and Economy

Challenges

All of the opportunities and initiatives discussed under the previous Framework theme headings are collectively purposed to promote growth in Cleveleys economy either directly, or indirectly by being part of a thriving town centre eco-system that underpins and supports economic growth.

This section will consider opportunities for direct business / economic interventions and how these, together with the benefits of other interventions, can strengthen the local economy and position Cleveleys as a place for investment. Review of previous framework themes has considered how Cleveleys can leverage its community capacity, beautiful coastal location, and assets and opportunities.

As noted under the theme heading 'Transport and Linkages', Cleveleys is a large town centre competing with other neighbouring areas such as Blackpool. This doesn't significantly affect Cleveleys economic performance as many local businesses thrive. However, this does affect certain sectors such as hotel and accommodation.

Cleveleys compared to other areas lacks strong digital infrastructure and local skills which are of increasing importance to all businesses. Plans for the future should take into account significant changes in post-Brexit coastal community strategies such as providing future public investment, improved digital connectivity and local education and training.

Land designated for employment is in short supply in Cleveleys and so land identified in the Local Plan should be prioritised. Alongside, development of existing buildings to revive and repurpose. Potential uses should be carefully considered to maximise employment and benefit to the local area.

Reviving Cleveleys reputation as a Seaside Town (or similar emphasis on social purpose) could be a valuable differentiator.

Maintaining links to the wider regional business economy is important – awareness of opportunities and trends; network synergies; political positioning for future funding.

Responses

- Improve the visitor economy – see Heritage and Culture theme (Reboot the Mythic Coast and the Environment centre).
- Support for local professional and new startups, inc. service support and digital infrastructure.
- Awareness of changes in the coastal town economy both in terms of post-Brexit and post-Covid.
- Development of a locally-supportive business network and an economy with a strong sense of 'localism' (identity, provenance, support, circular trade).
- Working with Hillhouse Enterprise Zone (EZ) to find and market the links with the town centre, residents and schools.

Alignment with Framework Objectives

As previously noted, the overarching objective of this Regeneration Framework is to support the delivery of economic growth and prosperity. A thriving business economy (in its widest sense) is therefore a key measure of success. Whilst the business economy encapsulates activities considered under other theme headings it is useful to also consider this as a stand-alone theme, providing an opportunity for more focussed monitoring and support.

5. Framework Projects



1. The High Street - Environment and Public Realm

Project No. 1: A pedestrian priority environment along the western end of Victoria Road West

What

This redesign of the street and re-routing of the local traffic network is to enable a section of Victoria Road West to become a pedestrian priority environment. The area under consideration is between the Nutter Road junction and the promenade. All traffic will be excluded from this area other than, potentially, buses, taxis, blue badge holders and service vehicles.

Redesign of the street will turn the current vehicle corridor into an attractive piece of public realm – a focal point space for people, businesses and events to use.

This will include new surface materials, seating, landscape and bespoke street furniture, shelter from the elements, and will provide opportunities for shops and cafés to better use outdoor space.

Why

Creation of an attractive people-focussed high street, rather than traffic focussed, is a central part of many town centre revivals. Benefits include increased visits and dwell time; greater opportunities for trade; a healthier, greener environment; better integration of active travel; and more opportunity for both informal street entertainment and programmed events.

Improvements to the high street would link with Cleveleys Plaza creating new uses that could tie in with other interventions in the regeneration framework like the ‘Signature event’. Other ‘knock on effects’ from the high street improvement would be an increase in revenue for local shops, the money generated could be used to improve building façade.

All these benefits are important, but the overarching rationale is that of improving the economic performance of the high street and therefore long-term economic wellbeing of Cleveleys.

How and Who

This will be a significant change for Cleveleys Town Centre. An initial feasibility piece should consider options, scope the elements of work and establish initial budget and programme. Initial public and stakeholder consultation should be undertaken at this stage, including with businesses along Victoria Road.

Detailed design work will require consultation with, amongst others, officers from Wyre Council, Lancashire County Council, Blackpool Transport, local businesses and residents, utilities companies and disability access groups. Landowners will need to be consulted to gain their consent to bring the project forward.

Timescale

This is a significant intervention for Cleveleys and would have immediate economic benefits. Early commissioning of a feasibility study should be prioritised. This early commissioning would send a positive message about the delivery of Cleveleys Together Partnership Board vision.

Precedent

Design proposals for Frodsham Street turned a struggling and difficult to navigate secondary shopping street into a vibrant part of Chester’s retail core, winning a number of awards – including Healthy High Street of the Year along the way.

The design was developed in collaboration with the local community, and through extensive and creative engagement with officers, residents, shop owners, and informed access groups, a successfully inclusive scheme was formulated.



Image of Frodsham Street pedestrian priority scheme



Boundary of Public Realm along Victoria Road West



1. The High Street - Environment and Public Realm

Project No. 2: Public Realm Improvements

What

A review of, and improvements to, the town centre public realm. If feasible this should be linked to a pedestrian priority approach along the High Street. Proposals should include improvements to selected building frontages, new surface treatments, seating, lighting, planting and signage, and street safety features (i.e. CCTV systems which will provide connectivity for add ons such as digital signage).

The main 'gateways' into the town centre that should be a particular focus are from:

- **the west (at the roundabout between Promenade N and Promenade S);**
- **the east (at the roundabout towards the end of Victoria Road West) and;**
- **the north and south (the area around Crescent W and Rossall Road).**

Design proposals should consider how they can contribute to making the town centre more sustainable. This may include specification of materials, opportunities to incorporate water features, selection of planting and street furniture to encourage biodiversity, etc. Lighting should be low energy, with potential for PV charging.

Why

As noted in the description of the previous intervention, the creation of a distinct and attractive environment is the foundation for town centre success. The intention of this proposal, together with other measures, is to attract more people to the town centre, encourage them to stay longer and to spend more in the local economy.

Whilst it can be argued that Cleveleys town centre has some areas in poor condition, the town must strive to have better if it is not to be left in a position of relative decline. Section 4.2 of this report discussed the value of investment in public realm and its ability to deliver strong and measurable economic benefits.

How and Who

The Public Realm Improvements project (with potential sub-projects noted on subsequent pages) will require a lead from both the Cleveleys Partnership Board and Wyre Council and potentially Lancashire County Council working in close partnership. Consulting with local businesses and residents along the high street will be key to ensure the interventions...

A scoping study will be required to identify detailed works which will also require consultation with, amongst others, officers from Wyre Council, Lancashire County Council as the local transport authority, local businesses and high street residents, disability access groups and heritage groups. Landowners will need to be consulted to gain their consent in order bring the project forward.

Project lead and commissioning - Wyre Council working with Cleveleys Partnership Board and potentially LCC.

Timescale

(see sub projects overleaf)



Image of town centre gateway from the west of the High Street



Image of eastern gateway to the town centre - credit Google Images

Precedent

Altrincham in Cheshire has been notable in transforming its economic fortunes from a low point in 2010 when it was labelled 'Britain's biggest ghost-town'. Much of this success has been underpinned by steady, phased investment in public realm in different parts of the town: pedestrianisation of areas round its market; refurbished public spaces; redesigned routes through the retail core; works along the main highway to improve pedestrian experience; works to announce arrival at 'gateway' locations.



Image of gateway feature - Altrincham



Image of highway redesign - Altrincham



Image of town centre space - Altrincham



1. The High Street - Environment and Public Realm

Project No. 2: Public Realm Improvements a) Greening the Town Centre

What

A programme of ‘greening’ the town centre focused on areas along the high street, at gateway locations, and potentially in and around surface car parks. Greening solutions could include planted trees, raised garden beds with seating, pocket parks and rooftop gardens. Whilst the marine environment is challenging, examples of appropriate planting outside the Iceland store have made a significant improvement to the streetscape.

Within the town centre, the scale and design characteristics will need to fit the townscape and work in harmony with other high street interventions. The types and scales of green solutions should reinforce and enhance the street hierarchy. Opportunities for the inclusion of sustainable urban drainage (SUDS) should be considered given the level of flood risk.

Cleveleys high street is around 700 meters long, there should be designated areas for rest.

Why

Cleveleys has a substantial amount of hard surface which contributes to the rate of runoff and flood risk in the area. Implementing a robust greening strategy can function as an ingredient for urban renewal. There are key Sustainability and Health and Wellbeing benefits when applying green infrastructure such as improved air quality, psychological relaxation, reduced noise and excessive heat.

A robust and attractive greening to the town centre would improve the pedestrian experience and attract people from the promenade to the high street. Alongside improving the overall town’s attractiveness greening Cleveleys would show the town is taking action to tackle climate change and that the town is ‘on the up’. High quality greenspaces with seating can also encourage people to stay longer, boosting the economic performance of the retail, and food and drink market.



Image of planting outside Iceland, Victoria Road West

How and Who

This intervention will change the look and feel of Cleveleys high street and an initial feasibility study should consider options and establish an initial budget and programme. Undertake a feasibility study to consider long-term implications for maintenance and resources. Initial public and stakeholder consultation should be undertaken at this stage, including with businesses along Victoria Road.

Timescale

Target design and delivery in the medium term.

Greening the town centre would be developed alongside the ‘pedestrian priority’ intervention and would bring immediate environment and economic benefits. Undertaking a feasibility study should be prioritised, this would send a positive message about the delivery of Cleveleys Together Partnership Board vision.

Precedent

Designed as a major revival of the area The Kingsway in Swansea, was transformed into an attractive environment with green landscaping and new pocket parks. Additional interventions were later included to add flexible workspaces and renovated existing buildings.



Image of the Kingsway, Swansea: Photo by James Foxhall



Image of the Urban Park, The Kingsway: Photo by James Foxhall



1. The High Street - Environment and Public Realm

Project No. 2: Public Realm Improvements b) Improving shelter from the elements

What

Interventions at selected points to provide shelter during inclement weather. At selected points along the high street a shelter from weather to protect shoppers from wind and rain. Key points may include the promenade plaza area, 'nodes' along the high street and the extension of canopies / wind breaks to external spaces used by high street businesses. Sheltered spaces also provide opportunity for outdoor markets and performances zones enabling more activity to take place on the high street.

The shelter should be visually appropriate within the context of the town centre, consistent in both appearance and shape, and enhance pedestrian flow along the high street.



Image of existing shelters along Victoria Road West, facing south



Image of existing shelters along Victoria Road West, facing north east

Why

At the time of writing a number of stores have integrated shelters that extend the shops front onto the pedestrian domain, many are inconsistent in style and coverage with some shops disrupting pedestrian flow. Some extensions use brick which covers a large amount of space and others that create a narrow walkway for shoppers.

Integrating a shelter that is both visually attractive and covers key areas on the promenade and the high street, would improve the shopping experience, and encourage people to explore the full length of the high street without the disruption from poor weather. It would give the high street a new look and signal improvement within Cleveleys.

Precedent

In the early 19th Century Southport erected a series of Victorian style 'Glazed canopies' along Lord Street, these are integrated with the existing shop frontages and stretch along the main shopping area, wrapping around buildings into neighbouring streets. These protected shoppers from the elements and improve the shopping experience.

How and Who

Project lead to be Cleveleys Together Partnership Board, working closely with landlords and local businesses.

The project would be linked to other interventions such as the 'pedestrian priority', 'public realm improvements' and 'greening the town centre' and these opportunities should be explored together as a package for maximum impact.

Timescale

This project is a 'statement of intent' for further regeneration in the town centre alongside other high street interventions. This will improve the visitor experience and bring economic benefits to stores up and down the high street.



Image of a pedestrian shelter along Lord Street, Southport: Photo by A J Devine



1. The High Street - Environment and Public Realm

Project No. 2: Public Realm Improvements c) Improved signage and wayfinding

What

A series of measures to help visitors orientate themselves, navigate the town centre and its surroundings and connect with key attractions/offers.

This can take the form of physical signage (traditional wayfinding), digital signage providing opportunities to convey real-time information, and elements designed to provide more detailed information/interpretation of specific parts of the town centre. There is also potential to deliver wayfinding, town centre information and interpretation through the use of digital media.

Other use of signage includes tall bespoke totems that can hold multiple segments of information, certain models can come in various colours and materials to fit within the local townscape.

Why

Wayfinding in Cleveleys is limited to physical signage which itself is hard to find and does not show all of what the town has to offer.

In principle, good wayfinding helps people get the best out of the town centre experience helping them discover more and stay longer. Digital signage can be useful for sales and promotion of key events and festivals, and give clear directions to venues. Crucially this links to Cleveleys' identity as visitors can explore what is on offer and be made aware of key attractions and places of interest.

Clear and appropriate wayfinding and signage can improve safety and health and well being (dementia friendly) helping visitors discover more of Cleveleys' natural beauty and guiding people back to the town centre safely.

How and Who

This is a potential Public Realm Improvements sub-project - refer to main Public Realm Improvements project description.

At the time of writing, it is understood that Wyre Council are developing a digital wayfinding/heritage interpretation app. This intervention should build upon these initiatives and ensure that they are shaped and managed with the input of the Cleveleys Together Partnership Board. It is also understood that there are plans to install digital information signs in the town centre.

Landowners will need to be consulted to gain their consent in order bring the project forward.

Timescale

A Wayfinding and information strategy could be a 'quick win' within a more comprehensive Placemaking Improvements project.

Precedent

As a joint initiative led by York Business Improvement District, in partnership with the City of York Council and York Civic Trust, the introduction of a 'wayfinding totem' helps guide users through many of Yorks historic streets.

The totems are a bespoke design and integrate with the city's built environment. The signs help navigate users to key historic buildings, local transport nodes, and car parks.



Image of Physical Signage in Cleveleys



Image of bespoke wayfinding totems, York: Photo by Richard McDougall



1. The High Street - Environment and Public Realm

Project No. 3: A New Indoor Artisan Market

What

A characterful destination that combines a local produce and craft market with an informal food and drink offer. It is an offer for local people and visitors alike, is family friendly, and inclusive.

The market offer is focussed on fresh local produce, locally-produced food, drink and craft. This model has found great success in UK over the last decade and different versions have played central roles in the regeneration of a number of northwest towns including Altrincham where a rejuvenated market offer underpinned the town's revival; Bowland Food Hall in Clitheroe, 'Cookhouse' at Warrington Market and Crewe Market Hall. Each is tailored to its location but there is a common emphasis on local produce and local traders.

Precedent

Altrincham - The refurbishment and repositioning of Altrincham Market as an artisan offer with street food was a catalyst for wider town centre regeneration and has become a case study in how to 'fix towns'. Altrincham's market quarter, once largely dead outside of limited market trading hours, is now a thriving seven-day-a-week area with a strong evening economy and local food and drink offer.

Crewe Market Hall - Cheshire East Council collaborated with Market Asset Management on a £3m redevelopment of Crewe's historic Grade II listed Market Hall. Opened in May 2021, it hosts 17 independent traders and a flexible events space.

Why

This is an essentially commercial trading model that has been proven as a catalyst for wider town centre regeneration. Artisan markets are marketable destinations; they provide business opportunities and jobs targeted for local people; they raise the profile of the area's producers; they can underpin an inclusive evening economy.

In Cleveleys they would provide a social/leisure focus for the town centre; extend trading hours and, importantly, provide an indoor offer protected from the elements!

Versions of this trading model also include informal music/gig space, and opportunities to host events.

How and Who

Though a commercial model in operation, a 'project champion' and funding support will be required to identify/develop a suitable building and cover initial fitout/set up costs.

In other locations the local authority has acted as initial funding lead and appointed a 'project champion' to oversee the development of the concept, brand identity and development/fit out of the building. The initial project champion may also take a commercial stake in the project and remain as operational manager/curator. Strong, dedicated on-site management will be required to ensure ongoing success.

Timescale

Ideas for additional market activity elsewhere in the town could be rolled out relatively quickly on a temporary 'test' basis subject to agreement of location and associated permissions.



Image of Altrincham Market



Image of Crewe Market Hall



2. Heritage and Culture and the Visitor Economy

Project No. 1: Reboot the Mythic Coast story

What

In 2011 every primary school child in Wyre was given a copy of 'The Sea Swallow' by Gareth Thompson, illustrated by Hannah McGee. This fairytale written for children, blends legend with local features and folklore. It includes the legends of sunken villages inspired by Singleton Thorpe and the petrified forest which you can still sometimes see on the beach today. A series of sculptures along the promenade and beach relate to the story.

This intervention intends to promote and market the revival of the Mythic Coast and encourage locals and visitors to explore the promenade's Mythic Coast artworks. Getting people to 'walk' the story, connecting them to local history, geography, environment, mythology and folk-lore. This creates opportunities to interpret the Mythic Coast in new ways such as dance; digital signage; lighting; and music festivals. Advertising online would be a good start to promote the coastal artworks, there could be a trail for people to follow and explain the history. Additional signage and wayfinding to help guide people and encourage them to explore.



The Sea Swallows, front cover



Mythic Coast Artwork, Mary's Shell

Why

While the investment was made in this narrative, it does not appear to have embedded in local knowledge and is not interpreted or celebrated in the town. Bringing it back would help promote the cultural development along the Wyre Coast and provide a strong focus for community celebration, and perhaps become an annual festival.

There are number of additional reasons to revive the Mythic Coast story into Cleveleys which will help strengthen its Identity:

1. Increase perceptions of ownership and belonging in relation to the ongoing development of the promenade at Wyre.
2. Together with the installation of artworks along the promenade, increase awareness and enjoyment of the Wyre Coast.
3. Increase the tourism offer of Cleveleys, Fleetwood and Rossall.
4. Increased awareness of the Wyre coast as a tourist destination.
5. Support the ongoing improvements and interventions in Cleveleys.
6. This would get the young people engaged with the local landscape and to the local history and environment.

How and Who

Project lead would be Wyre Council working closely with the Cleveleys Partnership Board and community groups to promote and market the revival of the Mythic Coast.

Timescale

Reviving the Mythic Coast could happen relatively quickly and should be targeted as a short-term project.

Precedent

Shrewsbury Folk festival

The Shrewsbury Folk Festival is a traditional dance and music event that lasts four days. The festival is a successor to the Bridgnorth festival first held in 1997 and was later rebooted in 2006. The festival provides a platform for new and established local and national acts.

The festival includes arts and craft facilities for people to create their own merchandise, pottery, jewellery and handmade cards. Alongside glamping-style lotus tents it caters to disabled users and is 'dog friendly' with the goal to be inclusive and enjoyable for everyone.

<https://shrewsburyfolkfestival.co.uk>

Clitheroe Mod Weekend

Mod culture is a story that is deeply embedded in the north west, it is a three-day festival where scooter clubs parade through Clitheroe town centre as part of the 'mod weekend'. The event was first launched in 2010 as a 'working class' festival that has grown to be one the biggest highlights in the autumn calendar.

It is a chance for a range of acts to perform at local pubs and clubs that gathers huge crowds every year. Money that is raised goes to various local charities such as Derian House.



Image of Clitheroe 'Mod Weekend'



Image of Shrewsbury Festival



2. Heritage and Culture and the Visitor Economy

Project No. 2: An outdoor activity / environment centre

What

The centre can have multiple functions allowing groups to meet and explore Cleveleys' coastal environment and to understand the town's history and Identity. It can also be a cultural centre for local musicians, e.g. Phoenix Strings Orchestra and other local artists, giving them a spotlight to grow. This better connects community groups and provide opportunities for younger people to explore and understand Cleveleys. Outdoor activities could be a mix of free and commercial offers that can help generate revenue.

This intervention promotes health and wellbeing with outdoor activities such as cycling which can take advantage of the national network along the promenade and could link to potential cycling infrastructure in Fleetwood to create a cycle loop taking people to other Wyre Towns and beyond. Other sports activities such as rowing and canoeing can strongly position Cleveleys as an 'outdoorsy' place with a clear story to tell around its coastal environment.

The centre's architectural nature could be a striking form to attract people who may travel along the promenade and miss the high street.

Why

Cleveleys tourism role is relatively small in comparison to Blackpool, by creating a centre with outdoor activity it gives people a reason to come and stay in the town longer, and combined with other high street interventions in the framework, it can be a catalyst for change.

There are overlaps with other themes and interventions within this framework such as:

- The High Street – Improvements to Cleveleys wayfinding will help guide people to the environment centre.
- Heritage and Culture – The centre could explain and show the 'Mythic Coast', providing education to younger people about Cleveleys history.
- Community, Health and Wellbeing – The centre could have spaces for multiple functions. The centre and outdoor activities would tie in with the events calendar.
- Sustainability and Low Carbon – The building can be highly energy efficient and become a benchmark for future development.
- Business & Economy - Provide Incubator spaces for co-working and collaboration.

Precedent

The £3.6M coastal activity centre in Whitehaven called 'The Edge' provides opportunities for art and craft, exercise, and exploration of the local area bringing a 'spot of Culture' to Whitehaven.

Partly funded by 'The Coastal Communities Fund' it is a three-storey building, which has been designed to look like a giant pebble has been thrown onto the harbourside during high seas. It contains changing facilities, a cafe, meeting room, and a gallery/ multi-use room for hosting a variety of activities and events. The Edge has a stark building form that integrates within the local environment and is easy to spot.

How and Who

Potential funding could come from Central Government and Private Investment. Project lead would require a lead developer in partnership with Wyre Council and the Cleveleys Together Partnership Board.

Timescale

Target design and delivery in the 'short to medium' term. This project is an important statement of regeneration.



Rendered image of 'The Edge', Whitehaven: Photo by Northmill Associates



2. Heritage and Culture and the Visitor Economy

Project No. 3: A new town centre hotel

What

A new hotel on the seafront. The aim should be to locate a high-quality hotel close to the town centre, potentially facing the promenade, and for the hotel to have small-scale conference facilities. i.e. small function / meeting spaces linked to the other hotel facilities.

Cleveleys is positioning itself as a tourist destination offering access to its surrounding natural environments including access to the promenade strengthening links to Fleetwood, Blackpool and beyond. This must be able to maintain an out-of-season market – perhaps by having a food and drink offer that appeals to local people / day visitors.

The right hotel offer could capitalise upon this with an ‘eco-tourism’ offer. In principle, eco tourism includes educating people about the local wildlife and the natural environment, some of the money generated could also be used to conserve the local ecology.

Precedent

The Spinning Block Hotel is part of a £10 million conversion of the old iconic Lancashire textile mill in heart of Clitheroe town centre. Redesigned with a number of decorative rooms and a ground floor bar, it accommodates wedding venues and group parties.

The hotel is located close to other town centre uses such as the beer hall, brewery, Bowland food hall, Everyman Cinema and a new office complex. It’s the only hotel in town which brings a significant amount of out-of-town revenue.

Why

Cleveleys has few hotels, and the market is relatively narrow for a seaside location and clearly in the shadow of Blackpool. A hotel development within Cleveleys would benefit from its seaside location and could still market itself as being close to the Blackpool visitor facilities.

Implementing a number of the big interventions will gradually increase demand for the hotel sector as moving to the ‘new normal’ will see an increase in flexible working with people using conference rooms and other digital services to work. There would be economic benefits from a hotel in the town centre, which would help to increase activity levels in the centre.

How and Who

A site needs to be available in order for the development to proceed. Wyre Council would then jointly coordinate with the landowner or developer.

Timescale

Eden North could open in 2024. Cleveleys should make plans to improve its hotel offer in the short term.



Image of the Spinning Block Exterior, Clitheroe

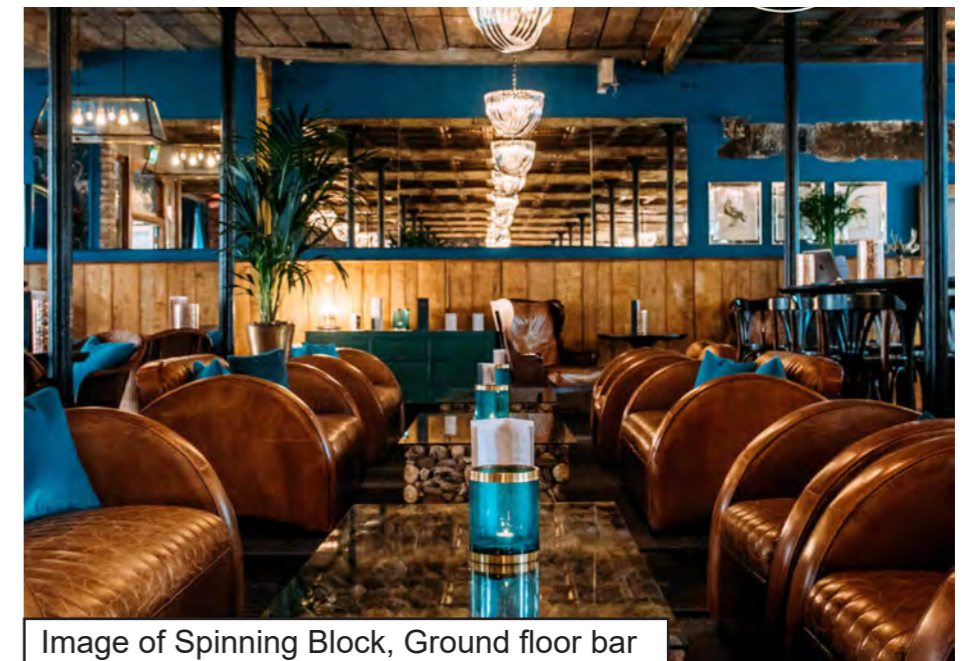


Image of Spinning Block, Ground floor bar



2. Heritage and Culture and the Visitor Economy

Project No. 4: Beach huts

What

Placing a number of coloured beach huts and changing facilities behind the promenade. An appropriate place could be on the grassed area north of north car park opposite Jubilee Gardens, away from the high street to avoid people walking past, so as to provide isolation and relaxation to the users. Identifying multiple appropriate sites would allow groups of huts and changing facilities to be placed in various locations along the promenade.

They provide shelter from the sun and allow users to change in and out of swimming attire, store belongings and have facilities to prepare food and drinks. Users would rent out the huts for a day or potentially overnight. This would get families to stay in the town centre and spend, this intervention would also enhance evening economy with the ability to stay overnight. The huts would be targeted at families and couples who love the beach and are looking for a seaside holiday.

The huts design would be resistant to bad weather and be a long-term investment that would be utilised during all seasons.

Precedent

Osea Leisure Park in Maldon has a number of small beach huts built with privacy and relaxation in mind. They are colourful and designed to give a feeling of isolation with a beautiful view. These huts are used as an overnight stay with all necessary amenities.

The huts have been designed to withstand the stresses of coastal weather due to their galvanised box steel frame and cladding. The stilts are piled 21ft into the ground to remain above sea level even during high tides.

osealeisure.com/about-osea/beach-huts

Why

Brightly-coloured beach huts are apart of British coastal history, they are an iconic symbol and are tightly woven together with other seaside activities, such as ice cream, sandcastles, swimming etc, bringing a sense of nostalgia back to seaside holidays. As open swimming is a popular activity in Cleveleys, the incorporation of changing facilities should provide quick access to the beach. Cleveleys is a seaside town and access to the beach is a short distance away making it ideal for people to rent the huts and go to the high street for breakfast or evening meals.

As the intervention is tailored to tourists the location of the huts should tie in with the Mythic Coast, and the environment centre to encourage exploration and understand Cleveleys' identity. Having memorable moments is the key goal with this intervention. If designed successfully, news agencies could potentially write articles about the huts and their effect on holiday makers, spreading the word that Cleveleys is changing.

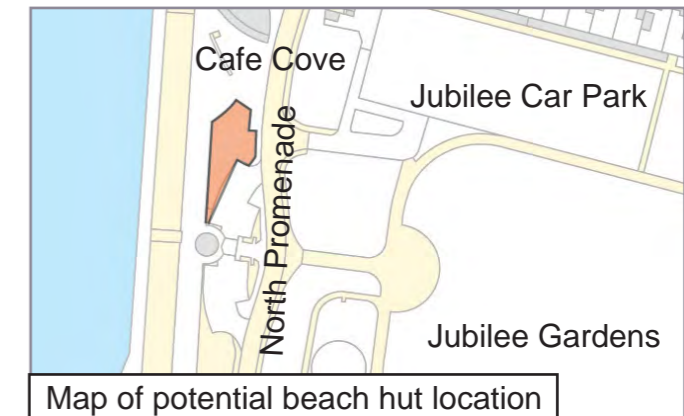
How and Who

This project will need a private developer working alongside Wyre Council and Cleveleys Together Partnership Board to promote this intervention. The proposal should be consulted on by stakeholders including, local businesses, and amenity groups.

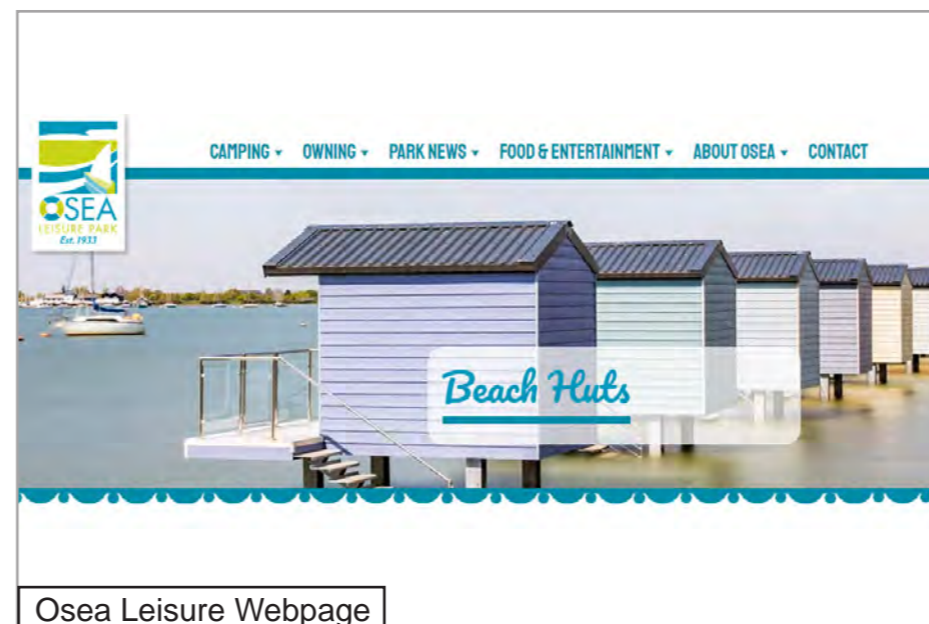
Timescale

The beach huts should be an early piece of work. Bringing this project forward alongside other interventions in the framework will help raise interest and grow the hotel offer for Cleveleys.

Target design and delivery in the 'short to medium' term.



Map of potential beach hut location



Osea Leisure Webpage



Image of Osea beach hut interior



2. Heritage and Culture and the Visitor Economy

Project No. 5: Review the events calendar and a new ‘signature event’

What

This intervention looks at reviewing Cleveleys’ events calendar. This is to ensure that events stay relevant and adapt to changing circumstances and expectations. The development of a Regeneration Framework is a good point for such a review and an opportunity to consider how existing and potential new events align with and support the Vision and Objectives set out in the Framework.

The addition of new ‘signature events’ to the calendar i.e. enhancement to the current range of events through specific cultural focus. This should be distinctly different from current events offered in order to appeal to new diverse groups of people for whom Cleveleys may not be on their radar. This would broaden and increase the tourism demographic. The aim should be to develop an event that highlights Cleveleys position as a gateway to the Coastal outdoors, promoting Cleveleys’ health and wellbeing and appealing to younger people. This would importantly provide additional spending into the local economy.

Cleveleys’ large town centre would accommodate a number of visitors focussed into a short timeframe. This could be an event that is scheduled over 2 or more days. This will also generate opportunities for overnight stays supporting the hotel offer, mentioned in the previous intervention, and an evening economy. The general focus should be on the ‘quality of the experience’ as this would generate additional revenue and increase the town’s reputation as a seaside destination. An event that capitalises on Cleveleys’ relationship to the Coast and the promenade would align with further Framework objectives.

Why

The current calendar includes events such as the ‘National Scout Car Races’, ‘Cleveleys Car Show’ and ‘Cleveleys Gala’. These are established and popular and should be reviewed and updated to maintain their relevance. These events know their audience and provide a traditional coastal town experience. This still leaves space in the calendar for something that could be more arts/culture focussed which would have a different appeal and connect more people to the town, creating memorable moments and increasing the number of repeat visitors.

These may include both new visitors and residents to the area. The objective is to grow the number and increase the diversity of people using and spending in the town.

Precedent

The ‘**Just So Festival**’ is an annual, commercially-run, family arts festival established in 2011 on the Rode Hall Estate in Cheshire. This is a ‘long weekend’ event targeted at young families with the option of camping or visiting on a day basis. “It showcases the best arts, music, literature, comedy and theatre for families in a wondrous landscape of woodland clearings, rolling parkland, arboreal amphitheatres and lakeside spots in the stunning Rode Hall Estate”.



Images of Just So Festival

<https://justsofestival.org.uk/>

How and Who

This proposal will need an enthusiastic champion and require the CTPB to establish a brief, scope project objectives, resources, costs, and identify funding opportunities and wider supportive stakeholders. Events may require public subsidy, but there is also space for commercial delivery, or a blended approach. Specialist input is likely to be required at the planning stage.

Timescale

Initial planning and scoping of opportunities could happen quickly. Further design and development of the event will need to align to meet target dates within an annual calendar. i.e. the ability to hit a target date will drive the ultimate timescale, but once established the timescale to deliver further events will be more predictable.

Brighton, Luna Beach - Open air cinemas on the beach are a growing trend among towns. They follow the simple formula of a classic film on a big screen in a beautiful, family-friendly setting, lasting 2 to 3 days. It is a notable event that attracts all age groups from across the country.



Image of Luna Beach Cinema

<https://lunabeachcinema.com/>



3. Transport and Linkage

Project No. 1: Overarching transport study / Cleveleys mobility hub

What

This proposal looks at creating an overarching ‘transport study’ and the redevelopment of the bus station, turning it into a 21st century transport offer.

The overarching transport study would have a number of objectives and could also be considered as a wider commission to include ‘Blackpool Transport’ and Lancashire County Council. It would provide an holistic strategy that could:

- Identify the highway / transport issues and responses required to enable pedestrian priority of Victoria Road West (see High Street interventions no.1).
- Create incentives to encourage coach visits, for example, making transport more cost-effective, create seamless connections to local facilities and reduce car dominance around the town centre.
- Establish a parking strategy – relating this to future demand, but also wider town centre issues including development site release.
- Establish a strategy for coach parking with drop off and collection – relating to an increase in coach visits. Potentially as a wider Wyre/Blackpool strategy.
- Identify the transport parameters and options related to proposals to improve the ‘gateway points’ into the town centre.
- Establish a strategy for electric vehicle charging, potentially as a wider Wyre/Blackpool strategy.
- Establish a strategy to better promote active travel for both leisure and commuting (again potentially as a wider Wyre/Blackpool strategy) but also focussing on, for example, improved cycle facilities in Cleveleys town centre.

The bus station at Cleveleys and the surrounding surface car parks are, collectively, one of the main arrival points into the town centre. The character and quality of the facilities, and of the area more widely, sets the tone for ‘first impressions’ of Cleveleys and is also a signal of the town’s future aspirations.

This could include:

- First class public transport facilities;
- New facilities for active travel;
- Consolidation of surface parking into a new multi-storey car park;
- Electric charging for cars and cycles;
- Consideration of arrangements for coach operators;
- An attractive, landscaped environment;
- Review the opportunities for bus stops at alternative locations such as along Victoria Road West and near the tram stop;
- Provision for 2 additional bus bays (Subject to retention of a bus station).



Site photos of Cleveleys bus station



Site photos of Cleveleys bus station

Why

The overarching transport study is part driven by policy initiatives around decarbonisation and improving health. Our approach to transport is rapidly changing with increasing emphasis on active travel, public transport, and electric vehicles. This is resulting in significant investment in supporting transport facilities and infrastructure around the town centre. Many towns have already responded to this agenda by providing additional car parks, electric vehicle stations and cycle infrastructure. These tie in with other town centre interventions that will prepare the town for future demand and need.

Accessible public transport facilities would be clean, bright indoor spaces, real time information, opportunities for food and drink, good toilets/changing facilities, cycle infrastructure, and integration with parking, electric charging and taxi/coach services.

Cleveleys must respond to these expectations and in doing so:

- Define a gateway into the town that establishes positive first impressions
- Encourage visits by sustainable transport
- Better link bus and tram services
- Encourage active travel and leisure, with benefits for health and well being
- Better use valuable town centre sites

How and Who

The project will require a partnership approach across a number of stakeholders including Wyre, Blackpool Transport, Lancashire County Council (as highway authority) and potentially private land owners and travel operators.

An early action should be to establish a vision for the project that details benefits, in parallel with an early assessment of the challenges and viability. This can be used to build support, engage with the public/businesses and support proposals for funding.

Timescale

Both the overarching study and mobility hub should be prioritised as an early-stage project. These are important interventions that can capture the benefits of a range of other town centre investments.

Precedent

As part of £4.5m regeneration Blackburn's bus station integrates 14 new bus stands, three layover facilities, new physical and digital signage, external landscape works, provision of cycle stands and shared public space.

Blackburn and Darwen Council in partnership are sharing £15m as part of the governments 'Bus Back Better' national strategy. The aim is to reduce fares, improve frequency and journey time, make the service accessible to all and improve and create new routes to the network across the north west.



Blackburn bus station exterior: Photo by Peter Whatley



Blackburn bus station interior: Photo by Peter Whatley



3. Transport and Linkage

Project No. 5 Walking And Cycling Improvements

What

Developing a strategy to encourage and improve walking and cycling around Cleveleys. Part of the strategy will involve active promotion of walking and cycling for leisure and commuting. The strategy would involve connecting to existing routes including the promenade and places outside the town centre such as the Wyre Estuary Country Park.

Cycle improvements would include:

demarcated cycle routes; dedicated signage; facilities for secure cycle storage (i.e. local to specific buildings, including the proposed mobility hub, and at key locations); cycle repair and hire; app-based information for routes, facilities, offers, and events.

Cleveleys is flat and has a good existing coastal connection to Blackpool and Fleetwood. There is potential for significant numbers of participants in the visitor population i.e. much to build a successful walking and cycling strategy

Why

Cleveleys Promenade is an attractive off-road route running along the north coast (part of National Route 62) which ends at Fleetwood near the site of the former pier. Aside from this no other existing cycle infrastructure is exists. This cannot be an acceptable position for a tourist town with ambitions to be a sustainability exemplar. A new commitment to walking and cycling would:

- Improve local connectivity – providing options to better access the town centre and other locations outside Cleveleys.
- Reduce reliance on private car use – improving the environment and helping Cleveleys position itself as an environmental exemplar.
- Improve activity and accessibility levels with consequent health and well-being benefits.

- Better position Cleveleys to attract leisure cyclists and more general tourists for whom cycling would be part of an attractive visitor offer.

This project has strong overlaps in other Framework areas:

- High Street– Better cycle facilities increase attractiveness for visitors/tourism. Better connection of key areas of economic activity.
- Community, Health and Wellbeing – increased activity and connection with the natural environment.
- Residential – improves connections between existing residential areas. Opportunity for local community involvement.
- Sustainability & Low Carbon – can help to reduce the towns carbon footprint, improve air quality, and position Cleveleys as a sustainable town.

Precedent

Many towns and cities have cycling strategies in place with locations such as Cambridge, Bristol, Edinburgh, Newcastle, and Southampton all scoring highly in cycle user surveys.

Liverpool introduced its ‘Cycling Revolution’ in 2014 as a 12-year plan. Greater Manchester has appointed Chris Boardman as the region’s first Cycling and Walking Commissioner. His ‘Made to Move’ report is an ambitious vision for cycling and walking over a 10-year period.

More locally Cleveleys has managed to integrate some cycle lanes into its town centre, connecting to an attractive cycle route along the seafront.



Liverpool cycling strategy logo

How and Who

Project lead – Wyre Council. Opportunity for engagement and participation by a wide range of transport groups (such as Lancashire County Council), community, and environmental groups.

Timescale

A cycle/walking strategy should be a short-term project with implementation of recommendations starting in the short-term. Full delivery of the strategy likely to be a mid – longer term ambition, linked to the delivery of other initiatives i.e. Public Realm Improvements.



Image of Transport For Greater Manchester cycle hub



4. Community, Health & Wellbeing

Project No. 1: A Multi-Purpose Space for Community Use

What

An accessible, multi-purpose space which is capable of hosting a wide range of events and activities, initiated by different community groups or individuals.

Ideally located on, or just off, the high street the facility could be a new build or a repurposing of an existing unused building. Accessibility, both in terms of location and building layout, is key.

Activities in the facility must be additional to and complement, not compete with, other town centre offers. There should be a good range of activities for young people and programming should include evening events to extend town centre use and footfall over a longer period. These might include: dance / exercise classes, pop-up café, indoor bowls, adult education, community group use, pop-up cinema, music and drama etc. The facility can also act as a 'home' for community initiatives recommended in the Cleveleys Town Centre Regeneration Framework, for example the establishment of a Carer Support Group or drop in Dementia Support 'café'.

There is potential for a general community space to be part of a wider facility that has more specifically purposed areas managed by specific user organisations – for example health/wellness, digital skills/training, library services, and public services access hubs. This facility, particularly if a new build, could be developed on the same site as other Regeneration Framework initiatives, for example adjacent to/above an artisan market.

At the time of writing, Cleveleys library is including 3D printers and AR equipment, supporting their digital training allowing users to create and prototype their inventions. This service can link with the multi-purpose space and other interventions in the framework such as the business incubator space, forming a network of 'maker events'.

Why

A new community space within the town centre will be a valuable resource for a wide range of existing groups and can be a catalyst for further community initiatives to emerge, for example more activities for young people. It will be an important component in building additional 'community capacity' i.e. engaging more people in civic activity – fostering a stronger sense of pride in Cleveleys.

Location on the high street will provide a visible focus for the community in Cleveleys and be a driver for evening activities that will promote a stronger evening economy.

The facility has potential to address specific community issues, for example digital skills training, or be a point of contact for health or wider public services advice.

How and Who

The project will require the CTPB to lead alongside a project champion with support from the private sector. The 'shape' of the partnership structure will be influenced by the activities and services delivered within the facility – e.g. could be a grass roots community facility or one that incorporates more formal services.

Long-term management and funding is an important consideration and the facility business model should be considered at an early stage, including long-term impact evaluation. One model that may suit a 'grass roots' community facility is a Community Interest Company with largely volunteer staffing. Other options include a charity, or a more commercial structure.

Timescale

Work to further scope requirements and sense check against current town capacity could happen quickly. The outcome of this exercise, together with the identification of a suitable location and funding will determine the further programme.

Precedent

There are many precedent examples across the country – a good facility at the 'grass roots' level is Fearon Community Association in Loughborough which runs an Urban Village Hall with a strong social purpose ethos with future planning informed by sound monitoring and impact evaluation. A stakeholder group meets quarterly to discuss performance, plans, and to make recommendations for the future.



Poster of Fearon activities



Image of Fearon social impact



4. Community, Health & Wellbeing

Project No. 2: Community capacity building

What

Developing a strategy to build community capacity, specifically focussed on the delivery of the Regeneration Framework. This will include actions to:

- Build community confidence, skills and organisational structures.
- Ensure community organisations are effective and inclusive.
- Ensure that there are effective relationships and communication channels between community organisations and other organisations involved in the delivery of the Regeneration Framework.
- Develop guidance and a package of business support to allow communities to develop projects on the high street.

Capacity-building initiatives should work from the solid base of existing community organisations in Cleveleys – e.g. Cleveleys Together Partnership Boards, medical practices group, faith groups, etc.

A particular focus should be the involvement of young(er) people while from the first round of public consultation their voices have not been heard as much as the other groups this intervention ensures that their interests and ideas are represented. This would develop the next generation of community groups that would encourage good community involvement over the Framework's programme period. Additionally, a community champion or someone who can chair meetings and recruit new members to bring innovative ideas and views from the community and take action to ensure long term success.

At the time of writing the High Street Task Force is set to release a report that includes a series of recommendations to strengthen local leadership and community engagement for UK high streets and town centres. The reports recommendations would support this intervention.

Why

The delivery of the Vision identified in this Regeneration Framework is a 10 to 15-year project. It is essential that the local community is engaged in this process through-out and it is an objective of the Framework brief to "ensure local input and influence over the town's future". In order that this happens fully, and over an extended period, action should be taken to ensure that the community has sufficient 'capacity' to engage and influence Cleveleys town centre. This means enabling individuals and groups (including 'hard-to-reach groups') to develop the confidence, understanding and skills required to influence decision making.

How and Who

A multi-partnership approach should be established. The current Cleveleys Together Partnership Board is a good starting point. Input from external advisors would be beneficial in identifying capacity-building needs and a strategy to define responses.

Timescale

Development of a strategy should be a short-term goal. Community capacity building should begin quickly to grow in parallel with the delivery of early Framework interventions, with the knowledge that long-term commitment to this will also be required.



4. Community, Health & Wellbeing

Project No. 3: Establish a carers' support group

What

At 32.1% the proportion of older people (over 64) in Cleveleys' population is slightly higher than the average across Wyre, but significantly higher than the average across the North West (18.7%). This proportion of older people will continue to grow, and this will put a strain on the healthcare and social care. Many people in the health and social care system (not just the elderly) rely upon largely voluntary carers. A larger than average population of older people does however tend towards a larger group of carers.

This Framework Intervention proposes the establishment and support of a dedicated local community group to provide support and advice to carers. Close collaboration with the Torentum Primary Care Network will be essential to establish connections with local cares.

Precedent

Carers UK, a national charity to help, connect and campaign for carers would be a good early reference organisation.

<https://www.carersuk.org/home>

Why

Our health and social care system relies upon the support of largely unpaid, often unseen carers. Retaining carers is often difficult with around 28.5% turnover in 2020, it's important to provide support as carers are an essential service as the population continues to age.

A support group can provide connection with peers and personal support, direct practical help with day-to-day issues and connection to essential services and resources. This provides benefit to the carers, the people that they care for, and to our wider society.

How and Who

Cleveleys Together Partnership Board are a suitable initial lead, together with support from Wyre Council and the Torentum Primary Care Network. This initiative may be better developed as a borough-wide initiative.

Timescale

Establishment of a carers' support group could happen relatively quickly and should be targeted as a short-term project.



Carers UK web page



4. Community, Health & Wellbeing

Project No. 4: Make Cleveleys a more accessible town

What

Measures to make Cleveleys a more accessible town, building upon the excellent accessibility of the promenade, with a focus on the high street. Making Cleveleys a more accessible town means understanding disabled users, accommodating their needs alongside ensuring their experience is enjoyable and they can easily navigate the high street.

The 'public realm improvements' ties in with this intervention and aims to improve the pedestrian experience but also overall accessibility. It should include a series of pedestrian crossing points with tactile paving placed in strategic locations, low kerb heights and colour appropriate surface treatment. These features are useful for wheelchair users and people with guide dogs allowing them to cross and move seamlessly.

It should be noted kerbs are an important navigation tool for the visually impaired, and those with guide dogs as they are trained to stop at kerb edges. This means shared spaces (areas with no kerbs) should not be applied where possible to avoid confusion and loss of confidence.

Greening the high street is another way of improving accessibility, it adds memorable details and can be used as a barrier to prevent any clashes between pedestrians and vehicles. Also, greening along the high street has been shown to have benefits for people with dementia, including better mood, memory and communication and improved concentration.

A digital approach can be adopted by updating websites to highlight accessibility features that are on the high street to improve their journey, this helps relatives/carers plan the journey ahead of time.

Why

The UK Disability Survey found 31% of disabled people found using public spaces are difficult 'all the time' or 'often'. Cleveleys should respond with an accessibility strategy focused on the high street that meets the needs of disabled users. There are financial gains to be made if a proper and robust accessibility strategy is adopted. Poor accessibility also results in high street businesses losing money as the spending power of disabled people and their families is estimated at £274 billion across the UK. Considering how Cleveleys can adapt to meet these challenges it will not just improve local businesses but also the lives of people suffering with disabilities, and their relatives, friends, and carers.

Majority of Cleveleys stores already have step free access, and some include ramps to upper levels. However, the high street has a number of issues such as stores extending into the public domain creating bottlenecks which force users close to or onto the road. There are also a number of poorly-design crossing areas along the tram line which splits the Western and Eastern end of the high street, it can be confusing and compact with little space for users to move between the tram line and the road.

How and Who

Cleveleys Together Partnership Board to lead with discussions from professional inputs to identify opportunities and actions. One such should be a standing commitment to review other Framework Interventions or development proposals for the town to identify if/how they could make Cleveleys a more accessible and friendly town – especially interventions in public realm, High Street, wayfinding, and the use of digital technology.

Timescale

Initial scoping work could happen quickly with timescales for further actions / projects to be determined.

Precedent

The sketch below considers some of the issues to be addressed and ideas that may be incorporated within a dementia-friendly town.





4. Community, Health & Wellbeing

Project No. 5: Promote opportunities for social prescribing

What

From the Kings Fund, an independent health care charity:

“Social prescribing, also sometimes known as community referral, is a means of enabling health professionals to refer people to a range of local, non-clinical services. The referrals generally, but not exclusively, come from professionals working in primary care settings, for example, GPs or practice nurses.

Recognising that people’s health and wellbeing are determined mostly by a range of social, economic and environmental factors, social prescribing seeks to address people’s needs in an holistic way. It also aims to support individuals to take greater control of their own health.

Schemes delivering social prescribing can involve a range of activities that are typically provided by voluntary and community sector organisations. Examples include volunteering, arts activities, group learning, gardening, befriending, cookery, healthy eating advice and a range of sports.”

This Framework Intervention proposes that Cleveleys Together Partnership Board works closely with local healthcare professionals to identify and support opportunities for community-based social referrals.

How and Who

The initiative should be led by Cleveleys Together Partnership Board with, Cleveleys Group Practice and Wyre Council.

Timescale

Initial scoping of a referral programme should be an early action alongside scoping of service and organisational structures. The timescale for further development will be subject to funding availability.

Why

Social prescribing is part of the NHS’s plan to move to a model of more personalised care with an emphasis on measures to improve ‘wellness’ rather than treatments to cure ‘illness’. For Cleveleys it is an opportunity to promote health and wellbeing – one of CTPB objectives. It can also help to meet further objectives around partnership working and community strength and social values.

Health professionals and in particular the social prescribing teams across the Borough have identified a lack of opportunities for adults who are inactive, those with long-term medical conditions and those with disabilities to access support to become more active to improve their health and wellbeing. The Wyre Moving More work with partners and residents also identified that there was a significant gap in provision for older people and people who are inactive.

An activity referral scheme is required, where there would be a referral and self-referral option for people to be assessed and to access a supported programme of safe, supervised, and affordable physical activity sessions with suitably qualified staff in a variety of leisure and community venues. Adults would be encouraged and supported to maintain a more active lifestyle long-term to enable improvements in mental, physical, and social health, leading to a reduction in need for NHS health services.

Precedent

See the Local Government Association publication ‘Just What the Doctor Ordered’ – Social prescribing – a guide for local authorities – case studies.

[View the report](#)



Just What the Doctor Ordered front cover



5. Residential

Project No. 1: A housing capacity assessment

What

A housing capacity assessment focussed on Cleveleys. This will consider the potential land available for housing within the urban area of Cleveley's, with a focus on the town centre.

Data on housing, office, and retail, alongside an understanding of land availability will enable the local authority to make decisions on site allocations and land use in the future, that would be supported in the Local Plan. Demonstrating housing growth will make it easier to push for future interventions within the framework helping support their delivery.

This could also mean working with landowners, promoters, developers and local communities to understand what sites are coming through the pipeline. This gives a clear timeline for the Partnership Board to plan what 'higher end' interventions should be prioritised.

Why

Cleveleys has very few sites available around the town centre, meaning a housing assessment can help plan for any new sites and understand what potential they have. Allowing a targeted approach that can benefit Cleveleys economically.

By understanding Cleveleys' current development growth allows better monitoring and control of quality and quantity. It will enable the local authority to plan for future projects that are not in the framework or outside the town centre. Gathering data in the long term allows the planning and phasing of high-end interventions, giving clear timescales. The evidence is important to support future funding applications.

How and Who

This intervention would be undertaken by Wyre Council in close partnership with CTPB. Coordinating would allow clear planning and understanding timescales of key interventions and Cleveleys' progress as a whole.

Timescale

Short-term project that should be reassessed over time to understand the change in the market.



5. Residential

Project No. 2: Town centre residential development

What

Identify opportunities for new town centre residential development (likely to be apartments) to meet identified local need and / or support / cross fund other development proposals (for example, potentially as upper floor use above other ground floor initiatives.)

The streets are generally well laid out but much of the housing stock and the streetscape is in need of improvement. Cleveleys housing stock outside the town centre is a mixture of detached, semi detached properties that are spacious and include large front and rear gardens, apartments in the town centre do not enjoy the same quality of amenity spaces. There are little to no greenery and little to no play/amenity space. The area has a distinct heritage and character – sensitive improvements would enhance this and provide a stock of attractive, sustainable housing fit to meet future requirements.

Why

Improvement of housing stock would support the wider regeneration of the town and town centre. Refurbishments would include environmental performance upgrades which would help Cleveleys meet its ambitions to be an exemplar sustainable town (including Wyre Council objectives for net-zero carbon). Importantly, it would reverse the perception of decline in this area – helping to meet the Framework’s objectives of being a resilient and sustainable town. The project would provide a more attractive and diverse housing offer – important in attracting new residents who are moving to a ‘working from home’ model.

Over the lockdown period, ‘DIY-ers’ and ‘upcyclers’ upgraded their kitchens, gardens and converted rooms to home offices. This trend continues and is an opportunity for Cleveleys to capitalise on.

There are a number of green spaces within Cleveleys that lack function and need activating. Implementing solutions such as greening of the streets and insertion of small play / pocket park areas would help to improve the attractiveness of the area, improve amenity (especially for young people) and improve health / wellbeing.

- High Street / Economy – will strengthen and diversify the town centre community, and hence high street customer base.
- Community, Health & Wellbeing – better housing is healthier housing.
- Sustainability & Low Carbon – will improve the energy efficiency of housing stock and the ‘green-eco’ credentials of the surrounding environment.



Image of Housing Area north of Victoria Road West

How and Who

A long-term programme of interventions by a number of different actors including Wyre Council, individual property owners, housing associations, community groups and ‘niche’ developers. To ‘make things happen’ there is a need for a ‘project champion’ to define the vision, set out the opportunities and promote individual actions. This role includes removing potential constraints/ blockages, exploring funding opportunities and local support when needed. Project champion likely to be Wyre Council, potentially in partnership with a housing association and developer.

Timescale

The objectives of this project can be delivered incrementally over time and will be met through the aggregation of many different interventions. Delivery of individual interventions will be led by different parties, with programmes linked to funding availability and property possession amongst others.

Precedent

Liverpool Welsh Streets is a group of late-Victorian terraced streets in Toxteth. The area went into severe post-war decline and was victim of an aborted Housing market Renewal programme in the early 2000s. It is now an award-winning case study of historically sensitive area renewal delivered through a partnership of Liverpool Council, Plus Dane Housing Association and specialist urban regeneration developer Placefirst.



Image of Welsh Street, showing improved shared space - Placefirst



Image of Welsh Street, showing improved facade details - Placefirst



6. Sustainability & Low Carbon

Project No. 1: A low carbon development strategy

What

A Low Carbon Development Strategy. A plan to transition Cleveleys to become a low carbon / zero carbon town.

This would include measures to be incorporated into Framework Interventions and new development together with measures to improve the sustainability of Cleveley's existing building stock - improving energy efficiency and reducing energy consumption.

Building-related measures may include super insulation, low carbon construction, intelligent services controls, and incorporation of 'biophilic' features.

Other initiatives could include:

- Engaging with the public and raising awareness to reduce overall energy consumption;
- Promoting sustainable active travel (e.g. walking and cycling) and public transport to reduce car use;
- Encouraging the purchase of locally grow / locally sourced products.
- Projects to measure and report against locally derived sustainability objectives – possibly in conjunction with academic research programmes (Lancaster University?).

The collection of data will be important for effective decision making and data analytics, supporting evidence for future funding applications.

How and Who

Wyre Council lead – ideally as a borough-wide initiative potentially linked to Wyre's emerging Climate Change Strategy. CTPB should consider links to other interventions. Stakeholder consultation, especially with business and transport organisations is essential.

Why

Wyre Council declared a 'climate emergency' in 2019. Amongst other things this committed the council to “reducing carbon emissions by 78% by 2035” and “support and work with all other relevant agencies towards making the entire Wyre area zero carbon by 2050”. The authority must now consider how to meet these targets.

Developing a low carbon strategy would demonstrate that Wyre, and Cleveleys, are serious about the climate and the health and wellbeing of the community.

This project has strong overlaps in other Framework areas:

- High Street – transitioning to low carbon will become an increasing requirement for economic competitiveness.
- Transport & Linkages – closely ties with mobility hub and the overarching transport study.
- Residential - improving housing energy standards will make life more comfortable and affordable for residents and links to a more active/healthy lifestyle, better air quality.
- Digital Technology, Education and Skills– lots of opportunities for monitoring and analysis – potentially linked to Higher Education research to use Cleveleys as a test-bed.
- Business & Economy - Digital startups can create new innovative solutions to tackle issues around climate change.

Timescale

The development of a Low Carbon Strategy should be a short-term target in order that low carbon initiatives can be developed to meet zero carbon by 2050 targets.

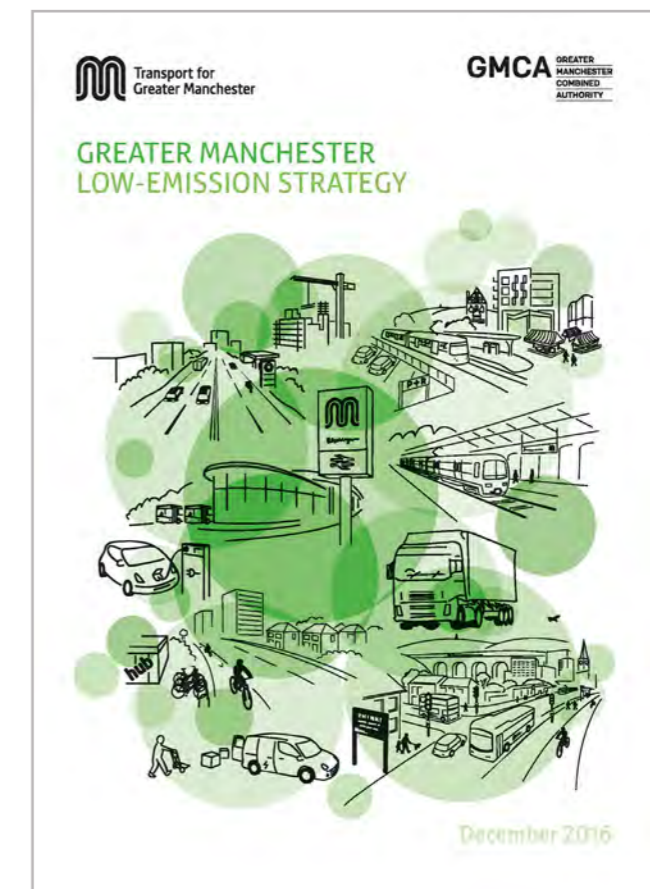
Precedent

Greater Manchester Low Emission Strategy -The report aims to reduce Greater Manchester's carbon footprint and improve air quality and hence health outcomes, focussing on changes to transport. It sets out a long-term, high-level strategy.

Proposed measures fall under the headings:

- Changing travel behaviour;
- Managing emissions;
- Greening vehicle fleets; and
- Awareness-raising.

As well as a focus on addressing climate change the report highlights the economics of poor air quality, health dis-benefits and environmental damage. All pertinent to Wyre.



Low Emission Strategy front cover



6. Sustainability & Low Carbon

Project No. 2: A community energy trust

What

Explore the establishment of a Community Energy Trust to promote community-led energy initiatives. These may include: 'smart grid' distribution; heat distribution; home energy saving; renewable energy generation, cutting energy costs and energy storage devices.

From the Government's gov.uk website Community Energy Guidance:

"Community energy covers aspects of collective action to reduce, purchase, manage and generate energy. Community energy projects have an emphasis on local engagement, local leadership and control and the local community benefiting collectively from the outcomes.

Community-led action can often tackle challenging issues around energy, with community groups well placed to understand their local areas and to bring people together with common purpose.

There are examples of community energy projects across the UK, with at least 5000 community groups undertaking energy initiatives in the last five years. Examples of community energy projects include:

- Community-owned renewable electricity installations such as solar photovoltaic (PV) panels, wind turbines or side tidal energy generation.
- Members of the community jointly switching to a renewable heat source such as a heat pump or biomass boiler.
- A community group supporting energy-saving measures such as the installation of cavity wall or solid wall insulation, which can be funded wholly or partly by the Green Deal.
- Working in partnership with the local Distribution Network Operator (DNO) to pilot smart technologies.
- Collective purchasing of heating oil for off gas-grid communities.
- Collective switching of electricity or gas suppliers.
- Energy storage and generating revenue by selling back to the Grid.

Why

There are a number of different issues and opportunities to consider in relation to energy use and provision. A Community Energy Trust would be a chance for Cleveleys to understand the issues and opportunities in the area, consider responses and organise action. This would promote a greater sense of community but also start to renew the town's identity as a sustainable place to live, making it competitive to other areas.

How and Who

At an early stage, CTPB/Wyre Council should establish contact with supportive organisations such as 'Community Energy England' in order to generate an action plan and review suitable organisational and leadership structures. This would also be an opportunity to share ideas and find solutions that best fit Cleveleys geographic location.

In constituting the membership of the community energy trust consideration should be given to:

- which organisations are key stakeholders in the town's future?
- what value can member organisations or individuals bring?
- how to attract organisations that see investment opportunities in community energy projects.

Timescale

Initial scoping work could be a short-term project. This will help to identify a number of community energy projects with a likely range of medium-to-long term delivery programmes.

Early actions might include:

- Ensuring that Cleveleys is well positioned to benefit from grant funding for domestic energy upgrades.
- supporting borough wide 'retro-fitting' initiatives.
- establishing mechanisms to gather data for future energy decision making, or support for funding applications.

Precedent

Community Energy England was founded in 2014 as a not-for-profit organisation to help activate community energy organisations implement new projects, innovate, improve and grow. CEE's 2030 Vision contains a number of case studies from community projects across the country focused on 'smart grid' distribution; heat distribution; home energy saving; renewable energy generation and cutting energy costs.



Community Energy England 2030 Vision front cover



6. Sustainability and Low Carbon

Project No. 3: Electric Vehicle Charging Strategy

What

A strategic understanding of future demand of the measures that Cleveleys will need to implement – what, where and by when, to meet the needs of future electric car users.

This should be produced in parallel with a ‘Smart Place’ Strategy, see the intervention on the next page (the EV strategy could be part of the Smart Place Strategy). This is a strategy to become a low carbon / zero carbon town. The electric charging strategy will integrate into proposed and existing car parks and parking bays, i.e., around Derby Road West & East and Rough Lea Road. This would provide rapid charging capabilities which users can charge electric vehicles (EV’s) quickly and affordably. The infrastructure will be used in conjunction with digital services that allows users to track availability, nearby facilities, charging time and cost.

The system could be run off ‘zero carbon’ electricity if the Wyre Tidal Barrage is developed in Fleetwood.

In terms of commercial opportunities, local businesses could offer EVs for their employees. This reduces tax not only on company cars but also for employees through a salary exchange scheme, and improves their overall carbon footprint. At the time of writing the government provides a grant to support businesses implement smart charge points.

Why

Cleveleys is considering a number of public realm and other regeneration initiatives, as set out in this Regeneration Framework. Therefore, planning for the integration of future interventions at this point and ensure that preparatory works that can be sensibly and affordably incorporated are done so.

Cleveleys sits along the Wyre Coast. Notwithstanding proposed improvements in digital connectivity (and improvements to the bus station), if the town is to attract visitors by car it must plan for the shift towards electric vehicles. This is particularly important in a location where some drivers may fear Cleveleys does not have enough suitable charging stations.

At the time of writing EV’s are increasing in market share and with the government’s announcement to end sales of petrol and diesel cars by 2035, it seems logical that a ‘tipping point’ in consumer behaviour will be reached ahead of that date. Areas that do not have good charging infrastructure in place, will be left behind. Cleveleys should aim to be ‘ahead of the pack’ in the provision of charging infrastructure and promote this as a reason to come.

At the time of writing EV’s are increasing in market share and with the government’s announcement to end sales of petrol and diesel cars by 2035 and it seems logical that a ‘tipping point’ in consumer behaviour will be reached ahead of that date. Places that do not have good charging infrastructure in place will be left behind. Cleveleys should aim to be ‘ahead of the pack’ in the provision of charging infrastructure and promote this as a reason to come.

- High Street – providing suitable infrastructure is essential for economic competitiveness.
- Transport & Linkages – integrating electric charging infrastructure early in and around the town centre, can help to reinforce the message that Cleveleys is connected.
- Community, Health & Wellbeing – improved air quality and town centre environment.
- Residential – will make the town more attractive as a location for developers and purchasers.
- Digital Technology, Education & Skills – a good opportunity for management and data gathering. Customer usage can be guided online services or an app that links drivers to other town centre charging stations.

How and Who

The initial strategy could be led by Higher Education groups and supported by Wyre Council. A wide range of stakeholders will need to be consulted including highway/transport authorities, utility companies, vehicle manufacturers (i.e. bespoke charging point installers), local

businesses, local people and amenity groups.

There are opportunities to link to university research projects. Potential for partnership with major car trip generators such as Aldi who will also need to address the issue.

Timescale

Production of the strategy should be a short-term goal. Enabling infrastructure should be delivered within other projects where sensible to do so. Cleveleys currently already has three charging stations along Victoria Road West and Rough Lea Road.

Delivery of the strategy can be applied in stages to meet demand as it increases over time, however, the aim must be to always be just ahead of demand.

Precedent

Dundee is regarded as a leading ‘smart town’. Dundee introduced a new charging hub in 2019, with the city having one of the highest numbers of electric vehicles in the UK. The new hub can accommodate 20 vehicles, with further opportunities to add coach services.

This hub includes battery storage and energy supplied by the grid and solar panels. Excess energy is stored and then released when needed at peak time or during the night.



Image of Dundee charging hub



7. Digital Technology, Education and Skills

Project No. 1: A 'Smart Place Strategy'

What

A Smart Place Strategy. A strategy to use existing and future technology to plan and run Cleveleys, better guiding policy, and investment. There is no single definition of 'Smart' but comprehensive Smart Place Strategy would likely include digital technology; transport; utilities; health and well-being; energy; sustainability; environment and employment. A comprehensive strategy may be best developed at a local authority or a wider area scale (potentially in combination with Blackpool). A less comprehensive strategy may, however, be built up from a number of separately considered elements, over a town-wide scale.

There is no single definition of 'Smart' but comprehensive Smart Place Strategy would likely include digital technology; transport; utilities; health and well-being; energy; sustainability; environment and employment. A comprehensive strategy may be best developed at a local authority or a wider area scale. A less comprehensive strategy may, however, be built up from a number of separately considered elements, over a town-wide scale, with links to key local settlements.

At either scale, preparation of the strategy will involve collaboration with a range of stakeholders.

Why

Wyre Council's brief for this Development Framework calls for consideration of the digital agenda. Digital technology is already a central part of the planning, monitoring and delivery of most 'place functions' and so it is sensible to consider potential synergies within an overarching 'Smart Place Strategy'.

Benefits of a strategy include:

- Adding weight and evidence to investment decisions.
- Adding weight and evidence for funding applications.
- Sending a positive signal to business and investors that Cleveleys is digitally evolving.
- Built-in potential for private sector collaboration and links Higher Education research.
- Efficiencies and resilience in the alignment of service delivery.
- Better governance.

Digital technology has quickly become a fundamental aspect of so much of our lives. It is no surprise that this project overlaps strongly with other Framework themes:

- High Street – leveraging the synergies of digital technology will be important in growing Cleveleys economy. Opportunities for digital enhancement of visitor/customer experience.
- Heritage & Culture – digital opportunities for marketing, booking, signature events and the environment centre.
- Transport & Linkage – e.g. real-time transport information, parking/ EV charging, strong links to transport management/ control etc.
- Community, Health & Wellbeing – opportunities for local environmental monitoring and smart control to monitor and adjust energy consumption. Lots of opportunities for 'digital first' health and wellbeing initiatives.
- Sustainability & Low Carbon – potential for links to HE research.
- Business & Economy - Opportunities for local startups to analyse data, problem solve and generate solutions.

How and Who

Political 'buy-in' and understanding of the benefits is important as the recommendations will change patterns of service delivery and budget allocations. The strategy must be able to operate over a number of different political cycles. For these reasons the Strategy should be championed by a well-recognised, senior figure.

The strategy should be embedded within existing statutory frameworks in order to ensure the strategy's implementation and funding. A public-private partnership will be important – plan for private sector collaboration.

Timescale

Commissioning of a strategy should be a short-to-medium term goal: "short" for a geographically smaller, less comprehensive strategy - "medium" for a more comprehensive one.

Precedent

The Future Cities Catapult 'Smart City Strategies – 2017 Global Review' considers what 'Smart' means in relation to cities and places; it discusses how the concept is evolving (developing from a simple focus on digital technology); how different places have developed different types of smart strategies; how strategies should be put together; and how they should be implemented.



Front cover of the Smart Cities Strategy - Capapult Future Cities



7. Digital Technology, Education and Skills

Project No. 2: Improving Digital Connectivity

What

The proposal is that Cleveleys actively works to promote excellent connectivity in the town centre, including early integration of 5G. Currently a fibre optic network that runs along the tram line and allows towns to branch out the network to other local business allowing them to tap into a high-speed, low-latency network. The “Full Fibre” can be used to deliver ‘gigabit speeds’ to local businesses and homes in Cleveleys making it a competitive place for home working and supports potential incubator spaces. This can be a catalyst for new digital businesses to setup, with opportunities for a new range of digital services, training and job opportunities.

5G, the fifth-generation wireless technology, is another part of this intervention, to provide super-fast data transfers with low latency i.e. the time between sending and receiving data. 5G speeds and capacity are impressive but its range is limited and so a dense network of transmitter/ receiver nodes is required for good coverage – hence further investment is required.

Why

Integrating ‘Full Fibre’ and 5G connectivity is fundamental and places that are not well connected will be left behind. Good connectivity is important to underpin the economy generally, but also the digital delivery of essential services such as healthcare bringing quicker diagnoses and access to information, commerce (including retail), homeworking and the delivery of services are all increasingly digital events. Increases opportunities for high-value businesses (links to Hillhouse Enterprise Zone business plan), research/Higher Education interest, and hence opportunities for young people.

Being known as a place with good connectivity is an attraction for investment, new businesses and people looking for a location suited to new patterns of remote/blended working. Strong digital connection can help to overcome perceptions of weaker geographic connection.

A ‘hyper-connected Cleveleys’ would send a signal to digital

businesses to move to the high street, bringing a range of new business types, new digitally-trained individuals who can integrate and support the community.

This initiative has strong overlaps with other areas of the Framework:

- High Street – early adoption of 5G could be a significant attraction to higher value-added businesses.
- Transport & Linkage – improved opportunities for real-time monitoring and network management.
- Community, Health & Wellbeing – lots of opportunities for ‘digital first’ health and wellbeing initiatives, including links to the environment centre.
- Sustainability & Low Carbon – opportunities for environmental / coastal monitoring and control, enhances the potential for links to Higher Education research.
- Business and Economy -Gives locals access to online training/ education to help develop their skills & businesses.

Other benefits include:

- Enables businesses to use the internet for online /contactless payments.
- Gives locals access to online training/education from anywhere in the world to help develop their skills & businesses.

Precedent

The Government’s Local Full Fibre Networks Challenge Fund, alongside investment from Blackpool Council provided £3.1m to support the rollout of a gigabit “Full Fibre” network that extends to areas around Blackpool. The fibre optic network runs across the Flyde Coast meaning branching out is straight forward with businesses taking advantage of fast and low-latency network speeds.

How and Who

Improving connectivity, including 5G, would need public investment or potentially central government funding to install and maintain the network. Working in partnership with the Cooperative network Infrastructure (CNI) and network providers to deliver Full Fibre to homes and businesses.

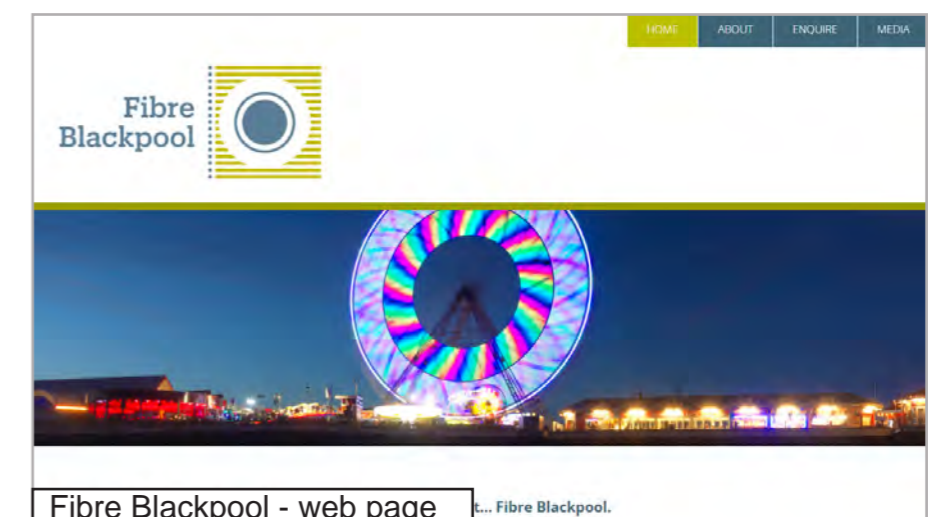
To get the best value for money requires a large number of customers to use the network, this can be done by providing long-term contracts to multiple businesses. The intervention can first be marketed online, or CNI can create an event to demonstrate the networks potential to businesses.

Promotion of Cleveleys as a connected place will need a ‘champion’ (potentially from the CTPB) with strong support from Lancashire County Council, Wyre Council, business, transport agencies and (ideally) Lancaster University as a potential research partner.

Timescale

Wyre Council is already a member of CNI meaning branching out the network to business can be coordinated and integrated in the short term.

A larger spread of the 5G signal across the wider area of Cleveleys would be a medium-term task. Focussing on the town centre itself can be a shorter-term goal.





8. Business and Economy

Project No. 1: Improved Links To Hillhouse Enterprise Zone

What

A strategy to promote links between Hillhouse Enterprise Zone (EZ) and Cleveleys. Pursuing opportunities in businesses, schools and residents. These should include opportunities in the energy, chemical and polymer sectors (i.e. target areas for Hillhouse Enterprise Zone).

At the time of writing, one of the potential projects at the EZ is to create new facilities to support education. An example of this could be a training school (operating on a not-for-profit basis) which might be used by any training provider and outside organisations who require use of the space. Linking with the EZ means schools can make trips or enjoy online learning to teach younger people. Opportunities such as work experience and a primary insight into the industry would give students a high quality understanding into the leading polymer research and manufacturing practices.

The location of the EZ would see a higher demand in property purchases with more people potentially moving to Cleveleys to work (or homework). An assessment of demand should be undertaken to understand the level of housing needed to accommodate the increase (see the Residential intervention 'A housing needs assessment').

Why

By strengthening ties between EZ and local schools the professional knowledge sharing, and firsthand experience would boost employment opportunities for local children, it enables them to understand careers paths in that industry.

If the "Full Fibre" network was extended to residential areas, this would make working from home an attractive offer for new families to move to Cleveleys. If employment at the EZ attracts new residents, it would mean more participation and engagement within community groups bringing new members and ideas. An increase in population would improve the evening economy and bring money to the high street.

This overlaps with other themes in this framework:

- Heritage and Culture – Strengthening ties with EZ could be a historic partnership and could be a key driver to improve education and business opportunities.
- Transport and Linkage – Adopting quick public transport and active travel options to the EZ would attract people to move to Cleveleys.
- Residential – An increase in demand will support the improvements of existing housing stock.
- Digital Technology, Education & Skills - Utilising the fibre optic network could support educational activities such as live tutorials and online material.

How and Who

This will involve a number of organisations, each considering a different sector (education, industry, energy for example) but a co-ordinated approach is important to allow mutual support to share ideas and contacts. NPL to lead (with periodic updates as the EZ develops) with a sub-group of the Cleveleys Together Partnership Board may be a suitable starting point. Local Authority support would be required.

Timescale

While this is a short-term intervention, with strong connections formed from the outset, continuous collaboration with the EZ would be required and regularly reviewed to maintain the benefits that they provide Cleveleys.



8. Business and Economy

Project No. 2: A business incubator space

What

This Incubator space would target small to medium businesses offering a combination of services including account management, advice, energy efficient and low carbon technologies, resources, training, mentorship, potential private sector investment and access to workspace.

These businesses would typically use the space for one to two years, this gives businesses time to setup, establish themselves in Cleveleys and grow their brand, team and connections.

Establish a programme for business growth and support, giving new startups the chance to promote, network, and collaborate alongside other business sectors to share knowledge, expertise and resources. Development of business Incubator space should be located close to the town centre.

Some specialised Incubators cater to:

- Food and Drink
- Marketing and Advertisement
- Art and craft
- Education
- Financial technology
- Eco technology
- Fashion

The incubators should be diverse with its services to attract the most users making it a place for business growth and success in any industry.

Why

A common theme from the public consultation was Cleveleys lacked 'Good and varied career opportunities' with little to no support or training, therefore potential startups would struggle to get off the ground. Cleveleys has a small office market and is concentrated outside the town centre, this means a response is needed by training and investing in new startups. This is crucial to sustain economic growth in Cleveleys and also provide a diverse range of services and businesses to attract new talents and customers.

Possible partnerships with local colleges or universities could provide 'educational workshops' to provide training and expert advice. Networking is also a way to expand business relationships. Incubator spaces allow other like-minded professionals to be in the same room. Incubators also boost employment and community cohesion, through investments and building on existing industries, offering a range of support that can make a visible improvement to local retail, hospitality, and leisure sector facilities.

Involving younger people will be important in the early stages, this benefits their age group by providing work experience, developing their professional and social skills, and creates local connections ensuring younger people have the resources to develop their careers, giving them a reason to stay in Cleveleys.

Precedent

Over the past 15 years Myerscough College has provided business and IT support for hundreds of new businesses to get off the ground. The space includes 16 rooms with kitchen facilities for shared usage, purpose-built meeting and conference rooms.

The College offers 'ready access' expertise that includes IT and graphic design etc. Professional advice is given to startups to support their business growth and development. A number of additional amenities exist, such as free parking and internet access, onsite catering, cafés and sport facilities.

How and Who

In the early stages of this intervention, test the idea with local startup businesses and traders, develop and test business case.

Long term viability in Incubators, play an essential role in stimulating economic growth for the high street. However, market rent, and rates can make them unsustainable. Therefore, any options for reduced rents and rate relief should be explored in the early stages. Financial investment from Central Government is available to support Incubator spaces as business support is crucial to a town centres regeneration.

Timescale

Business Incubator space is a short-term goal to be delivered as part of other short-term projects. Larger-scale support should be delivered to keep up with demand.



Image of Myerscough College Incubator:
photo by Henry Iddon

6. Development Tool-Kit

6.1 Introduction

6.2 Design Principles

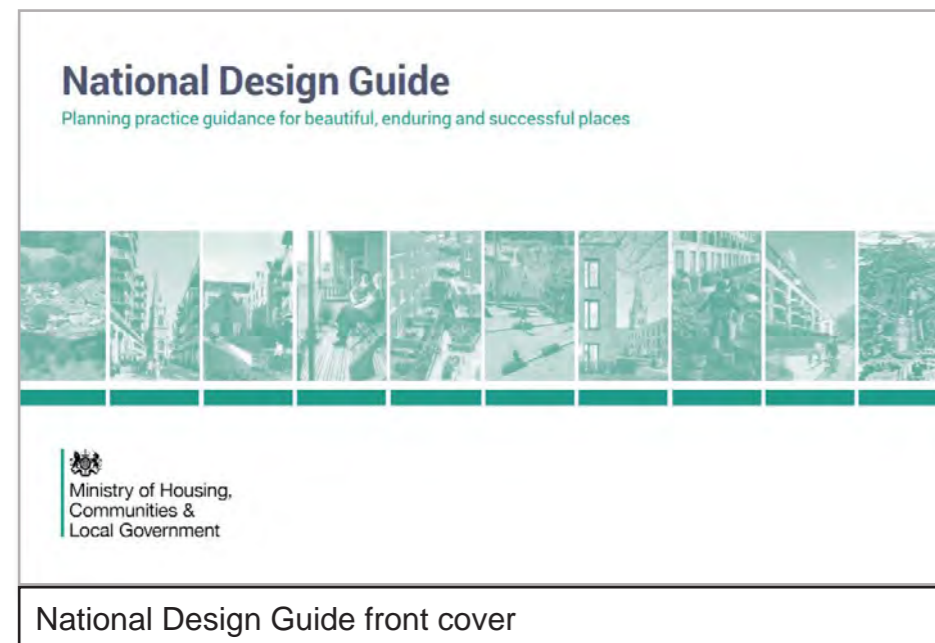
6.3 Implementation

6.1 Introduction

This Regeneration Framework has set out a high-level approach to the regeneration of Cleveleys Town Centre. Whilst the focus has been on the town centre the Framework recognises that the health of this narrowly-defined area is inextricably linked to that of other areas around it and also to themes that are not limited to any particular area.

Wyre Council currently has no specific urban design or placemaking policy to guide and control Cleveleys Town Centre's regeneration in line with this Framework. Under the heading 'Design Principles' this section provides advice on creating an appropriate design policy.

This section also provides advice on organisational structures and partnerships which may be suitable to deliver the specific initiatives or 'projects' identified in this document, and also on an approach to the management of the delivery of the town centre regeneration.



National Design Guide front cover

6.2 Design Principles

Why?

National importance

National-level planning policy in the National Planning Policy Framework (NPPF) (revised in 2019) states that "The creation of high-quality buildings and places is fundamental to what the planning and development process should achieve. Good design is a key aspect of sustainable development, creates better places in which to live and work and helps make the development acceptable to communities". There is specific mention of the vitality of town centres and conserving and enhancing the historic environment.

The Government's 'National Design Guide' published in 2019 sets out 'ten characteristics' of good design and explains the relationship between the National Design Guide and local design guides. It identifies a series of built 'good practice examples' and references 29 other examples of good practice design guidance including:

- The Urban Design Compendium, Homes and Communities Agency, 2000.
- Home Quality Mark, BRE, 2018.
- HAPPI Principles, Housing Learning and Improvement Network.
- Manual for Streets, Department for Transport and Department for Communities and Local Government, 2007 (and vol. 2 2010).

In summary, good design matters to government and is embedded in planning policy.

A number of Design Guide front covers including Compendium for Design, Happi 4 and Manual for Streets



Local importance

Being distinct, i.e. identifying and celebrating local identity, is a key criterion for successful towns. Preserving and enhancing this design significance will be central to Cleveleys' regeneration.

Economic importance

Good design has economic value. For example in 2018 IBI jointly funded a piece of work with KADA Research to assess the economic impact of public realm improvements that IBI designed for Kidderminster Town Centre. This referenced evidence from the UK and internationally which identifies significant economic benefits of public realm schemes. The report concluded an economic cost: benefit ratio for public realm investment of 1:7.6 over a 10-year period. This makes a compelling case that the right investment in public realm delivers strong, measurable economic returns.

How?

Ensuring that development aligns with good design principles will require these to be defined (with specific reference to Cleveleys) and then set out and explained within a design policy document – a Cleveleys Town Centre Design Guide.

Overall Structure

The National Design Guide (NDG) provides a structure that can be used for the content of local design guides and addresses issues that are important for design codes where these are applied to large-scale development on single or multiple sites. It notes that “All local design guides and codes will need to set out a baseline understanding of the local context and an analysis of local character and identity. This may include (but not be limited to) the contribution made by the following:

- the relationship between the natural environment and built development;
- the typical patterns of built form that contribute positively to local character;
- the street pattern, their proportions and landscape features;
- the proportions of buildings framing spaces and streets;
- the local vernacular, other architecture and architectural features that contribute to local character.”

The NDG then sets out 10 principles for a well-designed place, explaining each in detail.



Diagram from the National Design Guide - 10 principles for a well-designed place

Define the design principles that are appropriate to Cleveleys

NDG sets out ten principles for a well-designed space but the starting point for Cleveleys should be a more practically-focused set of principles that are of specific relevance to Cleveleys built environment. This ensure future intervention are designed to meet the highest standard.

Development proposals should be measured against these principles and developers asked to explain how their proposals respond positively to each.

Many of the good practice guides referenced above contain their own checklists of good design and are a useful reference and starting point. An example for consideration is the list of 8 Elements of Form (i.e. the physical expression of urban design consisting of the relationships, shape and size of buildings, structures and spaces) contained in the Commission for Architecture and the Built Environment's (CABE's).

1

Urban structure

The essential diagram of a place showing:

- The relationship between new development and nature, land form and existing buildings
- The framework of routes and spaces that connect locally and more widely, and the way developments, routes, open spaces and precincts relate to one another

3

Density and mix

The amount of development and the range of uses this influences, to include:

- The intensity of activity relative to a place's accessibility
- The place's vitality relative to the proximity and range of uses
- The development's viability

5

Building type

- The size of the building floorplate its storey heights and means and location of access
- The relationship of the building to adjacent buildings and how it relates to external space at ground floor level
- The nature and extent of the building's setback at upper floors and roof treatment

7

Details and materials

The appearance of the building in relation to:

- The art, craftsmanship, building techniques and detail of the various building components true to local context
- The texture, colour, pattern, durability and treatment of its materials
- Materials sourced from local and/or sustainable sources, including recycled materials where possible
- The lighting, signage and treatment of shopfronts, entrances and building security

2

Urban grain

The nature and extent of the subdivision of the area into smaller development parcels showing:

- The pattern and scale of streets, blocks and plots
- The rhythm of building frontages along the street as a reflection of the plot subdivision

4

Height and massing

The scale of a building in relation to:

- The arrangement, volume and shape of a building or group of buildings in relation to other buildings and spaces
- The size of parts of a building and its details, particularly in relation to the size of a person
- The impact on views, vistas and skylines

6

Facade and interface

The relationship of the building to the street:

- The rhythm, pattern and harmony of its openings relative to its enclosure
- The nature of the setback, boundary treatment and its frontage condition at street level
- The architectural expression of its entrances, corners, roofscape and projections

8

Streetscape and landscape

The design of route and spaces, their microclimate, ecology and biodiversity to include:

- Paving, planting and street furniture
- The integration of public art, lighting, signing and waymarkers
- The treatment of parks, play areas, natural features and recreation areas
- Consideration of long term management and maintenance issues

Embedding Good Design into Cleveleys

In addition to the development of policy and good practice guidance to promote good design, other measures should be considered to ensure that a positive approach to good design and placemaking is embedded into the delivery of this Regeneration Framework.

These could include:

- Developing an integrated approach to design, planning function, construction and town centre management / maintenance. This may involve a different approach to the structuring of local authority teams and functions.
- Investing in design training for the members of the Town Centre Partnership and others who will be involved in the redelivery of the Framework – elected members and key officers for example. Different approaches and levels of time commitment for different groups should be considered. This need not be onerous or expensive.
- Encouraging the use of design advisors (possibly at key points in the process) and the use of design review panel input to key projects – PlacesMatter, the standing NW region design panel for example.
- Considering the establishment of a 'Town Centre Design Panel' as a sounding board for proposals and a consultee to the planning process. This could be a coordinating / collating body for the input of existing amenity and community groups.

Implementation matrix

The table explains how the various projects could be developed with partners and how much investment and time is required for each project.

		The High Street			Heritage & Culture				
		HS1: A pedestrian priority environment along the western end of Victoria Road West	HS2: Public realm improvements	HS3: A new indoor artisan market	HC1: Reboot the Mythic Coast story	HC2: An outdoor activity / environment centre	HC3: A new town centre (seafront?) hotel	HC4: Beach huts	HC5: Review the events calendar and a new 'signature event'
Cost of Project - Levelling Up		Major Investment	Major Investment	Quick Win	Quick Win	Quick Win	Quick Win	Quick Win	Quick Win
Timescale / Planning - Short, Mid, Long		S	S	S-M	M	S-M	S	S	M
Timescale Implementation - Short, Mid, Long		M	S-M	M	M	M	M	S-M	M-L
Delivery Partnership	CTPB = Cleveleys Together Partnership Board LCC = Lancashire County Council LA = Local authority C = Community H = Health authority T = Transport authority U = University B = Business A = Amenity Group HA = Housing Association D = Developer Lead*	LCC* LA T B A	CTPB LA* LCC T A	CTPB* B LA	CTPB* LA C A B	D* CTPB LA	D* LA B	D* B LA	CTPB* LA B
Potential Funding	CGF = Central Government Funding LA = Local Authority LCC = Lancashire Country Council T = Transport Authority H = Health Authority	CGF/LA/ LCC	CGF/LA	Private/LA	LA	Private/LA	Private	Private	Private/LA
Key Next Steps		Feasibility Assessment	Scoping & Concept	Dialogue with stakeholder, Scoping & Concept	Establish working group, develop action plan	Scope & Concept, Feasibility Assessment	Dialogue with stakeholder, Develop a tourism study / strategy	Develop concept & assess market opportunity	Establish a working group, Develop action plan

Transport & Linkage		Community, Health and Wellbeing					Residential		Sustainability & Low Carbon			Digital Technology, Education and Skills		Business and Economy	
TL1: An overarching transport study / Mobility hub	TL2: Walking And Cycling Improvements Strategy	C1: A multi-purpose space for community use	C2: Community capacity building	C3: Establish a carers' support group	C4: Make Cleveleys a more accessible town	C5: Promote opportunities for social prescribing	R1: A housing capacity assessment	R2: Town Centre Development	SLC1: A low carbon development strategy	SLC2: A community energy trust	SLC3: Electric Vehicle Charging Strategy	TD1: A Smart Place Strategy	TD2: Improved digital connectivity	ES1: Promote links with Hillhouse Enterprise Zone	ES2: A business incubator space
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
S-M	M	S-M	S	S	S-M	S-M	S	S-M	M	M	S	M	S-M	S	S-M
S-L	S-L	M-L	S-M	S	M	M	S-L	M-L	S-L	M-L	S-L	M	S-M	S-L	S-M
LA* CTPB LCC C	LA* A T C	CTPB* LCC LA C	CTPB* LA C HA B A	CTPB* LA C HA A	CTPB* LA C H	CTPB* LA H	LA* CPTB HA C	D* LA HA C	LA* T B C	CTPB* LA	LA T D A U*	LA* CTPB	CTPB* B LA	D* LA T C C	CTPB* B LA
Private/LA	LA	CCF/LA			H/CGF/LA		LA	LA/Private	LA/CFG	CGF/LA	LA/Grant	LA	Private	LA/Private	Private
Feasibility study, Develop action plan, Scope options, Develop brief, Establish a working group	Scope, funding and procurement	Dialogue with stakeholders, Scoping of concept	Dialogue with community, Develop action plan	Dialogue with community & carers, Develop action plan	Establish working group, Scope opportunities, Develop action plan	Establish a working group, Develop action plan	Data gathering exercise, Establish a working group and action plan	Identify a vision for the area and a project champion, Scope options and feasibility	Scope brief for Strategy Report	Establish a working group, Dialogue with Stakeholders, Action plan	Study needed into costs of infrastructure and key locations for the infrastructure	Scope study, Develop brief	Establish a working group, Dialogue with stakeholders, Scoping feasibility assessment	Establish a working group and 'champion' Identify and meet with potential investors	Establish a working group, Scope & action plan

6.3 Implementation

The Implementation Matrix overleaf is designed to act as a point of reference and a call to action for all organisations, both public and private sector, involved in the future development of Cleveleys Town Centre. The identified interventions form an interlinked package of development and improvement actions.

For each intervention, the Implementation Matrix identifies the lead organisation responsible for its delivery, along with other organisations that will be involved, so that it is clear who is responsible for driving forward each project and who will work alongside them.

The Implementation Matrix also identifies potential sources of funding for the investments proposed and the likely timescales for implementation. Clearly, not every intervention will be delivered in the near term. Several interventions face complex challenges in terms of ownership, viability, funding and other issues. The timescales set out in the Implementation Plan take account of these challenges in identifying which projects are likely to be delivered in the short-to-long term periods.

Similarly, given constraints on the availability of funding, there is a need to prioritise the interventions identified through the framework process. The Implementation Matrix therefore also seeks to identify those projects that are most critical to the delivery of Cleveleys' vision and strategic objectives. The purpose of this is to assist when decisions on how to allocate resources are being made, so that the available resources can be channelled into projects that will have the greatest impact and make the greatest contribution to the delivery of the framework vision.

Managing Implementation

The means of delivering and managing the framework interventions will require a variety of approaches, depending upon their nature. These are likely to include:

- Delivery led by the Cleveleys Together Partnership Board – for example, an initiative to develop a shared brand narrative.
- Supporting young people, for example improving qualifications and providing jobs.
- Delivery by Wyre Council (and partner organisations if necessary) – for example, in developing a 'low carbon strategy', potentially coordinated at a borough wide level.
- Formulation of bespoke delivery bodies/partnerships (as opposed to agencies that already exist) – an example here could be the establishment of a Community Energy Trust.
- Collaboration with private owners of land/property – for example, plans for the Environment Centre.
- Delivery that could be guided by design or development briefs for specific, discrete sites.
- Providing opportunities for local startups to influence Cleveleys future.

Cleveleys First

The local authority could consider introducing 'Cleveleys First'. This would be a service to broker and promote apprenticeships and volunteering for local people. The service could support young people/startups with, apprenticeships, finding a job, work experience, and volunteering. Such a service could also help with CV writing, confidence building and presentation skills and pre-apprenticeship courses.

Town Centre Management

This Framework focusses on the delivery of physical interventions and social programmes to help Cleveleys and its surrounding areas to thrive, but good management of places and spaces is also important. The promotion and development of UK town centres and the management of their 'visions' and future development can be delivered through a variety of structures – both formal and informal. Historically these have often been voluntary in nature, but other arrangements are available, and options should be periodically reviewed. Town centre management structures include:

Town teams / partnerships

Informal grouping of organisations (sometimes individuals) representing different private and public sector interest – for example, Local Authorities, major retailers, trade associations, amenity groups and community groups. They are often run on a voluntary basis, with/without a dedicated budget.

Town Centre Management Companies

These tend to be more formal versions of the above, constitutes as legal entities with a defined remit and business plan and usually employing dedicated staff overseen by an advisory board or management group. Long term continuity of funding can be an issue, as is "free riding" of non-contributor organisations.

Business Improvement District companies

A legally-constituted body that comes into being as the result of a ballot of local businesses choosing to constitute a BID with a specific remit and business plan for a fixed period. Funding is through a levy on top of business rates within a defined area (e.g. town centre). BIDs are often seen as the lead structure for place management/marketing and often destination management/marketing. Where a destination marketing lead already exists (e.g. Visit Wyre) the close working of the two organisations is important.

Successful BIDs require greater engagement with business than the previous structures but have a more secure funding base. At the end of their fixed term they can renew their remit through a further ballot of businesses. The majority are set up through the actions of property occupiers to improve the attractiveness for business of a specific location. Though retail is the core business base the more successful ones are inclusive of all business types (eg tourism/leisure) and are networked with other important groups such as residents' groups, housing associations, community groups etc.

Case study: Altrincham – from partnership to BID

Altrincham in Cheshire is seen as a successful model of town centre regeneration. In 2010 the town faced vacancy rates of 30% - amongst the worst in the country, yet in 2018 won the 'Great British High Street Award'. This turn around was started by the establishment of a partnership of public and private sector 'Altrincham Forward' initiated and supported by the local authority. This legally-constituted body was initially a forum for landlord and tenant engagement leading to small but significant 'grass roots' improvements. The partnership was able to bid for funding through which it developed an action plan for the regeneration of the town centre beginning with the remodelling of its market offer and environmental improvements around it.

Other initiatives included Town Centre Loans – Trafford Council set up an initiative where businesses could borrow up to £20,000 to set up in Altrincham. The loan could be applied for by anyone who will bring a vacant ground floor premises back into use. Since 2013, in excess of 20 loans have been awarded in Altrincham, to the value of several hundred thousand pounds.

In 2015 Altrincham Forward was dissolved and a town centre BID set up – "Altrincham Unlimited" with a five-year remit and professional staff including a BID Business Manager. This was subsequently re-balloted and renewed in 2020.

