



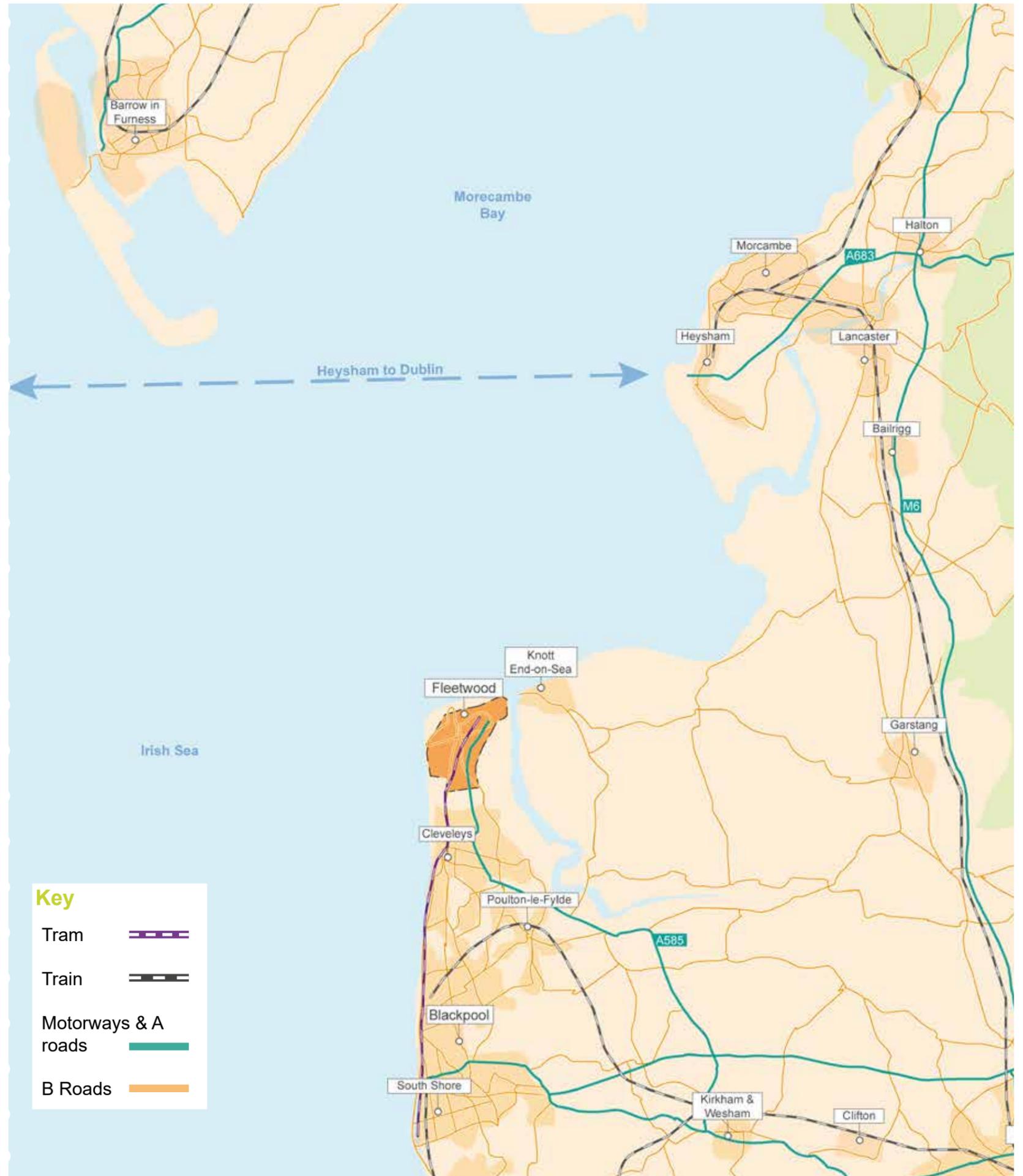
# Fleetwood Regeneration Framework

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Submitted To Wyre Council  
By IBI Group



Wider Context Map



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## Executive summary

This report sets out a framework to guide the development of Fleetwood 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 analysis and options.

The report was prepared in parallel with the work of other consultants commissioned by Wyre Council which considered a 'place narrative' for Fleetwood; proposals for the refurbishment and improvement of Fleetwood Market and Museum; a strategy for public realm improvements in the area surrounding the Market and Museum ('The Heritage Quarter'); and the preparation of a second round bid for Future High Street Funding.

Fleetwood Town Centre, as defined by planning policy, is broadly the extent of Lord Street (Fleetwood's retail high street) together with a parallel strip of mixed use land to the south up to Dock Street. Whilst this report is focussed on the town centre it considers wider areas of the town to which it is linked, both by physical proximity and by shared constraints and opportunities.

The overarching objective of the study is to assess how Fleetwood and the wider areas of the town 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 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 then establishes the objectives that the town centre framework must meet:

- Shift perceptions of Fleetwood so that the town is perceived as a distinct and attractive place, differentiated from its neighbours and competitors

- Capitalise on Fleetwood's unique location, urban form and assets
- Ensure local input and influence over the town's future
- Create an attractive environment for public and private sector investment
- Create an ecosystem to support young people
- Make Fleetwood a healthy, sustainable town

and sets out the eight 'components' or themes:

1. The high street - Environment and public realm
2. Heritage and culture
3. Transport and linkage
4. Community – and residential
5. Sustainability and low carbon
6. Technology and digital
7. Health and wellbeing
8. Business and economy

Under each component heading the report lists a number of possible 'projects' – practical measures to deliver the framework.

### Findings

Fleetwood suffers from a range of problems which all ultimately impact upon the economic health and vitality of the town centre. The economy is weak and metrics for educational attainment, wages, longevity, health and wellbeing all below the national and regional average. Traditional industries have declined or disappeared and due to its peninsular location the town is poorly connected to its hinterland, being seen as difficult to get to 'at the end of a cul de sac'. In addition to this, the town centre has been impacted by the same changes in patterns of retail that are undermining high streets across the UK.

Set against this negative backdrop Fleetwood has a surprising range of assets and opportunities, though they do not deliver the economic impact that they might by being often in the wrong place, poorly linked or unrealised. The town must address these issues, in the process recognising and exploiting its unique heritage and location. It must change the narrative on connectivity, turn its peninsular setting into a positive, celebrate its genuinely unique and marketable characteristics and seize some of the big opportunities that are open to it.

This document has been commissioned at what may well be an opportune moment. A growing imperative to address environmental challenges together with an apparent appetite for government investment – particularly sustainable energy and infrastructure, and particularly in the north, could significantly improve the regeneration context for Fleetwood. Allied to this is the energy of the newly formed Town Centre Partnership and its capacity to encourage and enable the changes that will drive Fleetwood forward.

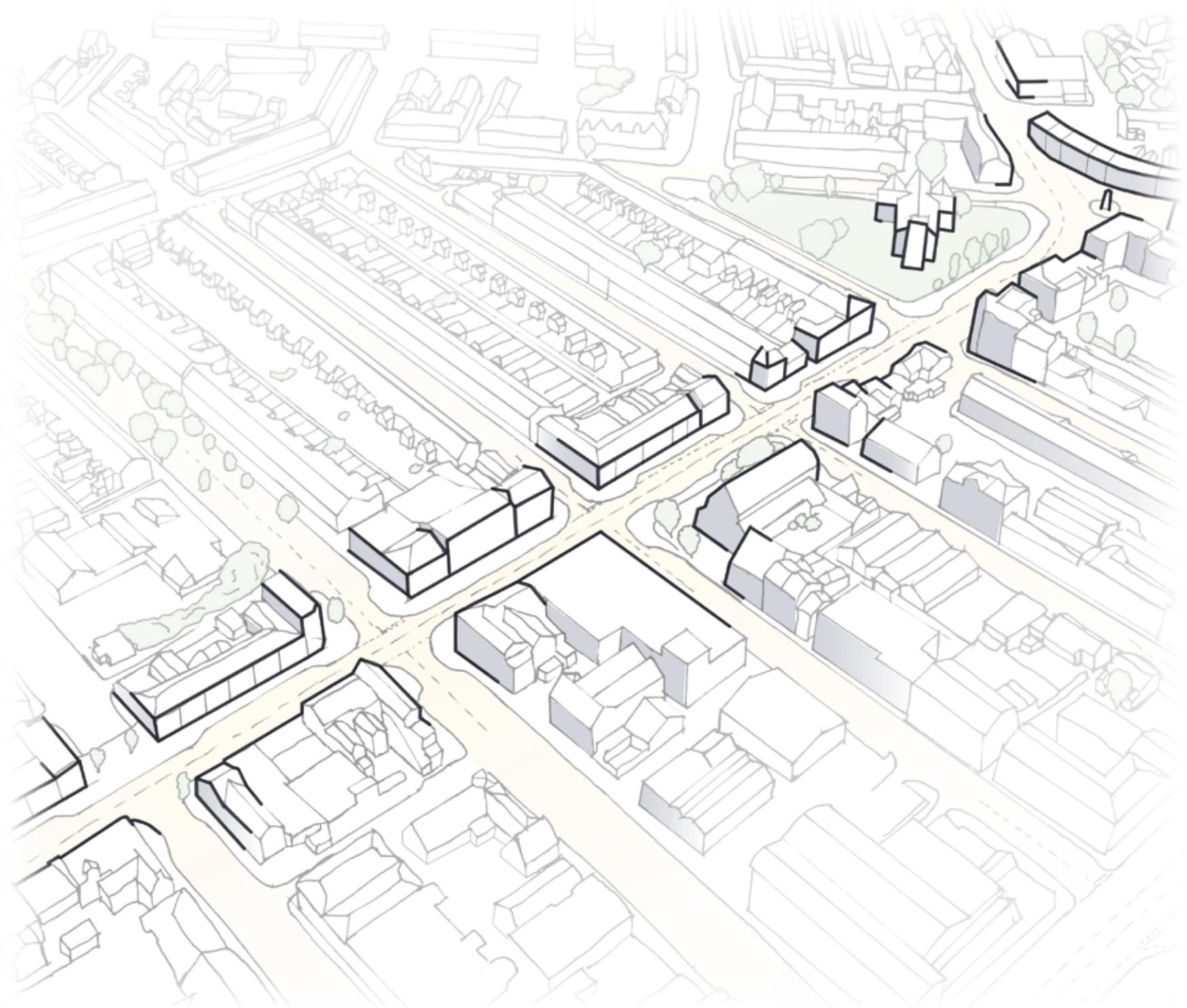
Despite Fleetwood's well-documented problems, it is notable that the town has a strong sense of pride and community spirit with a number of already successful 'grassroots' initiatives making a difference to people's lives. The town must capitalise on this by encouraging further initiatives, taking positive steps to build community capacity and, most importantly, ensuring that the people of Fleetwood are fully engaged in decisions about its future.

### Town centre recommendations

With specific regard to the town centre Fleetwood must:

- Define a unique and attractive offer, building on its heritage and better connecting with its surrounding natural environment, in the process of exploring opportunities to position Fleetwood as an exemplar sustainable town.

- As part of this develop food and drink and evening economy, focussing on the areas around the market and, Albert Square and the southern end of London Street.
- Improve the high street environment and link this to wider strategies for sustainability and health/wellbeing.
- Create more and better community spaces and places in the town centre, including a focus on engaging young people. Experiment with pop-up, temporary or 'meanwhile' uses as part of this.
- Celebrate and promote the town's location, making 'localism' an integral part of the offer, but at the same time promote Fleetwood as outward-facing and engaged with its wider hinterland and regional/national issues, strategies and partnerships.
- Explore all opportunities to address issues of strategic connectivity and better connect key visitor destinations beginning with Affinity and the Heritage Quarter (the two ends of the high street).
- 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 larger development opportunities – including getting right connection to, and benefits from, adjacent land parcels.
- Improve and diversify the surrounding residential offer – in the process of growing and diversifying the population surrounding the town centre.
- Start the process of regeneration with complimentary initiatives in the area around Fleetwood Market (the Heritage Quarter) but have a longer-term plan to spread benefits across the town centre and to the wider town beyond.
- 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 the promotion of local initiatives.





## 1.1 Introduction

This report has been produced on behalf of Wyre Council by IBI Group with Stantec, Lea Hough and Street Spirit Design.

Future Fleetwood is a partnership board established to drive the development of a Regeneration and Investment Framework for the town and its surrounding area. Members of the town centre partnership board include representatives from the health care sector, further and higher education providers, Regenda, Affinity, Fleetwood Museum and Fleetwood Hospital Trust.

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 Fleetwood Town Centre and identifies a series of project opportunities that support this.
- It recognises parallel pieces of work commissioned by Wyre Council and other extant projects which will also positively impact on the town centre.
- The report establishes a 'baseline' understanding of Fleetwood Town Centre including review of previous relevant reports; a 'pen pic' summary of Fleetwood from a social and economic perspective; review of contextual issues and extant town centre initiatives; and a wide ranging spatial review.
- It reviews a process of public and stakeholder consultation before summarising key issues, strengths and weaknesses.
- The report defines a set of strategic objectives and a high level approach to meeting these.
- It sets out a framework in eight overlapping components or themes, parts with a series of projects identified under each.
- It discusses the management of the regeneration framework process and concludes with a summary delivery 'tool kit'.

## 1.2 The Brief

Wyre Council's brief for a study of Fleetwood's Town Centre, issued September 2019, called for a strategic regeneration framework for the town centre taking into account, where relevant, adjoining housing, seafront and commercial/employment areas.

This Framework is to provide a deliverable vision and sound understanding of Fleetwood's potential to stimulate investor confidence. The Framework will be a guide to the town's economic future and to help kick-start post-Covid-19 recover.

The overarching aim of the Framework is to assess how Fleetwood's 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.

Important considerations for the framework include:

- **Eco-innovation, health and digital agendas**
- **Understanding the changing nature of retail**
- **Understanding the unique character and heritage of Fleetwood**
- **Identification of key opportunities, buildings and sites**
- **Understanding how the NHS 'Healthy New Town' principles can be applied**

The development of this framework has also taken account of other parallel pieces of work commissioned by Wyre Council including:

- Application for Future High Streets Fund focused on improvements to the retail core
- Heritage Action Zone funding focussed on the development of Fleetwood Market and a heritage quarter
- Work by consultants 'Landscape Projects' focussed on the future of the streets and public spaces around the Museum and Markets area
- Application for Coastal Communities Funding focussed on development of Fleetwood Market
- Work by consultants 'thinkingplace' focused on the development of narrative for Fleetwood that captures the distinctiveness and aspirations.

### Heritage Action Zone

Wyre Council has submitted a bid to Historic England to make interventions to the high street area near Albert Square, Victoria Street, Adelaide Street and St Peter's Church. The council will operate a grants programme to make funding available to property owners to: repair the structure and external fabric of historic buildings; bring vacant buildings or portions of buildings back into use; convert buildings into alternative uses that better meet the demand of the area.

Support will also be available for the development of local research projects, Conservation Area Appraisals and events by local organisations that support the investment.

### Coastal Community Fund

The Coastal Community Fund aims to improve the Wyre Economy by connecting the coastline from Cleveleys to Fleetwood.

It aims to deliver a new digital signage and a mobile app which will include an interactive trail navigating visitors to the local attractions. The fund will help generate new shared studios for 20 business startups, and a modern remake of Fleetwood Market, which is a key attraction for tourists and locals.

A variety of improvements can be accommodated such as 18 new stalls and 18 pop up stalls in a new outdoor market, for new startup businesses, whilst actively encouraging stalls to expand on local produce widening the variety of food on the market. The new stalls will also increase footfall by 50,000 a year, bringing £1.6m extra visitor spending, and generate around 50 new jobs. A new business support and training system to help grow 200 new businesses and expand the digital skills of 150 people.

The proposals also includes the resurfacing of the outdoor market and redesigning the landscape and public realm and creating an outdoor entertainment space with a new cultural calendar.

The fund will help renovate two 220sqm upper floor flats, found inside Fleetwood Market which can become a shared studio space for startup businesses. These businesses will utilise a shared stall area in the main hall of the market, then later down the line using a unit on the High Street. Based on the GOAD definition of the town centre, the high street currently has a vacancy rate of 21.6% and these vacant spaces can be pop up galleries and exhibitions.





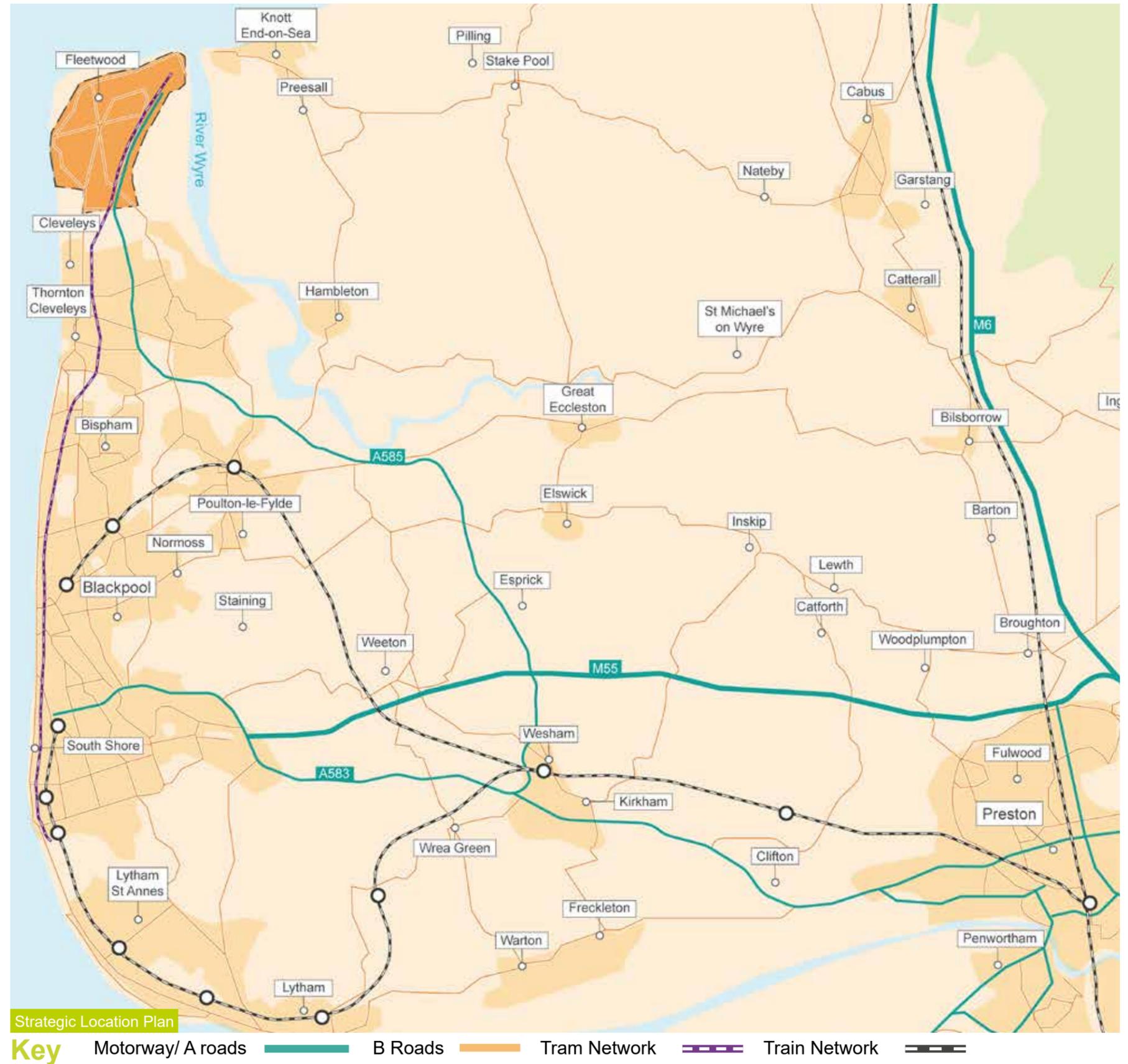
## 2.1 Understanding Fleetwood

Fleetwood is the largest town (population of approximately 26,000) within Wyre Borough (population approximately 108,000) and is located within the urban peninsula where the majority of Wyre's population (72%) is concentrated in the settlements of Fleetwood, Thornton, Cleveleys and Poulton-le-Fylde. Wyre is situated within the wider Fylde Coast of Lancashire (population 325,000), which include the neighbouring town of Blackpool.

Fleetwood suffers from high levels of deprivation, with six wards that fall within the top 10% of England's most deprived areas with Mount Ward in Fleetwood being the most deprived. Linked to this, most urban fuel poverty households in the borough are clustered in Fleetwood. Fleetwood also has the highest number of houses in multiple occupation and social housing, the highest benefit dependency and crime rates and the lowest life expectancy.

Between 2001 and 2011, the population of Fleetwood has declined by 3.4% and the number of households has fallen by 3.8%. Compared to the rest of Wyre, Fleetwood has a young population and the number of people age 16- 74 who are in employment is lower. The average household income in Fleetwood is lower than average for Wyre which may be linked to a lower percentage of people in professional and managerial/ senior jobs.

Fleetwood is the economic heart of the borough and has the greatest number of jobs – some 8,000. Key employers in Fleetwood include NHS Business Services, Asda Stores Ltd, AM Seafood Limited and the home of Fisherman's Friend. Key employment areas include Fleetwood Dock and Marina, Copse Road and Hesketh House. Fleetwood Town Centre and Affinity Fleetwood supply a considerable number of retail and service employment opportunities. Although Fleetwood is also subject to seasonal employment patterns linked to tourism and this can have an adverse effect.



## A history of Fleetwood

Fleetwood was originally planned by Decimus Burton, one of the foremost English architects and urban designer of the 19th Century. His legacy stays visible in many of the town's historic buildings and landmarks and the original 'wheel' design of the town is still visible from the air. The town has an extensive beach and estuary frontage and several iconic landmarks. Harnessing, developing and increasing the visitor and leisure economy is key to Fleetwood's regeneration.

In the last century, Fleetwood was the economic heart of the borough but with the decline of the deep-sea fishing industry, the former ICI chemical plant (at Thornton) and the cessation of Stena Ferry, the town has seen a reduction in employment opportunities with unemployment twice the Lancashire rate.

A Fleetwood Town Centre Masterplan was commissioned in 2007 and undertook an analysis and baseline review to identify key issues and develop a spatial framework for Lord Street (retail area), the waterfront and south docks. Following this, a Fleetwood Seafront Masterplan was developed in (2009) which established a vision and zoning approach for the seafront and established measures and a longer-term programme of rejuvenation.



Tram stop opposite vacant 'Store 21' at the centre of Lord Street

The present-day town is focused along Lord Street which is intersected by Adelaide Street that is home to the Council-owned Fleetwood Market, which has the potential to be an anchor point within the centre. The town centre has a lower proportion of high street multiples (e.g. Peacocks, Boots, Card Factory, Iceland, Asda) and new businesses to the high street tend not to survive beyond two years.

Retail evidence underpinning the recently adopted Wyre Local Plan identified a weak comparison goods offer focused on the lower end of the market with a larger proportion of discount and charity shops which can be seen on the high street with no anchor store to attract shoppers. The evidence also showed buildings in the town centre being generally of poor quality and limited useable public realm provision being available. The Green Infrastructure Study supporting the Local Plan has also found a shortage of allotments and designated children play areas.

Vacancy levels in Fleetwood are consistently increasing from a low 10.3% in 2015 to 18.4% in July 2019, which is the highest it has ever seen and is in contrast to the stabilising UK and Northwest vacancy trends, and in contrast to other town centres within Wyre that are circa 7%. Fleetwood has a long linear high street and in view of the high vacancy and the finding of the retail evidence, the Wyre Local Plan has contracted the town centre and primary shopping area to provide a focused retail core and allow for diversification of vacant units on the now periphery and edge of the centre.

Fleetwood has numerous vacant buildings which attract vandals and anti-social behaviour activities, which is fuelled by the lack of information on Landlord/owners who are often located out of town and are notoriously difficult to contact.

Fleetwood conservation area incorporates the original planned town, encompassing the current town centre, a section of later nineteenth and early twentieth-century development and an extensive area of gridiron terraced housing. The conservation area also has 35 listed buildings and one grade II registered park and garden. In 2018, this area was added to Historic England's Heritage at Risk register.

Affinity Fleetwood, an out of centre shopping outlet on the edge of the town centre provides a variety of high street multiples which have inevitably had an impact on the town centre where visitors tend to park at the shopping outlet, shop and eat there, bypassing the town centre completely. Other edges of centre uses include Fleetwood Museum and Memorial Park, and along with the seafront, the Marine Hall (theatre and events venue) and Gardens and the iconic Mount Pavilion and Gardens which have been subject to improvements circa £2million. These edge of centre facilities are within walking distance of the town centre, however, visitors and residents alike typically arrive by car (or coach in the case of visitors to Fleetwood Market) and tend not to find their way into the town centre as there are no natural linkage corridors between the facilities, out of centre and the town centre which discourages joint trips.

On the edge of the town centre, the Port of Fleetwood whilst ceased operation in 2010 remains a designated Port. Fleetwood Dock and Marina located further to the south-east contain a number of old poor-quality industrial buildings and large areas of vacant land. Both sites are in the control of Associated British Ports (ABP) who are in the process of bringing forward redevelopment plans for the dock site.

Fleetwood is part of the tram network which runs along Lord Street and provides easy access into Cleveleys, Blackpool, and beyond. Local bus services provide connectivity to Blackpool, the peninsula settlements and Poulton-le-Fylde. By car, Fleetwood has relatively poor road access, being located in a 'cul-de-sac' at the end of the A585 that links the boroughs main towns to junction 3 of the M55 motorway.



Affinity retail outlet



St Peter's Church Albert Square



Fleetwood Market, Aldelaide Street



Lord Street, looking towards Albert Square



The Mount, facing The Esplanade



South end of Lord Street, looking north



The Port of Fleetwood, looking towards Knott End



Town Centre Designation from Wyre Local Plan

## 2.2 Regeneration Context Issues, Policies and Initiatives

The regeneration of Fleetwood's town centre sits within and must take account of, a context of local and national issues, policies and initiatives.

The regeneration emphasis at a national level is uncertain at the time of writing this report, being in the months immediately after a significant national election fought over changing relationships with Europe. Early signals are that this could be positive for investment in the north of England, particularly in 'left behind towns' such as Fleetwood.

The Northern Powerhouse is still the key reference point and 'the wrapper' for investment and regeneration in the northern region. This places an emphasis on connection, clustering and a focus on the growth of high value employment sectors with research and innovation backing. Creating physical or thematic links to surrounding poles of investment activity will be important for Fleetwood moving forward.

The town's regeneration is also strongly influenced by rapidly changing forces in areas such as retail, technology and the general fortunes of coastal communities. Government sponsored initiatives in response highlight both watch points and opportunities.

Finally, plans for the town centre must be aware of and respond positively to extant local initiatives and emerging proposals. These include Associated British Port's plans for its estate, the opening of Fleetwood Trust's Community Hub at the former hospital, Healthier Fleetwood initiatives and the latent potential of the Wyre Barrage project. All of these and others have potential consequences for the town centre.

### Northern Powerhouse - Issues

Conceived by Chancellor George Osborne in 2015 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 Fleetwood 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 now consider that, post 2019 election and Brexit, the momentum for investment in The North will increase, under the Northern Powerhouse banner. Other factors that are also increasing in prominence will reinforce this such as the imperative to pivot to a greener economy and the growing strength of The North's creative, media, digital and tech sectors.

The signals are that the new government will move away from a policy of restricted spending and will increase the supply of money in the economy, using public spending to generate growth. Renewable and low carbon energy generation projects are considered likely to be a priority.

### Watch Points

The watch points for Fleetwood are to stay close to the 'messaging' and policy developments badged Northern Powerhouse, be represented in the right forums, make connections across the powerhouse region and position investment opportunities to align with Northern Powerhouse objectives.

## Coastal Communities - Issues

For more than a decade media accounts and official reports have highlighted the particular economic and social problems that disproportionately affect communities on the coast in comparison to inland towns more generally. The roots of this are often found in the post war trend for family holidays abroad and the consequential impact of the UK's family holiday seaside towns. Allied to this general decline in UK fishing, ship building and port activities.

The detail however is more complicated: The ONS 'Profile of Deprivation in Larger English Seaside Destinations, 2007 and 2010' revealed that whilst "Larger seaside destinations generally had greater levels of deprivation than the rest of England" ... "Mid-sized seaside destinations tended to have lower levels of deprivation than larger seaside destinations and a wider range of deprivation levels", with large differences in levels of deprivation faced by towns which are next to each other – for example Blackpool, which was found to be the most deprived English seaside town, closely borders Lytham St Annes which had the second lowest levels of deprivation.

The April 2019 House of Lords Report 'The Future of Seaside Towns' stated that "What makes these areas distinct is the combination of industrial decline and geography. Their location on the periphery of the country places them on the periphery of the economy, bringing consequential social problems. This combination of challenges warrants dedicated attention and support."

It recognised that resorts have been neglected for too long but also recognised their particular character, stating that they "should once again be celebrated as places that can provide attractive environments for residents and visitors alike", reinventing themselves "with a long-term, place-based vision". "Improvements to transport will be vital in supporting further economic development in seaside towns. Improving digital infrastructure in coastal areas should also be considered a top priority, helping to compensate for these towns' relative isolation..."

The report also highlighted the particular issues facing young people in many coastal communities: "Young people in seaside towns are being let down and left behind by poor standards in existing provision, limited access to educational institutions and a lack of employment opportunities, resulting in low levels of aspiration."

The report is ultimately optimistic about the prospects for many seaside towns that develop strategies for sustainable long term regeneration noting that "Local authorities, alongside business and community leaders, have a crucial role to play in providing vision, leadership and enforcement, enabling partnerships, and setting a favourable planning environment."

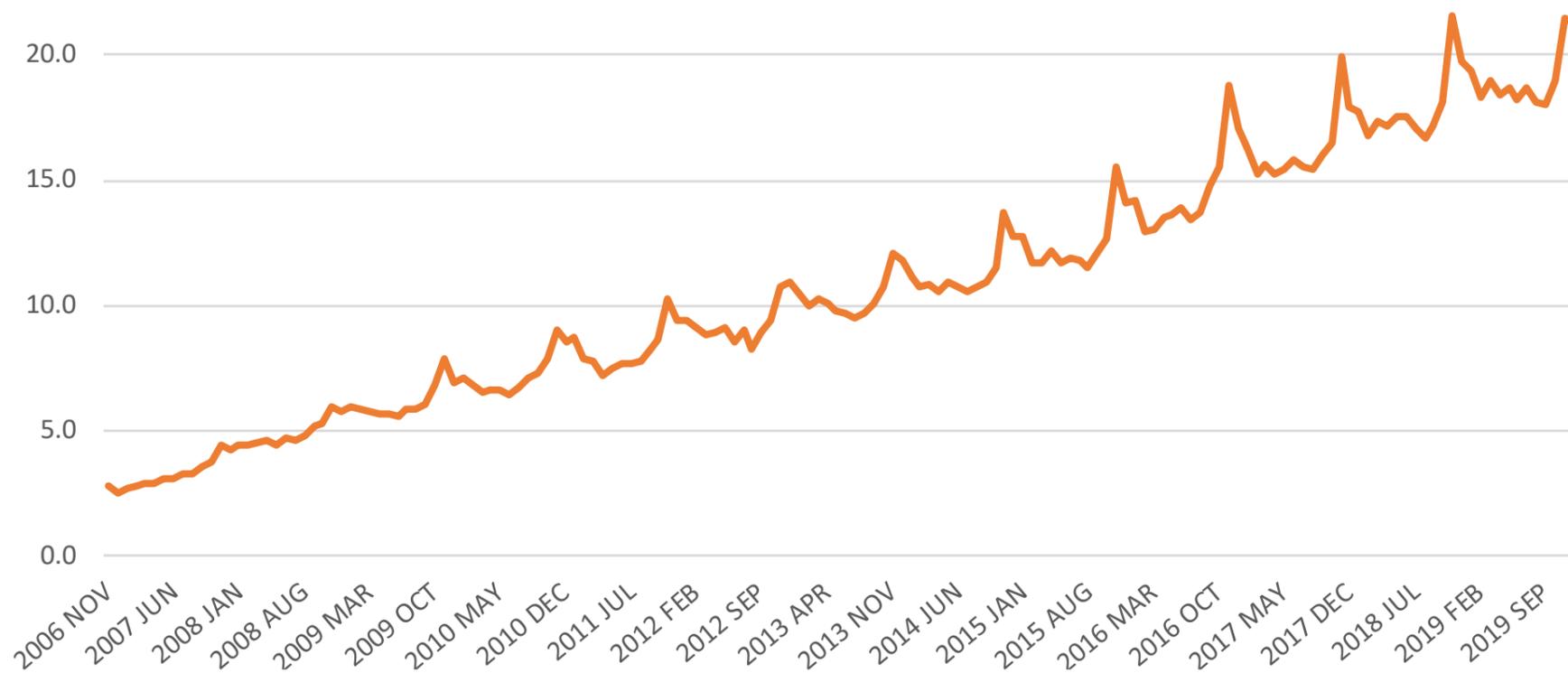
**From the above the points noted in relation to: differentiation from neighbouring towns; overcoming geographic isolation; celebrating place; embracing digital; focussing on young people; and long term partnership support are all relevant to the regeneration of Fleetwood.**

## High Street / Retail - Issues

- The growth of on-line shopping. The office of National Statistics notes that on-line accounted for 21.3% of retail sales in December 2019. In December 2006 this figure was 2.5%.
- Contraction of national chain retailers and chain leisure (food and drink). In response to changing patterns of retail a high proportion of high street retailers are reducing their store count, concentrating on a smaller number of key locations. At the same time a number of high street chain restaurants and bars are also reducing the number of outlets in response to aggressive expansion, over reach and market saturation during the previous decade.
- Impact of edge of town and out of town formats. Whilst not immune to retail challenges themselves, out of town shopping areas have had a detrimental effect on many town centre high streets; offering larger floor plates and consequently greater ranges, longer opening hours, easy free parking and a safe, managed environment. In the context of Fleetwood this means Affinity.
- Business rates. The British Retail Consortium wrote to the chancellor in August 2019 urging a solution to "the broken business rates system" in order to help save the high street. The retail sector accounts for 5% of the economy but pays 25% of all business rates. The rates disproportionately affect high street retailers over on-line competition.
- Changes in consumer behaviour. An article in the Financial Times in October 2019 asked "Is it simply that we have reached 'peak stuff'?" This suggests that many people feel "maxed out" on durables, and even some experiences such as dining out.

In addition to the above Fleetwood's town centre faces other challenges including its relative geographic isolation, steady decline in the traditional UK visitor/holiday market in the face of competition from other destination leisure attractions and foreign resorts.

Finally Fleetwood had been impacted by decline in a number of important local industries including fishing, port activities and chemicals. All of these issues adversely impact on the local economy and hence the economic success of the town centre.



Internet sales as a percentage of total retail sales (ratio) (%)



## Healthier Fleetwood

Healthier Fleetwood is a resident-led community group established to improve mental and physical wellbeing. Healthier Fleetwood began as an idea in the Spring of 2016 with the question: Is there a better way to improve the health and wellbeing of people living and working in the town other than just prescribing more medicines and making appointments to see the GP?

Statistics showed residents in Fleetwood could expect to live shorter lives and experience more life-changing illnesses than people elsewhere in the Country and in fact even than those a few miles away on the Fylde Coast. Something needed to change.

The starting point was 'connecting' all the great work going on in Fleetwood with a strong network of partners providing expertise and facilities so that residents could engage with the services and support available. Alongside this the enthusiasm and energy of the residents, turning ideas into reality.

Initiatives supported include:

- Weekly drop in sessions at Fleetwood Library.
- A monthly 'Chatter Café' at the YMCA.
- The Fleetwood Mens Shed – a support group with a base on Adelaide Street providing a point of contact where the towns men have somewhere to come to have a brew a chat and if needed some guidance and support in whatever their issue may be.
- Connecting people via social media and a web site with contact and 'What's on' diary page highlighting the wide range of health and community support, social, leisure and recreational activities available in Fleetwood.
- 'Tea & Talk' afternoons for residents to meet each other, share their experiences find out what's happening in the community.
- Harmony & Health is a singing group for the community to make friends and feel healthier and happier allowing the community to take control of its wellbeing.

Early signs are that this approach is having an impact and improving people's health and wellbeing. In recognition of this the Healthier Fleetwood Neighbourhood / Fleetwood Primary Care Network was awarded Best in the UK at the General Practice Awards in November 2019.

Healthier Fleetwood's work directly aligns with frameworks objectives to 'Make Fleetwood a healthy, sustainable town' and also 'Ensuring local input and influence.' and 'Supporting young people.' In developing the regeneration framework the town must further support Healthier Fleetwood and also learn from its community capacity building approach.



Healthier Fleetwood home page

## Fleetwood Trust

Fleetwood Trust is a voluntary community organisation established to address the town's social and health issues linked to economic deprivation.

The Trust has acquired the former Fleetwood Hospital building on North Albert Street to create a 'community hub' that can help people to see a future, share their problems with others, meet new friends, gain some confidence whilst improving their lives. The project is supported by The Prince's Foundation, a charity founded by HRH The Prince of Wales.

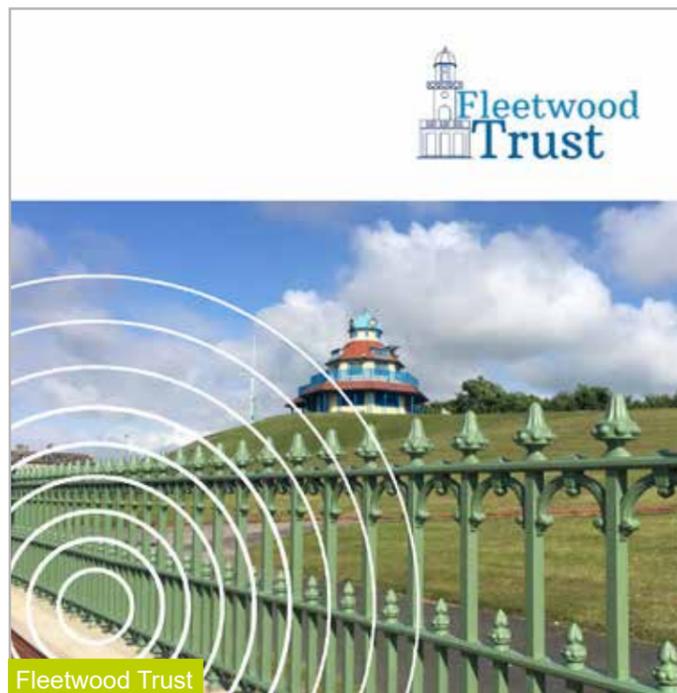
The concept for the hub was shaped by the community and it will host a range of facilities recommended by and for the benefit of the community including a large community space with a café, kitchens and connected outdoor garden space.

Work on the project is well underway with the first phase 'The Pantry' to be built within the North Albert Street and Pharos Street corner of the building. House services such as the amalgamated Fleetwood Foodbank and the Mustard Seed, now 'Faith in the Community', which will provide food on a weekly basis to individuals and families in need. Primarily the project will support single people and families in distress as a result of redundancy, illness, debt, adverse changes or a delay in benefits including those who have been sanctioned. Other reasons for people needing to make use of The Pantry are homelessness and family breakdown.

Options for further community facilities within Fleetwood Hospital include additional meeting rooms where residents can attend groups, learn new skills or access services; a quiet space for reflection and comfort; a business incubator where entrepreneurs in the town can network and develop new businesses creating jobs; and youth facilities.

An existing NHS outpatients service will remain within the building and discussions are ongoing to incorporate an intermediate care ward operated by the NHS for patients leaving Victoria Hospital but not well enough to go home.

**In developing the regeneration framework, Fleetwood must further support Fleetwood Trust, learn from its community capacity building approach, and importantly promote initiatives that are complimentary to the Trust's, and not in competition with them.**



### Wyre Barrage

Proposals for a barrage across the River Wyre Estuary between the portside at Fleetwood and Knott End have been proposed by a number of organisations, most recently Natural Energy Wyre Ltd (NEW). Plans are for a 90MW/hr capacity installation with a barrage span of approx. 500m. This would make a significant contribution to meeting Wyre's carbon reduction targets in response to its declaration of climate emergency and would position Fleetwood as a case study eco-town for the UK.

The Wyre Barrage is a major infrastructure investment and must overcome a number of issues including environmental impact and the cost at which it will produce electricity. Its delivery is by no means certain. However the project directly aligns with framework objectives to make Fleetwood sustainable and it could also deliver a number of other benefits that would positively impact the economy of the town and hence health and vitality of the town centre. These include:

- Flood defence
- A cycle/walking, public transport and emergency vehicle connection between Fleetwood and Knott End
- By creating a permanent water level in the estuary, the potential for a leisure water sports economy
- Opportunities for a barrage visitor centre linked to wider interpretation of the environment
- Opportunities to link to research projects, including the potential to produce zero carbon hydrogen

**The nature and scale of this project brings significant challenges as well as 'game changing' benefits. An increasing focus on climate change and the need to develop low/zero carbon energy combined with, at the time of writing, an apparent changing political attitude to infrastructure investment, suggest that the context surrounding the delivery of the barrage is becoming more favourable.**

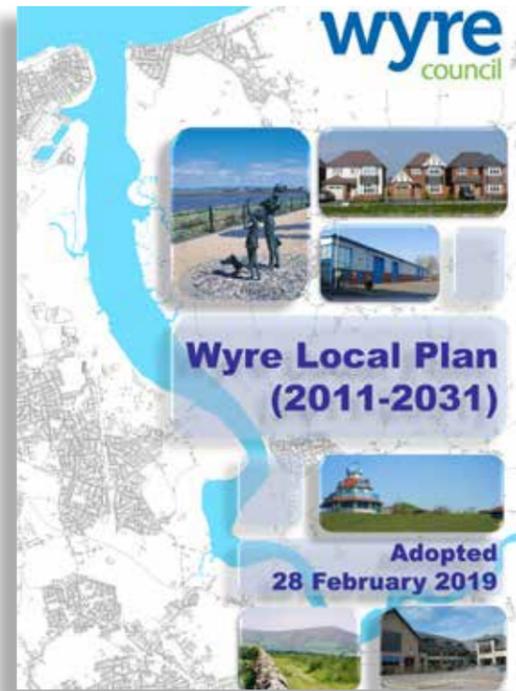


Proposal by Natural Energy Wyre



## 2.3 Report / Policy Review - Key Points

### Adopted Wyre Local Plan 2011 - 2031



The Wyre Local Plan is a principal planning control document which will shape Wyre borough for the period up to 2031. The document contains policies covering borough wide infrastructure and development themes, to specific area and site requirements.

- 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 including Fleetwood Town Centre, which is at the top of the hierarchy, along with Cleveleys, Poulton-le-Fylde and Garstang.
- 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.
- Site Allocation SA3/1 (Fleetwood Dock and Marina) states that any proposal is required to be masterplan-led and proposed uses are to include housing (120 dwellings), employment (7.5ha Gross), non-retail commercial, leisure, tourism and employment.
- Site Allocation SA5 (Port of Fleetwood) states that port-related operations are expected to resume at the site within the plan period.

### Fleetwood Masterplan Think Piece 2007



This report is the available output from a town-wide masterplanning study undertaken in 2007. The "Think Piece" provides a summary of the approach taken together with recommendations for regeneration.

#### Key Points:

The report identified key issues for the Town Centre including:

- "unattractive frontages" and the "lack of clear pedestrian routes"
- Lack of high-end retailers
- Poor evening economy
- Poor linkages between the Market and Lord Street

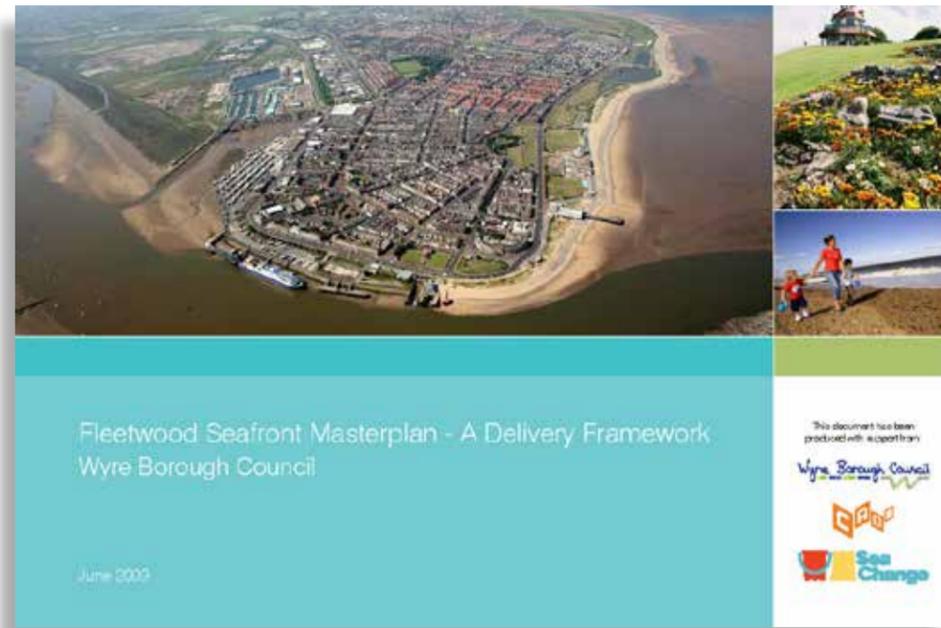
#### Main Proposals

- Restore the quality of Lord Street – bringing traditional features and details to shop fronts
- Provide a new rail station for Fleetwood – Enhancing connections for tourists, workers and residents
- Beach Sports – Creating a community kite club, surfing, boarding and bugging activities

#### Other proposals included:

- New landmarks to improve wayfinding
- Bring cultural facilities to Fleetwood and refurbish key buildings
- New gateways to access public transport and to new housing developments

## Fleetwood Seafront Masterplan 2009



The Fleetwood Seafront Masterplan was produced in 2009, responding to the Fleetwood Masterplan of 2007. This document provides an analysis of, and proposals for, Fleetwood's northern 'visitor coast'.

### Key Points:

- The report highlighted a lot of similar positives from the 2007 masterplan framework, drawing on Fleetwood's assets such as the beach, the tram system and its rich history and culture
- It also included a clear vision of the seafront to use the existing roads to guide users to the new activities as well as building on existing heritage assets and improving linkages
- The report zoned the coastline with 13 points of intervention, each one proposing a different approach to regenerate Fleetwood's coast.

### The main proposals were:

- Many of the zones along the coast include improvements of existing assets and the addition of outdoor spaces to take advantage of Fleetwood's views and natural resources.
- Adding a mini-golf course and skate park to help attract families and a younger audience
- Utilising the Marine Lake to add seasonal activities to activate and unlock key blue and green infrastructure to the wider public
- Proposal for a design competition to re-purpose Euston Gardens

## Regenda Homes Fleetwood 10 Year Vision



Regenda Homes produced this report with the aim of unlock development potential; enabling private sector investment and encouraging market confidence in Fleetwood. It also considers a range of associated themes, such as public art, sports, health and wellbeing, education, and community inclusion.

### Key points:

- To improve the longevity of the community and increase social cohesion
- Developing local skills and trade, with the development of training and volunteering schemes
- Improve the mental and physical wellbeing of the Fleetwood community

### Specific proposals related to the area of Regenda's main housing stock and included:

- The integration of a Community Garden for event spaces and to create a social hub
- Street improvements to Chatsworth Avenue, by creating public space along a central corridor for play activities, creating a gateway to Marine Parade and the beach
- Linking the Coastal path along Westview and expanding the community infrastructure, enabling exercise routes and tourist spots overlooking the sea

## The High Street Report (Timpson report) 2018



## Fleetwood Market Report 2019



High streets in the UK are undergoing unprecedented changes and facing significant challenges. These issues are well documented in the media and the subject of current central government focus. The Government sponsored 'High Street Report' is the output of an expert panel or "High Streets Task Force" set up at the request of the High Streets Minister in 2018.

The report notes that:

***"Town centres are evolving and retail will not return to the high streets that existed 10 or 20 years ago. A combination of internet shopping, the convenience of out of town retailing and an exceptional number of well-established retail formats reaching the end of their commercial life cycle, has led to a marked increase in empty shops and a decline in footfall"***

It goes on to recommend that town centres must be re-imagined with a strong emphasis on local initiatives and leadership.

***" Local initiative is an essential ingredient for success."***

The report states that towns must find their own brand, local distinctiveness and USP. Successful town centres will promote opportunities for face to face interaction and meet consumers increasing demands for experiences, with results from surveys commissioned by The High Street Task Force.

The Market Place Consultancy Report states that Fleetwood Market is the most popular destination venue for visitors within the town centre, with over 400 coach tours bringing approximately 16,000 visitors per annum.

The market has a high occupancy rate at approximately 94 per cent. Some 60 per cent of customers at the market are out-of-town visitors, and 69 per cent of visitors are aged over 55.

The report states that the location of the coach drop-off points close to the market is critical to the performance of the market. Over 60 per cent of visitors to the market only stay in the town centre for less than one hour.

The report identifies opportunities to create a flexible market space within an improved street food operation, and broaden the product range.

## 2.4 Summary Baseline Analysis

### Town Centre Health Check

This 'Town Centre Health Check' provides a review of the function and commercial competitiveness of the primary town centre area, including comparison with national averages.

Fleetwood is one of four 'Town Centres' in Wyre – as defined by Policy EP4 of the Wyre Local Plan 2011-2031 – along with Cleveleys, Poulton-le-Fylde and Garstang, and it supports a range of retail, service and community facilities. Fleetwood Town Centre's key roles include:

Convenience retail shopping – there is one superstore within the town centre, Asda on Dock Street. There is also one medium sized supermarket, Iceland on Lord Street. These facilities are supported by small convenience retail outlets and serve both main food and grocery shopping trips and basket / top-up food shopping trips. Fleetwood Indoor Market is located on Adelaide Street, which sells both convenience retail and comparison retail goods.

- **Comparison retail shopping** – the town centre has a small number of national multiples including Brighthouse, Boots, Peacocks and Savers. There is a high proportion of independent shops selling a range of lower order comparison retail goods.
- **Services** – including 1 high street national bank, 32 restaurants / cafés (including KFC and Subway within the town centre) and 31 hairdressers / beauty parlours.
- **Entertainment** – 6 pubs, 2 bars and an amusement centre.
- **Community facilities** – a hospital, four doctors' surgeries, seven dentists, two religious institutions, a museum and a library (all within the Goad plan which broadly reflect the town centre boundary).

Fleetwood's defined town centre is focussed along Lord Street, extending towards Albert Square and the junction with Adelaide Street and North Albert Street. In more recent years, the town centre has grown outwards to the south, towards Affinity Lancashire (built c. 1995) which is in an 'edge-of-centre' location and contains a number of national multiple retailers including The Body Shop, Clarks, Costa, Gap, Home Bargains, Next, Sports Direct and Subway.

### Movement in the National Retail Rankings

The Javelin Group's Venuescore ranks over 3,500 retail destinations across the UK including town centres, malls, retail warehouse parks and factory outlet centres (individual 'out-of-centre' stores are not included). Each is given a weighted score based on the number of multiple retailers present, including anchor stores, fashion operators and non-Fleetwood fashion multiples. The score attributed to each retailer is weighted depending on its overall impact on shopping patterns; for example, a department store will achieve a high score.

Fleetwood is classed as a 'District' centre in Venuescore and was ranked 943rd in the UK, a deterioration from 858th in 2015 and 805th in 2014. Fleetwood has fallen significantly in the national centre rankings over the past few years.

### Previous Findings

The 2011 Fylde Coast Retail Study concluded that, on the whole, Fleetwood was a reasonably vital centre, benefitting from a strong convenience retail and service sector and healthy levels of footfall. However, it was considered that Fleetwood was deficient in terms of its comparison retail offer and representation from national multiples was limited so that many residents would visit Affinity Lancashire. The vacancy rate in Fleetwood was slightly higher than the national average, at 15.7 per cent, and had risen since the 2008 study.

### Diversity of Uses

Fleetwood Town Centre currently has a total of 208 retail / service units, with a combined floorspace of 36,740 sq.m gross. The diversity of uses present in Fleetwood Town Centre in terms of the number of units, and floorspace, is set out in the table below compared with the Goad national average.

Fleetwood Town Centre – Diversity of uses						
Category	No. of units	% of units	UK %	Floorspace sq.m	Floorspace %	UK %
Comparison (A1)	59	28.9	37.1	8,830	22.8	42.7
Convenience (A1)	23	11.1	10.0	13,490	36.7	18.6
Retail Services (A1)	34	16.4	13.4	3,100	8.4	6.7
Professional (A2)	13	6.3	7.6	1,200	3.3	6.2
Food and Drink (A3-A5)	32	15.4	17.9	4,060	11.1	13.2
Miscellaneous	2	0.1	1.2	160	0.4	0.9
Vacant	45	22.6	14.0	6,350	17.3	11.8
<b>Total</b>	<b>208</b>	<b>100</b>	<b>100</b>	<b>36,740</b>	<b>100</b>	<b>100</b>

Diversity of uses table: Source Stantec survey and Experian Goad

The amount of comparison retail units is much lower than the national average, both in terms of units and floorspace. It is not unexpected for Fleetwood to have a below-average proportion of comparison retail units, or to contain an above-average proportion of service units. Also, the lower amount of comparison goods units is partly due to the close proximity of Affinity Lancashire to the town centre, which is located to the south-east of the town centre and contains more attractive units to many retailers in comparison to the town centre.

Fleetwood has a small number of clothes and furniture stores, and a high number of charity shops. On the other hand, the Town Centre has a healthy number of convenience stores, which is comparable to the national average. The proportion of convenience floor space is much higher than the UK average. Asda and Iceland combined make up 53 per cent of the convenience floorspace within the town centre.

The proportion of retail service units in Fleetwood Town Centre is similar to the national average in terms of the proportion of units and floorspace. This sector is mostly hairdressers, beauty parlours and health centres within the town centre.

The number of professional services in Fleetwood Town Centre is similar to the national average; however, the proportion of floorspace is lower than the national average. This is likely due to the closure of larger units which were occupied by national banks such as RBS on Lord Street, and the opening of smaller units such as 'Cash is King' pawnbrokers.

In terms of food and beverage retailers, Fleetwood Town Centre is slightly below average, in terms of both the number of units and the proportion of floorspace. More national food and drink retailers would help diversify and improve the health of the town centre. This would be challenging in the current market, with many UK restaurants going bust due to rising costs and competition amid a consumer spending squeeze, albeit that should not be dismissed as an aspiration, given Fleetwood's limited food and drink offer at present and its role as a coastal resort.

### Proportion of Vacant Property

According to our survey and based on the Goad definition of the town centre, the proportions of vacant units (21.6 per cent) and vacant floorspace (17.7 per cent) are both significantly above the national average. Clearly, the town centre contains too much vacant floorspace.

Goad data indicate that vacant floorspace totals 6,350 sq.m gross. The largest vacant units are the former Top Ten Bingo hall on Poulton Road (860 sq.m gross), the New Docks Fish Curers building on Copse Road (710 sq.m gross) and the former Store Twenty one on Lord Street (510 sq.m gross). If the three largest vacant units were re-occupied (or redeveloped), then the proportion of vacant floorspace would fall to 11.6 per cent, which would be below the national average. All other vacant units are small, each with a gross floorspace of less than 250 sq.m.

Since the 2011 Retail & Leisure Study, the proportion of vacant units within the town centre has increased by around 6 percentage points, whereas the national average has remained at broadly the same level, now being 12.8 per cent. This signifies that Fleetwood Town Centre has not recovered from the global financial crisis and has been particularly badly affected by the polarisation of retailers to large town centres. The number of vacant units has increased by more than half since 2011, from 30 to 47. Many of the vacant units within the town centre appear to be of poor quality. The refurbishment of the vacant units should be encouraged in order to help them be recycled.

Those vacant units located on the periphery of the town centre could be re-used for alternative uses, such as residential. This will have the benefit of creating a more focused and viable retail core.

### Retailer Representation

According to The Requirement List, there were a small number of operators looking for a presence in Fleetwood as of November 2019, namely Snap Fitness (gym), Savers (health & beauty), Pizza Hut Delivery (fast food & take-away), Vets4Pets (vet) and Calendar Club (retailer). It is worth noting that Calendar Club has recently occupied a unit at Affinity Lancashire and Savers already has a presence on Lord Street. We suspect that those retailers are unlikely to want an additional presence within Fleetwood Town Centre.

Whilst retailer representation in the convenience goods sector is numerically strong, benefitting from the presence of Asda, the Fleetwood Market and a range of independent operators, representation from national comparison retail multiples in Fleetwood is limited, and those that are present – such as Peacocks and a number of charity shops – are predominantly focused towards the lower end of the retail spectrum.

Thus, retailer representation in the comparison goods sector in Fleetwood Town Centre is poor, and there is limited choice for shoppers. It is inevitable that many residents / visitors will choose to visit the edge-of-centre Affinity Lancashire due to the current offer within the town centre. Fleetwood Town Centre has also been detrimentally impacted by the closure and restructuring of national multiple retailers and banks including Store 21, Tesco, RBS and Santander.

Fleetwood Market is located on Adelaide Street and operates on Tuesday, Thursday, Friday and Saturday between 9.00am and 4.30pm. The market hosts a number of traders including cafés, clothes shops, hardware stalls and fabric shops. Whilst the exact level of occupancy at the market fluctuates, at the time of our recent visit it appeared to be fully occupied and well used.

The town centre's food and beverage offer mainly comprises public houses (Thomas Drummond, The Kings Arms, The Bug), bars (The Wyre Light and The Old Bank), a restaurant (Pablos), cafés (Enchantea'd, Poppys) and hot food takeaways (KFC, Subway). As set out above, food and beverage provision within Fleetwood Town Centre is slightly below the national average in numerical terms, and we believe the town centre would benefit from a greater provision of food and drink outlets, with restaurants being a particular qualitative deficiency.

### Commercial Rents

Commercial rents within Fleetwood Town Centre are very low on average at £175 per sq.m and lower than similar sized centres in the surrounding area. For example, commercial rents within the retail core of Cleveleys are £368 per sq.m, with Poulton-le-Fylde achieving approximately £302 per sq.m. The average rental level is on a par with Bispham (a district centre in neighbouring Blackpool), where the average commercial rents are in the region of £167 per sq.m.

## Pedestrian Flows

We are not aware of any recent pedestrian flow counts that have been undertaken in Fleetwood Town Centre. However, our own observations reveal that Fleetwood is not a busy centre and pedestrian flows appear to be very low throughout the town centre. One area which is an exception is Fleetwood Market, which was very busy throughout the day and seems to benefit from coach visitors specifically visiting the market, but not necessarily other parts of the town centre.

Fleetwood Town Centre is generally flat and it is relatively easy to travel around the town centre, albeit linkages between Affinity Lancashire and the town centre are currently poor.

## Accessibility

Fleetwood is situated off the A587, although the A585 is also a key route into the town centre. These roads can get heavily congested during peak traffic periods.

There are six free car parks in and around Fleetwood Town Centre including Central (155 spaces), King Georges Playing Field (50 spaces), Marine Hall & Leisure Centre (172 spaces), Princes Way (85 spaces), Yacht Lake (35 spaces) and Mini Golf (144 spaces). There are also two pay and display car parks, at Albert Street (82 spaces) and Custom House Lane (103 spaces).

Fleetwood is easily accessible by bus and benefits from a large number of coach parking spaces to the east and south of the town centre. However, the nearest train stations to Fleetwood are some distance away, at Blackpool North (8.3 miles) and Poulton-le-Fylde (6.5 miles). The tramway provides links to Blackpool and is located along the length of Lord Street and North Albert Street, albeit it operates as a 'linear' route rather than a 'loop' around the town centre.

## Perception of Safety and Occurrence of Crime

According to UK Crime Statistic data, there were 210 reported crimes in the Fleetwood East ward (which covers the town centre and wider area) in September 2019. This is fewer than the 289 reported crimes in the area in September 2018 and the 286 reported crimes in September 2017. It is positive that reported crimes in the town centre and the wider area are decreasing.

During visits to the town as part of the report process, most areas of the town centre felt safe and secure, thanks to active frontages, wide and open walkways and a good provision of streetlights.

There are few uses within the town centre, for example restaurants and bars, which extend the period of pedestrian activity into the evening. This means that there is a lack of footfall in the evening, which does not help the perception of safety.

## Town Centre Environment

There is little evidence of litter or graffiti within the town centre, which benefits from street lighting throughout and areas of seating and planting. However, the external appearance of buildings is generally of a very poor quality, and we consider that many would benefit from improvement and / or refurbishment of, in some cases, redevelopment.

Small improvements to the image of a centre can often reap disproportionate benefits, particularly in smaller centres, where there is little scope for attracting a more diverse range of retailers, and so environmental improvements should be encouraged.

## Balance between Independent and Multiple Stores

National multiple retail and service sector outlets in Fleetwood Town Centre include Betfred, Boots Chemist, Halifax, Iceland, KFC, Ladbrokes, Peacocks, Pound Bakery, Poundstretcher, Savers, Subway, Wetherspoons and William Hill. There is a large number of independent retailers in the town centre, but most of them are focused on the lower end of the retail spectrum. Affinity Lancashire contains many national multiples and has a much healthier level of unit occupation than the town centre.

## Evidence of Barriers to New Businesses

As highlighted above, the town centre contains a large number of vacant units of varying sizes and commercial rents are very low. The supply of available units is therefore not the main barrier to attracting new businesses to Fleetwood.

The main barrier for new business would be a perceived lack of demand and low footfall. When surveyed for this report, Fleetwood Town Centre was very quiet with the exception of Fleetwood Market. The introduction of a new business in isolation is unlikely to generate a significant increase in footfall and therefore it would be unrealistic to expect new businesses to locate in Fleetwood Town Centre, unless there is a new retail or leisure anchor – which in turn could require public sector intervention to provide the necessary stimulus – and/or a substantial increase in the residential population within the wider town centre area.

## Evening / Night-Time Economy

The evening / night-time economy is largely focused around the junctions of Lord Street and Preston Street / London Street, where there are a number of public houses including The Kings Arms, The Thomas Drummond and The Wyre Light Bar. Subway is located on the junction of London Street and Lord Street and is open until 4.30am.

There is a dearth of restaurants open beyond 6.00pm, and so a greater provision of restaurants within Fleetwood Town Centre would benefit the evening/night-time economy and would attract a wider audience including families.

### Existing Residential Market

There is significant housing provision within and close to Fleetwood Town Centre, albeit most of the stock is at the lower end of the residential market. The majority of retail units located along Lord Street have residential properties above. Along North Albert Street and Poulton Road there are a number of residential properties located in between retail units.

Notwithstanding the above, there are some examples of high-quality Victorian housing stock within or close to Fleetwood Town Centre, most notably along the Esplanade and Mount Road.

The table below shows the average asking prices for various residential property types, taken from Land Registry data published in August 2019. The achieved sales values in Fleetwood are lower than those achieved in every settlement across all house types with the exception of semi-detached properties in Fleetwood which are just above those of Cleveleys.

Property Type	Settlement and Achieved Sales Value			
	Fleetwood	Cleveleys	Poulton-le-Fylde	Garstang
Detached	£183,500	£218,222	£209,750	£365,375
Semi-Detached	£130,000	£127,359	£169,869	£191,333
Terraced	£97,500	£103,641	£219,167	£135,000
Flat	£105,250	£146,732	£174,999	-

Average sales values achieved within Wyre Borough  
Source: Land Registry data

### Size of Town Centre

Fleetwood Town Centre is a relatively small town centre in terms of gross retail floorspace (36,740 sq.m). However, the town centre stretches from North Albert Street in the north east of Fleetwood along Lord Street and Poulton Road to the west and is spread out across an approximate 800 metre area.

### Fleetwood Conservation Area

The whole of the town centre and a very significant area surrounding the town centre is within Fleetwood Conservation Area, which is split into five character areas, namely: the Mount, Pharos, Commercial Core, Burton and Milton. The Commercial Core broadly represents Fleetwood Town Centre and the 'dominant historic period' is the mid to late nineteenth century. Within the Commercial Core, there are numerous statutorily listed buildings and several notable unlisted buildings. Key issues affecting the conservation area include unsympathetic infill development and the loss of traditional fenestration.

### Summary

Fleetwood Town Centre is struggling and suffers from poor health. There is a low proportion of comparison retail units and floorspace and a notable lack of cafés / restaurants suitable for families.

The town centre has fallen significantly in the retail rankings tables over the past few years. The proportion of vacant units and floorspace is far too high and much greater than the national average. There are some large vacant units, but many vacant units are small and are unlikely to be re-occupied in the current retail climate.

Commercial rents are low, as is footfall, and many existing retail units are in a state of disrepair and require investment. Affinity Lancashire is more attractive for national multiple retailers than the town centre, which contains units that are unsuitable for the requirements of modern retailers.

On a positive note, the indoor market appears to be performing well. Investment would help to unlock opportunities in and around the town centre. Providing better connections between the high street, the docks area, Fleetwood Market, Affinity Lancashire and the coastal attractions to the north and west will be key to improving the health of Fleetwood Town Centre.





## Market Review

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### Introduction

As part of the IBI team Lea Hough undertook a market review. This helps to better understand the viability of potential market sector developments in Fleetwood. This includes an analysis of the demand and cost of residential and retail sectors as well as highlighting some of the markets current trends and developer appetites. The review also provides advice to implement these developments in the current market.

### Residential

The review highlights that new-builds are likely to have values of £180-185/sq.ft. This is less than other new-builds around the Fylde area and significantly less than North of Preston.

The review highlights Fleetwood's shortage of development in the past decade. This is a key economic driver which can be enabled with a mix of employment and retail to bring people to Fleetwood.

Land values are significantly less than surrounding developments outside the Fleetwood area. This is a strong driver for developers to build in Fleetwood and provide supply to meet growing demand in the near future.

### Current Market

The Buy to let market is reasonable but slow in Fleetwood and a large proportion of investment in Fleetwood is from Landlords in the Fylde area. Rent values are high, in comparison to traditional terraced houses and ex Local Authority Housing stock. This shows the need for higher quality private sector investment as many homes need refurbishment in the short term.

In the review, it indicates two-bedroom terraced property can range from £55-75,000 with three beds for £70-95,000. Rental values vary from £490-£550 for a two-bedroom property and £540-£595 for a three-bedroom property.

### Recent Development

Harbour Village is one of Fleetwood's recent housing development and was constructed by Redrow Homes and Persimmon Homes between 2014-2017. Harbour Village's style of properties includes flats, Mews (Terraced) house, semi-detached and detached houses. The review highlights less than 10% of the stock was affordable and indicated a range of incentives for buyers are needed for new builds.

The review highlights Fleetwood's attractive location and great views over the estuary and Coast. However, property sales are poor with only two-three a month, this is a key issue in the housing sector that this regeneration framework report aims to tackle by providing the opportunity for growth in the housing market.

### General New Build Market

Fleetwood has poorer property sales compared to Lancashire and the North West. On the other hand, large sites have been granted permission recently in Wyre, but may be slow to develop due to demand. In the future, sites can be unlocked with the help of core infrastructure and town centre improvements creating better confidence in the market.

The review highlights that a registered provider demonstrated a requirement for affordable housing for those looking for a bigger property but could not afford it or those wanting better quality but at an affordable rent. Shared ownership and affordable rent tenures may be viable. The review also highlights that Fleetwood may be attractive to social housing developers due to the reduced costs involved in the compliance with Section 106 agreements, versus other mainstream developers.

The review indicates that Fleetwood would get higher demand from registered housing providers, because of lower house prices and a certain level of development would be needed before a saturation point is met. Additionally, the effect of mainstream developers is likely to raise land values.

### Associated British Ports Land

The Associated British Ports land needs remediation prior to any future use due to the flood risk. The review highlights the need for subsidies in order to make the land more viable for future development.

The review highlights a positive demand for Supported Living / Care homes given the wider area having an older demographic. It indicates larger scale retirement living/village has been attempted before in Morecambe.

An idea for a Water taxis would help widen the market to the Lake District trade, travelling to Morecambe from Grange over Sands during high season. This type of water transport would appeal to a younger demographic mainly around the North West region.

### Potential New Retail Development

The review also indicates that past sales of retail units in Fleetwood centre have ranged between £55,000-195,000.

The report highlights the Town Centre's small retail sector in comparison to the popular Affinity shopping complex. Affinity is competing with Fleetwood Town Centre

### Potential office Development

In relation to office development, Fleetwood is restrained by access to the wider region and suffers from congestion on main routes in. Office parks have tended to be located nearer to Poulton Le Fylde to travel by train. This presents a clear need for infrastructure improvements, as this regeneration framework report will highlight the need for better connections to the region enabling workers to use a variety of transport modes to reach Fleetwood.

The review highlighted that Government agencies with an already high presence in the Blackpool and Flyde area have enquired about locating within Fleetwood.



Diminishing retail demand is a growing issue on most British high streets

## Photographic Survey



Photo Location Plan



## Spatial Review

Fleetwood Town Centre, as identified in the Wyre Local Plan, is defined by the Lord Street / North Albert Street Corridor and the land between this corridor and the parallel Dock Street. However considered from the visitor's perspective the 'effective' town centre (i.e. the part that functions and feels like a town centre) is smaller than this – most of North Albert Street, beyond Fleetwood Library and much of the land between Lord Street and Dock Street have a more 'peripheral' character.

### Lord Street

The two poles of the town centre are around ASDA and the adjacent section of Lord Street (anecdotal feedback from stakeholder/public consultation suggesting that this is the key shopping area for local people) and around Fleetwood Market / Library (anecdotal feedback from stakeholder/public consultation suggesting that this is seen as the 'visitor end of town'). The distance between the two is around 700m, approximately 9 minutes walk. By comparison the length of the mall at Manchester's Trafford Centre, a regional scale retail destination, is less than 600m.

The length of Lord Street, as the prime location for town centre uses, creates issues of connectivity between the two poles of activity at either end, and the quantum of town centre uses required to animate its frontages. For the town centre to feel vibrant, attractive and successful a lot of appropriate, quality, ground floor uses are required – in reality too many.

Lord Street is home to a significant number of retail and other businesses and a high proportion of them local, as opposed to national chains. Whilst the lack of big brands undermines the high street offer it also, to a degree, shields it from the problems evident in other similar locations as many national brands pull out - this process having largely already happened in Fleetwood with the advent of Affinity.



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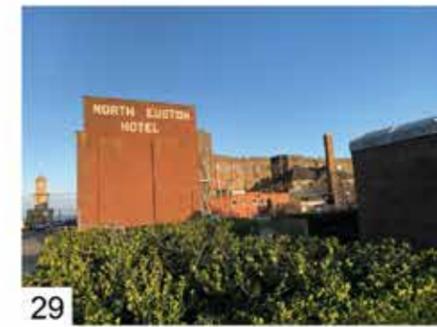
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Albert Square end of Lord Street looking south

However many of the business along Lord Street appear aimed at the lower end of the market and local need, whilst many of the national chains and bigger brands can be found at Affinity, just beyond the edge of the town centre but poorly connected to it.

Collectively the mix of uses along Lord Street and their general environmental setting is not a compelling offer for visitors.

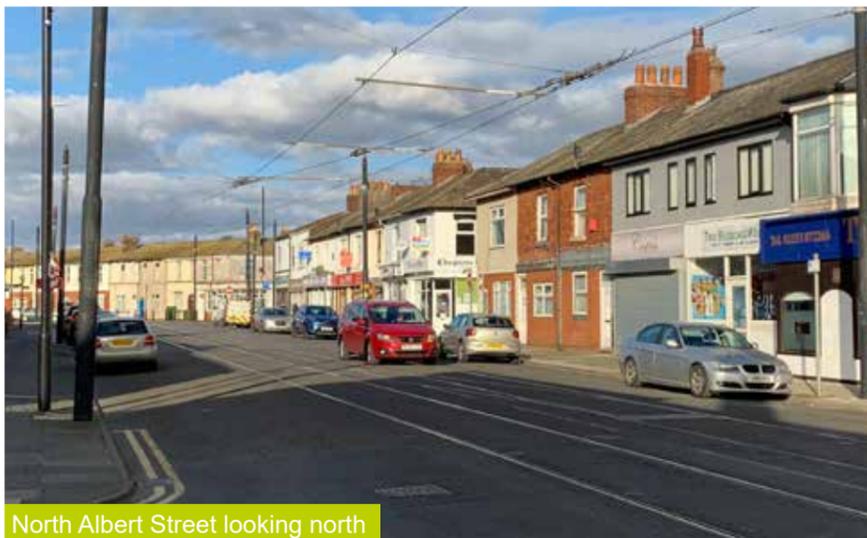


'Asda' end of Lord Street looking north

Despite being probably too long to be a single, unified, retail led area it is difficult to see how the focus of the town centre along Lord Street could contract, either towards one end, or to the centre. The reason for this is the existing disposition of the key town centre assets and visitor/customer trip generators. i.e. ASDA/Home Bargains and a range of local shops at the south west end of Lord Street (together with Affinity as a visitor destination), and the emerging Heritage Quarter at the north west end. **The challenge therefore is to better connect these areas, improve the attractiveness of the high street between them and actively promote new uses, together with broader measures to grow the economy of the town as a whole.**

#### North Albert Street

As noted, the section of the currently designated town centre which runs along North Albert Street to Pharos Street has a distinctly different character. Uses are predominantly residential with few retail/commercial frontages. **This section is approximately 160m long from Fleetwood Library and should be considered for removal from future designations of the town centre if this would create benefits for more flexible reuse of properties.**



North Albert Street looking north

#### Zone between Lord Street and Dock Street

Whilst designated as town centre in planning policy, this area of approximately 4ha measured between Mount Street and Albert Street (excluding properties fronting Lord Street) is of very mixed character. It contains a broad range of uses including residential, employment, retail leisure, pubs and religious assembly. Building sizes and typologies, and quality of stock vary – including listed buildings, derelict buildings and cleared sites. The area contains a range of residential property types from Victorian terraces (some well-presented, some very unloved); mid-rise apartments (historic building conversion and new build); apartments over other ground floor uses; circa 1970s terraces; and later infill. Possible areas of conflict between residential and other uses are apparent.

In very broad terms the area has a scruffy, slightly tatty feel suggesting that it might be either falling into, or emerging from decline. The difference between these two directions of travel is critical for the town centre: this area can either drag the town centre down or be a flagship location for town centre renaissance.

**The opportunity for this area to improve will be greatly enhanced through development on the former port land south of Dock Street, in the process becoming the connecting zone between the high street and the estuary. This should be encouraged through environmental improvements and the promotion of new development along key connecting streets such as London Street, Mount Street, Warren Street, Church Street and Albert Street. The looping of the tram along Dock Street will also improve the area's appeal for development as its public transport accessibility improves.**



Lower End of London Street, looking towards Lord Street - Mount in the distance

### Gateways into the town centre

Town centres with a sense of 'spatial clarity' are easier for visitors to understand and use. They create a stronger impression on arrival and a well-defined town centre geography becomes a better proposition to identify, promote and market. Given Fleetwood Town Centre's linear nature the start points, or 'gateways' at either end of Lord Street have special significance.

### The north east – Albert Square

The north eastern gateway is the area around Albert Square which, in spatial terms, is one of the most appealing areas in the town. Its central clock monument sits at the intersection of five streets with a selection of attractive buildings marking the end of each street including the former HSBC bank on the end of Adelaide Street with St. Peter's Church and church grounds opposite. A number of trees in the church grounds and along some of the surrounding streets enhance the character (street trees generally not being a major part of the town centre).

**The Albert Square gateway is already an attractive area. A range of enhancements and interventions here, identified in this regeneration framework, will build to create a central 'heart space' for the town centre and be key in the development of Fleetwood's Heritage Quarter.**



Dock Street on the corner of Kemp Street



Albert Street looking south towards Dock Street



Former HSBC building on Albert Square

### The south west

To the south west the designated town centre begins at Station Road where, at the junction with Copse Road/Lord Street a visitor is met with a mini roundabout and a road sign pointing east 'to the town centre'. This is the point where town centre retail functions begin to predominate and where ASDA is located – Fleetwood's principal food store, generating significant footfall/visits. This is also the location of a tram stop, a further clock monument, and a group of street trees.

Unlike Albert Square however the area lacks a strong spatial character, being awkwardly bisected by tram route and roads. The space at this entry point to the town is significantly larger than Albert Square but the surrounding buildings are not as grand, consequently the sense of enclosure is poor and the space tends to 'bleed out' to the south along the tram route (a segregated alignment) and the parallel Radcliffe Road and Copse Road.

**The imperative in this location is to create a positive, recognisable, gateway. Public realm improvement must be a part of this, but it is unlikely that this will lead to the creation of a significantly usable public space. Instead this should be the location for a gateway 'statement'. There is an opportunity here for an intervention of some scale and impact.**



Gateway feature in Hayes - credit 'The Decorators'

## Urban Structure

The layout of the town centre has two, unusual controlling aspects:

- Firstly the location of the original town core, and the ability of the town to grow around its core, is constrained by its peninsular location. With water on three sides the town has expanded to its limits, but can go no further;
- Secondly the town was founded on a 'placed' geometric plan. The original radial pattern, focused on The Mount, was only partially completed but subsequent development of the early parts of the town to the west took a similarly strong gridiron geometry.

The interplay of these two aspects, together with a general prevalence for buildings of smaller scale, defines the basic structure of the town centre – long, straight streets with buildings sitting tight to them; clearly defined block frontages; a subtle hierarchy of building scale, predominantly of 2 to 3 storeys; little public space.

The 'grain' of the town centre can be seen on the adjacent 'figure ground' plan. This identifies the pattern and scale of building footprints. It can be seen that the grain of the town is tightest around its historic core of terraced streets, and looser in the later suburban housing leading out to the west. The mixed use zone south of Lord Street is marked by buildings of larger footprint, leading to the more industrial areas around the docks and along Amounderness Way (A585).



Figure / Ground Plan

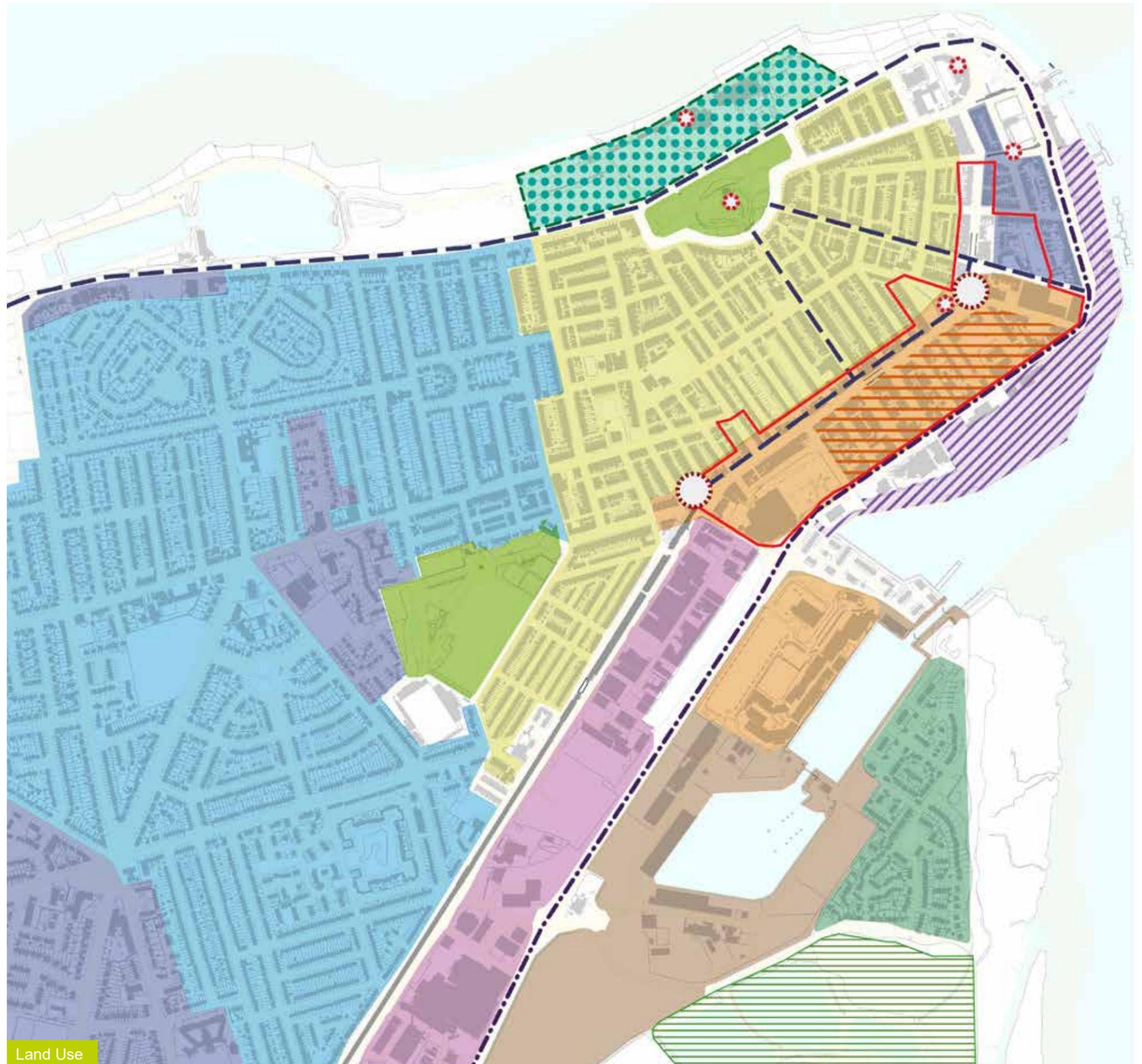
**Watch point**

Fleetwood Town Centre and the areas immediately around it are densely urbanised. There is little by way of open space, spare land or cleared opportunity sites and this must be considered when establishing the future direction of the town centre. Interventions must fit within the existing grain and work with the historic pattern of the town.

The one area where land is available is the ABP port that wraps around the edge of the town centre, which has a focus on commercial development. The Fleetwood's Dock & Marina is a good example of commercial development with clear employment and economic opportunity, helping grow other sectors. The ABP port has not been used as such for a decade. There are a number of issues to be overcome to bring this land forward for development, not least flood risk, but the area could provide a range of new uses, spaces and connections that would link to and could significantly enhance the town centre.

**Key**

Waterfront		Landmarks	
ABP Land		Terraced Housing	
Fleetwood Dock		Post-War Housing	
Employment Area		Late C20th & Planned Housing	
Redrow / Persimmon Residential		Public Landscape	
Marsh Nature Reserve		Town Centre Gateway	
Primary Routes		Mixed Use	
Retail		Town Centre Boundary	
Strategic Route			



## Transport and Linkage

### Strategic Linkage

By definition coastal towns are on a geographic edge, severed from connection on at least one side. Fleetwood sits at the end of a peninsula and so its connections are severed on 3 sides. This limits access to the surrounding hinterland with constraints to economic growth, including constraints on visitor access.

### Rail / Tram

Fleetwood lost its branch line railway connection in the Beeching cuts of the 1960s though much of the route remains intact which could allow the reopening the line in some form. In January 2020 transport minister Grant Shapps announced Government funding to reopen axed lines and funding to undertake a feasibility study of the Fleetwood-Poulton railway line has been secured.

Reopening the line, with a Fleetwood terminus possibly on land south of Affinity, could deliver significant economic and social benefits and be both a practical and a psychological boost to the community.

The Blackpool and Fleetwood tramway provides an important commuter connection between Fleetwood, Cleveleys and Blackpool with a modern fleet of high quality rolling stock.

### Road

The A585 is Fleetwood's single trunk road link, leading south to the M55 and the wider motorway network beyond. Despite a programme of improvements this can suffer considerable congestion which is a deterrent to investment in the town.



## Bus

There are frequent services to Blackpool along the coast via Cleveleys or inland via Thornton and Poulton-le-Fylde where a rail connection can be made.

## Cycle / Walking

There is a good quality off road route from Knott End Ferry along Fleetwood's north shore to Blackpool. This is part of the Sustrans Route 62 which heads via Lytham St Annes to Preston and ultimately to Selby in North Yorkshire as one of the sections of the Trans Pennine Trail.

The Wyre peninsular lacks a defined, off road, circular route. This would be a leisure / fitness / visitor opportunity with potential for cycle rental and other spin off businesses.

## Town centre linkage

## Road

The primary town centre movement structure is defined by an outer loop and a central spine: The principal road access from the south (A585) enters the town centre at the 'ASDA roundabout' at the southern end of Dock Street. From here the road network doubles back towards Blackpool along the A587 or loops around the outside of Fleetwood Town Centre via Dock Street to The Esplanade which runs along Fleetwood's tourist focussed north west shore.

The other principal road is the high street, Lord Street, which runs parallel to Dock Street between Station Road and Albert Square.

A geometry of secondary and tertiary streets (a gridiron to the south west and Burton's radial, or fan pattern to the north east) connect to the outer loop, crossing the Lord Street spine as they do.

At a high level this structure is easily understandable but this does not always translate into clear linkages on the ground. For example there is virtually no direct connection between the town centre and either the estuary or the coast – ironic given the town's location. Connection between Esplanade and town centre (i.e. main tourist location and commercial heart) is poor as The Mount and Mount Gardens are a visual and physical barrier between the two in the west and the radial street pattern provides no obvious connection between the two to the north.

Creating new links will be difficult given the existing pattern of streets and historic features so the emphasis must be on making the best connecting routes more obvious and attractive; better street information; excellent wayfinding; and easy access to improved public transport / alternative mobility options on key, connecting routes.

## Tram

Whilst the current tram service is a good public transport connection between Fleetwood Town Centre and Cleveleys / Blackpool its layout has two major weaknesses:

- It skirts the eastern side of Fleetwood resulting in properties on the western edge of the town being over 1.2km from the line
- It has one line into the town centre running in and out along Lord Street. Stakeholder and public consultation revealed a strong desire to see the tram loop back along Dock Street or The Esplanade.

## Cycle / walking

The off road path / cycle route from Blackpool that runs along north west shore peters out at the Knott End Ferry. Other than this cycle provision, both commuter and leisure, in the town is poor / non-existent. This cannot be acceptable for a 21st Century resort town.

## Ferry

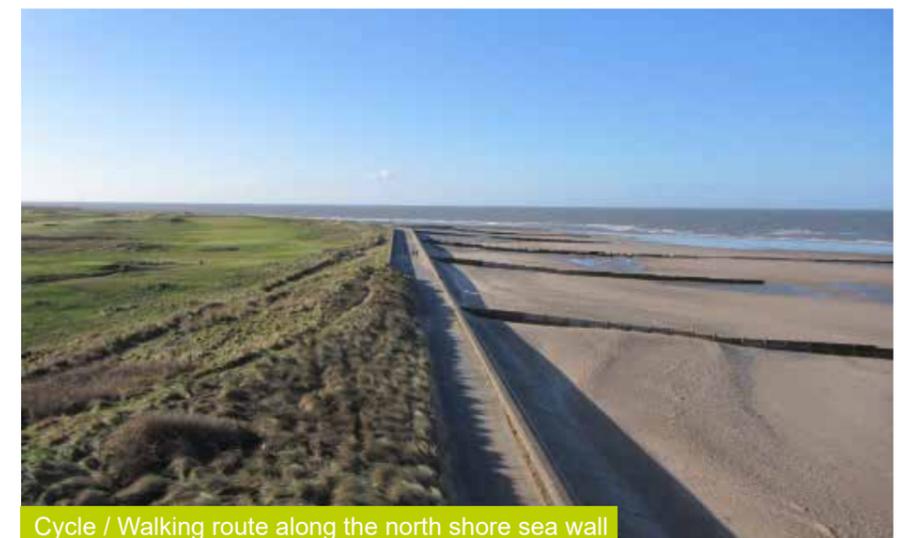
A single Ferry runs from Queens Terrace on The Esplanade and runs along the River Wyre to Knott End. The ferry service is the main link for people between Fleetwood and Knott End. The ferry journey takes less than 10 minutes.



Cycling in Fleetwood



Fleetwood Tram



Cycle / Walking route along the north shore sea wall

## Heritage

Fleetwood is a planned town, created at the instigation of land owner Peter Hesketh - lord of the manor, High Sheriff of the County of Lancashire and later to be knighted and change his name to Sir Peter Hesketh Fleetwood. In his idea Fleetwood would be the ideal location to capitalise on rail links to rapidly populating areas of industrial Lancashire and sea-links to Scotland and Ireland. The town was to be both a transport hub and a seaside destination.

In 1831 Hesketh employed architect Decimus Burton to design a formal plan to establish the layout of the town and provide an holistic vision for its buildings, streets and spaces. Burton laid the town out as radial pattern focussed on the largest of a range of sand dunes along the north shore, now The Mount. This geometry was cut into the ground by plough establishing a structure within which buildings and spaces were to be developed, commencing in 1836. The first buildings were erected on the east side of the town facing the Wyre Estuary. The oldest surviving is the Customs House, now Fleetwood Museum.

A rail line from Preston opened in 1840 and its terminus hotel 'The North Euston' opened in 1841. For a brief period Fleetwood was the end of the rail network for passengers from London who then transferred onto steamers to Scotland – there being no direct rail link. The London to Scotland line was connected as a direct service in 1847 and Fleetwood's role as a transport hub ceased.

Fleetwood became a popular seaside destination with records of one Sunday train in 1846 delivering 4,200 visitors. In parallel a developing fishing fleet would make Fleetwood one of the country's top three fishing ports.

Burton's plan provided for a 'half wheel' geometry with spokes of long axial roads centred on The Mount. A contemporaneous birds eye view from the north shows that the town was to have broad streets lined with 3-4 storey buildings in the late Georgian classical style, formal public spaces and some set piece urban focal points.





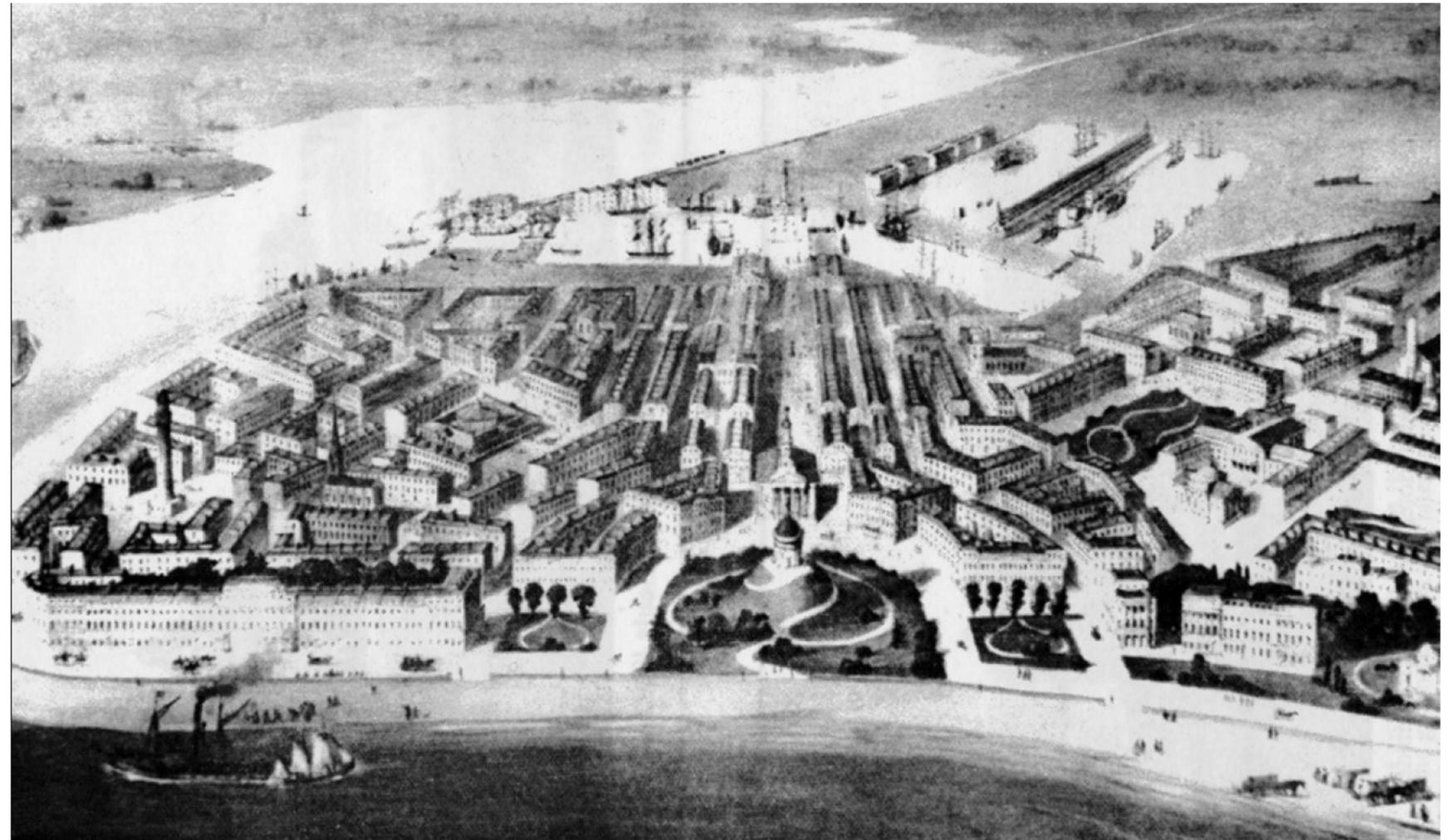
1848 Plan of the emerging town



Fleetwood 1890



Historic growth of Fleetwood - Fleetwood Conservation Area Appraisal PBA  
Credit: Fleetwood Historic Town Survey



Burton's Fleetwood vision

The Mount and surrounding open space together with the eastern half of the wheel plan were successfully delivered. Early buildings such as those along Queens Terrace and The North Euston Hotel together with focal points such as the Pharos Light House show the early intent. However later Victorian maps reveal that the western half or the wheel was developed as a grid rather than a radial pattern. Nor are the streets as wide or (with exceptions such a Queen's Terrace) the built form generally as grand as indicated in the original vision.

**Key**

Pre 1848		1933 - 1961	
1849 - 1890		1962 - 1983	
1891 - 1912		1984 - 2007	
1913 - 1932			

The intersection of a radial and grid form, the truncation of Burton's axial routes to the estuary by railway hinterland, and the form of The Mount (a hill as a terminal point for a vista, rather than a focal, connective space) all tend to interrupt legibility of the layout and navigation of the town. Something that must be addressed where possible.

Notwithstanding these issues the history of Fleetwood as a planned town makes it unusual and interesting and it contains a significant number of listed buildings, scheduled monuments and parks (part of the history of Fleetwood interpreted at Fleetwood Museum). Together with its fishing/port history and location on the edge of Morecambe Bay, the Irish Sea and West Lancashire there is much to celebrate in Fleetwood's heritage. Opportunities to further tell this story, with links to Fleetwood's environment and future role, should be explored.

## Fleetwood Conservation Area Appraisal and Management Plan May 2008

The Fleetwood Conservation Area Appraisal and Management Plan identifies the characteristics of the town that deserve special preservation and enhancement. It defines a Conservation Area boundary that encompasses most of the town centre and the wider peninsula to the north. This area is sub-divided into five character areas with a detailed appraisal provided for each.

Most of the town centre falls within the Commercial Core character area. The appraisal notes that Burton's plan for Fleetwood did not include a designated commercial area, and instead, until the late 1890's, Dock Street organically evolved as the town's principal street, with Lord Street, then named East and West Streets, playing a subsidiary role. Only when the tram was routed along Lord Street in 1898 did this street evolve into the town's commercial centre.

The appraisal's summary for the Commercial Core is:

### Dominant Historic Period:

Mid to late nineteenth century

### Statutorily Listed Buildings:

- Parish Church of St Peter;
- 15 St Peter's Place;
- 23 –27 Lord Street;
- 29 Lord Street;
- 32 Lord Street;
- 45 and 47 Lord Street;
- Prince Arthur Hotel, 48 Lord Street;
- St Mary's Roman Catholic Church and Presbytery;
- 34 Warren Street;
- 2 -40 Mount Street;
- Fleetwood Working Men's Club, Kemp Street;
- 26 & 28 Dock Street;
- Former Fielden Free Library, Dock Street;
- Victoria Public House, 48 to 54 Dock Street;
- Pennine View (formerly Crown Hotel), Dock Street;
- 114 – 120 Dock Street

### Notable Unlisted Buildings:

Fleetwood Market Hall, Adelaide Street; Prominent Corner Buildings, Lord Street, including 80 Lord Street, the Kings Arms and the Royal Oak Hotel; Albert Square, including 9 - 13 Lord Street and 2 – 14 North Albert Street; The Thomas Drummond, London Street; The Fleetwood Arms, Dock Street; 183 Lord Street

### Prevalent and Traditional Building Materials:

Red brick; blue-grey Welsh slate; stucco; Historic setts laid in horizontal courses survive in Corn Mill Lane and within a number of rear alleyways

### Key Views and Vistas:

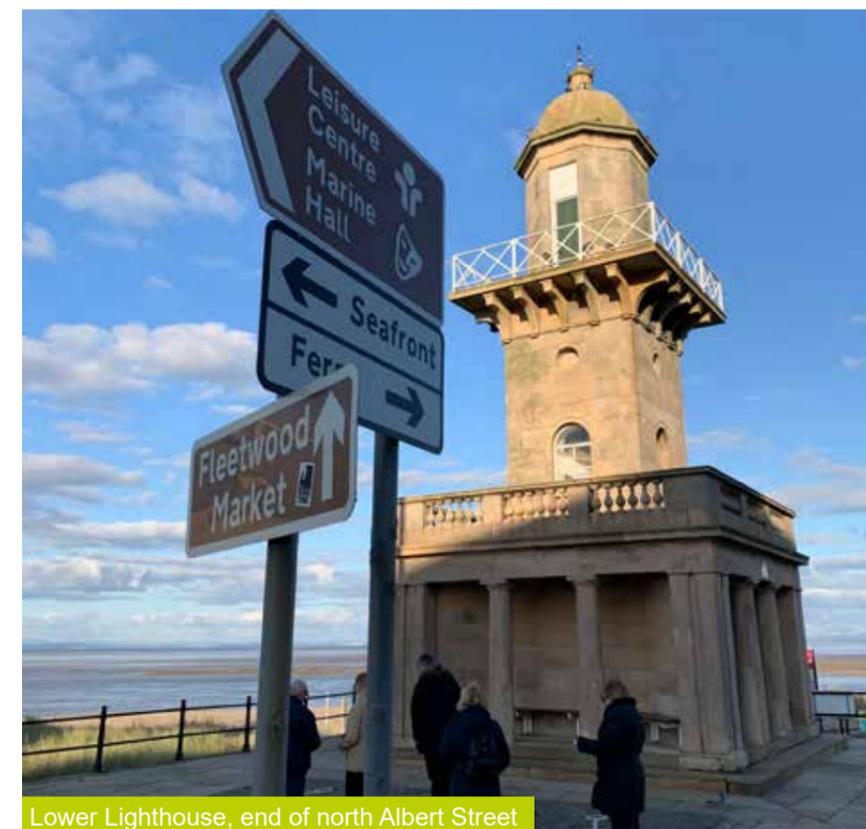
Views towards The Mount from radiating streets; Restricted views of the eastern bank of the Wyre estuary and towards Morecambe Bay are possible from the junctions of Victoria Street and Adelaide Street with Dock Street

### Important Open Space:

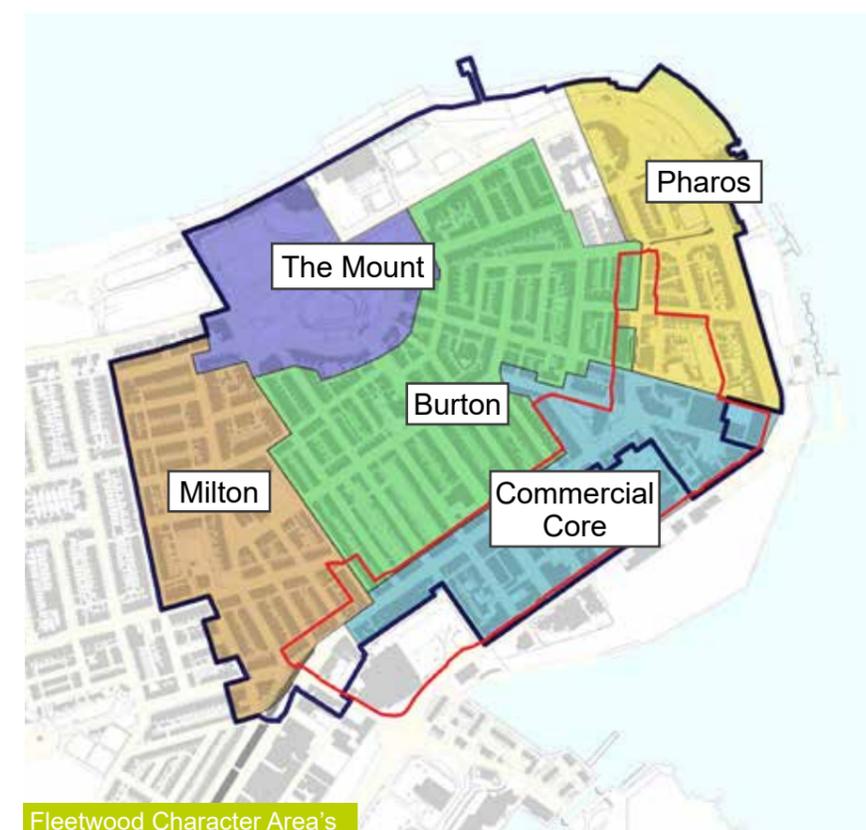
St Peter's Churchyard, Albert Square; Pocket Park, corner of North Albert Street and Adelaide Street

### Key Issues:

Unsympathetic infill development; Loss of traditional fenestration.



Lower Lighthouse, end of north Albert Street



Fleetwood Character Area's



Pharos light house from Pharos Street



Georgian Style Terraces, southern end of Queen's Terrace



North Euston Hotel



Georgian Style Terrace, north end of Queen's Terrace

## Environment

In relation to the town centre issues around 'environment' can be considered as:

### The quality of the environment within the town centre itself

- Quality of townscape / streetscape
- Quantum/type of public space
- Light and air

### The connection between the town centre and its surrounding environment

- Connection with the Esplanade/coast
- Connection with the estuary
- Wider connections

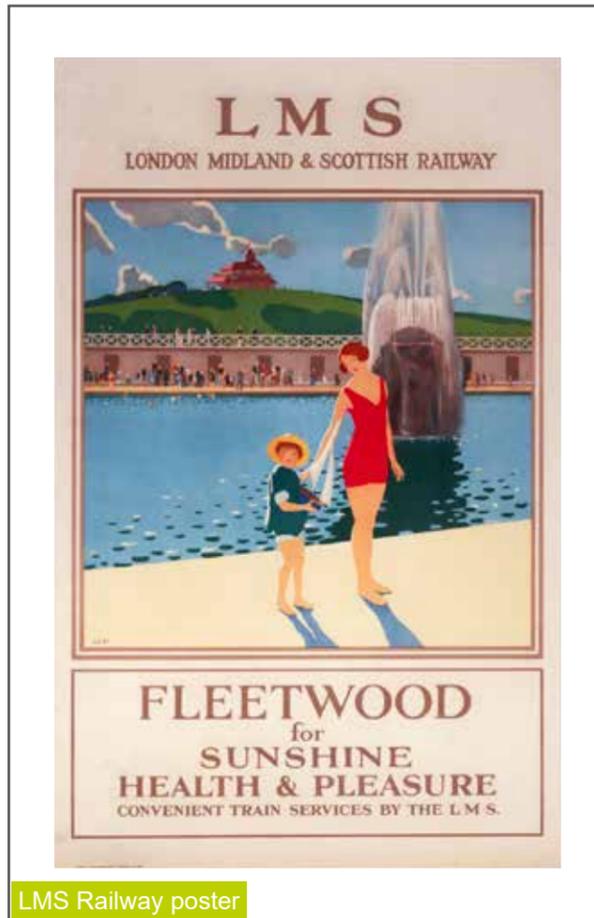
### Townscape/streetscape

Landscape Projects' 'Public Realm Strategy and Action Plan' (commissioned by Wyre Council in parallel to this framework) provides an analysis of townscape characteristics including street enclosure, public realm materials, street trees, street furniture, boundary treatments, signage and other elements.

In broad summary this notes a general consistency of hierarchy in street scale and enclosure based on Burton's original plan, though this breaks down in some areas including south of Lord Street towards the estuary. Boundary treatments and public realm materials are varied and inconsistently applied with many areas of original 'good quality' materials replaced with cheaper alternatives. Although the majority of streets in Fleetwood are not planted where street trees are present there is a wide variety of species presenting an ad-hoc approach.

There is an opportunity to introduce more trees (greening the town and reinforcing the street hierarchy) with a more consistent pallet and approach. Similarly street furniture and signage comprises a diverse range of elements inconsistently applied. A consistency of approach, with subtle adaptations to reflect the different characteristics of each character area within the town centre should be adopted.





LMS Railway poster



Pocket park on north Albert Street



Views north across Morecambe Bay

### Public space

The green/blue infrastructure plan shows that the town centre is surrounded by areas of significant public space and, of course, sea and estuary. Surrounding public space includes the long string of green space leisure facilities stretching along The Esplanade, The Mount Gardens, Euston Park and adjacent bowling greens, Memorial Park, and Fleetwood Marsh Nature Reserve.

Green space within the town centre is however very limited, including: St. Peter's Church yard, the frontage to St Mary's Church and a small pocket park on the corner of Victoria Street and Albert Street North. Due to the densely developed nature of the town centre opportunities for new space are limited, but the potential development of the former Ro-Ro marshalling area (ABP land) is one such, which should be exploited. In other areas, and as noted above, the introduction of more street trees would give the town a 'greener' feel and provide other sustainability and well-being benefits.

### Light and air

Like many Victorian seaside resorts Fleetwood promoted itself as a place to enjoy clean air and bright, blue skies – marketable attributes that are intrinsic to its location and which it still has. On a clear day views out across Morecambe Bay are stunning and Fleetwood can, with some justification, claim some of Britain's best sunsets. These less tangible environmental elements are key to the town's revival.

### Connection with the coast, estuary and beyond

The majority of settlements feather into their surrounding context in some way, often through spreading suburbs of diminishing density and, whilst many urban settlements reach countryside few have a relationship with a truly natural environment.

Fleetwood is an exception to this: it is a densely developed town that, around its historic core, reaches an immediate boundary with a natural environment on three sides. Coastal towns usually see dramatic transition between urban form and sea on one edge, but Fleetwood's peninsular location sees this stark transition wrap around the town in three different forms – coast, bay and estuary. Each presents a different natural environment and, for Fleetwood, opportunities to celebrate and interpret these.

To the east further connections exist beyond the River Wyre, into the Fylde plain and the Trough of Bowland beyond. This is an area with a strong visitor economy based on cycling/walking, landscape and food culture. This should be seen as part of Fleetwood's natural hinterland.



Causeway, Fleetwood Marsh Nature Reserve



Fleetwood Marsh Nature Reserve



Views to Barrow in Furness

## 2.5 Consultation

It is a requirement of the brief and a key objective of the framework that the community of Fleetwood 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.

### Stakeholder consultation

Key stakeholders were agreed in consultation with Wyre Council and others and include members of Fleetwood Town Centre Partnership, Council officers, health organisations, schools and colleges, local heritage and amenity groups, landowners and others. Stakeholder's views were canvassed via a mixture of workshop sessions, one to one meetings and telephone consultations.

### Stakeholder workshop

A workshop session with members of the Fleetwood Town Centre Partnership and officers from Wyre Council was held in November 2019. 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 Fleetwood Town Centre Projects. Approximately 30 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 and a review of 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 3 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 "Fleetwood" tokens on their preferences.

### Similar themes from all 3 groups i.e. consensus

- Create transport circuits or loops to connect key areas (Esplanade – Market – Affinity)
- Introduce pedestrian priority (shared spaces) in the public realm
- Redevelop 'Store 21' – a key site in the centre of town
- Encourage an evening economy – possibly along Albert Square
- Introduce 7 day trading at The Market with a wider variety of unique offers
- Encourage 'meanwhile uses' on the ABP land ahead of redevelopment
- Promote the development of a new 'town centre' hotel
- Explore options for water transport links to Eden North
- Introduce glass canopies to shop fronts (as per isolated example at Brooks Cycles)
- Improved signage / wayfinding – possibly digital?
- Improve the 'gateways' into the town centre
- Explore opportunities for active leisure/health/ wellbeing activates linked to the waterfront
- General appetite to explore more ambitious interventions



Images from stakeholder workshop

In the past 20 years, Fleetwood has become a hub of culture, economic growth, accessibility and environmental awareness. It provides activities for the elderly families and young people including a night time and daytime economy. It is unique and this is Fleetwood.

Postcard from the Future

wyre council



Went to the Marine hall on my hover-chair today to see the health and harmony chair, still going strong. So pleased we stopped the monotony on the pier site and kept our glomous from

Postcard from the Future

Love Mum

wyre council

pba

Greetings from Fleetwood! Now, what a "hidden gem" I've re-discovered! Clean, green, safe + fun - it takes me back to when I was a kid but with all the conveniences and tech of today's (and tomorrow's) society. Got to come here!!!

Postcard from the Future

wyre council

pba

IBI

From: Mark Bowen

Fleetwood Town Centre

Workshop Agenda

1.	1.45pm 15 minutes	Introductions / set up	IBI
2.	1.50pm 10 minutes	Summary of the masterplan brief	IBI - All
3.	2.00pm 10 minutes	Fleetwood - draft SWOT	IBI Recent case study review
4.	2.10pm 20 minutes	Importance of public realm	All - in groups Include at least 1 big idea. Include at least 1 "draft" idea.
5.	2.30pm 30 minutes	Update SWOT Define 'shopping list' - Movement, Space, Form, Use Include 'big ideas' Write your postcard from the future - Fleetwood in 2030	All - in groups Plans and pens provided.
6.	3.00pm 30 minutes	Draw it - what goes where? what links it together?	All - in groups Each group to sell their vision.
7.	3.30pm 45 minutes 15 minutes per group	Pin it up and talk about it.	All Money tokens will be provided. Spend them where you think appropriate between each group ideas.
8.	4.15pm 15 minutes	Spend it £ - where does the money go?	IBI - All
9.	4.30 - 4.45pm	Summary and close.	

Fleetwood is FAB!  
Planned by ~~man~~ <sup>man</sup> rail with amazing views over the sea. Current being great fresh fish lunch in our deli cafe at Albert Sq before getting the water taxi round to the retail centre at Fleetwood Quay.

Postcard from the Future

wyre council

pba

IBI

## Public Consultation - Initial Options

Public consultation has a number of functions. It is about both informing and asking; uncovering local knowledge and 'good ideas'; and identifying issues and points of potential resistance. But most importantly involving people in the development of proposals can lead to a sense of local ownership and create opportunities for further involvement through the life of the project.

A combined day long public consultation event "Future Fleetwood" was held at Fleetwood's Marine Hall in early December 2019 bringing together early ideas from a range of consultants and other organisations involved in regeneration projects in Fleetwood Town Centre.

A set of 6 panels were produced to explain the background to the Town Centre Masterplan (subsequently rebranded as a Regeneration Framework) and showcase a range of interventions in the town centre (improvements to public realm, transport, key buildings, key sites etc.). These were grouped to identify things that were more easily deliverable or less easily deliverable (by virtue of being more ambitious in scale or funding requirements for example). Attendees were asked to comment, include their preference for how ambitious Fleetwood should be in its future development.

The panels went on public display in Fleetwood Library for a further two weeks with opportunity to also view them on line and provide feedback.

## Further consultation - Draft Framework

The draft framework will be subject to a further public exhibition and consultation period which is currently scheduled for March.



## Summary of consultation comments from first round of public consultation:

### Plan A

- Shorter term Plan A is more feasible, deliverable and can currently be funded which can lead to longer term ambitions;
- Longer term aspirations preferred but shorter term improvements needed quickly to bring changes to Fleetwood;
- Plan A support variety of experiences and ease of access to the historical/attractive areas;
- Plan A excludes development on ABP land. Development on this land would compromise the tidal barrage, its access and potential for shipping.
- Other options are too optimistic;

### Plan B

- Good balance between short term measures to act as catalysts and longer term improvements which can grow organically. Option will have larger impact in long term;
- Support for music venue;
- Support the reuse of derelict land for food market similar to boxpark in Shoreditch and Hatch in Manchester;
- Support pop up events/café/continental market;
- Support venue for cinema/events/shows;
- Support green transport links. Suggest solar powered buses, Tuk Tuk or scooters to make Fleetwood a Green Town and link all areas of the town;
- Support water taxi;
- Support redevelopment of Dock Street to create new gateway into town;
- Supports redevelopment of town core and riverside frontage;
- Should be no housing or flats directly on the promenade;

### Plan C

- Most innovative proposal which will be better for Fleetwood, creating largest impact and longer term prosperity;
- Support ambition/ aim for most ambitious plan which may only achieve option A/B;
- Previous quick fixes have failed, longer term plan is needed;
- Support extended tram link around the town and link to Affinity Fleetwood;
- Support for and against of tram loop opening up Dock Street;
- Support redevelopment of ABP land for mixed use development area in conjunction with schemes on Lord Street and Dock Street;
- Support Altringham style market with nice food and drink offer;
- Support for Box Park to include cool shops, food and drink offer;
- Attractions to encourage visitors and tourist to increase footfall;
- Support water taxi and “Cutty Sark” type development;

## First round public consultation panels

### Welcome

Wyre Council and its partners have been successful in a first round bid for the Government's Future High Street Fund.

This money is being used to develop proposals that will help stakeholders respond to changes in patterns of retail, leisure and other high street activities in order that the town centre can thrive as a focus for community and economic activity in the future. This work will support a further bid to the Future High Street Fund for a more substantial sum of money in order to deliver the proposals.

This presents an exciting opportunity not only to frame a Future High Street Fund bid, but also to think more widely about what sort of town Fleetwood could be in the future and what sort of town centre is needed.



Fleetwood Town Centre Boundary

This exhibition describes some initial thinking around those themes and we would like to hear your views in response to this. The exhibition includes 3 plans which show 3 levels of ambition for the future:

- **Plan A** is the most fundable and deliverable of the proposals over the shortest timescale.
- **Plan B** includes proposals that are more ambitious and that could have a greater impact on the future of the town, but they would require more investment and carry more uncertainty in delivery.
- **Plan C** includes examples of some "big ideas" that could significantly change the fortunes of Fleetwood, but which would need significant investment and may take the longest timescale to deliver with the greatest uncertainty.

The three plans are not mutually exclusive and they could be seen as three sequential steps of development.

The focus of our thinking is to assess how Fleetwood Town Centre can sustain and grow itself and how best to support the delivery of economic growth and prosperity in the town. We have also considered ideas for areas outside of the immediate town centre boundary as we believe that the future success of the town centre and that of the wider town are inextricably linked.



Lord Street looking North



Lord Street looking South



Albert Square looking South

### We would like your views on the initial ideas presented, including:

The level of ambition that you feel is appropriate, and any further comments in relation to the future health and success of Fleetwood Town Centre that you would like us to consider.

### Context

Fleetwood is the largest town within Wyre borough with a population of over 25,000.

The town has a significant list of key assets including access to both river and coast; fantastic views and sunsets over Morecambe Bay; many listed buildings within a conservation area that covers the historic planned layout of the town; beautiful parks and gardens; access by tram; a marina; a golf course; a successful football club; a destination market, retail outlets and museum; an art deco arts venue and of course its people.

In recent years however some of the town's key economic sectors have declined and it now suffers from higher than average levels of deprivation. Despite this Fleetwood is still the economic heart of Wyre with key employment in food, health, public services, retail and tourism and leisure.



The start of a new town: Fleetwood in 1845

#### The Town Centre

Fleetwood was originally planned by Decimus Burton, one of the foremost English architects and urban designers of the 19th century.

His legacy remains visible in many of the town's historic buildings and landmarks and the original 'wheel' design of the town is still visible from above.

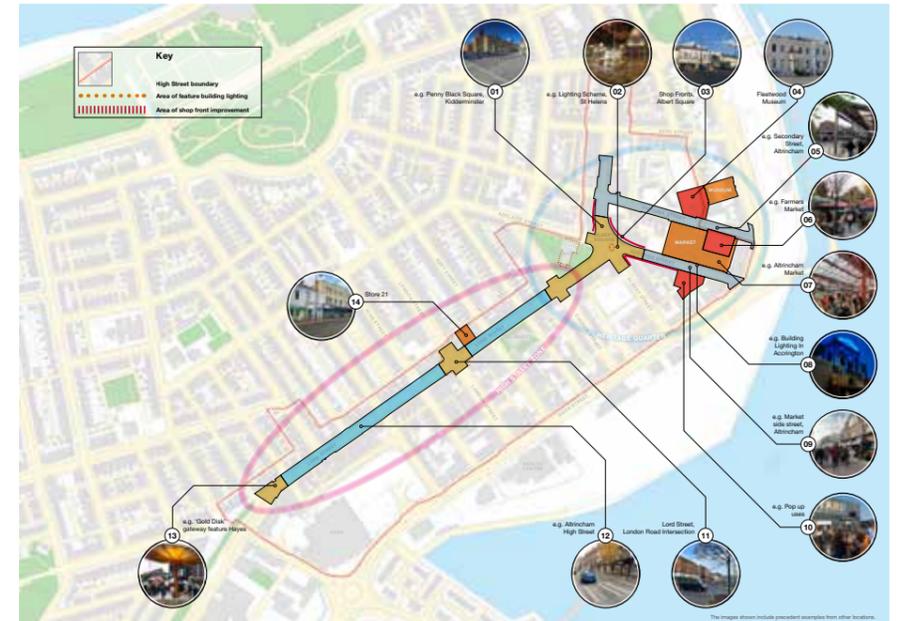
The present day town centre is focused along Lord Street which is intersected by Adelaide Street which is home to Fleetwood Market, which has the potential to play a strong role in a new town centre. On the edge of the town centre, the Port of Fleetwood whilst ceased operation in 2010 remains a designated Port and represents a unique asset.



*With the right vision, energy and investment we believe that the future for Fleetwood can be great.*

### Plan A

Proposals that are fundable and deliverable in the shorter term.



The interventions proposed in Plan A are closely aligned with the aspirations of Fleetwood's first round Future High Street Fund application and centre around investment along Lord Street and the development of a 'Heritage Quarter' through investment in Fleetwood Market and Museum and the public realm around them, linking to Albert Square. The intention is that this will create a defined area within which initial investment creates an improved retail, leisure and cultural offer driving increased visits, dwell time and visitor spend to include an extension to trading hours. This will also generate a step change in perceptions of the town centre and, with that, improved prospects for additional investment, with the aim of creating a 'snowball effect'.

Other proposals in Plan A are proposed to improve wider perceptions of the high street leading away from the Heritage Quarter, through targeted public realm interventions and exploring the bringing back into use of 'Store 21', a key building along Lord Street.

- Potential interventions**
- Investment in high quality 'gold pallet' public realm around Fleetwood Market including a new 'pedestrian prioritised' space at Albert Square as a focal point for the town centre.
  - Feature Lighting to St. Peter's Church, Albert Sq clock, the former bank on corner of Adelaide St/Albert Sq and Fleetwood Market building in order to showcase some of Fleetwood's beautiful architecture and support the development of an evening economy.
  - Shop front investment to selected properties along Adelaide Street and Albert Square, building upon other interventions to create a new image for the town centre and a positive environment for visitors, investment and business.
  - Investment in Fleetwood Museum including:
    - Improved building access
    - Improved gallery and exhibition spaces
    - Potential new arrival space and access point, linking to Victoria Street and Fleetwood Market
  - Investment in 'good quality' 'silver pallet' public realm along Victoria Street leading to the Library tram stop. This links investment in the museum and market with key public transport and sets up a pedestrian circuit around the heritage quarter, encouraging visitor access, dwell time and spend.
  - Committed investment in Fleetwood Market including:
    - General refurbishment of the market hall and space for a new 'digital hub'.
    - A new outdoor market area with enhanced environment and 'local' food offer.
    - Conversion of space above the market for arts/craft makers linked to a combined sales area within the market.
    - An extension of market trading days and hours.
  - Building facade lighting to encourage development of an evening economy - see point 2 above.
  - 'Silver pallet' investment in public realm along Adelaide Street and a change to a pedestrian priority environment in order to promote retail, cafes, restaurants, street food and 'spill out' trade from the market.
  - Vacant site used for temporary 'meanwhile' uses that support the development of activity spill out from the market, targeting facilities that would appeal to a younger age group, thereby broadening the visitor demographic.
  - Investment in high quality 'gold pallet' public realm at the key intersection of Lord Street and London Street including feature lighting to key corner buildings.
  - General public realm works and targeted interventions along Lord Street in order to improve the environment for investment and business.
  - Investment in high quality 'gold pallet' public realm to identify a positive 'gateway' into the town centre. Opportunities for a sculptural gateway statement and feature lighting.
  - Explore acquisition of "Store 21" building with an initial refurbishment of the exterior and the ground floor brought into use for "meanwhile uses" which could include:
    - Start-up small business units.
    - 'niche' space/indoor play.
    - facilities for younger people.



## Plan B

Proposals that are fundable and deliverable in the **medium term**.



The interventions proposed in Plan B build upon those of Plan A and are targeted towards continuing investment in both the town centre and Fleetwood more widely.

A number of assumptions about key infrastructure investments and key developments underpin Plan B.

They are:

- That wider improvements and extensions to the tram network have been made, including interchange stops at Poulton le Fylde and Blackpool North, connecting the tram line from Fleetwood to the rail network.
- That with improving accessibility (linked to the point above) land around the southern docks is developed for mixed use, including a substantial new residential offer and further development at Affinity. This will bring a new population and economic boost to the town.
- That the old Fleetwood Hospital site is redeveloped creating a hub of activity at the northern end of the town centre.
- That Eden North at Morecambe is open, or close to opening.

### Potential interventions

1. A dedicated "green" (possibly hydrogen - linked to Lancaster University research specialists) Town Centre Shuttle service between the Heritage Quarter and the redeveloped dock area. This would loop along Dock Road and Lord Street, with a summer season extension along The Esplanade (Marine Hall). The shuttle would connect visitors to the Heritage Quarter/High Street and Affinity promoting linked trips and cross over spend.
2. Investment in good quality "silver pallet" public realm along Queen's Terrace/Dock Street from Fleetwood Museum to Adelaide Street, i.e. connecting the Market/Heritage Quarter to the waterfront in order to enhance the appeal of the area as a visitor destination and unlock opportunities for further investment. Included within this:
  - River front lighting.
  - Digital interpretation - both heritage and environment.
  - Improved visitor coach parking.
3. Land at the former ferry terminal developed as an "arena" to Fleetwood Museum for display and interpretation of larger marine vessels/artefacts.
4. Exploration of a "water taxi" service from the portside opposite Fleetwood Museum to the jetty at Eden North, Morecambe - possibly a shallow draft fast boat.
5. Land at the former ferry terminal running from Fleetwood Museum to the end of Adelaide Street to be opened up to Dock Road. This to be used for "meanwhile uses," possibly including a programmed events space; "Box Park" like container development with craft retail and food and drink offers; pop up venues; mini festivals; winter markets etc.
6. Promotion of further commercially led development around Fleetwood Market/Heritage Quarter targeting a 7 day per week offer with a strong local Lancashire food focus and an evening food and drink offer.
7. Tree planting/green spaces and additional public realm works along Lord Street including digital information and signage/wayfinding. This to improve high street accessibility and environment in order to promote further investment and also promote wellbeing.
8. Investment in good quality "silver pallet" public realm to the southern end of Lord Street from Lord Street to the Wyre Light including tree planting and improved car parking.
9. Full conversion or redevelopment of 'Store 21' targeting business start-up/incubation and cultural/community uses.
10. Promotion of reconfiguration of selected residential stock north of Lord Street and residential development south of Lord Street between London Street and Adelaide Street to provide greater variety in the types of town centre stock and a more diverse town centre population.
11. Acquisition of further key buildings along Lord Street and conversion to trial town centre living above ground floor commercial/retail/leisure use.

## Plan C

Proposals that are fundable and deliverable in the **longer term**.



The interventions proposed in Plan C are the "bigger moves" that Fleetwood could make, building on the momentum and appetite for investment that the interventions proposed on Plans A and B could generate.

If successfully implemented this scale of intervention could have a significant positive impact on the vibrancy and economic health of Fleetwood Town Centre and the wider town.

### Potential interventions

1. Realignment of the town centre tram line to provide a loop by returning along Dock Road. This would connect a wider area of Fleetwood (and importantly the port land) to the network. Potentially including:
  - New residential development
  - New employment area
  - New public realm as setting for leisure/food & drink offer
  - Waterfront events space
  - Possible hotel with conference facilities
  - Public access along river's edge linking to extended walking and cycling routes beyond
  - High quality "live" frontage to Dock Road
  - Development taking advantage of views out to River Wyre and Morecambe Bay to the north.
2. Residential led development on port land opposite Queens Terrace, targeting the over 55 market (grey pound).
3. Promotion of market led development of selected sites between Dock Road and Lord Street targeting residential led mixed use and higher value added employment. Local Authority intervention to remove obstacles to development.
4. A major, year round destination development of scale to bring new visitors and a new demographic to Fleetwood. Possible sites include:
  - Part of ABP port land
  - Redevelopment of underused tourist attraction sites along the north coast for active water sports.
5. Associated with the above, a new north shore hotel offer (targeting eco/health/wellbeing markets) and additional leisure/food/drink related offers that capitalise on the fantastic views and "the best sunsets in Lancashire".

## 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:

[www.wyre.gov.uk/futurefleetwood](http://www.wyre.gov.uk/futurefleetwood)

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

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

Comments can be made up until  
20th December 2019.

### Questions

- What level of development and investment should Fleetwood aim for in the future - Plan A, Plan B or Plan C?
- Are there any ideas or interventions shown on these plans that you would like to particularly support?
- Are there any ideas or interventions shown on these plans that you do not support?
- Do you have any other comments that you would like to make?

### Next Steps

Wyre Council, its partners 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 Council will produce a draft "preferred option" to guide the development of Fleetwood Town Centre. This draft preferred option will be presented at a further public consultation in March 2020.

Following this a final version of the preferred option will be produced, taking account of comments received during the public consultation, and a final report offered to council members for endorsement.

This work will also inform Wyre Council's bid for the Government's Future High Street Fund which it is expected will be made in April 2020.

### Contacts

If you have any queries about the information displayed here or about the process described you can contact Wyre Council;

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## 2.6 Summary of Baseline Issues - Strength and Weaknesses

The picture that emerges from the study of Fleetwood's 'baseline position' is in many ways contradictory. Its population suffers undoubted problems of economic and social deprivation, poor health, and limited opportunities, but set against this it possesses a range of unique assets and opportunities.

Fleetwood's position at the end of the Wyre peninsular is both a major isolation challenge to overcome and also a great location for interpretation of and access to the environments beyond – something which could be the key to its revival.

Fleetwood has witnessed a long period of decline, but many of the attributes that inspired Peter Hesketh to found the town still resonate and a new willingness to turn the town's fortunes is emerging, backed by a new political and funding environment, new opportunities in the environmental and tourist economies and a new town centre partnership structure committed to make things happen.

The SWOT analysis opposite highlights key points from baseline work, including stakeholder and public consultation. The 'big messages' that emerge are:

- Addressing connectivity issues is critical. At a strategic level this includes road and rail links to the south but also improved cycle/walking, links to Eden/Morecambe Bay, digital links and 'thematic' economic links.
- At a local level improving the connectivity between the main poles of activity in the town is key.
- The town centre must broaden its offer, including a better food and drink offer and developing an evening economy.
- Town centre improvements should start around Fleetwood Market with the development of a new Heritage Quarter.
- Fleetwood must unlock its major town centre development site on the former port land south east of the town centre, but must ensure appropriate forms of development and wider public benefits are delivered.

- Fleetwood should actively seek public engagement in future development plans and promote mechanisms to build community capacity and build upon the positive community spirit.
- Fleetwood should build partnerships to promote its future vision and enable development including links to community, government, local authority, transport agencies, business, health organisations and research and education.
- Fleetwood should develop linked strategies for sustainability and the digital economy.
- Fleetwood should actively promote its development vision and, within it, seek opportunities for larger scale investment, including re-examination of the case for a Wyre barrage.
- Finally Fleetwood must recognise that its regeneration will be a longer term project. This means establishing enabling support structures that last the course, can review and renew themselves, and managing expectations over a 10 – 15 year period.

- Positive - environment, sea, estuary, bay, coastline
- Strong convenience goods sector anchored by Asda and the indoor market
- Busy indoor market albeit selling low priced goods mainly to an older client base
- High occupancy rate within the indoor market
- High footfall in and around the indoor market
- The market attracts a significant number of coach trips, bringing visitors from across the North West
- High proportion of independent retailers in the comparison goods sector
- Reasonable number of pubs and bars relative to the size of the town centre
- The town centre is relatively flat and easy to walk around (albeit quite long)
- Reasonable provision of benches and other street furniture
- Free parking in and around the town centre
- The rate of reported crimes is declining
- High supply of available retail units
- House prices are low and there are some attractive Victorian houses along the Esplanade and Mount Road
- Some attractive historic buildings within the 'Commercial Core'
- Good supply of available employment land in quantitative terms
- Marine Hall is a visitor attraction with scope to add its offer

# Strengths

- Peninsula location restricts visitors and the local economy
- Poor economy due to the decline of the deep-sea fishing industry, the former ICI plant and cessation of Stena Ferry
- High proportion of social housing, benefit dependency and crime rates and low life expectancy and household income
- Six of Fleetwood's wards fall within the top 10% of England's most deprived wards
- Just one high street bank is present within the town centre
- Notable lack of cafés / restaurants suitable for families
- Fleetwood has fallen significantly in the national retail rankings over the past few years
- Considerable decline in the health of the town centre since the 2011 Fylde Coast Retail Study
- Low proportion of comparison goods units and floorspace
- Very high proportion of vacant units and floorspace
- Lack of clothing and furniture stores and high proportion of charity shops
- Many of the retail units within the town centre are of poor quality and require refurbishment
- Limited number of major retailers seeking representation within Fleetwood
- Low commercial rents compared with similar sized centres within the sub-region
- Low footfall throughout the town centre generally
- High congestion on 'A' roads leading to and from the town centre
- The nearest train station is 6.5 miles away in Poulton-le-Fylde
- Existing retail units do not meet the needs of modern retailers
- The majority of the housing stock in and around the town centre caters for the lower end of the residential market
- High reliance on public sector jobs within Wyre Borough
- Much of the employment land is located in areas of weak market demand
- Seasonal employment patterns
- Lack of connectivity between the town centre, Affinity Lancashire and the coastline to the north and west

- Opportunity to extend the market to allow more of a food & beverage offer
- Recycling larger vacant units which would greatly reduce the proportion of vacant floor space, and increase footfall
- Reduce the size of the town centre focusing on a smaller retail core, which will reduce the vacancy rate and create areas for redevelopment over time for more viable uses
- Commercial development at Fleetwood Docks and Marina
- Redevelopment of the former port land
- Town centre investment assisting the local population in getting back to work
- Encourage linked trips and increase dwell time in the town centre for visitors to the market
- Manage and improve the existing portfolio of employment sites
- Creation of a new brand and identity
- Improve travel options and road congestion to get more visitors into Fleetwood
- Allow more uses within the town centre including retail, leisure, residential and business
- Potential funding to improve heritage assets
- Replacement signage and the development of a peninsular loop to increase visitor numbers and visitor spend
- Improve the connectivity between the town centre, Affinity
- Create a new anchor in the town centre to attract residents and visitors which could be retail, residential, leisure or business or a mix of some or all of these uses
- Extension of the tram line to other nearby towns in and outside of Wyre Borough
- Develop more visitor accommodation as options in Fleetwood are few and far between at present
- The coastline creates tourism opportunities
- Opportunities to market Fleetwood on clean air and big skies

- Convenience retail sector vulnerable if Asda was to close
- Remaining national multiple operators re-locating to Affinity Lancashire
- Further restructuring in the retail industry leading to more national multiple retailers leaving Fleetwood
- Development at Fleetwood Docks and Marina removing footfall from the town centre (but could also provide a boost if substantial development occurs)
- Further unsympathetic infill development negatively affecting the conservation area
- A new market could deter visitors who like the existing offer in the current indoor market
- Poor weather over the Summer period can have a negative impact on tourism and local businesses
- Potential for fish processing industry to leave Fleetwood, leading to job losses
- Renovations to listed buildings can be long and drawn out due to the requirements for planning
- Applications for funding unsuccessful leading to the town centre stagnating or declining further
- Leaving the EU could hurt the economy both nationally and locally

## Weaknesses

## Opportunities

## Threats



### 3.1 Review of the Strategic Objectives

The fundamental objective behind the development of a town centre framework is to provide the framework within which Fleetwood's economy will grow. This is set out below as the headline objective, using the wording within the regeneration framework brief.

To understand, at a high level, how this overarching objective will be met, six additional underlying objectives have been framed and agreed with the project client team. The success of the regeneration framework can be measured by the ability to meet these objectives.

Section 4.2 of this report identifies the components of the framework – the areas or themes of intervention. Under each of the components, a number of individual projects are described in section 4.3 – ideas for tangible actions to deliver the framework. Each of these references the objectives that it will address.

Over the projected 10 – 15 year time-frame of the regeneration framework other projects and initiatives will emerge. The objectives noted here are a collective benchmark against which to measure their benefits.

***“The overarching objective of the Regeneration Framework study is to assess how Fleetwood 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 improvements in the quality of life of the residents and productivity of businesses..”***

From Wyre BC Town Centre Regeneration Framework Brief

Aligned with this the Regeneration Framework objectives are:

1. Change perceptions of Fleetwood so that the town is regarded as a distinct and attractive place, differentiated from its neighbours and competitors
2. Capitalise on Fleetwood's unique location, urban form and assets
3. Ensure local input and influence over the town's future
4. Create an attractive environment for public and private sector investment
5. Create an ecosystem to support young people
6. Make Fleetwood a healthy, sustainable town

## 3.2 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, some environmental, some infrastructure, some policy, some built form etc. Projects set out later in this document are each suggested as short, medium, or long-term but this will be subject to flux. A high level, conceptual approach the overall framework project is required. This is shown opposite:

### First Phase - Short Term

In the first phase of the regeneration framework, it is important to achieve some 'early wins', i.e. visible improvements that signal intent and begin to change perceptions from a town in decline, to a town that has turned the corner and is moving forward. 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. The regeneration framework proposes that these are focussed on the area around Fleetwood Market / Museum / Albert Square and on interventions along the Lord Street. This ties in with funding applications for works in these areas.

Growing a regeneration around the redevelopment of an historic market with improvements to surrounding public realm and the repurposing of key buildings is a proven strategy that has succeeded elsewhere, for example in Altrincham. All towns are different and Fleetwood must find its own unique response, but the fundamentals of this approach are transferable.

### 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 are focussed on delivering new infrastructure (including transport and digital), and unlocking key sites and other development opportunities. This includes 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 and test the viability of new uses.

### Third Phase - Long Term

The third phase is about being ambitious. This includes ensuring that Fleetwood has best in class infrastructure, that new communities are growing and that the development benefits of the key sites facing the estuary are delivered. Included within this phase (but also with ground work to be laid in earlier phases) is the imperative to "Be Victorian". This means continuing the tradition of doing new and ambitious things established by Peter Hesketh and Decimus Burton and should include pro-actively seeking out new investment of scale i.e. projects that can have 'game changing' positive impact. Fleetwood must value its heritage, but also look to its future.

## First

### 1st - Achievable, fundable, focussed on the high street.

- Change perceptions,
- improve environment,
- introduce experiences,
- improve key assets,
- include things for younger people.

## Next

### 2nd – Stretch ambitions, broaden the area.

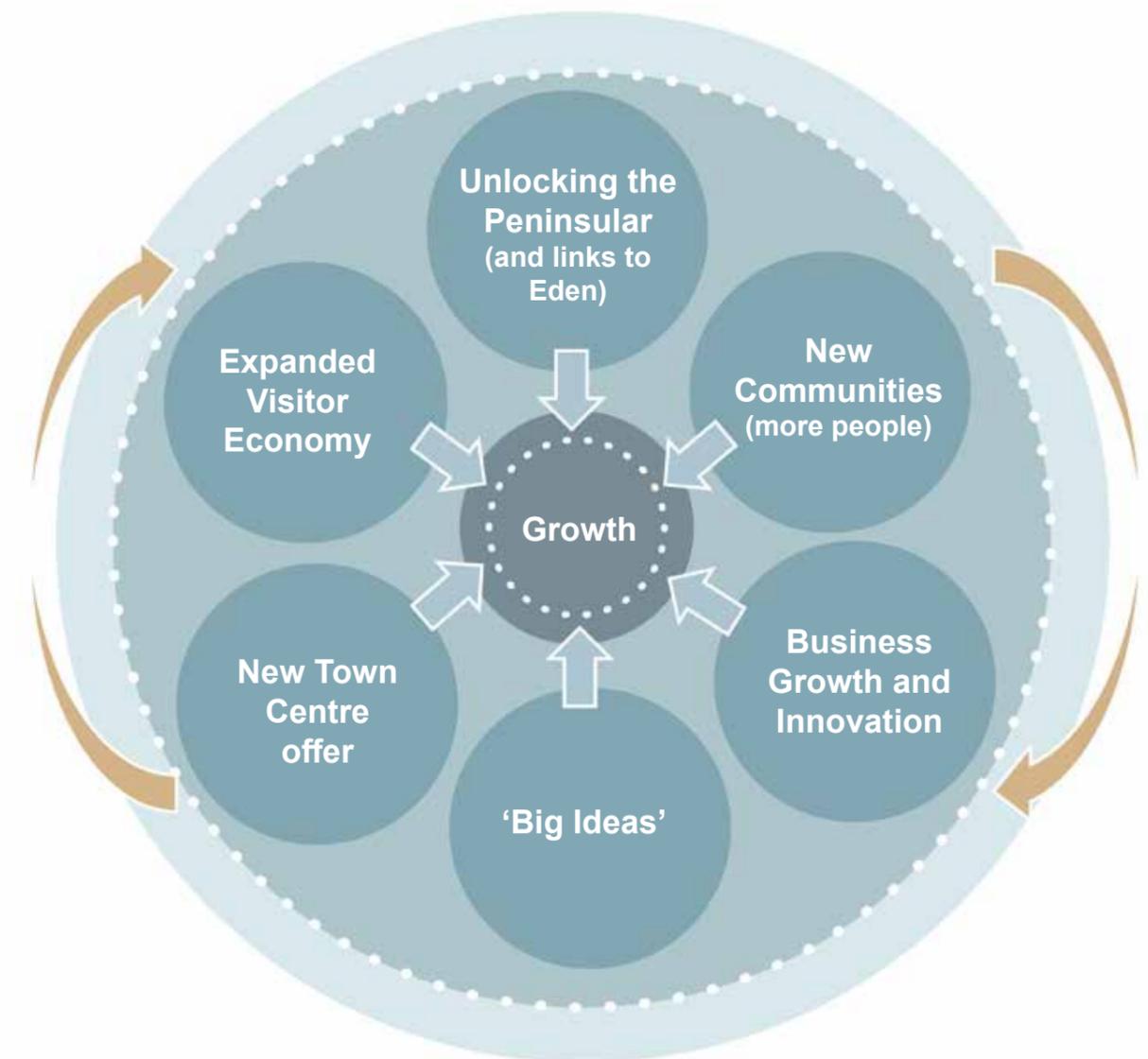
- Expand the geography of success,
- make the connections,
- unlock key sites,
- play with new uses.

## Then

### 3rd – “Go for gold”

- Build new communities,
- secure the best infrastructure,
- unlock the river front,
- “be Victorian” (i.e. build a game changing new attraction).

## Where will growth come from?





## 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 Fleetwood 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 Fleetwood's future.

Eight components are identified through which the requirements of the brief can be collectively identified. They are:



## Project Matrix

This table lists all of the projects considered in section 4.3 together with the framework objectives that each one addresses.

 Strongly aligned with  
 Aligned with

	The High Street		Heritage & Culture				Transport & Linkage			
	HS1: Public Realm Improvements	HS2: Fleetwood Market - Improvements Programme	HC2: Reserve Land To Link Fleetwood Museum To The Estuary	HC3: Development Of Visitor Centre & The Fleetwood Museum	HC4: Arts & Culture Programme	HC4: Transform Fleetwood Seafront	TL1: Eco-Shuttle Service & Transport Links by Bus/DRT	TL2: Town Centre Tram Loop	TL3: Walking And Cycling Improvements Strategy	TL4: Town Centre Parking Strategy
Change the perception of Fleetwood so that the town is a distinctive and attractive place										
Capitalise on Fleetwood's unique location, urban form and assets										
Ensure local input and influence over the town's future										
Create an attractive environment for public and private sector investment										
Create an ecosystem to support young people										
Make Fleetwood a healthy, sustainable town										

Community & Residential				Sustainability & Low Carbon				Health & Well-being				Technology & Digital		Business & Economy			
CR1: Former Fleetwood Hospital Community Hub				SLC1: River Wyre Tidal Barrage				HW1: Digital Health Strategy				TD1: Develop A Smart Place Strategy		BE1: A Business Support Services And Spaces			
CR2: Commercially Focused Development On ABP Land				SLC2: Town Wide Green Space Initiatives				HW2: Cycle / Walking / Fitness Peninsular Loop				TD2: Improve Digital Connectivity		BE2: Improved Town Centre Hotel Offer			
CR3: Improvement Of Residential Housing				SLC3: Electric Vehicle Charging Strategy				HW3: Community Capacity Building & Social Prescribing Activities									
CR4: Developing new homes, including Housing with Care and Support				SLC4: Low Carbon Development Strategy				HW4: Wyre Moving More Priorities									
								HW5: Supporting Our Children and Young People									



## 4.2 The Components

### 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'. This is particularly apt in the case of Fleetwood where the town centre, in policy designation, is strongly focussed along Lord Street.

The challenges faced by Britain's high streets are reviewed in section 2.2 of this report. These included:

- The growth of on-line shopping
- Reducing presence of national multiples
- Impact of edge of / out of town formats
- Impact of business rates
- Changing consumer behaviour

#### Responses

In response to these challenges, and following the advice of The High Street Task Force and others, Fleetwood's High Street should:

- **Find and market its own unique identity – the USPs that make Fleetwood special and distinct**
- **Encourage regeneration from the grass roots up; building local community capacity and supporting local initiatives**
- **Improve its offer – localism should be at the heart of this, including a good quality town centre food and drink offer to encourage people to stay longer and enjoy the town**
- **Create experiences – make a visit to Fleetwood town centre an event**
- **Re-purpose vacant buildings and spaces – including pop up and 'meanwhile' uses as well as town centre residential**
- **Seize opportunities presented by new technologies – but use these to connect people, not remove human contact from transactions and service delivery**
- **Actively manage and programme Fleetwood's town centre spaces and places**

Whilst, as the Town Centre Report notes, every town must find its own unique formula for success, Fleetwood should consider the lessons from successful town centre regeneration elsewhere. Altrincham in Cheshire has developed as a destination food/drink quarter with a strong evening economy all founded on the re-imagining of its historic market offer.

#### Opportunities

Fleetwood has a substantial range of opportunities which it can capitalise upon to change the fortunes of the town centre including:

- Its unique location and surrounding environment
- Its history as a planned town and rich built heritage
- Its position as a potential gateway to Eden North and the wider Morcambe Bay
- Existing visitor attractions including Affinity, Fleetwood Market and Fleetwood Museum
- Potential to position itself as an eco/environmental exemplar

Fleetwood is also rich in community spirit and renewed local energy evidenced by

- The recent foundation of the Fleetwood Town Centre Partnership
- The success of the Healthy Fleetwood initiative
- Fleetwood Trust's work at the former hospital site
- Proposed initiatives to refurbish and improve Fleetwood Market and Fleetwood Museum as key assets in a recognised 'Heritage Quarter'.

#### Alignment with the Framework Objectives

The high street, which runs along Lord Street, and areas immediately surrounding it is in essence Fleetwood Town Centre. This framework study is purposed towards growing the economy of the town centre and through this improving the quality of life of residents. Effecting early and visible improvements to the high street is therefore important to meet framework objectives.

Early signs of success are important to change perceptions including improving the environment along the high street and using this to help define and reinforce the character of the town.

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

#### Watch point – the economic value of public realm

This framework suggests substantial early investment in improved public realm, largely focussed around Fleetwood Market leading up to Albert Square and along sections of Lord Street. 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, footfall and high street spend. i.e. investment to deliver economic benefit.

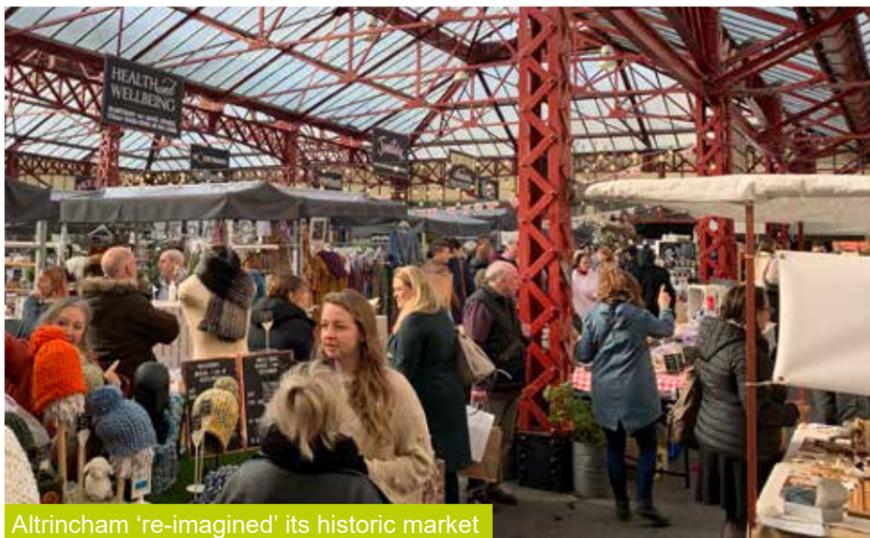
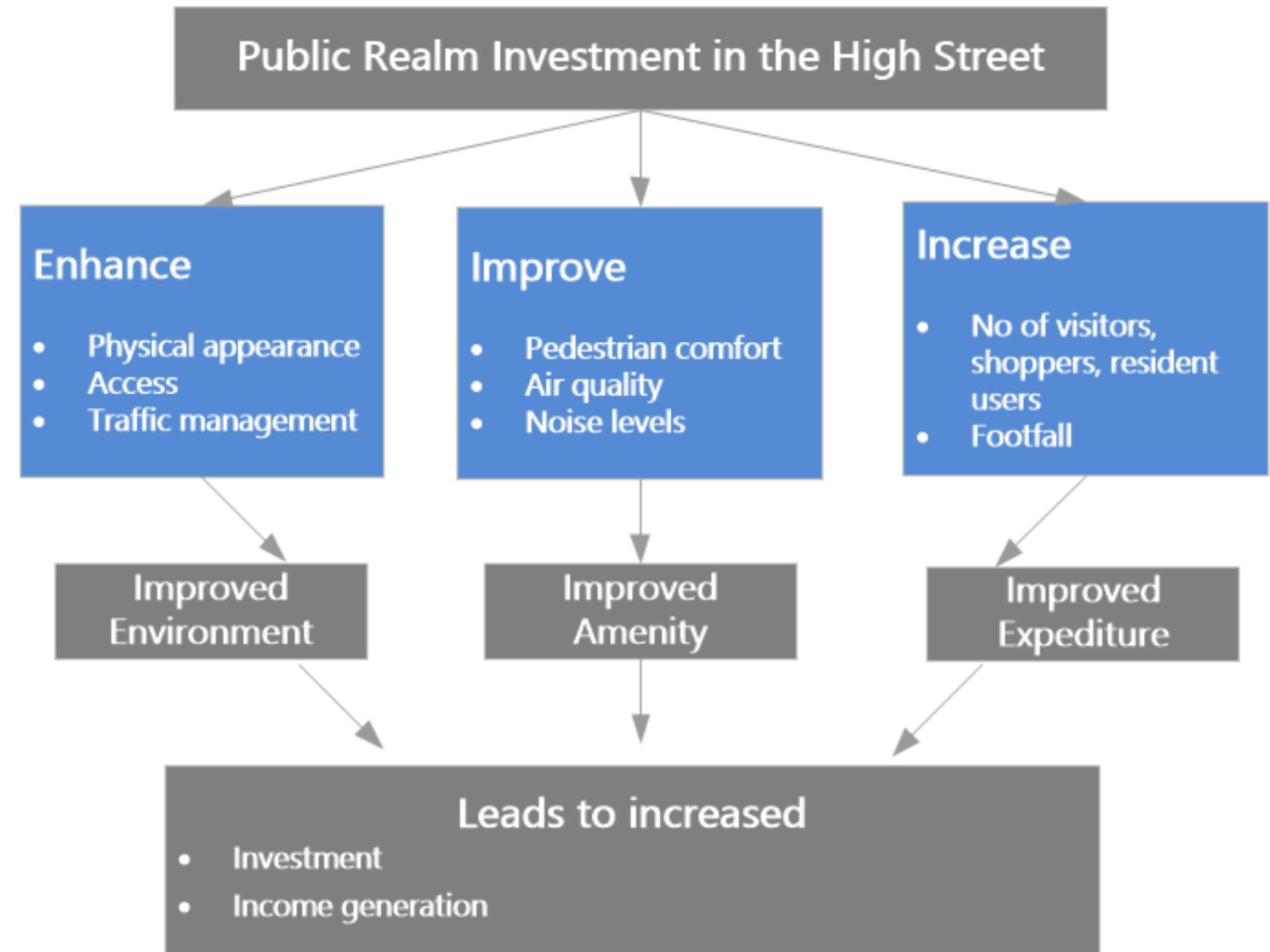
#### Public Realm as a setting for investment and innovation

For Fleetwood to thrive the current perceptions of the town centre and the quality of this environment have to change. Public realm improvement (and as part of this a 're-engineering' of the high street to become a more pedestrian priority space) are integral to this. This approach was taken in the successful revival of Altrincham Town Centre and also areas like Manchester's Northern Quarter where high quality public realm improvements were undertaken ahead of the redevelopment of much of the building stock as a way of changing perceptions of the area as a place to invest.

The critical importance of the public environment and 'placemaking' is also recognised in the concept of 'innovation districts' (raising levels of innovation being one of the challenges in Fleetwood). Innovation Districts are focused around an economic rationale but the key to achieving this is the nature and quality of their environment. Spatial character and a 'sense of place' are critical ingredients. This is strongly emphasised in the work of The Brookings Institution which is a recognised leading world authority in fostering innovation.

**Investment in public realm driving 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.**



Altrincham 're-imagined' its historic market



Market stalls now spill out onto adjacent streets



New public realm in Kidderminster



## 2. Heritage and Culture

### Challenges

Fleetwood has a fascinating history and an impressive set of heritage and cultural assets. The town centre has many attractive, historic buildings, monuments, and parks (many of these listed), as well as the radial layout of the early part of the town itself.

This heritage combines with the town's unique, peninsular location and immediate connection to the natural environment beyond - big skies, wild sea, estuary, bay, and the landscapes of Lancashire and Cumbria "all on the doorstep". The result is a distinctive character that differentiates Fleetwood from other places, however, this is something that it must better define as a foundation to its renaissance. People value the unique, the characterful, the local, and the "experiential", provided that they are authentic. Fleetwood has all of these qualities; however, it must raise its game in identifying, packaging and promoting them.

### Responses

Fleetwood must better tell its own story and include in this a compelling vision of its future role. The parallel work of consultants 'thinkingplace' is instrumental in this.

Proposals to develop Fleetwood Museum are important and there are opportunities to expand these further as intended in this framework report. Development of heritage and culture is also linked to:

- the grassroots initiatives of the community;
- the events staged in the town;
- the design of the public realm (not just the broad sweeps, but also the fine details);
- better celebration of its fine buildings;
- localism in its retail, craft and food offer;
- a new interpretation of Fleetwood's connection to its surrounding, natural environment.

### Opportunities

A newly defined 'Heritage Quarter' is already emerging, centred on Fleetwood Market, Fleetwood Museum and surrounding streets and spaces. This must be supported by improvements in the public realm, including investment in Albert Square – a key public space and the northern gateway into the town centre.

The Heritage Quarter will become a key destination for visitors and, as such, it must be a focus for the development of local food and drink offer, linked to the development of an evening economy.

There is an opportunity to market a coordinated visitor offer for Fleetwood, and potentially wider for the borough. Efforts should be coordinated and branded (without losing individuality) to present a much more compelling and attractive offer that would provide an uplift in visitors for all. Discover Wyre could lead a Visitor Economy strategy and help establish a partnership of local attractions to work with.

The heritage of Fleetwood is intrinsically linked to its position on the River Wyre and the history of activities along it. The framework highlights opportunities to better link the town centre and the estuary, including the potential for new public space connecting to it. This provides further opportunities to interpret both the heritage of the location and the connection to the natural environment.

The potential for Fleetwood to provide a ferry connection to Eden North would, if developed, create a significant new opportunity to become part of the "gateway to Eden, cross-selling to Eden's projected 760,000 annual visitors by:

- becoming a start and end point for 'experiential' visits by sea, with the potential to offer overnight accommodation
- developing a complimentary visitor offer based on the interpretation of heritage, culture and the environment to be positioned as either a stand-alone or part of a combined Fleetwood/Eden visit.



Heritage and environment

Another element of Fleetwood's heritage and culture is the town's strong support for Fleetwood Town Football Club and the club's involvement in a number of community programmes. The club is ambitious for promotion to a higher division and, linked to this, has an appetite to develop its existing ground or consider relocating to another local site, all subject to viability. This project can link to a range of initiatives that can bring benefits to the town (increased visitors, the potential to link to an expanded hotel offer, linked trips to other attractions). The club, its history, and its future ambitions should become a clearer part of the narrative of the town.

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Altrincham Film Club poster sponsored by local record shop



Cromarty's 35 seat cinema opened January 2020 the result of a community led initiative

Fleetwood should also promote and support 'grassroots' cultural initiatives. For example, consultation revealed a strong desire for a cinema in the town, and whilst this may be difficult to deliver commercially there are good precedents of local communities establishing cinema clubs and hosting 'pop up' cinema nights in community spaces.

### Watch point

The 'Fleetwood peninsular' and in particular the urban area around the town centre is tightly developed. With the exception of the vacant former port/dock areas, there is little significant developable land. The town should, therefore, establish its requirements for these significant land parcels, backed by appropriate policy, to safeguard locations for and promote the delivery of 'strategic developments'. These might include elements such as an expanded heritage/cultural offer, Eden ferry departure point and complimentary hotel/leisure facilities.

### Alignment with the Regeneration Framework Objectives

Celebration of Fleetwood's heritage and culture is fundamental to its objective to be defined as a distinct, differentiated and attractive town. A key objective is to better capitalise on the town's assets, many of which are its historic buildings and spaces, as well as its historic planned form.

A place that has a sense of its own identity and pride in its heritage and culture is also a place that is more likely to engage in plans for its future.



Eden North - image from edenproject.com



Fleetwood Town FC's Highbury Stadium



### 3. Transport and Linkage

#### Challenges

As noted in section 2.4 of this report, Fleetwood suffers from issues of poor connectivity at two different levels of scale:

**1. At the strategic level**, its peninsular location has an isolating effect, divorcing the town from any connecting communities on 3 out of 4 sides and, in essence, positioning it at the end of a cul de sac connected to the south by one major road (A585). The Local Plan notes that this limited highway capacity is a limit factor to growth and it is therefore vitally important that this poor level of connection be addressed at every possible opportunity.

Fleetwood has a good tram connection south to Blackpool, routed along the coastal fringe, but this does not link directly to the rail network or to Wyre Council's administrative centre at Poulton le Fylde. As an example of the 'missed opportunity', discussions with facility managers during stakeholder consultation suggest that more could be made of assets such as the Marine Hall if Fleetwood could claim a link to the rail network.

**2. At the town scale**, Fleetwood boasts a good range of visitor and economic assets including; Fleetwood Market, Affinity, Marine Hall, Fleetwood Museum, a tourist coastline, an estuary, a golf course, a marina, Fleetwood Town FC, etc. however they are not well connected to each other even when closely located. In particular, the town centre does not naturally connect with the coastline or the estuary – Fleetwood's locational USPs. Neither do the town's two main visitor trip generators connect - Affinity and Fleetwood Market being beyond reasonable walking distance of each other and poorly linked by public transport or visitor coach services which tend to visit one or the other, but not both.

The radial geometry which forms the historic core of the town, linked to a later gridiron of streets to the SW creates long, straight routes and vistas but it is a paradox that none connect directly across the peninsular linking estuary to the coast. Standing in the town centre there is little or no sense that one is within "touching distance" of The River Wyre, The Irish Sea and Morecambe Bay - all from one location.

#### Responses

Improving both strategic and local connectivity must be priorities for the regeneration framework.

Fleetwood must continue to make the case for improvements to its strategic transport connections. The town must better connect to its sub-regional and regional hinterland providing better access to population centres, social and economic assets and education, research and employment opportunities. Importantly Fleetwood must address the notion that its growth is constrained by highway capacity as this is a deterrent to investment.

An improved strategic connection is fundamental to achieving the scale of investment and economic growth that will drive regeneration and change the fortunes of the town. A better offer for business location, better access for more visitors and the positioning of Fleetwood as an attractive place to choose to live are all tied to improved locational access. Establishing a sense that Fleetwood is easily accessible is also important to its ability to capitalise on nearby strategic investment, principally Eden North at Morecambe to which Fleetwood should be seen as a gateway.



#### Opportunities

There is a range of opportunities through which Fleetwood can improve its connectivity. Capitalising on these opportunities is important, but of equal importance is changing the narrative. Fleetwood must challenge notions that it is isolated and position itself as a well-connected, easily accessible location, making it a destination of choice for visitors, businesses and new residents.

Establishing Fleetwood as a well-connected town is not limited to improved physical links to the south, but must also include links out to Morecambe Bay, better connection to strategic recreational networks and also the importance of excellent digital connectivity.

Finally, Fleetwood must develop and market "thematic connections" – important non-physical links that strengthen the sense of Fleetwood as a connected place. For example:

- links to economic clusters, including the Northern Powerhouse (Hillhouse EZ provides an opportunity for this) and possibly the Lancashire Energy Coast;
- links to key partner organisations (opportunities to strengthen the connection to Lancaster University – highlighted elsewhere in this report);
- links to the Lancashire food network – Lancashire Producers, food and drink festivals, and restaurant networks.

#### Alignment with the Framework Objectives

Improved strategic connectivity is central to the delivery of all framework objectives. Without it, the full potential of the regeneration framework will not be achieved.

Improved local connectivity 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.



## 4. Community & Residential

### Challenges

The community context in Fleetwood can be characterised by the challenging social problems and health metrics evident in the summary description of the town in section 2.1 of this report. This presents a picture of a slowly declining population; below average levels of good health, employment, and earnings; and lack of opportunity for young people. Some of the wards closest to the town centre bare the worst of these effects and rank highly in indices of multiple deprivation.

Housing stock surrounding the town centre is also limited in its mix of types, with a large percentage of small, two bed Victorian terraces built off the back of pavement. This though is not the full picture. Fleetwood has a strong sense of local identity and local pride. This is reflected, for example, in average attendance at Fleetwood Town FC which, as a percentage of the population (12.8% in 2022) represents the highest ranking in League one. Similarly, there are shining examples of the success of local-level initiatives: the Healthier Fleetwood programme received national recognition in November 2019 when the Healthier Fleetwood Neighbourhood / Fleetwood Primary Care Network was awarded Best in the UK at the General Practice Awards; and Fleetwood Trust has commenced its Regeneration to reopen the former Fleetwood Hospital as a hub for support and community-based services, after a substantial refurbishment programme.

The NHS currently deliver outpatient services from part of the hospital, a food distribution hub is now operational, Blackpool Volunteer Centre are providing support services and in 2022 Regenda Homes will commence its 10 year lease to deliver housing support services and establish a community training company to work alongside the Youth Hub which will launch in September 2022.

The 'Love Fleetwood' initiative set up in September 2019 led by the Headteacher of Flakefleet Primary School who guided the school choir into the final of Britain's Got Talent earlier that year @love\_fleetwood. There is clearly a lot to build on at a local level, and when the town puts on a show people turn up: the annual 'Tram Sunday Festival' attracts crowds of over 70,000.

### Responses

For its town centre to thrive Fleetwood must harness its local spirit, build community capacity and create new opportunities for 'grassroots' interventions as well as clear channels for local influence on other projects.

It must promote 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 opportunities for more family housing, a senior living offer to attract 'the grey pound', and examples of more aspirational products.

### Opportunities

In the short-term, Fleetwood must capitalise on planned early investment for The Market and surrounding Heritage Quarter together with the improvements in its public realm and key building interventions. This programme of works and the opening of the refurbished former hospital will signal a change of direction for the town's fortunes and this must be used to change perceptions of the town, establishing a sense of optimism in its future which is a springboard for community involvement.

Direct intervention in key buildings along the high street to bring these back into use is an opportunity to explore new uses on the high street to fill the gaps left by reducing retail, and introduce new forms of town centre living on upper floors above. These will be 'pathfinder' projects that will need multi-partnership support.

The framework suggested improvements to connectivity and the changes to the town centre tram network (looping along Dock Street) will improve access to the mixed-use strip between Lord Street and Dock Street. Together with improvements in the Fleetwood residential market anticipated as other framework proposals are rolled out, this zone will become more attractive to market-led development, including potential for residential, probably an apartment format.



The Cod Army - Credit Fleetwood Town FC



Flakefleet Primary School in the final of Britains Got Talent



Crowds at Tram Sunday

These residential opportunities should be actively promoted to specialist private developers and partnerships with housing associations.

A comprehensive redevelopment of the ABP port site south of the town centre, potentially residential-led, but to include a mix of uses, is a significant opportunity to grow the 'town centre' population and diversify its residential offer. Fleetwood should establish the benefits (including potential community benefits) that it wants to see delivered on this land through the production of a Site Development Brief.

#### Alignment with the Framework Objectives

The production of this framework is ultimately about improving the lives and opportunities of the people of Fleetwood. 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

Apartments above retail – Cross Street, Sale IBI Group



Co living – a concept for living, working and socialising in one mixed use building. Common spaces facilitate social interaction and encourage meeting and mixing. 'Hipster renting'.



Specialist urban neighbourhood developments – existing streets and neighbourhoods reconfigured and managed for contemporary living.



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.





## 5. Sustainability and Low Carbon

### Challenges

2019 saw a recognisable shift in the climate change debate with the issue being brought much more to the fore and an increasing number of organisations and authorities declaring plans for action. Meaningful response to global climate change is no longer an optional extra for any plan for future development.

### Responses

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

***“support and work with all other relevant agencies towards making the entire Wyre area zero carbon by 2050”.***

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 and including young people in the process. Specific considerations to include:

- Renewable energy generation and storage
- Electric vehicle infrastructure
- Encouraging alternatives to private car use
- Building efficiency, including housing
- Proactively using local planning powers to accelerate the delivery of net zero carbon new development
- Green skills ensuring we have the skilled workforce to achieve the government's net zero and wider environmental ambitions

### Opportunities

Wyre's targets for response to climate change are ambitious but, as a town, Fleetwood is well placed to make a major contribution in meeting them. Fleetwood has the potential to build a tidal barrage across the Wyre estuary (see section 2.2 of this report): an ambitious project that comes with a number of issues and challenges, but feasible none the less. If developed this one project would see Fleetwood become an exemplar zero carbon town in one hit.

Another opportunity for Fleetwood is its close proximity to, and developing partnership with Lancaster University and in particular the university's specialism in hydrogen fuel research at its Hydrogen Hub. Hydrogen is a zero emission fuel if produced using electricity from renewables and so there is an obvious link to a potential tidal barrage, bringing opportunities for associated Research & Design investment to locate in Fleetwood or at Hillhouse Enterprise Zone (EZ).



Barrage proposal by Natural Energy Wyre

The screenshot shows the Lancaster University Hydrogen Hub website. At the top, there are logos for Energy Lancaster and Lancaster University, along with a search bar. Below the logos is a navigation menu with links for Research, Education, Work with Us, and About Us. The main header features a large image of a landscape with the text 'Lancaster Hydrogen Hub'. Below this, the text reads: 'We have formed the partnership behind the hub with the aim of creating the seed of a functioning and growing Hydrogen (H2) economy across the city region.' It then lists the partners: 'The Hub, coordinated via Energy Lancaster at Lancaster University, brings together: local and global energy and technology firms; local transport companies and heat consumers; clean-air, planning, regeneration and low-carbon stakeholders (including Councils and LEPS); scientists, economists and engineers.' It also mentions a BEIS grant for a project with EDF Energy R&D UK, 'Hydrogen to Heysham'. The main aims are listed as: 'Build and grow local H2 production, storage, and transport facilities; Decarbonise local industry & transport and heating of building estates; Demonstrate a scalable H2 economy rolled out via incremental infrastructure investments.' The text concludes by stating that the surrounding district offers opportunities for hydrogen-based transport on rail, road, and in the port, and hydrogen supported heating in estates like the University campus, the new Eden Project North, and the Bairrig Garden Village. At the bottom, there is a map showing the location of the Hydrogen Hub in Lancaster, with various infrastructure and energy assets marked, including the Heysham Nuclear Power Station, Heysham Port, Eden Project North, Lancaster University, and the Forest of Bowland ACPH.

Lancaster University Hydrogen Hub web site

Hydrogen is particularly as a 'green' fuel for public transport, where demands for constant use and quick refuelling pose problems for electric vehicles. Many bus operators are already moving to, or actively assessing, hydrogen fleets. This framework highlights opportunities for Fleetwood to run hydrogen fuelled transport as a shuttle service connecting Affinity to the Heritage Quarter and a shuttle ferry service to Eden North. Both would create further research opportunities as case studies in sustainable transport and could be highlighted within the wider branding of Fleetwood as an exemplar sustainable eco town.

Other opportunities that move Fleetwood towards becoming a sustainable town include:

- The provision of electric vehicle charging infrastructure, coordinated with public realm improvements within the town centre;
- Exploring ways to better manage town wide utilities infrastructure through the development of a 'smart' strategy (discussed under 'Technology and Digital');
- Improving Fleetwood's walking and cycling infrastructure including better connection to the wider area strategic networks – important as part of a strategy to better connect the town. Improvements should consider routes, signage/wayfinding, safety, real time information, rental, storage/changing/repair etc.



Locally grown

Sustainability encompasses more than just energy and transport and should include consideration of health, environment, community and the economy – all discussed in this report. In relation to Fleetwood there is a specific opportunity to enhance the town's sustainability credentials, as well as its distinctiveness, by making its retail, food and drink offer 'local' (an if ideally organic). Produce and services should, where possible, be sourced from or linked to Fleetwood's hinterland – the surrounding towns, countryside and sea. This keeps transport impacts low and builds marketable offer that visitors will seek out, and pay for Fleetwood "terroir" a French term meaning that wine and food express a sense of place.

**Watch point**

The delivery of a tidal barrage project, or engagement with hydrogen projects are far from certain and therefore Fleetwood, and Wyre, must actively consider through what strategy and wider range of measures it will meet its climate challenge targets.



**Alignment with the Framework Objectives**

Sustainability is directly aligned with objectives for health and well-being, economic development, improved transport and connectivity, improving the environment, and engagement with the community.



Electric charging with sustainably generated electricity



## 6. Health and Well-Being

### Challenges

Fleetwood's poor rating in measures of health and wellbeing is well documented and noted in earlier sections of this report. At the same time the link between well designed environments and wellness is now much better researched and understood and measures to improve health outcomes through spatial planning are now embedded in Central Government thinking, the NHS's priorities and local planning policies.

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**

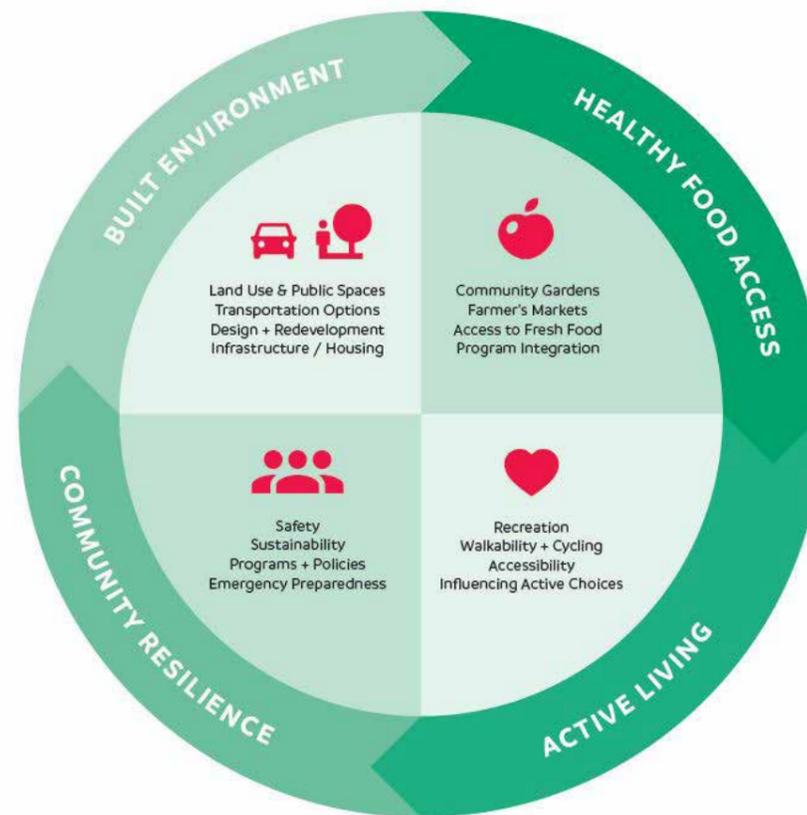
The drive to make places SASSI is linked to the recognition that the management of good health is moving from treatment of illness to prevention, partly because this is a good idea but also because without it our healthcare system is at risk of becoming unsustainable. This, together with Fleetwood's poor health starting point, provides the imperative to identify and implement progressive and innovative ideas that will not only impact individual wellbeing, but help evolve Fleetwood as a Healthy Community.

Success will be characterised by:

- Healthier and more flexible homes that support their occupants continuously through their lives;
- 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

### Healthy People

The principal focus of Healthy Communities is 'Health 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.



### Healthy People in Healthy Fleetwood will be:

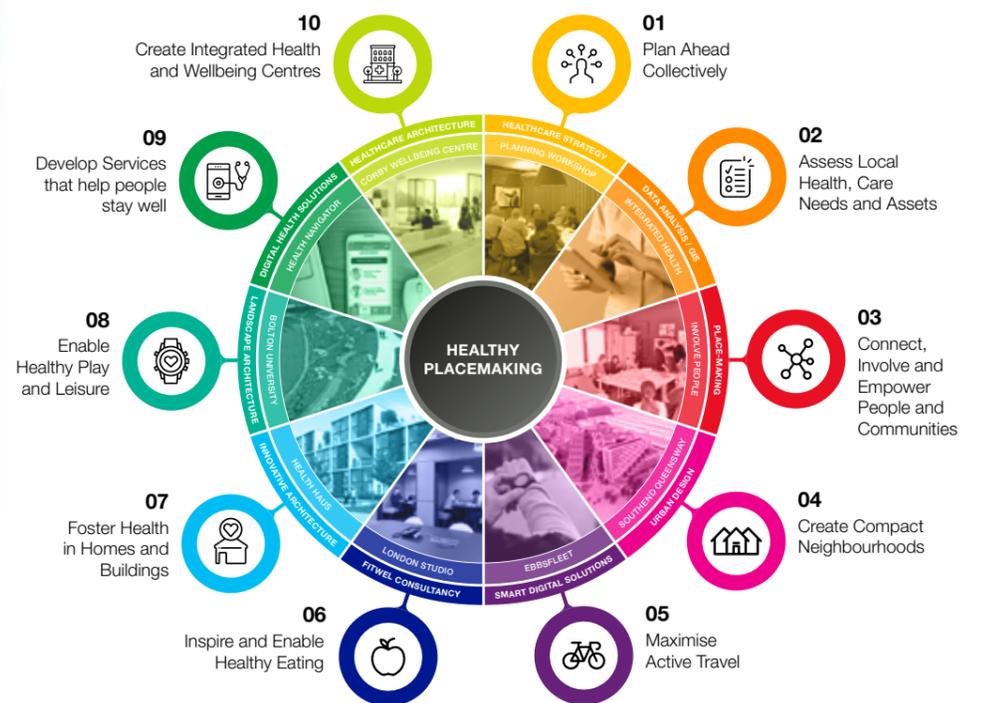
**Active** in mind, body and spirit, encouraging physical and mental exercise - not just at a designated time or place but throughout our everyday routines. This includes active travel – walking and cycling but also sport and recreational activity such as gardening. Mental stimulus is also important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

**Sustained** through the air, food, water and light 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.

### 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.



## Responses

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 template for development of Fleetwood as a healthy town and a useful 'standard measure' to benchmark against.

The principles of healthy placemaking provide a set of tactics to promote health and wellbeing but perhaps the most effective response that Fleetwood can make to address its health issues is that of growing its economy and with that, the opportunities and wealth of its population. September 2019 the BBC ran a news story about Fleetwood entitled 'Can you turn around the health of an entire town?' This highlighted the point that "There's a powerful link between unemployment, poverty and a lack of opportunity and poor health." Numerous studies find this link including one published by UCL in January 2020 which concludes that "The wealthiest men and women can expect to live an additional eight to nine years free from disability compared to people in the poorest groups". A link that is reflected in Fleetwood's life expectancy statistics.

This highlights the importance of this framework's overarching objective:

***" to assess how Fleetwood Town Centre can sustain and grow itself and how best to support the delivery of economic growth and prosperity in the town"***

## Opportunities

Despite its poor health metrics Fleetwood has much to offer including its coastal setting (the health benefits of which were part of the town's founding rationale); access to surrounding environment; and, most significantly, the success of Healthier Fleetwood "a resident-led partnership approach to improving the health and well being" . This is a relatively new initiative but with good early signs of success: the BBC's report on Fleetwood noted that since the creation of the Healthier Fleetwood initiative

***"there has been a significant reduction in the number of Fleetwood residents .... turning up at Blackpool's A&E, down by 11.5% in a year.***

***and there's been a reduction of 9.4% in the number being admitted to hospital in an emergency."***

The programme is also an exemplar in community capacity building and the fostering of local, grass roots up, initiatives - things that Fleetwood will need to capitalise on if it is to deliver the objectives of this Town Centre Regeneration Framework.

## Alignment with the Framework Objectives

Fundamental alignment with the overarching objective to grow the town centre and support the delivery of economic growth and prosperity in the town as noted above. This works in both directions: a more prosperous town is likely to be a healthier town, but also a healthy town is more able to provide a healthy workforce and healthy environment to support investment.

Improving the health of Fleetwood is also linked to objectives for sustainability, support for young people, creation of an improved environment and the inclusion of local people in decision making.



## 7. Technology and Digital

### Challenges

The brief for the Fleetwood Town Centre Regeneration Framework includes consideration of the 'digital agenda' and what this means in terms of opportunities to create a sustainable town centre for the future that better serves the people of Fleetwood.

Digital technology, usually linked in some way to the internet, is having a profound and increasing impact across many areas of life. For town centres the results are mixed - positive impacts such as the ability to better manage traffic, parking or utilities but also very noticeable negative impacts: as retail functions and the delivery of services such as banking, insurance, travel agency and post office counter transactions move on line 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.

This section looks at the positives: the opportunities for digital technology to contribute to Fleetwood Town Centre's revival, the areas that the town must focus on to achieve the benefits of technology, and some of the specific tech projects that could be delivered.

The health and success of the town centre is intrinsically linked to that of the wider town and the location or 'geography' of many digital initiatives will be town-wide rather than just focused on the town centre. The benefits of a healthy, successful town flow to the town centre and vice versa.

### 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.**

### Responses

A Smart Place strategy should address objectives that are considered from the perspectives of both the citizens of Fleetwood and the local authority.

#### Smart Place - Citizens' perspective

- Prosperity: I have access to good education, I am able to acquire the skills I need. I can find work easily and the local businesses will help my children have a great future ahead of them.
- Well-being: I can plan my care with people who work together and understand my needs. I have better access to the information about preventative care.
- Mobility: I have access to reliable public transport to get around the borough. Public transport is an affordable alternative to the car. I have access to the right info at the right time and in the right place to make informed decisions about my travel.
- Equality: I am valued and I am given an equal opportunity in my borough. I get the right support to reach my potential.
- Place: Our air is clean and it is attractive to walk and cycle. The houses are affordable. My local community and streets are alive.
- Liveable Communities: I feel safe. In times of civil emergencies, I can do the things I normally do. My children and vulnerable families and friends are safe.

#### Smart Place - Local authority perspective

- Investment: We have strategic clarity towards nurturing and managing an innovation ecosystem in which citizens, Small Medium Enterprise and social entrepreneurs are able to co-create economic opportunity and city solutions.
- Information: We work as one interconnected organisation, with common terminology and reference model, to open up the city's data to drive innovation. We have detailed information about our citizen and our borough to be more predictive, proactive and preventative.
- Investment: We invest in technology based on specific outcomes and service levels, and to provide good situational awareness. We work towards connectivity to and use technology for the integration between people, places and things to create new value.
- Service Delivery: We have an integrated approach to the commissioning of services, and budget alignment mechanisms to enable effective provision of valued services. We have agile city systems that provide business intelligence at the right time, place and format for improved decision-making.
- Active Engagement: We seek alignment among stakeholders to establish an agreed and shared common terminology and reference model. We are open and collaborative to ensure that transformation is outcome focused/evidence based, and done with citizens and businesses, not to them.
- Efficient resource: We have joined up city thinking to achieve resource optimisation and cost reduction through improved collaboration and improved work efficiency. Our procurement decisions are based on long-term value for money and focus on short-term, on-demand purchasing rather than long-term inflexible contracts .

## Opportunities

### Town centre benefits

The areas that Fleetwood must focus on where digital tech initiatives can directly benefit the town centre include:

- **Controlling:** for example energy use, lighting, Electric Vehicle (EV) charging etc.
- **Monitoring:** environmental parameters such as air quality or public health parameters such as activity levels and building temperature and humidity.
- **Linking:** for example linking local businesses to customers via a Fleetwood Town 'one stop' shopping portal.
- **Advising:** flagging up "what's on" with interactive links; local information on weather and the environment; live parking space availability; real time public transport availability; etc. all via a bespoke Fleetwood app.
- **Connecting:** infrastructure for strategic digital connectivity to create an environment that supports both easy individual connection (including to "the internet of things") and to support investment from high value businesses and research organisations.
- **Differentiation:** technology can help Fleetwood to position itself as an exemplar sustainable eco-town.



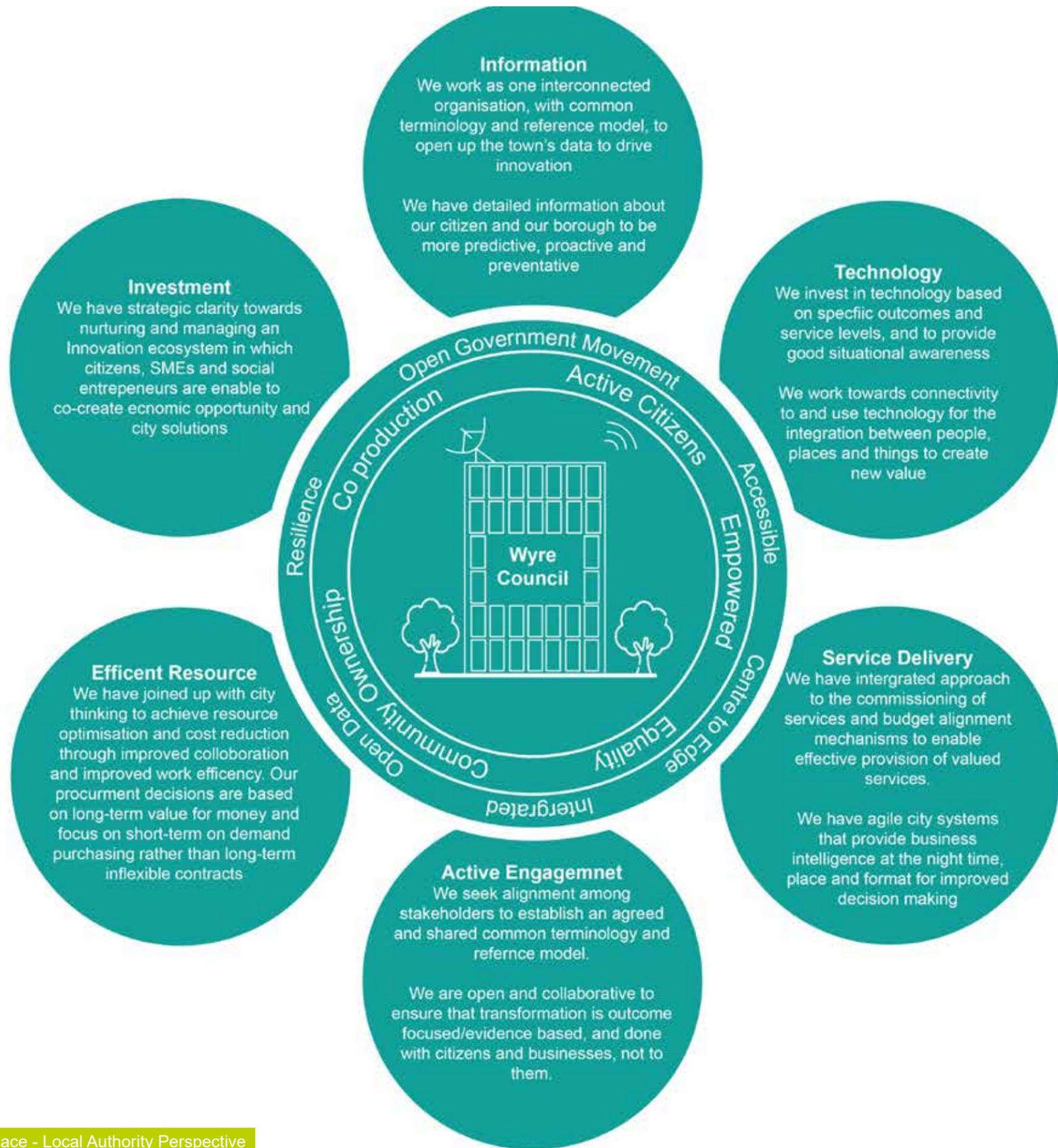
**Watch point**

It is important that in considering its digital future Fleetwood does not use technology in a way that diminishes human interaction and thus inadvertently increasing social isolation. Some applications of technology are promoted as means to save cost by removing the “human element”, particularly in the delivery of social care and health services. **Fleetwood should become a model for how technology can be used to connect people and add to the quality of service provision.**

**Alignment with the Regeneration Framework Objectives**

Digital technology will impact on all objectives of the framework and this overlap is noted in the review of each framework component.

In particular digital tech, the availability of small, low cost battery operated sensors and networks that allow easy, low cost connection can have positive benefits for health and well being, sustainability/environment, building community capacity and economic growth.





## 8. Business and Economy

All of the opportunities and initiatives discussed under the previous framework component headings are collectively purposed to promote growth in Fleetwood's economy either directly, or indirectly by being part of an eco-system that underpins and supports growth.

This section will consider opportunities for direct interventions and how these, together with other indirect initiatives, can together strengthen the economy and position Fleetwood as a place for business investment.

Review of previous framework components has considered how Fleetwood can leverage its community capacity, unique location, and considerable assets and opportunities to regenerate and become:

- Distinct
- Connected
- A quality town centre experience
- Healthy
- A residential location of choice
- Linked to research and higher education
- A sustainable eco-tech exemplar

A regenerated Fleetwood can, therefore, offer (most of) the key elements that constitute an "Innovation District". This is worth exploring further to see how "Innovation District Thinking" can be used as a "wrapper" to promote the town as an attractive business location. i.e. a promotional vehicle to showcase the business benefits inherent in the combined offer of environment, lifestyle, transport and digital infrastructure, business support and innovation.

### Responses

#### Environments for Business Innovation

Innovation Districts are a recent trend in urban development aimed at stimulating economic growth by creating a nurturing environment for collaboration and knowledge sharing. They cluster research facilities in working areas that are also liveable, walkable, bikeable and have good transport links. Innovation Districts are focused around an economic rationale but the key to achieving this is the nature and quality of their environment. Spatial character and a 'sense of place' are critical ingredients.

**Innovation Districts are a mix of economic, networking and physical assets which combine to produce an 'innovation ecosystem' where collaboration and interaction produce new ideas leading to economic growth.**

It is implicit that these assets need to combine within an attractive, environment that appeals to the growing educated and mobile workforce. The attraction and retention of educated, skilled people is key to the success of innovation districts and in this respect, they must encourage people to 'live, work and play' within them. The importance of 'third spaces' must be emphasised within this mix; places where people can meet in a social or non-traditional working environment. Places where the synergies of specialist clustering can be realised informally; places where innovation can happen.

This framework discusses how a regenerated Fleetwood will offer many of the things that support innovation. This can happen both within the town itself and also within neighbouring employment areas such as Hillhouse Enterprise Zone. A regenerated Fleetwood can support the case for business location at Hillhouse, and clustering of new, high-value businesses at Hillhouse can support the development of businesses within the wider town as part of a mutually beneficial ecosystem.

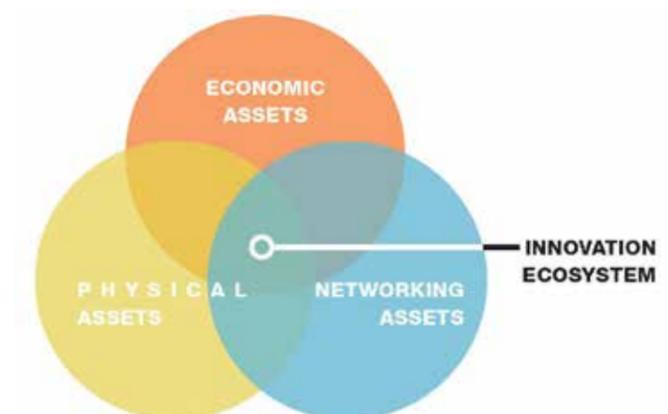
### Opportunities

#### Key opportunities include

- capitalising upon improvements in transport, environment, digital connectivity, etc. as discussed above and 'wrapping' these into a new business location narrative;
- working with Hillhouse Enterprise Zone (EZ) to find and market the synergies between town and EZ.
- development of a number of key assets within and linked to the town centre that adds to the business support eco-system.
- potential "big ideas": development proposals that are unique to Fleetwood and, if progressed, would have a significant "game-changing" impact. These include development of key opportunity sites (ABP land for example), a barrage across the Wyre Estuary (discussed elsewhere in this report), a major new ticketed visitor attraction (linked to active leisure?), a new train/tram station (funding for an initial study into this has recently approved at the time of writing).

#### Alignment with the Framework Objectives

As noted above all parts of the framework are ultimately purposed to growing the economy but elements that are critical to the success of these are improved transport and linkage; an improved town centre environment/offer; and a linked approach between technology, sustainability and wellbeing.







## 1. The High Street - Environment and Public Realm

### Project No.1: Public Realm Improvements a) Albert Square/ Adelaide Street / Victoria Street

#### What

A High-quality public realm intervention to define a town square at the intersection of Lord Street, Albert Street and Adelaide Street. Alongside, 'good' quality public realm intervention to Adelaide Street and to Victoria Street particularly focussing on the area outside and to the east of the market. The work on Albert Square will be an important part of defining a new "heritage quarter" also encompassing Fleetwood Market and Museum. Works will include new surface treatments and the blurring of the designation between footpath and highway, encouraging greater pedestrian use of the space and a slowing of vehicle speeds.

Along Adelaide Street, the carriageway should be narrowed particularly which could become 'one way' with traffic prohibited at certain times to allow programmed events. Businesses along Adelaide Street to be encouraged to 'occupy' space outside their properties (potential for permanent canopies) with a further opportunity for expansion of the market into the street. Works to Victoria Street to lead into a new entrance to the west side of Fleetwood Museum on Custom House Lane and into a reconfigured outdoor market area.

There are opportunities for street furniture, incorporating bespoke detailing, to highlight and celebrate elements of the area's character and heritage. The intention is to slow traffic speed through the space in favour of a more pedestrian friendly environment but vehicles, including the tram, will still flow through. The section south of Lord Street could be closed to traffic on occasion to allow the space to be used for public gatherings and events.

#### Why

Albert Square is the best piece of public realm in the town centre and one of the two principals 'gateways' to the high street. However, it can be significantly improved as a functioning space providing opportunity for businesses to occupy more of the area outside their frontage. This allows easier pedestrian flow between them and encouraging longer 'dwell time' in the surrounding businesses. This will encourage a number of vacant or underused properties fronting onto Albert Square back into use, including key historic buildings such as 35 Adelaide Street (former HSBC Bank). It will also provide Fleetwood with a usable 'town square' providing more opportunity for the programming of events within the heritage quarter.

Fleetwood's regeneration begins with works to and around the market. This trades very successfully but only on four days per week. Investment in the market, improvement of the offer and an increase in trading hours will be a catalyst for greater activity that can spill out to surrounding shops and spaces. Improvements and minor reconfiguration of the two streets will encourage and enable this process.



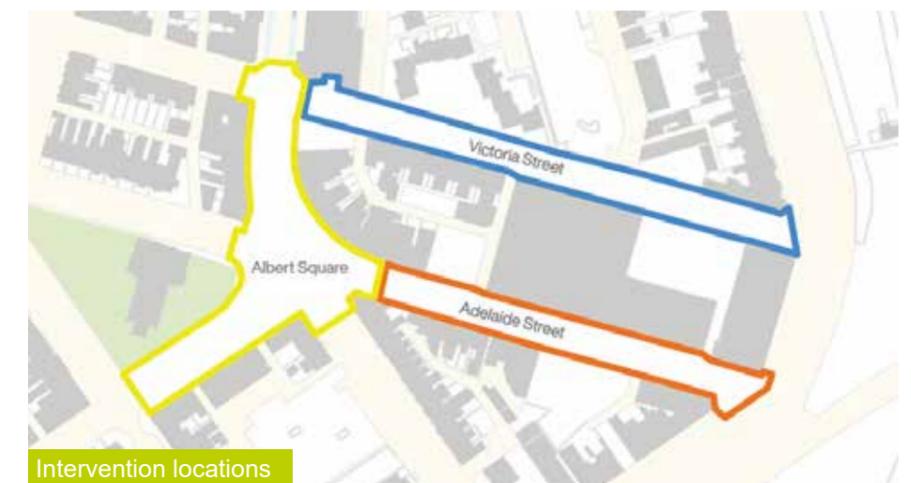
Street trees - naturalistic under planting

#### Overlap and synergies with other framework initiatives

Improving the space around Albert Square is part of an initiative to improve the town centre environment more widely and hence its appeal to visitors. This includes improving public realm, 'greening' of the town centre, the promotion of new high street uses, lighting, wayfinding etc.

Public realm improvements to Victoria Street and Adelaide Street are integral to the creation of a more attractive environment and offer around Fleetwood Market as part of a newly designated 'Heritage Quarter'.

These substantial projects allows for the placement of enabling infrastructure for initiatives such as electric vehicle charging, digital technology and more sustainable forms of drainage for example.



Intervention locations

## How and Who

Detailed design work will require consultation with, amongst others, officers from Wyre Council, local transport organisations, local businesses and residents, utilities companies and disability access groups. Project lead and commissioning - Wyre Council. Support from Lancashire County Council as transport authority.

These projects are partly funded by the Heritage Action Zone (HAZ).

## Timescale

Target design and delivery in the 'short term'. This project is an important 'statement of intent' for the regeneration of the town centre. It is a key part of the development of a Heritage Quarter and can deliver immediate benefits - new events square, visitor destination, improved trade.



Illustration of Albert Square

## Precedent

**Exchange Place in Kidderminster** is a new public square formed at the intersection of three busy town centre routes. It is designed around the theme of the 'Penny Black' postage stamp using black granite and the relative dimensions of the stamp to celebrate Rowand Hill, who founded the modern postal system and so reveal some of Kidderminster's hidden heritage.

The square has been transformed from a space formerly dominated by traffic to a pedestrian priority area where vehicles, including buses, still enter but do so cautiously. Outdoor seating for 'The Swan' public house now spills into the space.



Exchange Place - Kidderminster

**Frodsham Street, Chester** - public realm improvement including removal of carriageway designation and a move to a 'pedestrian priority' environment at Frodsham Street turned a very secondary trading street into a much more vibrant public environment with consequent improvement in economic activity.



Frodsham Street - "before"



Adelaide Street looking east



Frodsham Street - "After"



## 1. The High Street - Environment and Public Realm

### Project No. 1: Public Realm Improvements b) Lord Street / London Street Intersection

#### What

'Good' quality public realm intervention to the important intersection of London Street at the mid-point of Lord Street. Works will include new surface treatments and design features to encourage a reduction in traffic speed and (in conjunction with similar treatments at other key points on the high street) a general improvement in the high street environment for pedestrians. Evidence suggests that making retail streets easier to cross from side to side improves trading opportunities.

#### Why

This is the mid-point of the high street and adjacent to a tram stop and the 'Store 21' site. Work here is a statement of intent in the refurbishment of the town centre. Whilst the north side of London Street is predominantly residential the south side is very mixed including two popular public houses. This suggests an opportunity to further develop an evening economy offer.

#### Overlap and synergies with other framework initiatives

Public realm improvement at this key location is integral to the creation of a more attractive environment and offer along the high street.



London Street - Looking East

#### How and Who

Detailed design work will require consultation with, amongst others, officers from Wyre Council, local transport authority, local businesses and residents, disability access groups and heritage groups. Project lead and commissioning - Wyre Council. Support from Lancashire County Council as transport authority.

#### Timescale

Target design and delivery in the long term.

This project is important in spreading investment from the initial interventions around the Heritage Quarter further along the high street, ensuring that more traders and businesses can see the benefit and are 'bought into' the regeneration framework.



Exchange Place - Kidderminster



Location

#### Precedent

Exchange Place in Kidderminster is a new public square formed at the intersection of three busy town centre routes. It is designed around the theme of the 'Penny Black' postage stamp using black granite and the relative dimensions of the stamp to celebrate Roland Hill, a local philanthropist, who founded the modern postal system and so revealing some of Kidderminster's hidden heritage.

The square has been transformed from a space formerly dominated by traffic to a pedestrian priority area where vehicles, including buses, still enter but do so cautiously. Outdoor seating for 'The Swan' public house now spills into the space.



Exchange place Kidderminster



## 1. The High Street - Environment and Public Realm

### Project No. 1: Public Realm Improvements c) Lord Street Southern Gateway

#### What

At the north end of Lord Street Albert Square is a well-defined space surrounded by good buildings. The gateway at the southern end is less well defined with little sense of enclosure or few key feature buildings. Improvements the public realm, looking at open space and the setting of proposed features. These include feature lighting to selected buildings will improve this but the scale of the space, and sculptural elements of some size to 'fill the void'. A strong, well chosen, sculptural element on the main entry to the town from the south would be a potent symbol of the town's revival. This intervention also includes a new brown tourism signage and a 'Welcome to Fleetwood' sign at the Eros roundabout.

#### Why

Town centres with a sense of 'spatial clarity' are easier for visitors to understand and use. Given Fleetwood Town Centre's linear nature the start points, or 'gateways' at either end of Lord Street have special significance, creating a positive impression on arrival and "bookending" a well-defined town centre geography. This reinforces two strong poles of economic activity supporting footfall between the two.

#### Overlap and synergies with other framework initiatives

Public realm improvement at this key location is integral to the creation of a more attractive environment and offer along the high street.

The gateway sculptural element could have a tech/digital element and/or a link to the greening of the town centre.



Southern Gateway

#### How and Who

Detailed design work will require consultation with, amongst others, officers from Wyre Council, local transport authority, local businesses and residents, disability access groups and heritage groups. Project lead and commissioning - Wyre Council. Support from Lancashire County Council as transport authority.

The commissioning/choosing of a gateway sculptural element is a great opportunity to engage with the community and publicise the regeneration of the town centre.

Potential for grant funding or sponsorship.

#### Timescale

Target design and delivery in the 'medium term'. This project is an important statement that investment will benefit the whole of the town centre. It can deliver immediate benefits – improving the visitor experience and trade.

#### Precedent

Lots of different approaches could be used, including a statement sculpture, a big screen 'tech' gateway, an ecological statement etc.



Gateway digital signs



Gateway - Kelpies



## 1. The High Street - Environment and Public Realm

### Project No. 1: Public Realm Improvements d) New Public Square On Eastern End Of Adelaide Street

#### What

Development of a new public square on the ABP port land between the ends of Adelaide Street and Victoria Street. The open space and views out to the Wyre Estuary beyond to be visible along the axis of the two streets. This space of approx. 0.35 ha is about the same size as Euston Gardens.

The square will provide a focal point within the Heritage Quarter (complimenting Albert Square), connect the town centre to the water (and a cycle/walking route along the estuary edge), terminate key axial streets in Burton's original town plan, provide an opportunity to site new high quality buildings to the north and south (possibly including a visitor/environmental interpretation centre), provide a point to access a potential shallow draft ferry service to Eden/Heysham, and provide Fleetwood Town Centre with a space that could accommodate large numbers of people in a suitable location for concerts, events etc.

With a suitable design, the square itself can become a visitor attraction, for example Blackpool's 'Comedy Carpet'. Works to Dock Street would provide broad connecting routes between the square and Adelaide / Victoria Streets.

#### Why

Fleetwood Town Centre lacks a usable large scale public space in a suitable location. The town centre also lacks a direct connection to the estuary – something that must be addressed as the town seeks to reinforce its locational uniqueness. A new town square can be designed to incorporate service infrastructure that ensures that it is easily programmable for a wide range of events and effectively becomes the town's "outdoor room". The square will be an important generator of economic activity as both an attractive waterfront destination and a setting for events.

#### Overlap and synergies with other framework initiatives

This project will be very visible in redefining the town centre offer and wider perceptions of Fleetwood – raising values and stimulating investment. Through its design/delivery process and use it can build community capacity, can support programmes for improved health/well-being, and can be used by to support young people.



Indicative location for proposed new public square

#### Precedent

Pals Square in Accrington is a new public space created by remodelling existing secondary streets between key civic buildings. The space includes feature lighting (ref. project no.2) and bespoke street furniture detailing to reflect and interpret Accrington's heritage. In its first year of operation, this new space was programmed to host town centre a significant number of new events.

#### How and Who

A Site Development Brief for the Associated British Ports (ABP) land should be produced by Wyre Council, in discussion with ABP. Included in this will be the establishment of parameters for the delivery of public space. The site would be delivered as part of wider residential led mixed use redevelopment of the site.

#### Timescale

Target design in the short term to establish the vision and design parameters, with delivery in the medium term – subject to the wider delivery of development on the ABP land.

However, this area could be more quickly and inexpensively brought into use through temporary "buildings" (possibly re-purposed shipping containers) or pop up enterprises. This would establish the location as a focal point and allow Fleetwood Town Centre to experiment with new public event ideas at an early point in the town centre regeneration.



Pal's Square - Accrington



## 1. The High Street - Environment and Public Realm

### Project No. 1: Public Realm Improvements e) 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 Fleetwood 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 Fleetwoods' 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 Fleetwoods' seaside attractions and guiding people back to the town centre safely.

#### How and Who

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 Fleetwood 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.



Bespoke Wayfinding Totems, York: Photo by Richard McDougall



## 1. The High Street - Environment and Public Realm

### Project No.1: Public Realm Improvements f) Queens Terrace / Dock Street

#### What

Design and public realm improvements to a key section of Dock Street from the end of Adelaide Street to the area opposite Fleetwood Museum. The purpose is to change the character of this section of Dock Street from a purely functional highway (A585) that acts as a barrier between the town centre Heritage Quarter and the ABP port site / River Wyre, to a distinctive piece of public realm that connects the town and the estuary.

Considerations include pedestrian priority design features to slow traffic speed, surface treatments, lighting, street planting, street furniture and wayfinding. A strategy to better design coach parking so as not to detract from the quality of this environment is also important.

#### Why

This section of Dock Street plays an important role in linking some of the town centre's key existing and proposed assets: Fleetwood Market and Museum, Adelaide Street (proposed as a focus for a new food and drink / evening economy offer), a new public square on the river's edge, potential ferry departure point, a potentially enhanced museum and/or visitor centre.

All of these must be better connected one to the other, but also collectively linked to the waterfront – part of Fleetwood's distinct USP. The current utilitarian quality of Dock Street and its poor state of repair are detrimental to these aims and views are important and expected components of the experience.

#### Overlap and synergies with other framework initiatives

This project links directly to the development of a Heritage Quarter, objectives to capitalise on Fleetwood's location, the appropriate development of the ABP port land, and objectives to make Fleetwood a more attractive and sustainable town.

#### How and Who

Detailed design work will require consultation with, amongst other, officer from Wyre Council, local transport organisations, local businesses and residents, disability access groups and heritage groups. Project lead and commissioning - Wyre Council. Support from Lancashire County Council as transport authority.

This project should be a community led plan to shape the public realm. It should also respond to existing work such as the Conversation management plan for Fleetwood, and Public Realm Strategy.

#### Timescale

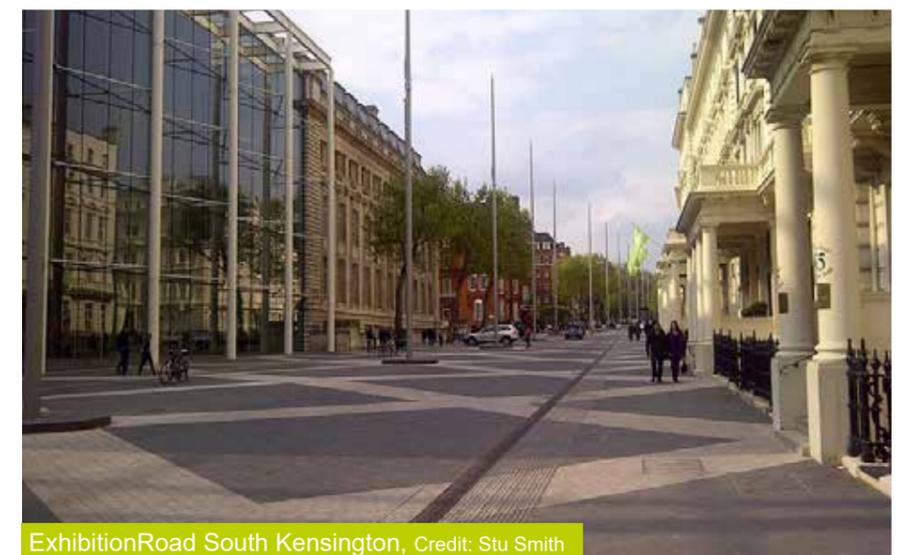
Target design in the short term to establish the vision and delivery in the medium term, linked to timescales for development of the ABP port land as part of wider residential mixed use redevelopment.



Queens Terrace - Dock Street

#### Precedent

Exhibition Road in South Kensington is a good example of a busy highway corridor redesigned to also function as a piece of public realm.



Exhibition Road South Kensington, Credit: Stu Smith



## 1. The High Street - Environment and Public Realm

### Project No.2: Fleetwood Market - Improvements Programme

#### What

A programme of works to improve Fleetwood Market, including its external environment, internal and external building appearance, and the general market offer and facilities within it. Elements of work will include:

- General refurbishment of the exterior of the market
- Energy efficiency and decarbonisation works
- Public realm improvements to areas surrounding the market including improved access
- Public realm works to better link the market to Fleetwood Museum including proposals by the museum for a new entrance to west side of Customs House as part of a more general reconfiguration of the museum building
- Reinstatement of flooring within the market
- Improvements to the outdoor market space
- Reconfiguration of stalls and encouragement of an expanded local food / street food offer
- Conversion of space above the market into studio space for craft work 'makers', linked to retail space in the market hall

#### Why

The regeneration of Fleetwood begins with the market and the area around it, linking to Fleetwood Museum. The strategy is to build on trading success of the market, ensuring that this is further developed, and recognising it as the centre of the 'heritage quarter' where initial investment will be focussed. The heritage quarter includes Fleetwood's two main visitor draws (the market and museum) as well as some of its better historic buildings and public realm. Further investment will better define the area, improve its attractiveness and promote new businesses and an improved offer. Food and drink, and the development of an evening economy will be key parts of this.

#### Timescale

Short term - improvements to the market is the catalyst for regeneration of the surrounding area and the creation of a Heritage Quarter.

#### Overlap and synergies with other framework initiatives

- Transport & Linkages – an improved town centre transport loop would be a significant support to this initiative.
- Community & Residential – regeneration of the market and the area immediately around it will provide opportunities for new businesses that must be for and from the local community if the aims of the initiative are to be met.
- Sustainability & Low Carbon – a regenerated market provides opportunities to trade local goods and services – a more sustainable pattern of trade.
- Technology & Digital – proposals for the market include a digital hub to provide digital tech help and support.
- Business & Economy – this is the key project in a first phase investment area. Its success is therefore central to Fleetwood's longer term renaissance.

#### How and Who

Wyre Council to lead as building owners. Grant investment to create the studio spaces and improved outdoor market space from Coastal Communities Fund. Restoration of the exterior of the Victorian market hall to be funded as a Heritage Action Zone project.

Public Sector Decarbonisation Scheme grant funding to help cover the full costs of de-carbonisation and energy efficiency improvements. Engagement with new partner and occupiers prior to the project commencing.



Fleetwood Market - Location

#### Precedent

The refurbishment and remodelling of Altrincham Market as a catalyst for wider town centre regeneration 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.





## 2. Heritage and Culture

### Project No.1: Reserve Land To Link Fleetwood Museum To The River Wyre

#### What

Identification and preparation of land opposite Fleetwood Museum at the former ferry terminal to allow Fleetwood Museum, or an associated visitor centre, to locate there. This allows interpretation of the estuary/bay environment and Fleetwood's maritime history with a direct link to and view of these environments. A relatively small area of, say 0.1ha, could be used as an annex to the museum for the location of larger marine exhibits, or the development of separate/ associated visitor centre with potential for expansive views of the estuary and bay. This could directly link to a cycle/footpath running along the estuary front.

#### Why

Fleetwood town centre is poorly linked to the River Wyre and the natural environments beyond. Visitors to the town centre can have little sense of their proximity to the estuary, bay or coast which they are so close to. This is particularly ironic given that Fleetwood's genesis and so much of its history is maritime. The town's future success lies in linking its identity and role to its surrounding environments – making a positive of its peninsular location. Creating opportunities for new, direct physical contact with the estuary and Morecambe Bay is an important part of this. Visitors are attracted to waterside locations – proximity and views are important and expected components of the experience.

#### Overlap and synergies with other framework initiatives

This location allows for a direct link with a river edge cycle walking route (as noted above) with potential to become part of a chain of facilities that make this route more attractive to use. An eco-ferry shuttle to Eden North could depart from this location with ticketing/waiting designed into any new visitor building – all of this collectively reinforcing the appeal of the Heritage Quarter. Space for new interpretation could include content about Fleetwood's identity as an exemplar eco-town. If built, this would be an ideal location to host a barrage visitor experience.

#### How and Who

Short term reserve – Wyre Council / land owner. Longer term use will likely be a partnership, potentially led by Fleetwood Museum.

#### Timescale

Reserve the space should be a short term aim – possibly together with 'meanwhile uses'. More permanent use is a medium term target.

#### Precedent

The Cutty Sark tea clipper has been permanently located in a glass walled 'dry dock' on the edge of the Thames at Greenwich – a combination of prime attraction and location linked to the river edge cycle/walking access (national cycle route 21).

The open design of Bournemouth Tourist Information centre takes full advantage of its waterfront location and provides a sheltering backdrop for outdoor uses.



Cutty Sark - Greenwich



Bournemouth information centre



## 2. Heritage and Culture

### Project No.2: Development Of The Visitor Centre & The Fleetwood Museum

#### What

Development of a new Visitor Centre as part of, or complimentary to, Fleetwood Museum. A new, distinctive building of high quality design to sit on the River Wyre frontage as part of the Heritage Quarter offer. This facility will be purposed to interpretation of Fleetwood's location and environmental context – complimenting the existing museum's interpretation of the town's heritage and history. The Visitor Centre must have a direct visual/physical connection to the estuary and should be designed to maximise views of estuary, bay, coast and town. There is an opportunity for this facility to link to the departure point for a ferry service to Eden North and for it to contain a destination food/drink offer.

The development of a nationally recognised museum site including a new visitor centre, boat halls with conservation workshop, accessible entrances, galleries and displays, garden and external café areas.

The project will work within the museum's current site and buildings which are themselves of significant heritage value.

#### Why

Fleetwood is repositioning itself as a sustainable town in a unique location, connected to the natural environments around it. A Visitor Centre purposed to interpret this narrative and celebrate Fleetwood's diverse natural context would be a great addition to the town's visitor assets. This could be both a stand-alone 'Fleetwood experience' and part of a linked trip to Eden North. It provides an all-weather experience that can run throughout the year.

There is an opportunity for Fleetwood Museum to be developed into a centre of excellence for maritime history. The museum could be a key driver for residents and tourists to access a reinvigorated town centre – it's anticipated to attract 100,000 annual visits on completion of the works. Proposals will see a significant improvement in the museum's current facilities including, addressing the constraints of the existing buildings and site' improving accessibility for all user groups, improving exhibition quality and interpretation, and creating linkages between the museum, the waterfront and town centre.

#### Overlap and synergies with other framework initiatives

The visitor centre links directly to the development of a Heritage Quarter, objectives to capitalise on Fleetwood's location, the appropriate development of the ABP port land, and objectives to celebrate Fleetwood as a more attractive and sustainable town. It has the potential to link to a ferry service to Eden North and, if developed, could become the interpretation centre for a Wyre Barrage.

This project reinforces community cohesion within the museum as a facility and links directly to the development of a Heritage Quarter and plans to construct a public square adjacent to the proposed entrance to the museum on Custom House Lane.

#### How and Who

Detailed design work will require consultation with, amongst others, officers from Wyre Council, Fleetwood Museum, and local people. Project initiation - Wyre Council and Fleetwood Museum (if part of complimentary new museum annex development), but thereafter a new partnership structure may be required to commission and run the facility.

Fleetwood Museum Trust operate the museum and have developed a costed development plan for the site in preparation for applying for grant funding for the works.

#### Timescale

Visitor Centre - Target design in the short-term to establish the vision and delivery in the medium term, linked to timescales for development of the ABP port land.

Fleetwood Museum - In the short term so as to preserve the boats housed on site and to complement nearby public realm works and improvements at Fleetwood Market.

#### Precedent

The National Maritime Museum in Falmouth sits on the dock edge in Falmouth Harbour. The design includes a 100ft lookout tower for spectacular 360 degree views.

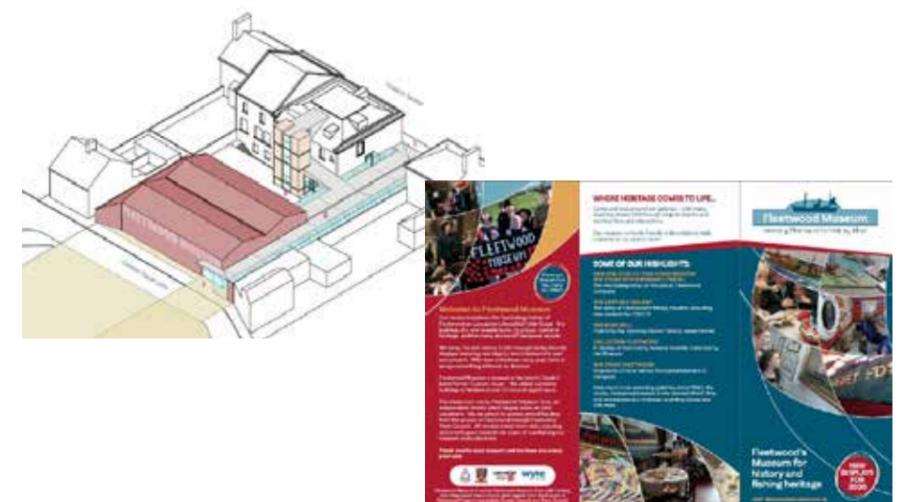
Hastings Fisherman's Museum, like Fleetwood Museum, has a balance of spaces including an existing historic building, new-build sheds and an external boat courtyard, demonstrating how a mix of internal and external spaces at Fleetwood could be used.



National Maritime Museum - Falmouth  
Credit: Steve Parker



Hastings Fisherman's Museum



Fleetwood Museum Flyer & Schematic of proposed museum development



## 2. Heritage and Culture

### Project No.3: Arts & Culture Programme

#### What

A funded programme of arts and culture activity. Fleetwood has a number of established and nascent arts and culture events. Tram Sunday attracts over 70,000 people and generates an estimated 3 million pounds to the local economy. Other annual events include Fleetwood Carnival and the relatively new Fleetwood Day. Arts projects of varying size, scope and output are produced annually by a range of arts and community organisations in the town, often working in partnership. When events and activities are created, residents respond as active participants and consumers.

#### Why

A varied arts and culture programme makes a town a better place to live, work and visit. Access to arts and culture enhances quality of life and can improve our mental and physical health. Meaningful participation and volunteering in arts projects can promote wellbeing, self-confidence and enhance life-skills and employability. It can aid community cohesion and foster a genuine sense of belonging and pride in a place. It can inspire learning and creativity through engaging communities in active participation in arts events. There are obvious economic benefits to attracting visitors to the town and area. A major hindrance to sustaining and reinvigorating existing arts commitments, and developing new opportunities, is funding. The Spare Parts element of Tram Sunday is only funded up to the current year. Providing funding for a programme of arts event and activities would ensure the survival of existing activities and provide the space for them to evolve and remain relevant, as well as developing and testing new initiatives.

The project would resonate strongly with all 3 key shared prosperity outcomes.

#### How and Who

- The Fleetwood Arts Partnership Steering Group brings together the key arts and community organisations in the town and is perfectly placed to develop and coordinate such a programme. The group is already delivering the 4-year Heritage Action Zone Cultural Programme for Fleetwood.
- Review the existing arts event calendar to establish priorities for growth and opportunities for new projects.
- Provide funding to established events such as Tram Sunday to continue to operate. For example, funding to Tram Sunday could be to continue Spare Parts, or to create a new arts offer within the programme using local talent. Existing programmes such as the HAZ Cultural output could be enhanced considerably from match funding. Fleetwood Museum has a portfolio of capital and interpretation/engagement projects that could benefit from match funding.
- Look to create new (or re-establish dormant) event and projects through partnerships of local organisations. Emphasis on projects with a legacy or outputs that can be re-used.
- Place emphasis on what sets Fleetwood apart (its history and natural environment), local artists and talent, community participation and attracting visitors to the town.

#### Timescale

Funding a 3-year programme of activity 2023-2025, with initial review and development in 2022.

#### 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".



Just So Festival <https://justsofestival.org.uk/>



## 2. Heritage and Culture

### Project No. 4: Transform Fleetwood Seafront

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#### What

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Fleetwood's Seafront characterises the town's seaside visitor offer. A range of 'traditional attractions' line a two kilometer stretch of promenade. The facilities to the west have an old fashioned feel and include ornamental lakes, bowling greens and pitch and putt courses. To the east there is Marine Hall, Fleetwood Leisure Centre and outdoor play areas. The site of Fleetwood Pier lies empty on the eastern edge.

New 'traditional attractions' could include a boating lake, model yacht lakes, promenade and exploring ideas for a range of ideas and provision of activities across the seasons and activities which are low cost.

#### Why

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It is questionable whether this range of facilities is as strong a visitor draw as it could be and whether, collectively, they present a cohesive offer, or make best use of the attractive coastal location. There is an opportunity to review the 2009 Fleetwood Seafront Masterplan and develop proposals to transform Fleetwood's Seafront and key assets such as Marine Hall and Fleetwood Leisure Centre as an attractive, high quality destination.

#### Overlap and synergies with other framework initiatives

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Improved use for leisure, health and fitness would complement other Regeneration initiatives around Health & Wellbeing, Heritage & Culture, and the Community. It also supports objectives to create positive perceptions of the town, capitalize on its location, create an environment for investment, and support young people.

#### How and Who

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A working group led by Wyre Council and the Town Centre Partnership Board to commission a transformation plan. The vision will be used to consult on and promote the concepts with stakeholders, potential investors and other funding organisations.

#### Timescale

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Implementation of an investment plan in the medium term so as to transform the derelict pier site.



### 3. Transport and Linkage

## Project No.1: Eco-Shuttle Service & Transport Links by Bus/DRT

### What

An **Eco-friendly Shuttle Service** running from Affinity to Fleetwood Market, looping along Lord Street and Dock Street with Intermediate stops at the mid-point on each. There is also an option to extend this loop to The Esplanade (potentially limited to the summer months) to better connect the Marine Hall / Esplanade to the town centre.

The shuttle would run a continuous looping service at suggested 12-15minute frequency. This would place the frequency on a par with high-quality metropolitan city centre transit systems where service convenience is a user expectation.

Design of this service as an eco-friendly shuttle (possibly electric, hybrid or hydrogen-fuelled) makes a positive statement about Fleetwood's sustainability ambitions as well as addressing a number of other agendas (see below). There could also be opportunists for on demand shuttle services.

**Demand Rapid Transport (DRT) service** would improve transport links to Wyre towns outside Fleetwood. By incorporating a service can be hired or supplied to local groups (i.e., Fleetwood F.C., Fleetwood Youth Hub, local cycling groups etc) to desired locations quickly, reducing the need for private cars. The cost and efficiency of this service will attract more groups to use the service with the help of promotion (potentially digital promotion).

This intervention will serve local needs, in particular people live in isolation or people with medical needs, as these users interact with each other on-route, helping make connections.

### Why

The primary objective of the **Eco-Shuttle** is to increase opportunities for visitor dwell time and spend, and therefore boost economic activity in the town centre.

This project anticipates the ultimate looping of the tram system along Lord Street and Dock Street (see separate project sheet) and is a relatively low-cost method of obtaining the same benefits in a shorter timescale. This is important in gaining early benefits from the connection of visitors to Affinity and the Market which are two of Fleetwood's main generators of visits, but currently not achieving linked trip synergies. This connection would also benefit local people who are currently deterred from making linked trips by virtue of the distance between these two destinations which, at almost 1km, is beyond walking distance for most and the busy A585 discourages pedestrians from crossing.

Intermediate stops at the mid-point on Lord Street and Dock Street would promote activity along the high street and improve access to Fleetwood Health Centre.

**DRT / Rapid Transport Vehicles** can create seamless connections getting local groups to desired locations quickly. Vehicles can transport bikes making multi-modal journeys to places such as Garstang, improving the connections and accessibility to other towns. Making these journeys affordable will be a key incentive for groups who might use the service regularly.

Additionally, there are a number of other potential services such as:

- Non-emergency patient transport
- Community transport minibus
- Social services transport
- Flexible bus services
- These schemes are proven to reduce Carbon emissions by replacing private car journeys as they take shorter routes, reducing fuel consumption.

### Overlap and synergies with other framework initiatives

- Health and Wellbeing – increased activity and connection with local people and organisations.
- Heritage and culture – improved links to the Fleetwood Market will also help the wider 'Heritage Quarter' including improving visitor numbers to Fleetwood Museum.
- Innovation / sustainability – the potential for innovative fuel source linked to research activity
- Education – the potential for the involvement of Lancaster University Hydrogen Hub
- Sustainability – a step towards zero carbon, especially if the fuel source is generated from a sustainable, local initiative (electricity from wind power or tidal barrage?)
- Technology and Digital – opportunity for an app to book and locate vehicles.



Eco-Shuttle Location Plan

## How and Who

Initial feasibility study to understand options and issues: potential operator, delivery partners, costs, funding streams. A partnership between Wyre BC, Affinity, Lancaster University, Blackpool Transport and Lancashire County Council (LCC).

Lancashire County Council have £34.5m allocated for the National Bus Strategy. A trial for Demand Responsive Transport (DRT) could run from Fleetwood to Cleveleys, Thornton, and Poulton-le-Fylde. Potentially BTS or another Community Transport operator can pilot the scheme in Fleetwood to evaluate its effectiveness.

Understanding the 'zone of operation' would be a first step to determine the fleet size, purpose of the scheme and maximum wait times / journey times.

## Precedent

Brighton and Hove City Council have introduced the UK's first zero-emissions buses, this follows a successful investment of £9.9 million, which produced a fleet of 30 hybrid buses. These buses can switch to full electric once they enter the city core.

The new model buses will have batteries installed which will be topped up by regenerative braking and a diesel generator. A single double-decker can take 75 cars off the road, thereby reducing emissions and cutting down on overall fuel consumption.

fflecsi Bwcabus is an accessible local bus service, which operates within a specific area providing a mixture of both fixed route services and bookable journeys. It is designed to help people make local journeys and connections to main line bus services. A bus picks you up at your request (via an app or online), changing its route so that all passengers can get to where they need to go.

## Timescale

These projects should be prioritised as an early-stage project.

The introduction of an DRT and the Eco-Shuttle would be a medium-term project, subject to external funding decisions and priorities. Its promotion and initial supporting studies should be a shorter-term target.



Brighton hybrid bus



fflecsi Bwcabus service



### 3. Transport and Linkage

## Project No. 2: Town Centre Tram Loop

### What

The tram loop will run on the existing line along Lord Street before looping back along Queens Terrace and Dock Street. Alongside, electronic signage for public transport information, these would include totems at tram stops that would connect to the infrastructure already at the tram stop. As with the proposal for an eco-shuttle service there will be a new mid-point stop on Dock Street and at Fleetwood Market. There is potential to run the service line to Poulton-le-Fylde and Blackpool North train stations – this being the subject of a wider study as part of the Fylde Coast Tramway feasibility study, at the time of writing. This could also provide a connection to Hillhouse Enterprise Zone.

The Tram will run its normal timetable at a 15-minute frequency achieving the high standard of service expected in well-connected urban centres. This infrastructure will replace the eco-friendly shuttle bus which acts as a temporary intervention to service users around a similar route.

The extended service route will increase footfall to Fleetwood Market and Fleetwood Museum by better connecting these to the ASDA/Affinity end of the high street and enabling linked trips.

### Why

This cements the benefits of the eco-shuttle service but with a more permanent, more widely linked tram system could address the peninsulas connectivity issues.

The eco-friendly shuttle service will have already provided connections and accessibility benefits for visitors and local people. An extended tram loop will be a single network potentially (as tram / train) linking Poulton and Blackpool to Fleetwood opening opportunities for greater footfall. New stops along Dock Street will raise the attractiveness of investment in sites between Lord Street and Dock Street and improve the development potential of the ABP port land.

The accessibility of an extended tram network would also mean that people who normally drive or make linked journeys to Fleetwood would now only need one mode of transport, reducing the number of car-dependent users.

### Overlap and synergies with other framework initiatives

- Health and well-being – improving accessibility and activity
- Environment – reduction in other vehicle use and therefore improved air quality
- Sustainability – Reduction in overall pollutants
- Heritage and culture – improved links to the Fleetwood Market will also benefit the wider 'Heritage Quarter' including improving visitor numbers to Fleetwood Museum
- Public Transport – Creating better connections from the wider area of Fleetwood
- Business – Better connections increase attractiveness for investment and hence employment opportunities

### How and Who

Feasibility Study to understand costs and issues.

Possible partnerships between Wyre BC and Blackpool Transport and Lancashire County Council as highway authority.

### Timescale

The introduction of an extended tram loop will be a long term project, subject to external funding decisions and priorities. Its promotion and possibly initial supporting studies should be a shorter term target.



Tram extension

### Precedent

Oldham West and Royton developed two looped extensions connecting to the Manchester Metrolink system. The project aimed to connect Rochdale to the Middleton Town Centre and the Ashton Loop to extend beyond into Oldham Mumps.

These two extensions increased employment and economic activity, brought new sites into use, and enabled people to connect to other education and healthcare services.



### 3. Transport and Linkage

## Project No. 3: Walking And Cycling Improvements

### What

Developing a strategy for the introduction of cycle/walking facilities into Fleetwood.

Facilities will include:

demarcated cycle routes; dedicated signage; facilities for secure cycle storage (both local to specific buildings or attractions and also at key 'hub' location); cycle repair and hire; app based information on routes, facilities, events and offers.

In addition, a designated cycle/walking route along the edge of the ABP port land adjacent to the River Wyre estuary. This would run from the end of Pharos Street in the north to Bridge Road in the south. From here a further link would run along the south west end of the port and over the new swing bridge across the sea lock. A connection is then made with the existing path running along the western edge of the tidal marsh that leads to Fleetwood Marsh Nature Reserve.

This route is part of a wider objective to create a continuous cycle/walking loop around Fleetwood (see separate project).

The section of this route that runs along the edge of the port should be designed as an attractive promenade with good seating, lighting and wayfinding and be incorporated into any wider sea defences and high quality public realm scheme. This should incorporate easy connection to the water's edge from the town centre by extending the line of existing key streets.

The route will intersect with the framework's proposals for a new public square on port land at the end of Adelaide Street/Victoria Street (see separate project sheet). This point will provide easy access into the northern end of the town centre and access to café/restaurant and other town centre facilities.

The route should incorporate elements of heritage and environmental interpretation at key points (possibly digital) and provides opportunities for sculpture/art interventions. As part of a longer loop of the town the route also has potential for fitness activities (trim trail) along the way.

### Why

Fleetwood has one attractive, off road route running along the north coast (part of National Route 62) which tapers out at the site of the former pier. Aside from this no other cycle /walking infrastructure is evident. This cannot be an acceptable position for a tourist town with ambitions to be a sustainability exemplar. A new commitment to cycling would:

- Improve local connectivity – providing options to better access the town centre and other locations.
- Reduce reliance on private car use – improving the environment and helping Fleetwood to position itself as an environmental exemplar.
- Improve activity levels with consequent health and well-being benefits.
- Better position Fleetwood to attract leisure cyclists and more general tourists for whom cycling would be part of an attractive visitor offer.

The connection with the estuary, bay and coast is a central part of Fleetwood's positioning for the future. These connections are what makes Fleetwood unique and are assets that can be exploited to increase visitors, attract residents and hence improve the town's economy. The town centre is tantalisingly close to the port area and estuary with Lord Street effectively running parallel to the port edge, however physical and visual connection with the water is weak and there is little sense of proximity to a potentially attractive water front. Redevelopment of the ABP port land provides an opportunity to address this and also to create a route along the estuary edge that will form an important section of a wider cycle and walking network.

This route will also provide an additional 'recreational' link between the Heritage Quarter and Affinity – better connecting the two poles of economic activity in the town centre.



## Overlap and synergies with other framework initiatives

- High Street/Economy –Better cycle facilities increase attractiveness for visitors/tourism. Better connection of key areas of economic activity.
- Health and Wellbeing – increased activity and connection with natural environment.
- Community and Residential – improves connections between existing residential areas. Opportunity for local community involvement.
- Technology and Digital – opportunity for a Cycle/Walking Fleetwood app.
- Sustainability – can help to reduce carbon footprint, improve air quality and position Fleetwood as a sustainable town.

## How and Who

Project lead – Wyre Council. Opportunity for engagement and participation by a wide range of transport, 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.

This intervention should align with the Local Cycling and Walking Infrastructure Plans (LCWIP) goals. A few strategies involve doubling walking and cycling activity, a focus on active travel in the public realm and encourage a wider green network of paths, routes, and open spaces.

## Precedent

Recent works to the sea front at Fleetwood have successfully integrated cycle/walking along an attractive promenade that includes sea defences.

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 ten year period.



Transport For Greater Manchester cycle hub



Cleveleys cycle link



### 3. Transport and Linkage

#### Project No. 4: Town Centre Parking Strategy

##### What

A strategy that considers future requirements for vehicle parking in the town centre. This must include private cars and visitor coaches. This intervention will be part of the overall Electric Vehicle charging strategy. It should include the provision and distribution of electric charging infrastructure. The strategy should develop scenarios of anticipated patterns of development and increased economic activity based on the delivery of this regeneration framework. This intervention should be considered over a 10-to-15-year period, factoring in anticipated changes to national transport behaviours over this period – for example, the move to electric vehicles. This may suggest requirements to safeguard areas of land for increased or displaced vehicle parking, and consideration of new policies, restrictions, and management.

##### Why

Fleetwood town centre has a mix of free on-street parking and two, small pay and display car parks at Custom House Lane (102 spaces) and Albert Street (83 spaces) – data suggests that occupation of these is generally low. This however must be read in the context of relatively low levels of economic activity in the town centre: something which this regeneration framework seeks to change.

A strategy for future car park / coach parking must be developed in anticipation of increased economic activity, changing patterns of use (including development of an evening economy) and new areas of development – most significantly the ABP port land. The strategy must also consider changes to the nature of vehicle use including the current transition to electric vehicles and potential future use of autonomous vehicles.

##### Overlap and synergies with other framework initiatives

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

##### How and Who

Wyre Council in collaboration with Lancashire County Council (LCC). Consultation with local residents, businesses, tour operators and amenity groups.

##### Timescale

This should be a short term project so that its outcomes can inform control of future development.



## 4. Community & Residential

### Project No. 1: Former Fleetwood Hospital Community Hub

#### What

To support the development of the former hospital building as a 'community hub' offering a range of health, social and community services alongside its continued use as an intermediate care ward operated by the NHS. The priorities are for spaces which support activities for health and wellbeing, community support functions, business enterprise, creative skills, food support through a community café and teaching kitchen.

#### Why

Investment in the facilities will provide access for all to promote social inclusion and enabling self-worth amongst the whole spectrum of community users.



Fleetwood Hospital Community Hub visual

#### Overlap and synergies with other framework initiatives

- High Street / Economy – the project will generate activity in the town centre and extend the range of activity across the day
- Heritage and Culture – the potential for a range of cultural activities
- Health and wellbeing – activities can be directly health related (fitness classes for example). More generally this will encourage physical activity and engagement with others, combating social isolation and improving well-being

#### How and Who

Fleetwood Trust is a local charity who own and manage the former Fleetwood Hospital charity. Acting as a landlord and community facilitator the Trust will work with current community organisations who deliver services from the building. Organisations looking to operate services from the site include Blackpool & Fylde College and DWP Youth Hub.

#### Timescale

Works to repair the external fabric of the building commenced in 2019 and planning permission for mixed-used community spaces on the ground floor, entrances and external spaces was approved March 2021. Subject to funding the Fleetwood Trust are seeking to complete the project in the short to medium term.



Fearon social impact

#### Precedent

Fearon Community Association in Loughborough 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.



Fearon activities



## 4. Community & Residential

### Project No. 2: Commercially Focused Development On ABP Land

#### What

A commercially focused development on the only major development site within Fleetwood, adjacent to the town centre. Development scale and building form should be compatible with the adjacent town centre with a layout that recognises the geometry of the early development of the town. The layout must enable connections between the town centre and River Wyre estuary and deliver other public realm and linkage benefits.

A Site Development Brief should be produced by Wyre Council, in partnership with the land owner, and through consultation with other stakeholders. This will establish acceptable design parameters and guide subsequent proposals. This should facilitate a smoother route through the planning process with greater certainty of good quality development.

The Commercial proposal will provide new employment opportunities, an extra-care facilities and a new linear park.

Improvements to sea defences will be required to release the site for development.

#### Why

Commercial development on this site will deliver a new employment opportunities to the town centre users. The development could provide new food and fish processing facilities making Fleetwood a leader in this industry. There could be a link to the market in terms of delivering fresh food to local people, helping to boost the economic performance of local new businesses. Overall, the redevelopment of a site of this scale will make a strong statement about the regeneration of the town.

#### Overlap and synergies with other framework initiatives

- High Street / Economy – potential for significant boost to high street spend from a new residential population, and potential for new visitor attractions / events
- Heritage & Culture – location for potential new cultural visitor offer
- Transport & Linkage – can provide new connections to the water's edge and a new cycle/walking route
- Sustainability & Low Carbon – development close to existing amenities and transport is a more sustainable form Development could follow sustainable design principles
- Technology & Digital – opportunity for new development to be highly connected if digital strategy delivered

#### How and Who

Site Developer Brief - Wyre Council lead in liaison with land owner ABP. Project delivery - Developer/landowner lead.

#### Timescale

This is a large development – the programme will be market led and likely to have a long lead period. Delivery will be phased to meet market demand. Production of a site development brief should be a short term target.





## 4. Community & Residential

### Project No. 3: Improvement Of Residential Housing

#### What

Improve the social housing stock - Regenda Homes have developed a 10-year Regeneration vision for the town which includes improvements to its social housing stock across the town. The improvement programme will include planned investment to carry out external wall insulation, new roofing, windows, and doors. All social housing stock will meet decent homes standards as set by the Regulator of Social Housing, Homes England.

Improve the standards of the private sector stock – Work with private landlords and/or use enforcement measure to address homes falling into disrepair through lack of investment and/or absentee landlords. Help owner occupiers to improve their homes in particular the energy efficiency of their homes via initiatives such as Cosy Homes in Lancashire.

#### Why

Improvement of housing stock would support the wider regeneration of the town and town centre. Importantly it would reverse the perception of decline in this area – helping to meet the masterplan objective of changing perceptions of Fleetwood. The project would provide a more attractive and diverse housing offer – important in attracting new residents.

Improve the social housing stock - To extend the life cycle of existing homes, address fuel poverty and meet government targets to meet energy efficiency standards.

Improve the standards of the private sector stock – To ensure homes are fit for habitation, provide a safe place to live and tackle the detrimental impact of poor housing on health.

#### Overlap and synergies with other framework initiatives

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



Housing Area north of Lord Street

#### 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.

Improve the social housing stock -Regenda Homes are the main provider of social rented homes in Fleetwood and have developed their investment plans to carry out these works which are expected to be completed by 2026. £1.4 million inward investment from the government’s decarbonisation programme has been secured to improve homes. A further £25m has been invested to make homes “greener” which includes external wall insulation programmes and other energy efficiency improvements.

Improve the standards of the private sector stock – Initiatives led by the Local Authority in partnership with other housing and health providers.

#### 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.

Improve the social housing stock - To be completed by 2026.

Improve the standards of the private sector stock during the lifespan of the Regeneration framework.

#### 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.



Welsh Street - Placefirst

Welsh Street - Placefirst



## 4. Community & Residential

### Project No. 4: Developing new homes, including Housing with Care and Support

#### What

Development of homes in Fleetwood will be considered in conjunction with the Wyre Council Local Plan.

In, around and close to the Town Centre contains a broad range of uses including residential, employment, retail leisure, pubs and religious assembly. The area has several development opportunities including cleared sites, vacant buildings, and other buildings in need of refurbishment. These are generally self-contained, small-scale opportunities that should come forward as market led developments, assuming that market conditions are favourable, and any abnormal constraints can be addressed.

Housing with Care and Support – A model of Extra Care Housing has already been developed and delivered by the local Housing Association, Regenda Homes through the provision of 72 apartments for Extra Care at Chatsworth Avenue Fleetwood. An ageing population and future demands on social care will intensify over the next 30 years and is likely to result in a shortfall of homes with support to create and maintain independence. Other forms of housing development to be considered might include developments to support those with mental health, drug and alcohol dependencies or for housing for those with physical disabilities. This framework will support evidenced based needs and proposals being developed in a wider Lancashire Accommodation with Support Plan.

#### Why

Any town centre can either drag the towns appeal or be a flagship location for renaissance. The opportunity for the area to improve will be greatly enhanced through development on the former port land south of Dock Street, in the process becoming the connecting zone between the high street and the estuary. The proposed looping of the tram along Dock Street will also improve the area's appeal for development as its public transport accessibility improves.

Social Housing - The West View estate in Fleetwood consists of circa 1000 homes of social rent, owner occupation and private renting. In 2019, social housing provider Regenda Homes cleared the site of non-decent homes which had suffered erosion from its location close to the shore. The area was blighted by anti-social behaviour and a high turnover of tenants. Following consultation with the community, Regenda Homes will bring forward over 100 new homes for both social rent and low-cost home ownership including shared ownership and rent to buy opportunities for local people.

#### Overlap and synergies with other framework initiatives

- High Street / Economy – general regeneration investment and area improvement. Additional population within the town centre.
- Transport and Linkage – better connecting links between the high street and estuary front.
- Sustainability / Low Carbon – new development must be built to high environmental/energy standards.

#### How and Who

Schemes will be developed taking a partnership approach with the individual leads identified by ownership and interest. A development prospectus facilitated by Wyre Council, possibly in partnership with a Housing Association and private sector developers/investors, could be considered. Wyre Council will support the development of a new Lancashire Accommodation with Support Plan.

#### Timescale

Medium to long term projects. The opportunity to promote Fleetwood for development is linked to the certainty of surrounding environmental and infrastructure initiatives, and to the development of the ABP port land.



## 5. Sustainability and Low Carbon

### Project No.1: River Wyre Tidal Barrage

#### What

A major piece of energy infrastructure and civil engineering spanning approximately 500-600m across the mouth of the River Wyre between Fleetwood Port and Knott End. Proposed by a number of organisations, most recently Natural Energy Wyre Ltd (NEW) which proposed a 90MW/hr capacity installation. The project must overcome a number of issues including environmental impact and the cost at which it will produce electricity. The nature and scale of this project brings significant challenges but, if built, would be a 'game-changer' for the future of Fleetwood.

#### Why

The project would make a significant contribution to meeting Wyre's carbon reduction targets in response to its declaration of climate emergency and would position Fleetwood as a case study eco-town for the UK. Other potential benefits include:

- Flood defence
- A cycle/walking, public transport and emergency vehicle connection between Fleetwood and Knott End
- By creating a permanent water level in the estuary, the potential for a leisure water sports economy
- Opportunities for a barrage visitor centre linked to a wider interpretation of the environment
- Opportunities to link to research projects, including the potential to produce zero-carbon hydrogen

#### Overlap and synergies with other framework initiatives

Investment of this scale would positively impact the economy of the town and hence health and vitality of the town centre. Beyond alignment with sustainability objectives, the project could connect Fleetwood with Higher Education and research institutions, cross over with the development of hydrogen technologies (a Lancaster University specialism), better physically connect Fleetwood, provide job opportunities for young people, and promote the co-location of associated industries into the town / Hillhouse Enterprise Zone.

#### Precedent

Despite a number of tidal energy proposals in the UK many have stalled due to lack of government support. Notwithstanding the UK is still seen as a leader in marine energy technology with the European Marine Energy Centre located in the Orkney Islands as a research and test centre for marine energy technologies.



#### How and Who

The project will require significant investment, advocacy and support. A multi-partner approach is needed, with committed local political support to initiate, but led by a private organisational structure. This could be an established (energy) company or Special Purpose Vehicle (SPV) with backers of sufficient credibility to attract major investment funding.

#### Timescale

At the time of writing, an apparent changing political attitude to infrastructure investment, suggests that the context surrounding the delivery of the barrage is becoming more favourable. Re-examination of the case should, therefore, happen in the short term with a decision on future time scale following thereafter.



## 5. Sustainability and Low Carbon

### Project No.2: Town-Wide Green Space Initiatives

#### What

A coordinated programme of initiatives to provide Fleetwood with more ‘green infrastructure’, focussed on the town centre and surrounding areas.

Initiatives might include street trees – perhaps under-planted with drought tolerant permanent planting; pocket or ‘micro’ parks; urban allotments; green walls; and green roofs.

Opportunities within the existing town centre will need to be scaled to fit within the densely developed townscape, but greater opportunities might exist in the redevelopment of the ABP port land and expectations should be set out in a Site Development Brief for that area.

The types and scales of interventions should reinforce the street hierarchy of the Burton plan, thereby aiding understanding and navigation of the town.

Opportunities for the inclusion of sustainable urban drainage (SUDS) should be considered.

There are opportunities to harness Fleetwood as a living/ breathing exemplar of Eden North within the design of green spaces.

#### Why

At a wider scale, Fleetwood contains a number of ‘set-piece’ parks and a broad belt of green space along its north shore. However, within the town centre, there is little green space and few of the streets are tree-lined. The character of the streetscape is therefore sometimes rather harsh, particularly along some of the streets leading off Lord Street. Areas that contain green space and trees, such as that around St. Peter’s Church, stand out as ‘softer’ more attractive points in the town.

Objectives of the Regeneration Framework include making Fleetwood a more distinctive and attractive place; creating a better environment for investment, and making Fleetwood a healthier, more sustainable town. Greenspace initiatives will help to address all of these objectives.

#### Overlap and synergies with other framework initiatives

- High Street / Economy – a more attractive town centre environment will be more appealing to visitors and potential investors.
- Heritage and Culture – a well-considered programme of green interventions will help to consolidate Fleetwood’s unique character and reinforce the historic pattern of the early town.
- Community & Residential – ‘greening’ and the introduction of more local green spaces will improve the appearance and amenity of existing residential areas, benefiting existing residents and helping to attract new ones.
- Sustainability & Low Carbon – improvements to air quality, carbon capture, biodiversity and potential for SUDS.
- Health & Wellbeing – green environments have a proven beneficial effect on mental health and wellbeing.

#### How and Who

For existing areas, a strategy should be prepared by Wyre Council. Some of the green interventions will be delivered as part of other area focussed projects – works to Albert Square, Adelaide Street and parts of Lord Street for example. For the ABP port land expectations for ‘green interventions’ should be established in a Site Development Brief to be produced by Wyre Council in liaison with the landowner.

#### Timescale

The Strategy should be planned in the short-term. Initial delivery in the short- term linked to first phase public realm improvements.

Further phases of delivery in the medium term.

#### Where

The project should focus on the defined town centre, areas around the town centre including the streets to the north of Lord Street, and the ABP port land. Reference should be made to Landscape Projects’ Public Realm Strategy and Action Plan.

#### Precedent

Salford University is implementing its strategy to turn its campus into a ‘living laboratory’ for urban green infrastructure – a shop window for green technologies. This is part of an initiative by the wider city region to increase its green infrastructure.

A range of green interventions will incorporate sensors to measure temperature, humidity, energy use, carbon and noise absorption to help demonstrate their value.



Blackpool and Fylde green wall



Granary Square



Salford Univeristy - Green Wall



Deansgate Metro green wall



## 5. Sustainability and Low Carbon

### Project No. 3: Electric Vehicle Charging Strategy

#### What

A strategic understanding of the measures that Fleetwood 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 ‘Local Area Energy Plan’ and a ‘Smart Place’ Strategy (the EV strategy could be part of the Smart Place Strategy), Town Centre Parking strategy, and 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. 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 an app 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.

#### Why

Fleetwood is considering a programme of ‘early phase’ public realm and other regeneration initiatives, as set out in this Regeneration Framework. It is therefore timely to plan for the integration of future interventions at this point and ensure that preparatory works that can be sensibly and affordably incorporated are done so.

Fleetwood is at the end of a peninsular. Notwithstanding proposed improvements in connectivity (and changes in transport mode), 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 being at the end of a route where they may not be able to find suitable charging. In this respect, Fleetwood should aim to be ‘ahead of the pack’ in the provision of charging infrastructure and promote this as a reason to come.

The government has announced plans 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.

#### Overlap and synergies with other framework initiatives

- High Street / Economy – providing suitable infrastructure is essential for economic competitiveness.
- Transport & Linkages – good, early provision of electric charging infrastructure can help to reinforce the message that Fleetwood is connected.
- Community & Residential – will make the town more attractive as a location for developers and purchasers.
- Health & Wellbeing – links to better air quality and an improved town centre environment.
- Tech & Digital – a good opportunity for management and monitoring. Customer usage can be guided by a ‘Fleetwood app’ that links drivers to other town centre data and offers.

#### How and Who

The initial strategy could be led by Lancaster University 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 ASDA, Costa and Affinity 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. (Fleetwood currently already has 4 charging stations along North Albert Street).

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.



Nominal location of charging stations

#### 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.



Dundee charging hub



## 5. Sustainability and Low Carbon

### Project No. 4: Low Carbon Development Strategy

#### What

A strategy to transition Fleetwood to become a low carbon / zero carbon town.

This would include measures to be incorporated into new development and infrastructure proposals, and measures to address Fleetwood's existing building stock - improving energy efficiency and reducing energy consumption. Building related measures may include super insulation, low carbon construction, intelligent services controls, incorporation of 'biophilic' features. Other initiatives could include:

- Engaging with the public to reduce energy consumption;
- Promoting public transport to reduce car use;
- Developing an ecosystem that allows easy change of transport mode – again minimising car use;
- Planting to absorb CO2 and pollutants;
- Develop EV Charging strategy to cope with future demand;

Proposals for a Wyre Barrage, if delivered, would generate zero-carbon electricity and allow Fleetwood to become a 'case study' zero carbon town. This could link to a research initiative around energy, transport and sustainability.

#### Why

Wyre Council declared a 'climate emergency' in 2019. Amongst other things this committed the council to "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 this target. A low carbon strategy could be developed at a borough-wide level with reference to the specific challenges and opportunities within different settlements.

Developing a low carbon strategy would demonstrate that Wyre, and Fleetwood, are serious about the climate and the health of the community. Projects related to the built environment, will produce large quantities of emissions, therefore a coherent strategy is needed to mitigate their impact.

#### Overlap and synergies with other framework initiatives

- High Street / Economy – transitioning to low carbon will become an increasing requirement for economic competitiveness. This will be important for both town centre businesses and employment areas like Hillhouse Enterprise Zone that wish to attract advanced, high-value companies. Opportunities to differentiate Fleetwood as an exemplar eco-town.
- Transport & Linkages – key link with low/zero carbon transport
- Community & Residential – housing stock with good environmental performance will make the town more attractive as a location for developers and purchasers.
- Health & Wellbeing – links to better air quality and an improved town centre environment.
- Tech & Digital – lots of opportunities for management and monitoring – potentially linked to Higher Education research.

#### How and Who

Wyre Council lead. Stakeholder consultation, especially with business and transport organisations is essential. By organising different investments/funding this can shape other projects, i.e., electric cars.

#### Timescale

The development of a Low Carbon Strategy should be a short term target. Delivery of low carbon strategies will be a max 30-year programme to meet 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.



#### GREATER MANCHESTER LOW-EMISSION STRATEGY



December 2016



## 6. Health and Wellbeing

### Project No. 1: Digital Health Strategy

#### What

Development of a strategy to integrate digital technology into the health and well-being of the population of Fleetwood. This can be part of a larger Fylde Coast Strategy (if commissioned) and may also be considered as the 'health/well-being' component of a wider 'Smart Place Strategy' for Fleetwood as a town.

It should align with the NHS England Healthy New Towns programme and the principles of health placemaking contained in one of its output reports 'Putting Health into Place'.

The move to a digital-first NHS is a national policy objective - the consideration of this through a local strategy must ensure that digital is more than a bolt-on. Importantly it must be something that genuinely improves services and is not simply a cost-saving measure that replaces human input with tech.

Ideas for a digital health strategy could start in a small way using the town centre and areas around it to trial interventions and technologies. This could build upon existing health initiatives (the work of Healthier Fleetwood or Fleetwood Trust for example) and ultimately feed into a larger strategy if/when commissioned.

#### Why

Making Fleetwood a healthier and more sustainable town is a core objective of this Regeneration Framework. This has direct health and wellbeing benefits for the community but being a healthier town also supports improved long term economic prospects. Like many other aspects of life, health and wellbeing is becoming increasingly digital – both to deliver improved services and to save money. A long term vision for the regeneration of Fleetwood must therefore embrace the use of digital technology to improve its population's health.

The NHS Long Term Plan, launched in January 2019, outlines the aim to move to a "digital-first" National Health Service. This includes "systems that support population health management" and a target that "every patient in England will be able to access a digital-first primary care offer...by 2024". The use of telephone, online and video consultations, apps, access to records, mobile/remote monitoring, and collaborative digital care planning are included in the plan.

In 2019 the Fylde Coast Clinical Commissioning Groups (CCGs) were exploring opportunities for the Fylde Coast in being an early adopter of the digital-first NHS approach and produced a draft service specification for a 'testbed site' for the development and implementation of technology upgrades and digitally-enabled care. There is an opportunity for Fleetwood to play a role in the 'test-bedding' or early adoption of a digital approach.

#### Overlap and synergies with other framework initiatives

- High Street / Economy – at both an individual and community scale there is a circular relationship between good health and economic well-being.
- Community & Residential – an opportunity for direct community benefits and also for initiatives to be community-led
- Technology & Digital – a clear opportunity for Fleetwood to be seen to embrace digital technology. This project would help to make a stronger case for investment in wider digital infrastructure: 5G networks for example.

#### How and Who

Fleetwood Primary Care Network will be the project lead support by Wyre Council, Housing Associations, and local community groups.

#### Timescale

Short to medium term. Fleetwood Primary Care Network have approved a full time Digital and Transformation Lead who will drive this project forward.

#### Precedent

Wigan Council set up a 'digital bungalow' in 2017 as a testbed for consumer and medical digital technologies. The bungalow is used for both equipment evaluation and as a showcase where potential users can see and try the tools that could improve their lives and independence.

The bungalow has over 50 pieces of technology from sensory lights to face recognition software that helps to keep residents safe from bogus callers.

Other examples include simplified tablet devices which can be operated remotely through video or visual checks, smartwatches which can act like a smartphone enabling people to stay independent, and smart home automation and door entry to make independent living more feasible for those with disabilities.

Other technologies are focussed on non-intrusive health/activity monitoring which can flag up early signs of potential problems and extend independent living.



## 6. Health and Wellbeing

### Project No. 2: Cycling / Walking / Fitness Peninsular Loop

#### What

Multi-purpose 10km and 15km loops for cycling, walking, sport, and fitness. These routes aim to be traffic-free and links to the wider strategic cycling and walking networks. The 10km running circuit acts as a general fitness amenity, but also a circuit for promoted race events. With a start and end point on The Esplanade this provides a very accessible 'family-friendly' cycling activity.

The circuits route also aim to improve the mental and physical wellbeing of the Fleetwood community - a track that explores nature can decrease anxiety and depression. The routes are also clear of dense urban areas, to connect with Fleetwood natural environment where possible, creating an enjoyable scenic loop. There could a route that starts from Poulton going to Fleetwood creating a safe and quick route between the two towns.

#### Why

Currently, national cycle route 62 runs along Fleetwood's coast, however the route stops short at Fleetwood's Lifeboat Station and goes no further. The proposed routes offer both a long and a short trail that form circuits around Fleetwood's key sites, such as the Port of Fleetwood and the Fleetwood Marsh Nature Reserve. The routes then continue to the coast, with attractive views and sunsets. The project can be promoted as a reason to visit Fleetwood in its own right, helping to drive more economic activity – for example cycle hire businesses and crossover spend in other areas.

The project enables activities such as charity, sport and group events which can gather large numbers and promote the town as a tourist destination. Annual events will provide a reason for repeat visits.

Community engagement will be key to the success of the project – local groups could promote races and events supporting the loops in the long term. They can be used in conjunction with the Fleetwood app (see further project recommendation), which would advertise or notify upcoming activities, provide route details, route interpretation, and links to social media and other health fitness apps.

#### Overlap and synergies with other framework initiatives

- Health and well-being – improving accessibility and group activity lowers anxiety and provide a close connection to nature
- Heritage and culture – improved links to key Fleetwood sites such as the Marine hall, Fleetwood Museum and Fleetwood Marsh Nature Reserve
- Tourism – improved numbers of repeat users of the trails

#### How and Who

The loops can be achieved as a short-term target by connecting existing public paths and cycle routes. Unlocking a route along the River Wyre estuary through the ABP land is key to complete the loops and to showcase the water's edge. Lead by Lancashire County Council in partnership with land owners, Sustrans, and Wyre Council. Sustrans and Morecambe Bay Partnership could act as potential stakeholders.

#### Time scale

Having the route planned and approved is a short-term goal, while the creation of the loops maybe a medium-term project.

#### Precedent

The Camel Trail is an 18-mile multi-use route in Cornwall. The trail is accessible for walkers, cyclists and horse riders and is mostly traffic-free. Cornwall Council and the Town and Parish Councils manage the trail.

The route takes users along the River Camel along an attractive route providing opportunities for tourists to visit local facilities.

Another exemplar route is the Preston Guild Wheel, this a 21 mile circular route around Preston that can be ridden or walked.



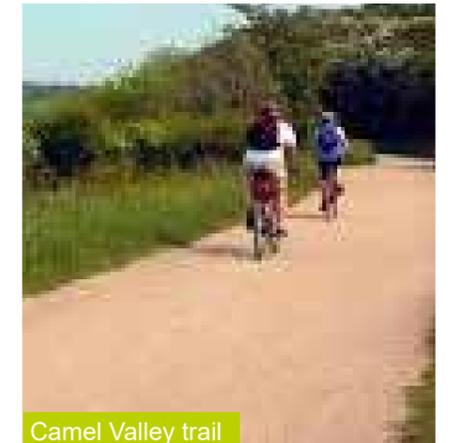
Possible 15km circuit



Possible 10km 'event' circuit



Preston Guild Wheel



Camel Valley trail



## 6. Health and Wellbeing

### Project No. 3: Community Capacity Building & Social Prescribing Activities

#### What

**Community Capacity Building** - focussing on the delivery of the regeneration framework. This will include actions to:

- Build community confidence, skills, and organisational structures
- Ensure that there are effective relationships and communication channels between community organisations
- 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 initiatives in Fleetwood – e.g., Healthier Fleetwood, Fleetwood Trust, YMCA etc.
- Young people should be involved – both to ensure that their interests are represented, but also to develop the next generation of community members to ensure continuing involvement over a long programme period.

**Social Prescribing** - 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, 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 a holistic way. It also aims to support individuals to take greater control of their own health.

Examples include volunteering, arts activities, group learning, gardening, befriending, cookery, healthy eating advice and a range of sports.”

This Framework Intervention proposes that Fleetwood Primary Care Network should work closely with Healthier Fleetwood to identify and support opportunities for community based social referrals.

#### Why

**Community Capacity Building** requires early engagement with the local community as stated by this framework’s objective 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. This means enabling individuals and groups (including ‘hard to reach groups’) to develop the confidence, understanding and skills required to influence decision making.

**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 ‘illnesses. For Fleetwood it is an opportunity to promote health and well-being – one of Future Fleetwoods objectives. It can also help to meet further objectives around partnership working and community strength and social values.

#### Overlap and synergies with other framework initiatives

Effective and on-going community involvement is essential for the successful delivery of the regeneration framework. This project is therefore a pre-requisite to delivery of other projects.

#### How and Who

**Community Capacity Building** - Developing a strategy through the organisations and residents who form the Healthier Fleetwood Partnership Network and report progress to the Future Fleetwood Partnership.

**Social Prescribing** - The initiative will be led by Fleetwood Primary Care Network, in collaboration with Healthier Fleetwood Town centre Partnership, and other community organisations.

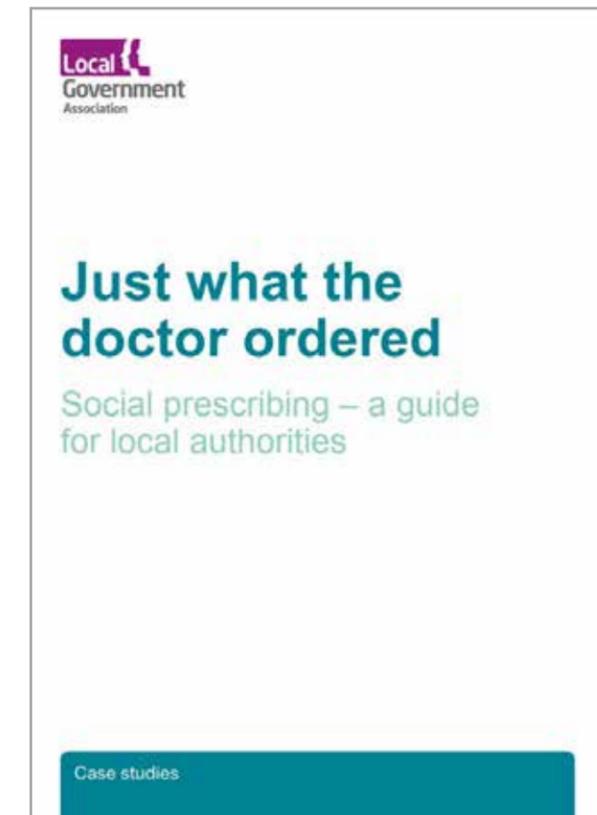
#### Timescale

**Community Capacity Building** should start immediately to grow on existing initiatives with the knowledge that long-term commitment to this will be required.

**Social Prescribing** Short-to-medium term. Healthier Fleetwood has established social prescriber’s helping to support children and young people.

#### Precedent

See the Local Government Association publication ‘Just What the Doctor Ordered’ – Social prescribing – a guide for local authorities – case studies.  
<https://www.local.gov.uk/sites/default/files/documents/just-what-doctor-ordered--5c4.pdf>





## 6. Health and Wellbeing

### Project No. 4: Wyre Moving More Priorities

#### What

To implement the recommendations of the Wyre Moving More framework and facilities strategy.

- Reducing health inequalities'
- Addressing the prevention agenda'
- Creating healthy and sustainable places'
- Developing a long term strategy for sustainable leisure and wellbeing provision across Wyre.
- Delivering a programme to promote healthy choices and healthy lifestyles to keep people well.

#### Why

Providing the most appropriate built leisure facilities alongside a broad range of options to promote physical activity in response to the low rates of physical activity in Wyre and the large gap in healthy life expectancy experienced in parts of the borough.

#### Overlap and synergies with other framework initiatives

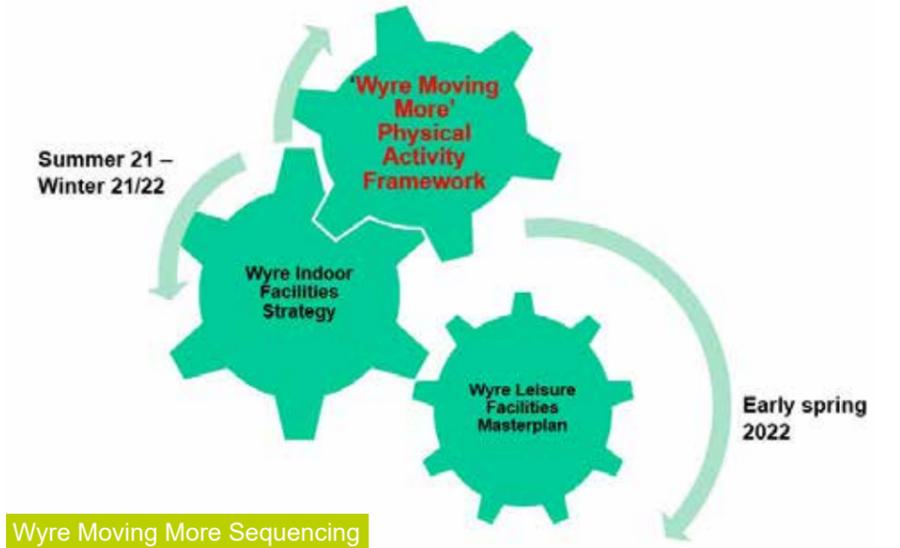
Developing and promoting initiatives for improved physical activity, together with the development of improved facilities and infrastructure has direct synergies with other initiatives around Community, Health/Wellbeing and, potentially Heritage and Culture.

#### How and Who

Network of partners with an interest in promoting physical activity in Wyre.

#### Timescale

Implementation of a programme in the medium term following the 2022 recommendations of the Wyre Moving More Strategy.



#### FIVE BIG ISSUES



##### RECOVER AND REINVENT

Recovering from the biggest crisis in a generation and reinventing as a vibrant, relevant and sustainable network of organisations providing sport and physical activity opportunities that meet the needs of different people.



##### CONNECTING COMMUNITIES

Focusing on sport and physical activity's ability to make better places to live and bring people together.



##### POSITIVE EXPERIENCES FOR CHILDREN AND YOUNG PEOPLE

An unrelenting focus on positive experiences for all children and young people as the foundations for a long and healthy life.



##### CONNECTING WITH HEALTH AND WELLBEING

Strengthening the connections between sport, physical activity, health and wellbeing, so more people can feel the benefits of, and advocate for, an active life.



##### ACTIVE ENVIRONMENTS

Creating and protecting the places and spaces that make it easier for people to be active.

Addressing 5 Big Issues



## 6. Health and Wellbeing

### Project No. 5: Supporting Our Children and Young People

#### What

The intent is to build capacity across Fleetwood's community to support its children and young people.

The aims are to:

- Help Fleetwood's children and young people to be healthier
- Support children and young people to learn, grow and to be the best they can be
- Help them to be responsible citizens – to be kind and caring to themselves and to others
- Work to make sure the town is a place where children want to live, learn and work

#### Why

The Healthier Fleetwood consultation results consistently show that respondents want interventions that improve the lives of young people in the town. The Life in Wyre Survey in 2018 highlights that children's main concerns about living in the town were drugs, gangs, and not feeling safe.

At the time of writing 27% of children in Fleetwood live in poverty, children in Fleetwood often have poorer health outcomes when compared to other Wyre Towns. The prevalence of mental health disorders, childhood obesity and dental decay, for example, are higher in children in Fleetwood wards than in children in other parts of Wyre.

A 2022 report commissioned by Fleetwood Primary Care Network identified many health inequalities and issues suffered by the town's children including: between April 2021 – March 2022 147 in the town attended Blackpool Teaching Hospital A + E Department due to significant risk around their mental health.

The wards with the highest percentage of NEET's in the Borough are Park, Mount, Rossall and Pharos, with the highest number of children on child protection plans in Wyre are in the Fleetwood wards of Rossall, Pharos, Park and Mount.

#### Overlap and synergies with other framework initiatives

This framework objective overlaps and has synergies with each of the other components in the framework but particularly with projects relating to active lifestyles and active transport; in developing digital opportunities; community infrastructure development at the former Fleetwood Hospital Community Hub; arts, heritage and cultural projects and; initiatives to develop businesses and the economy of the town.

#### Timescale

This framework initiative has elements that are short to medium term with respect to delivery. It is a collaborative commitment to explore opportunities to deliver against the specific outcomes/goals outlined above. Projects such as developing the Community Hub at the former Fleetwood Hospital Site, in supporting Lancashire County Council in its roll out of Family Hubs, building youth centre and activity programmes and linking up crisis support for children, young people and their families are priorities with stakeholders who are already leading on delivery proposals.

Fleetwood Primary Care Network has gained funding a new position – a full-time Children's Mental Health Practitioner and social prescribing link worker who are holding drop-ins at the Fleetwood Hospital Community Hub. The Positive Footprints project will help raise the organisations of primary school children across all schools in Fleetwood.

Other actions are longer term with leads, commitments, and resources to be determined.

#### How and Who

The Future Fleetwood Board will lead this project supported by a wide network of partners that includes Wyre Council, local schools, local health facilities, DWP, the Voluntary sector, housing, sports, and uniformed services (Scouts, Guides, cadets etc).

The aims of these groups are to:

- Provide our children with opportunities to develop skills/knowledge and experience to improve employment/work prospects
- Encourage C&YP to build their confidence and self-esteem and initiate projects that help children to develop their communication, leadership, and interpersonal skills
- Make sure C&YP can easily access information about subjects such as healthy eating, stress, alcohol, smoking and relationships to help them make positive choices
- Help young people to look after their own mental health and for those that need it, we will ensure all young people can get the mental health support they need, when they need it, no matter what
- Make sure there are more out of school activities
- Deliver youth centres, youth work and activity programmes to keep young people safe and improve their general wellbeing
- Support parents to cope with challenges their children face
- Support young people with disabilities and their families



## 8. Technology and Digital

### Project No. 1: Develop A Smart Place Strategy

#### What

A strategy to use existing and future technology to plan and run Fleetwood better, guiding policy and investment. The focus should not be on technology for its own sake but should instead start with the needs of communities and the conditions required for a successful, thriving Fleetwood. It should cover a range of economic, social and environmental outcomes to achieve a higher quality of life and a more sustainable town.

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. It would be 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, possibly over a town-wide scale.

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.
- Built-in potential for private sector collaboration and links Higher Education research.
- Efficiencies and resilience in the alignment of service delivery.
- Better governance.

#### Overlap and synergies with other framework initiatives

- High Street / Economy – leveraging the synergies of digital technology will be important in growing Fleetwood's economy. Opportunities for digital enhancement of visitor/customer experience.
- Heritage & Culture – digital opportunities for cultural exploration and interpretation.
- Transport & Linkage – strong links to transport management/control, user information, parking/EV charging strategies etc.
- Community & Residential – opportunities for local environmental monitoring and smart control, also individual property monitoring and control.
- Sustainability & Low Carbon – opportunities for environmental monitoring and control, enhances the potential for links to HE research.
- Health and Wellbeing – lots of opportunities for 'digital first' health and wellbeing initiatives.

#### 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 success, a broad strategy will require a heavyweight champion or champions.

The strategy should be embedded within existing statutory frameworks in order to ensure the strategy's implementation and funding. The 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.



Smart Cities Strategy - Capapult Future Cities



## 8. Technology and Digital

### Project No. 2: Improving Digital Connectivity

#### What

There are multiple ways to improve Fleetwood’s digital connectivity, implementing these options would make Fleetwood attractive for investment, new businesses and people looking for a location suited to new patterns of remote/blended working. A few proposals include integrating 5G and a network of free town centre Wi-Fi. Another involves using the fibre optic network that runs along the Lord Street allows Fleetwood to branch the network to local business tapping them into a high-speed, low-latency network. This can be a catalyst for new digital businesses to setup, with opportunities for a new range of digital services, training, and job opportunities. The “Full Fibre” can be used to deliver ‘gigabit speeds’ to local businesses in Fleetwood supporting potential incubator spaces.

Improved digital connectivity can help Fleetwood grow its economy and overcome perceptions of geographic isolation. Fleetwood should, therefore, develop a strategy to be at the front of the queue for 5G – ideally as part of a holistic Smart Place Strategy.

#### Overlap and synergies with other framework initiatives

- High Street / Economy – 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
- Sustainability & Low Carbon – opportunities for environmental monitoring and control, enhances the potential for links to Higher Education research.
- Health and Wellbeing – lots of opportunities for ‘digital first’ health and wellbeing initiatives.

#### Why

Improving digital connectivity is fundamental and places that are poorly connected will be left behind. Fast and reliable connectivity is important to underpin the economy, 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.

Free Wi-Fi is available in most town centres and shopping centres (Affinity Fleetwood and Fleetwood Market for example). It has become a retail environment expectation and, if it is to be competitive, Fleetwood Town Centre must provide it. Wi-Fi encourages footfall and increases dwell time – particularly in cafés and bars which were amongst the first businesses to offer free access.

#### How and Who

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

The 5G network would need public and private sector investment to fund, install and maintain the network. Promotion of Fleetwood as an early adopter would need a ‘champion’ with strong support from the local authority, business, transport agencies and (ideally) Lancaster University as a potential research partner.

Promotion of Fleetwood as a connected place will need a ‘champion’ (potentially from the Partnership Board) with strong support from Lancashire County Council, Wyre Council, business, transport agencies and (ideally) Lancaster University as potential research partner in cafes and bars which were amongst the first businesses to offer free access.

#### 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 Fleetwood would be a medium-term task. Focussing on the town centre itself can be a shorter-term goal.

#### Precedent

Precedent: ‘Liverpool 5G’ has been awarded over £4 million from the DCMS to explore how to capture the benefits of 5G. In Liverpool’s case, the emphasis is on health and social care. Early results suggest that the full integration of 5G could significantly lower overall health and social care costs in the city whilst improving service delivery.

This technology is supported by Blu Wireless Technology and by using existing public fibre infrastructure it lowers overall costs. Transmitter/receiver nodes are mounted on buildings and street furniture (lamp posts) to provide a coverage network in selected parts of the city. The network is then wirelessly connected to apps and devices which, in this trial, are linked to health and social care outcomes – for example, monitoring and managing individual treatments or conditions.





## 9. Business and Economy

### Project No. 1: Business Support Services And Spaces

#### What

This can include delivery of support services on a small scale – photocopying, binding etc. and business advice clinics; to mixed-use-scale support such meeting and conference facilities in a dedicated ‘business hub’; up to provision of co - working / flexible office spaces, business incubators and live/work units.

In the context of Fleetwood Town Centre the initial focus should be on small scale support which can be incorporated into existing committed projects such as the refurbishment of Fleetwood Market (including ‘maker spaces’ for local craft businesses) and the promotion of small co - working / ‘live - work’ units as part of the repurposing of former retail space on the high street.

Opportunities for the inclusion of digital craft technology should be considered e.g. access to 3D printing.

The provision of further levels of support can be scaled to match requirements as the economy regenerates.

#### Why

Fleetwood must develop a range of initiatives to regenerate its economy whilst some of these will need to operate at a more strategic level (ref. project no.1) other initiatives should offer small scale practical help to grow existing town centre businesses and encourage new start-ups.

It is important to ensure that young people are encouraged to start new businesses and provided with support to maximise their chances of success – Fleetwood must develop the next generation of home grown entrepreneurs.

New uses are required to diversify the high street, helping to replace lost traditional retail uses. A strategy which includes developing new, flexible businesses located on the high street should be considered.

#### Overlap and synergies with other framework initiatives

- High Street – opportunities to promote new and diverse high street uses
- Tech & Digital – good digital connectivity will be important.

#### How and Who

Wyre Council lead and coordination. Individual development and management structures homegrown likely for different types of initiative.

#### Timescale

Small scale business support is a short term goal to be delivered as part of other early projects. Larger scale support will be delivered in step with demand.



Stockport - BIC



Live/work - Downs Quarter



Sheffield - AMP Technology Centre

#### Precedent

Stockport Business and Innovation Centre, a partnership led by Stockport Council, offers flexible spaces and support for start-ups and Small to Medium Enterprises (SME’s) in a former mill building on the edge of town. SBIC has recently added town centre facilities in a refurbished high street building offering small business spaces with high speed band and support services.

Trafford’s Fab Lab located in Altrincham town centre provides open access to 3D printing, laser cutting and digital routing as part of a community arts and crafts space.

Sheffield Advanced Manufacturing Park Technology Centre is a large scale hub facility offering flexible office and workshop space, full front of house management and communal facilities, conferencing, café and EV charging. It has become a focal point for the cluster of advanced manufacturing businesses that surround it.

Live-work units are proposed at ‘The Downs Quarter’ as part of a crowd funded town centre redevelopment. The three bed apartments are spread over three floors with a small workshop, store and access yard on the ground floor.



Altrincham Fab Lab



## 9. Business and Economy

### Project No. 2: Improved Town Centre Hotel Offer

#### What

A new good quality hotel: the aim should be for this to be located close to the town centre (potentially as a 'estuary view' high-quality hotel on the ABP port land) and for the hotel to have small scale conference facilities. i.e. small function / meeting spaces linked to the other hotel facilities.

Fleetwood is positioning itself as a tourist destination offering access to, and interpretation of, its surrounding natural environments. The right hotel offer could capitalise upon this with an 'eco-tourism' offer.

#### Why

Fleetwood has a limited quality hotel offer. Stakeholder and public consultation revealed that a number of organisations and businesses struggle to find suitable accommodation for business visitors who are then accommodated outside Fleetwood. This must be addressed for Fleetwood to be seen to be an attractive investment location and a visitor destination that can compete as a quality offer. Consultees also noted the lack of small-scale meeting/conference facilities in Fleetwood which would be useful assets for business (notwithstanding the larger scale facilities at The Marine Hall).

This Regeneration Framework has highlighted the opportunity for Fleetwood to capitalise on the proposed development of Eden North at Morecambe which anticipates over 700,000 visitors per year. If just a small proportion of this figure made linked trips to Fleetwood the town would not currently be able to offer suitable hotel capacity.

Recent bed space capacity study undertaken by Lancaster University indicated that there is insufficient hotel capacity in the wider Lancashire/ Cumbria area to meet future demand created by Eden North.

#### Overlap and synergies with other framework initiatives

- High Street – an improved hotel offer would draw more visitors who would stay longer – potential additional high street spend.
- Heritage & Culture – benefits as above
- Transport & Linkage – Good connectivity will support hotel business case – especially links to Eden North
- Sustainability & Low Carbon – function/meeting opportunity for new hotel offer to focus on 'eco-tourist' market

#### Where

Hotel operators will want to locate next to the coast or estuary coast in order to offer marine views. There are few suitable sites on the already crowded north coast but a new hotel on the ABP port land would have stunning views of the estuary and Morecambe Bay with easy links to the town centre and its developing offers – The Heritage Quarter, improved food and drink offer, an evening economy and a potential new visitor centre / waterside public space.

#### How and Who

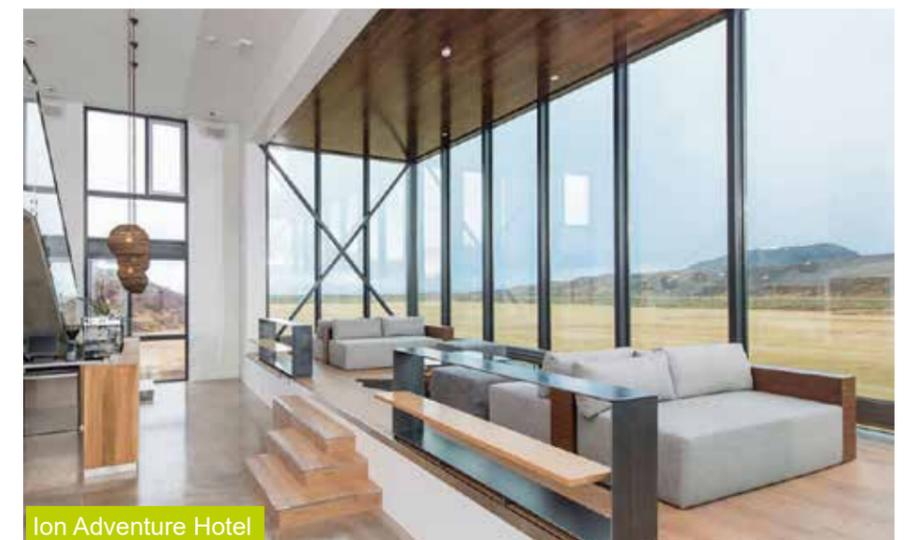
Potential for a new hotel could be identified in a Site Development Brief for the ABP port land. A development prospectus for this opportunity could be jointly promoted by the land owner and Wyre Council.

#### Timescale

Eden North could open in 2023. Fleetwood should make plans to improve its hotel offer in the short term.

#### Precedent

Iceland's Ion Adventure Hotel is marketed as a stylish eco destination linked to a high quality food offer and designed to capitalise on its surrounding natural environment, including "breath-taking views" (nice, but not as good as Fleetwood's views of Morecambe Bay!).





## 9. Business and Economy

### Project No. 3: Pro-Active Pursuit Of Major Investment And Improved Links To Hillhouse Enterprise Zone

#### What

A strategy to pro-actively pursue larger investment opportunities. These should include opportunities in the energy, chemical and polymer sectors (i.e. target areas for Hillhouse Enterprise Zone) and opportunities in the tourism / leisure sector. In relation to the latter this could be ticketed outdoor active leisure attractions that link to Fleetwood's maritime location.

Fleetwood is on a densely urbanised peninsular and so the areas of development opportunity and the town's ambitions for these areas should be clearly set out in a high level development prospectus produced in partnership with major land owners. This should explain plans for Fleetwood's future and the opportunities that these create.

#### Why

Fleetwood is the largest settlement in Wyre and must attract new inward investment if it is to meaningfully grow its economy. This will involve changing a number of negative perceptions about its location and economy and energetically setting out the town's advantages and opportunities. This should be done in partnership with Hillhouse EZ which is Fleetwood's neighbouring major employment area in Thornton Cleveleys.

The delivery of other projects and potential infrastructure highlighted in this Regeneration Framework will change the narrative for Fleetwood and make the town a much more investable proposition. To take maximum advantage of this the ambitions of the town and opportunities for investment must be clearly set out and actively promoted.

#### Overlap and synergies with other framework initiatives

Growing Fleetwood's economy is the overarching Regeneration Framework objective.

#### How and Who

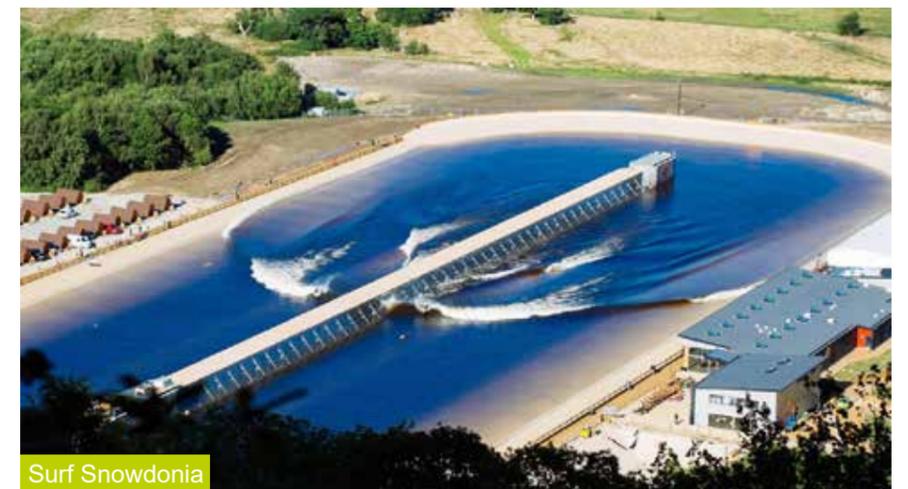
Working in collaboration and partnership with stakeholders to deliver growth through the establishment of an Investment Zone or similar such initiatives that come available which could accelerate the delivery of key anchor points within the Lancashire 2050 Growth Plan and which would underpin a wider acceleration in sustainable growth and prosperity.

#### Timescale

A 'major investment group' should be established as a short term priority with membership rotated over time to ensure new energy and ideas (and possibly access to funding).



Fleetwood at Mipim?



Surf Snowdonia



Eden North - image from edenproject.com

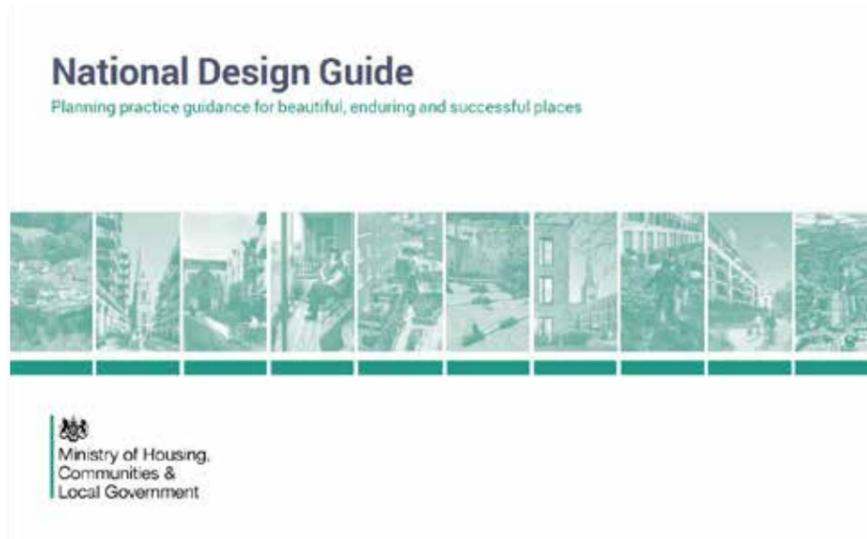


## 6.1 Introduction

This Regeneration Framework has set out a high-level approach to the regeneration of Fleetwood 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 Fleetwood 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.



## 6.2 Design Principles

### Why?

#### National importance

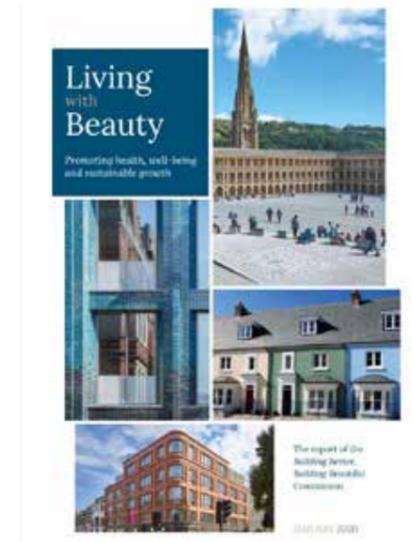
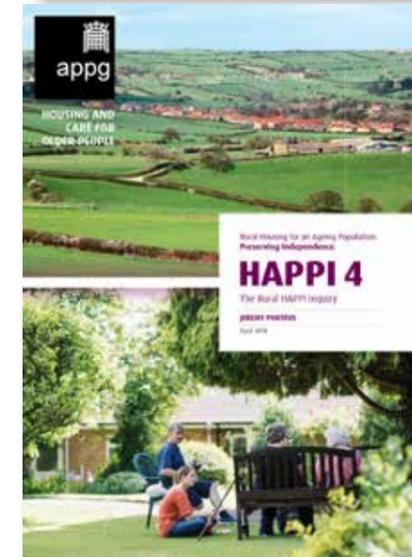
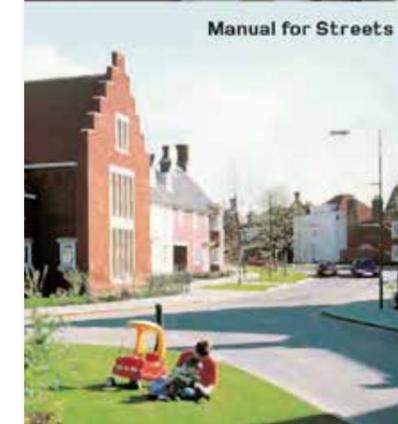
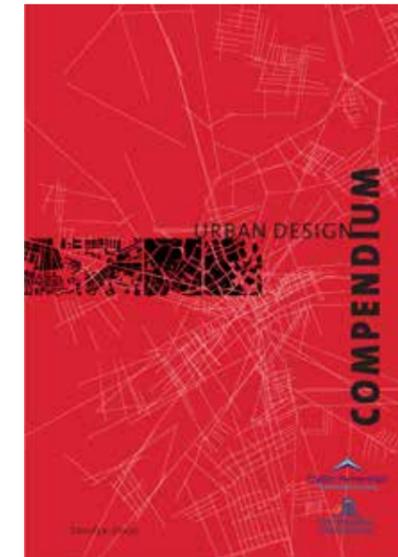
National level planning policy in the National Planning Policy Framework (NPPF) (revised in 2019) states that "The creation of high-quality buildings and places is fundamental to what the planning and development process should achieve. Good design is a key aspect of sustainable development, creates 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)

The Government has recently established the 'Building Better Building Beautiful Commission', an independent body that will advise the government on how to promote and increase the use of high-quality design for new build homes and neighbourhoods. Its report of Jan 2020 'Living with Beauty' proposes that 'beauty' should be an essential condition for the grant of planning permission.

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



### Local importance

Being distinct i.e. identifying and celebrating local identity is a key criterion for successful towns. Most of Fleetwood's town centre is designated a Conservation Area which recognises the importance of its historic layout and buildings. Preserving and enhancing this design significance will be central to Fleetwood's renaissance.

### 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 Fleetwood) and then set out and explained within a design policy document – a Fleetwood 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.



NDG - 10 principles for a well designed place

## Define the design principles that are appropriate to Fleetwood

NDG sets out ten principles for a well-designed space but the starting point for the Fleetwood Town Centre Design Guide should be a more practically focussed set of principles that are of specific relevance to Fleetwood.

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) 'The Councillor's Guide to Urban Design'

### 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

## Local content

Landscape Projects “Public Realm Strategy and Action Plan” for the market and museum area contains a detailed analysis of these areas from a public realm perspective including materials, planting, lighting, boundary treatments etc. This is a good starting point for the public realm component of a Town Centre Design Guide to inform and control future development.

Other sections of the guide should include:

- Guidance on heritage assets
- Building design guidance
- Sustainability requirements
- Retail frontage design
- Healthy New Town Design Principles (see Section 4 of this report)
- Pedestrian Priority Streets and Spaces
- Street furniture
- Detail
- Reference to other published design standards which development will be required to consider (or meet). For example, residential design and space standards, referencing Building for Life 12 (BFL12) and/or Nationally Described Space Standards – mandatory for new homes and a benchmark for the re-use of existing buildings.

## A Site Development Brief for the ABP port land

At various points, this report has made a recommendation for the production of a Site Development Brief for the ABP port land. This is the major development site opportunity in Fleetwood and a Site Development Brief would help to ensure that it is brought forward in a way that provides appropriate benefits for the town whilst providing greater certainty through the planning process for the developer.

The preparation of this brief should be coordinated with the wider Town Centre Design Guide and may be given formal status in Wyre Council’s suite of planning policy documents.

## A Coordinated Approach

It is important that the Town Centre Design Guide is aligned with and referenced to other strategies (town or borough-wide) whose production is recommended in this report. These include:

- Sustainability / Low Carbon Strategy
- Smart Place Strategy incorporating:
  1. Town Centre Car Parking / Charging
  2. Digital Health Strategy

## Public Realm Design Watch Points

The ultimate aim of a design guide is to ensure that Fleetwood creates an attractive, characterful, pedestrian-friendly town centre that encourages people to spend more time and hence more money in the town. Three key areas for inclusion within the Fleetwood Town Centre Design Guide that are of specific relevance to the regeneration of town centres are:

1. **Pedestrian Priority Design – creating environments that encourage easy and safe pedestrian movement, whilst not preventing vehicle movement**
2. **Celebrating the character and heritage of a place with bespoke design**
3. **Incorporating fine ‘detail’ and playfulness**

These key areas of design are central to creating usable and unique town centres.

## 1. Pedestrian Priority Design

### Pedestrian Priority spaces

The aim of this approach is to create street conditions whereby drivers and riders feel they should give priority to pedestrians, and where pedestrians feel comfortable in accepting that priority. This street type is normally used in areas with high numbers of pedestrians and can create the best social and economic environment by increasing dwell time. The more time people linger in a space, the more money they are likely to spend. Pedestrian Priority design also makes it easier for pedestrians to criss-cross between shops, treating the street as a place rather than a linear route, increasing the likelihood of their being drawn to a shop or café. Despite generally being used where there are lower volumes of traffic, these schemes often accommodate a high proportion of bus traffic as they are often located in Town Centres.

The general design principle for this typology is to design the space to appear pedestrianised such that the pedestrian does not feel they have to look out for vehicles whilst drivers become very conscious of their responsibility to navigate the space safely.

More pedestrians occupying street space results in a reduction in traffic speed. In general, schemes of this type can achieve very low traffic speed, typically well below 20 mph.

The designs of pedestrian-prioritised streets have meant that they are useable by cyclists without requiring any dedicated facilities. Street schemes of this type have generally adopted designs that do not appear to contain a well-defined carriageway so that road users (particularly drivers) do not assume that pedestrians need a defined crossing or a driver’s permission to cross the street. Such schemes have often used a level surface, sometimes with similar paving types and colours across the whole of the space.

Pedestrian Priority Streets and Squares, when they incorporate a level surface with no kerb, facilitate the flexible use of the space particularly for staging events. These can draw people to the town centre. Parking in Pedestrian Priority Streets and Spaces has to be carefully managed as there is no kerb to align or control vehicles.

## Issues

There are examples of places where this typology has been inappropriately applied resulting in a street or space where the driver still feels like they have the right of way and pedestrians don't feel comfortable occupying the whole space, particularly blind and partially sighted users. The issue in such situations is usually that for reasons of design or context, resultant traffic speeds are too high or that tactile paving has been used inappropriately.

Wayfinding can be a problem for several user groups, including young children, older people, non-locals and visually impaired people in this type of street. Seating and other useful street furniture have often been placed in the street to emphasise its primary function as a place to be enjoyed, but this can also create obstacles for visually impaired people where it has not been located carefully.



Castle Square, Caernarfon activities

## Castle Square, Caernarfon. One of the first and largest Pedestrian Priority Shared Space projects in the UK, completed 2008

- 2015 Honourable Mention for Design Excellence: International Making Cities Liveable
- 2011 Highly Commended, Transport Practitioners, Urban Transport Design Award
- 2010 Runner-up Urban Design Awards, Practice Award

Before



After



## Frodsham Street, Chester. Pedestrian priority street.

- Winner: Healthy Street of the Year 2019
- Winner, Chartered Institute of Highways and Transportation, Creating Better Places Award 2018
- Winner, Transport Practitioners, Urban Transport Design Award 2018

Before



After



**Exchange Place, Kidderminster. A New Town Square that used to be a road junction is now a place for people and events.**

- 2017 runner-up, Transport Practitioners, Urban Transport Design Award

Before



After



### Informal Streets

The aim of the Informal Street typology is to reduce the speed of vehicles by reducing the barriers between them and pedestrians, creating a stronger social contract than exists in traditional streets or where pedestrian guard railing is employed. Design features used with the intention of reducing vehicular speed and dominance include reducing the differentiation between the footway and carriageway, for example, by using reduced-height kerbs; and providing features such as median strips which encourage more frequent crossing movements by pedestrians.

Informal street design can handle higher traffic flows than pedestrian priority streets. Most schemes of this type have provided regular crossings of the carriageway where drivers stop or slow to allow pedestrians to cross with confidence, either through formal crossings (signalised or zebra crossings) or by design (courtesy crossings). Courtesy crossings, which do not use traffic signals, signs or markings, have been used to reduce the formality of the street, but formal crossings have also been used. Some schemes have a combination of both types. Some schemes have also provided crossing opportunities where pedestrians can cross during gaps in the flow of traffic.

Tactile paving has been used to indicate courtesy crossing points. There has been criticism of these schemes from national blind and partially sighted groups concerned that their community do not know when it is safe to step out onto a Courtesy Crossing and that if a low kerb is employed along the length of a street, guide dogs or long cane users may not always be able to locate it. There has also been praise of these schemes from some local blind and partially sighted users.

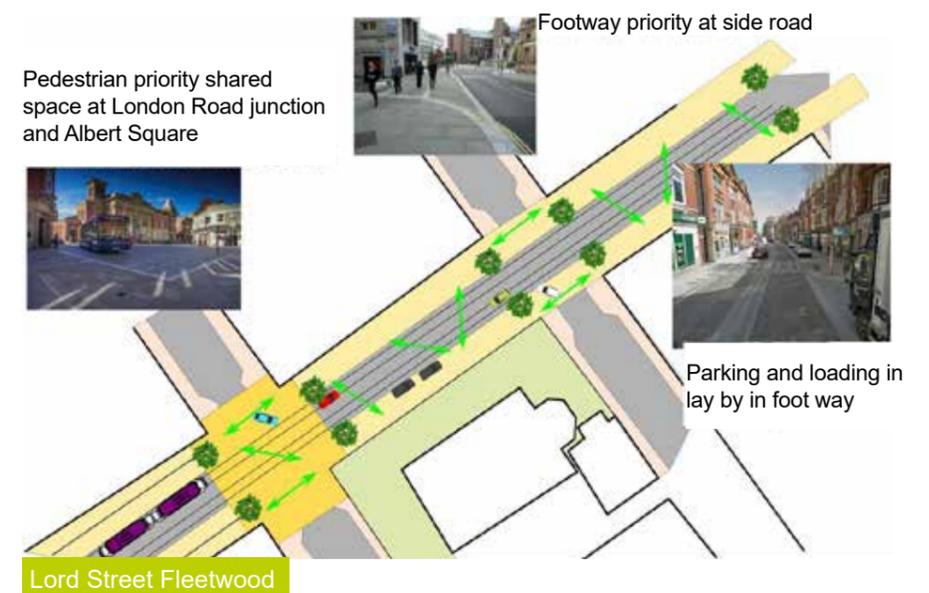
Informal street schemes have generally not included any dedicated cycle infrastructure, but there is no in-principle reason why such facilities could not be provided. Because these street typologies incorporate a low kerb, they are not as flexible for staging events as pedestrian Priority Streets and Spaces.



Informal street features Altincham

### Application in Fleetwood

Public realm improvements in Fleetwood Town Centre should consider the opportunities for the incorporation of pedestrian priority areas – Albert Square and Adelaide Street for example; and the application of informal street design principles – areas along Lord Street for example.



Lord Street Fleetwood

## 2. Celebrating the character and heritage of a place with bespoke design

Visitors seek out places that are unique and special. The value of “local distinctiveness” is recognised in the recommendations of the High Streets Task Force (ref. Section 2.3 of this report) and identifying and celebrating the history and heritage of a place is central to this. Fleetwood has a lot to say and a great story to tell in this respect. The key is to layer this into the design of the public realm without being heavy handed or didactic.

### Exchange Square “Penny Black Square” Kidderminster

The design of the paving detail for the new square references the fact that Kidderminster was the birthplace of Rowland Hill, the originator of the postal service. Other bespoke seating areas reference the fact that Robert Plant was educated there.



### Accrington Town Square

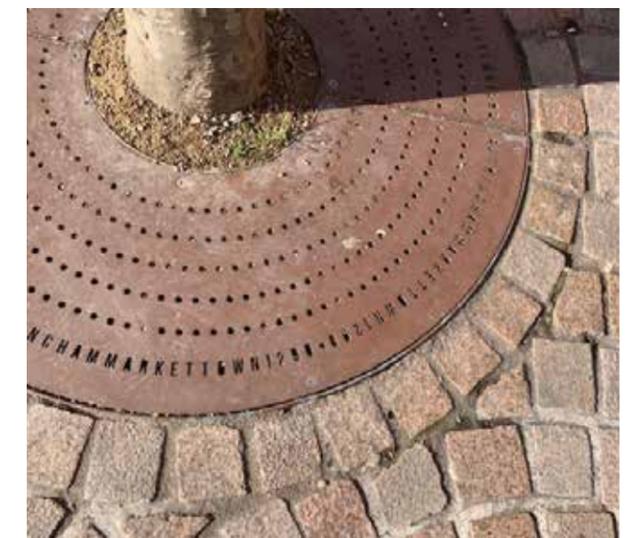
Bespoke street furniture was designed for a new square in Accrington including ‘duck board seating’ which refers to the story of the ‘Accrington Pals’ in World War One. Consultation with local people also revealed a desire to tell other stories including that of the football club, textile and brick industries and contributions to decorative glass design.

- 2019 Finalist: Landscape Institute Awards
- 2019: Finalist: International Making Cities Liveable Design Awards



### 3. Incorporating fine 'detail' and playfulness

Good design works at a range of scales. In the design of streetscapes the users of the spaces are in direct contact with the design - they walk down the streets, sit on the benches, lean on the lampposts. With this close proximity, the fine details of design and quality of materials are revealed, and this is an opportunity for a final layer of interest, uniqueness and even 'playfulness' – all elements that add to the character of a place.



## Embedding Good Design into the Regeneration of Fleetwood

In addition to the development of policy 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 regeneration of Fleetwood – 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 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 / streaming body for the input of existing amenity and community groups.

## 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 growth of Fleetwood Town Centre. The identified projects form an interlinked package of development and improvement interventions. For each project, 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 the potential sources of funding for the investments proposed and the likely timescales for them taking place. Clearly, not every project will be delivered in the near term. Several projects face complex challenges in terms of ownership, viability, funding and other issues. The timescales set out in the Implementation Plan seek to take account of these challenges in identifying which projects are likely to be delivered in the short, medium- and long-term periods.

Similarly, given constraints on the availability of funding, there is a need to prioritise the numerous projects identified through the framework process. The Implementation Matrix therefore also seeks to identify those projects that are most critical to the delivery of the vision and strategic objectives for Fleetwood. The purpose of this is to assist when difficult 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.

Equality and sustainability assessments will be undertaken where required during the development and design of each framework project, and for those policy recommendations included within the Local Plan.

The successful delivery of the Regeneration Framework will not only be measured in terms of the implementation of the framework projects but also in terms of other indicators that will be monitored over the plan period. These indicators will include:

- bolstering Fleetwood as a destination for people to visit, measured by improving visitor numbers;
- making the most of Fleetwood's unique selling points, strengths and assets;
- providing opportunities for local people to help shape Fleetwood's future;
- improving the attractiveness of Fleetwood through investment; and
- supporting young people, for example improving qualifications and providing jobs.

The above indicators should be monitored through periodic reviews of the Local Plan evidence base, as well as research undertaken to inform other plans and strategies.

## Implementation Matrix

		The High Street	Heritage & Culture				Transport & Linkage				
		HS1: Public Realm Improvements	HS2: Fleetwood Market - Improvements Programme	HC1: Reserve Land To Link Fleetwood Museum To The Estuary	HC2: Development Of Visitor Centre & The Fleetwood Museum	HC3: Arts & Culture Programme	HC4: Transform Fleetwood Seafront	TL1: Eco - Shuttle Service & Transport Links by Bus/DRT	TL2: Town Centre Tram Loop	TL3: Walking And Cycling Improvements Strategy	TL4: Town Centre Parking Strategy
	Priority - High / Medium / Low	H	H	Safeguarding H Delivery M	M	H	M	H	M	M	M
	Timescale / Planning - S, M, L	█	█	█	█	█	█	█	█	█	█
	Timescale Implementation - S, M, L	█	█	█	█	█	█	█	█	█	█
Delivery Partnership	LA = Local authority C = Community H = Health authority T = Transport authority U = University  B = Business A = Amenity Group HA = Housing Association D = Developer Lead*	LA* T C B A	LA* C B A	LA* D LA C A	D* LA C A	LA* C C	LA* C D	B* LA* T* C C	T* LA	LA* A C T D	LA* A T C
Potential Funding	CGFS = Central Government Funding Stream LA = Local authority LCC = Lancashire County Council T = Transport authority H = Health authority	CGFS	LA/CGFS	LA/Private	LA/Private	LA/Private	CGFS/Private	Grant/Affinity/ Private	LA/LCC/T	LA/LCC/ Private	LA
Key Next Steps		Design, funding and procurement	Design, funding and procurement	Safeguard site	Safeguard site	Establish a working group, Develop action plan	Initial scoping and feasibility / viability study	Initial feasibility study to understand potential operator, delivery partners, costs and funding streams	Initial feasibility study to determine whether economically viable, design, funding and procurement	Safeguard within SPD	Scope, funding and procurement

Community & Residential		Sustainability & Low Carbon		Health & Well-being		Technology & Digital		Business & Economy	
Support the continued delivery of the first phases, partner with Fleetwood Trust and promote the use of emerging new facilities.	Various	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
Dependent on FHSF which will unlock the site for re-development, WBC could produce a development brief	Private/Grant	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
Identify a vision for the area and a project champion	Private / HA/ LA	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
Prepare a development prospectus	Private / HA	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
Mechanism to deliver significant investment, advocacy and support	Private/Grant	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
Design, funding and procurement	LA	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
Study needed into costs of infrastructure and key locations for the infrastructure	LA/Grant	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
Scope brief for Strategy Report	LA/Grant	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
Promotion of small scale, community led initiatives	H	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
Scope brief for Strategy Report	LCC	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
Convene a group of interested parties	H/LA/C	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
Focus on delivery of the recommendation of Wyre Moving More	LA/CGFS	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
Establish a working group, Develop action plan	LA	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
Design, funding and procurement, ensuring the project fits in with other developments within the town centre	LA	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
Identify a project champion to build multi-partnership support before opening discussions with providers	Various	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
Acquisition, securing appropriate development partner, design, funding and procurement	LA/ Private	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
LA could develop a tourism study / strategy in the first instance	Private	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
Establish a partnership group and 'champion' Identify and meet with potential investors	LA/ Various	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
CR1: Former Fleetwood Hospital Community Hub	H	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
CR2: Commercially Focused Development On ABP Land	H	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
CR3: Improvement Of Residential Housing	M	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
CR4: Delivering New Homes including Housing with Care and Support	M	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
SLC1: River Wyre Tidal Barrage	H	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
SLC2: Town Wide Green Space Initiatives	M	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
SLC3: Electric Vehicle Charging Strategy	H	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
SLC4: Low Carbon Development Strategy	H	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
HW1: Digital Health Strategy	H	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
HW2: Cycle / Walking / Fitness Peninsular Loop	M	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
HW3: Community Capacity Building & Social Prescribing Activities	H	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
HW4: Wyre Moving More Priorities	H	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
HW5: Supporting Our Children and Young People	M	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
TD1: Develop A Smart Place Strategy	H	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
TD2: Improve Digital Connectivity	H	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
BE1: A Business Support Services And Spaces	M	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
BE2: Improved Town Centre Hotel Offer	H	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C
BE3: Pro-Active Pursuit Of Major Investment And Improved Links To Hillhouse Enterprise Zone	H	LA C	LA C	LA C	LA C	LA C	LA C	LA C	LA C

## 6.4 Managing Implementation

The means of delivering and managing the framework projects will require a variety of approaches, depending on the specific nature of the project. In broad terms, the different approaches can be summarised as follows:

- a) Design / development briefs – for specific projects at discrete sites.
- b) Supplementary Planning Documents – for more complex sites and/or parts of the town centre that are larger than specific, identifiable ‘sites’.
- c) Formulation of bespoke delivery bodies/partnerships – as opposed to and additional to the agencies that already exist, such as Wyre Borough Council and so on.
- d) Direct delivery by the Council (and partner organisations if necessary).
- e) Collaboration with private owners of land/property.
- f) Acquisition of land/property if the relevant owners are unwilling to bring schemes forward.

The section below identifies thoughts in relation to the various potential management and delivery structures, focusing on key interventions rather than each and every framework project.

### Re-imagining Former Retail Space

The refurbishment/redevelopment of prominent vacant retail units that were previously occupied by retail and related uses within the core town centre area are proposed to be replaced with new uses as defined in other sections of the masterplan document including residential, flexible community space, a conference facility and / or business incubation and co-working space.

It is important that Wyre Council does all it can to facilitate the refurbishment/redevelopment of these key units/properties. This could include reducing or removing the abnormal cost to maximise the chances of these sites being re-used/re-developed through the council acquiring the units/ properties from willing owners.

In the event that owners of the units/properties are not willing to sell and are also not willing to pro-actively work towards achieving the identified new uses of the sites, the council should seriously consider acquiring those properties via its Compulsory Purchase Order (CPO) powers.

Each of these projects would relate to a discrete site/ property and so a summary design/development brief for each site will provide sufficient information.

### Associated British Ports Land

The ABP landholding is substantial and is also affected by an array of constraints relating to (inter alia) flood risk, ground conditions and limited market demand. For these reasons, we believe that it would be prudent to put in place a Site Development Brief will enable the Council, ABP and partner organisations to devise a carefully formulated package of interventions in order to maximise the potential of this key waterfront opportunity, informed by consultation and engagement, thereby helping with bids for public sector funding and the attraction of private sector investment.

### A New Modern Market

Fleetwood Market is currently successful and is popular with visitors from outside of Fleetwood but not local residents. Fleetwood Market is currently successful and is popular with visitors from outside of Fleetwood but not local residents. Heritage Action Zone (HAZ) funding will enable external repair to the Victorian hall. Other works such as internal improvements and reconfiguration of the layout of stalls to improve pedestrian flow within the market to support trading require grant funding or Council investment. This will help to create a new, modern market with greater appeal to local residents and visitors like, and hopefully attract additional visitors to Fleetwood.

### Improved Public Realm

Improved public realm is proposed at Lord Street and Heritage Quarter; Albert Square; and Victoria Street and Adelaide Street. The interventions will create an improved retail, leisure and cultural offer, providing opportunities for community events, driving increased footfall, dwell-time and increased local expenditure. Improved public realm is proposed at Lord Street and Heritage Quarter; Albert Square; and Victoria Street and Adelaide Street. The interventions will create an improved retail, leisure and cultural offer, providing opportunities for community events, driving increased footfall, dwell-time and increased local expenditure. This will require grant funding and/or Council investment to create the improved public realm, which will be instrumental in transforming perceptions of the town centre and how the town centre is used. In that eventuality, it is important that the Council finds an alternative source of funding to create the improved public realm, which will be instrumental in transforming perceptions of the town centre and how the town centre is used.

### Fleetwood First

Wyre Borough Council could consider introducing ‘Fleetwood First’, a service to broker and promote apprenticeships and volunteering for local people. The service could support local residents 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.

### Fleetwood Business Improvement District, or similar

The promotion and development of UK town centres and the management of their ‘vision’ and future development can be delivered through a variety of structures – both formal and informal (see brief summary below). Historically these have often been voluntary in nature but since 2004 Business Improvement Districts (BIDs) have become increasingly common as an ultimate ‘place management’ structure.

## Summary Town centre Management Structures

### 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 (eg 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, as in Fleetwood, 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

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 initiated 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. This body 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 5 year remit and professional staff including a BID Business Manager. At the time of writing the BID is going through the re-ballot process. Wyre Borough Council has also been proactive in relation to interventions relating to (for instance) the market and public realm, but to deliver truly transformational change of the sort envisaged in this Regeneration Framework the Council could consider setting up a Business Improvement District or similar delivery vehicle. A Fleetwood BID would be funded by a levy from businesses based on the rateable value of a property. The funds would then be applied directly into activities within the BID area only, i.e. Fleetwood Town Centre, which could involve events, promotion/marketing, partnerships to help make Fleetwood a vibrant and attractive place to visit, work and live in, and so on.

## Future Management and Monitoring

In addition to the above measures, it will be necessary for enhanced management of the town centre including: A destination management plan to help achieve the integration of the town centre’s various assets and ensure effective promotion of the town centre, including Fleetwood’s new market and its waterfront/coastline location.

Providing the capacity for effective event management. Events, such as ‘Tram Sunday’, are an important component of the town centre’s visitor offer and are very popular, but they are too few and far between. The framework’s public realm projects provide new outdoor spaces to hold such events. There should be a co-ordinated approach to the implementation of identified public realm projects to ensure that they reinforce the attractiveness of the town centre as a destination for events, festivals and markets. Considering the potential for new technology to support the visitor experience. This could be used to provide visitor information, promote events and create virtual attractions such as heritage trails.

The implementation of the various components of the framework will be monitored by the Council to enable it to respond to unforeseen changes that may have impacts on the overall strategy, including delivery and phasing.

