

All maps contained in this document are reproduced from Ordnance Survey mapping with the permission of the Controller of Her Majesty's Office © Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. Lancaster City Council Licence No. LA 100025403.



MORECAMBE AREA ACTION PLAN (to 2021)

**Lancaster City Council
Regeneration and Planning Service
Area Action Plan Team
December 2014**

SUMMARY

The Lancaster District Core Strategy (2008) prepared by Lancaster City Council identifies central Morecambe as the main regeneration priority area within the district – a Regeneration Priority Area of sub regional importance. Consequently, the city council resolved to prepare an area action plan for central Morecambe in late 2008. This Morecambe Area Action Plan (MAAP) is to be a formal development plan document and so part of the local plan for Lancaster District.

Officers have led community engagement and consultation work since early 2010 to identify concerns and issues, to outline options and to work up and consult on successive drafts.

The MAAP is about making real changes and changing perceptions, increasing demand so improved conditions for business and trading can make for a growing economy. This is the key to:

- more and better jobs
- increased incomes
- Improved experiences for residents and visitors alike.

It is about exploiting potentials. The enviable seaside location, the extent of the seafront promenade, the high quality leisure experience this offers and unrivalled views out already can draw very large numbers of day visitors. More can be made of this asset and it is the attraction of the seafront that gives prospect of sustaining and growing Morecambe's town centre.

The MAAP responds to the dire investment situation in central Morecambe. Much business is precarious and radical change is required first to help ward off any further business losses and then to bring about the investment needed for change, improvement and recovery.

The approach is focused on conditions for investment. It is about making for more footfall and thereby the activity needed to generate increased demand and thereby make for better conditions for business. In turn increased business investment can drive more improvements. This should forge the positive investment cycle that is needed.

In this way investment is the key to a virtuous circle - but it is investment that must be won in competition with places elsewhere. There has been a dearth of investment into the town over recent decades. This will only change and investment will only come if there is business confidence in the future.

There is something of a chicken and egg situation here. Improvement is needed to give confidence yet confidence can only come after improvement. This is where the plan itself has a critical role to vision change, set out how it can be achieved and to underpin confidence.

The MAAP must necessarily concern places and processes but ultimately the approach is all about people. It must have

regards to the needs of all people who come for whatever purpose, whether work, for services and shopping, leisure or recreation. It recognises that young

people have particular needs for outlets for their energy and people with limited mobility must be well catered for.

Key elements of the MAAP are to-

- Reaffirm the critical importance of conserving and properly managing Morecambe Bay and the shoreline environment
- The promenade and wider seafront from the Battery through to the Town Hall designated as open space predominantly for informal recreation.
- Improved management arrangements for the seafront and promenade and a focus on improvement
- Integrate the seafront with the town much better with improved connections for pedestrians between the seafront and the town.
- Direct footfall into the town centre by a range of actions to create much more of a “buzz”,
- Encouraging people to “stay longer and spend more”.
- Restructure landward with new development fitting to a key network that makes it easy for pedestrians to find their way around the town
- The city and county councils to prepare a joint transportation plan to include for the location, management and pricing of public car parking (on and off street) to better support activity and trading within central Morecambe
- Further incentivise business investment through local supply side measures
- Support initiatives within the community and by local businesses to enhance and add to this offer.
- Actively market the town to visitors as part of the wider “Morecambe Bay” offer, in new and imaginative ways that look to the future.
- Actively market the town to investors
- Make an improving town centre integral to the visitor offer.
- Bring improvements in the look and feel of the town and what there is to do.

Key specific proposals are –



CONTENTS

CHAPTER	PAGE			
SUMMARY.....	i			
1. INTRODUCTION.....	1			
Planning Status.....	2			
2. CONTEXTS.....	5			
Overview.....	6			
Plan aim.....	9			
Appearance, Ambience and Activity.....	10			
Opportunities further into the plan period	11			
Risks.....	12			
3. PLAN VISION AND APPROACH	13			
4. MANAGING THE ENVIRONMENT.....	18			
5. MANAGING DEVELOPMENT	21			
6. FURTHER ENCOURAGING BUSINESS INVESTMENT AND DEVELOPMENT.....	24			
7. MORECAMBE'S MAIN SEAFRONT AND PROMENADE.....	27			
8. THE TOWN CENTRE.....	39			
9. SOUTH OF THE TOWN CENTRE.....	52			
10. TRAVEL AND TRANSPORT.....	55			
11. MARKETING TO INVESTORS AND VISITORS.....	60			
12. IMPLEMENTATION, MONITORING AND REVIEW	64			
Plan Implementation.....	64			
Monitoring and Review.....	67			
APPENDICES				
1. LIST OF POLICIES / POLICIES DIAGRAM				
2. MAAP CONSULTATION HISTORY				
3. DRAFT IMPLEMENTATION SCHEDULE				
4. INSERT MAP 3 LOCAL PLAN PROPOSALS				

<i>SPATIAL POLICY</i>	<i>DEVELOPMENT OPPORTUNITY SITES</i>	<i>ACTION SET</i>
		AS1 , AS2
SP1		AS3
SP2		AS4
SP3	DO1, DO2	AS5, AS6, AS7
SP4	DO3,DO4, DO5	AS8
	DO6	AS9
		AS10,11,12,13
		AS14, AS15

1.0 INTRODUCTION

1.1 This is the Morecambe Area Action Plan (MAAP), a spatial plan for central Morecambe, the priority area for regeneration within the Lancaster District¹. The MAAP is part of the new Lancaster District Local Plan.

1.2 The council decided to prepare the MAAP in the autumn of 2008. In spring 2010 it consulted on the scope and confirmed this in July 2010. The Scoping Document is available at www.lancaster.gov.uk/morecambeaap.



1.3 This scoping at the outset of plan preparation set the purposes and objectives of the plan and its geographic scope. Further, it identified what aspects the MAAP would and would not focus on and signposted how it would relate to other plan documents.

1.4 The plan area extends the length of the main promenade from the Battery in the west almost to the Town Hall in the east. Landward it takes in the main central parts of the town.

1.5 Extensive evidence gathering, community engagement and stakeholder consultation over some three years informs the MAAP. It proposes specific planning policies for the area, identifies development opportunities and a series of actions through which the plan can be delivered.

1.6 The MAAP is informed by viability considerations and sustainability testing into the likely economic, social and environmental effects and impacts. A Sustainability Report is a companion document². It covers for all sustainability appraisal and assessments required to meet the regulatory requirements for strategic environmental assessment and habitats regulations assessment.

¹ Lancaster District Local Development Framework, Core Strategy (2008) Policy ER 2. Regeneration Priority Areas. Available to view at www.lancaster.gov.uk/ldf - Core Strategy page.

² The Sustainability Report comprises the Morecambe Area Action Plan Sustainability Appraisal and Strategic Environmental Assessment (both substantive document and non technical summary), Hyder Consulting August 2013 and the Morecambe Area Action Plan Habitats Regulations Screening Report, Hyder Consulting August 2013

PLANNING STATUS

- 1.7 The Lancaster District Core Strategy (2008) prepared by Lancaster City Council identifies central Morecambe as the main regeneration priority area within the district – a Regeneration Priority Area of sub regional importance. The city council decision to prepare the MAAP reflects this priority. The MAAP is to be a formal development plan document (DPD) as part of the new local plan for Lancaster District 2011-2031 (“Local Plan”). The MAAP itself is for the period to 2021, reflecting for the contexts and the focus on regenerative actions.
- 1.8 The Local Plan will replace policies and allocations within the existing Lancaster District Local Plan, which was adopted for planning purposes in April 2004.
- 1.9 Further information on the Local Plan as it emerges is contained in sections 1 and 2 of the Development Management DPD. This variously explains how the plan elements are to relate to one another; fit to the Government’s new National Planning Policy Framework (NPPF) and the weight to be attached to policy³.
- 1.10 The focus of the MAAP is regeneration. As part of the Local Plan it will become the starting point for planning decisions concerning central Morecambe and help guide investment decisions.
- 1.11 The MAAP identifies the main development opportunities within central Morecambe and suggests specific policy proposals for these. Planning proposals are identified on the Local Plan Proposals Insert Map⁴. The MAAP proposes development management policy for the plan area on aspects where it is considered that some differential is required to policy for the wider district. Policies contained in the Development Management DPD will apply otherwise. Where the MAAP proposes planning policy specific to the action plan area it states how this is either additional to or replaces for (in whole or part) specific policies in the Development Management DPD.
- 1.12 The content of sections 1-5 of the Development Management DPD in explaining the planning status of this document can in large part also be read for the MAAP. This includes for how the NPPF informs the preparation of a DPD including in the presumption in favour of sustainable development.
- 1.13 With adoption of the MAAP the council withdraws the following Supplementary Planning Guidance (SPG):
 - SPG 11: Morecambe Town Centre Strategy (adopted September 2004)
 - SPG 15: Poulton Spatial Strategy (adopted January 2005)
 - SPG 17: Morecambe Central Promenade Development Brief (adopted January 2005)

³ National Planning Policy Framework, Department for Communities and Local Government, 27 March 2012

⁴ The full Local Plan Proposals Map is available to view at www.lancaster.gov.uk/ldf. Inset 3 - MAAP.

SUPPORTING TOPIC PAPERS AND EVIDENCING DOCUMENTS

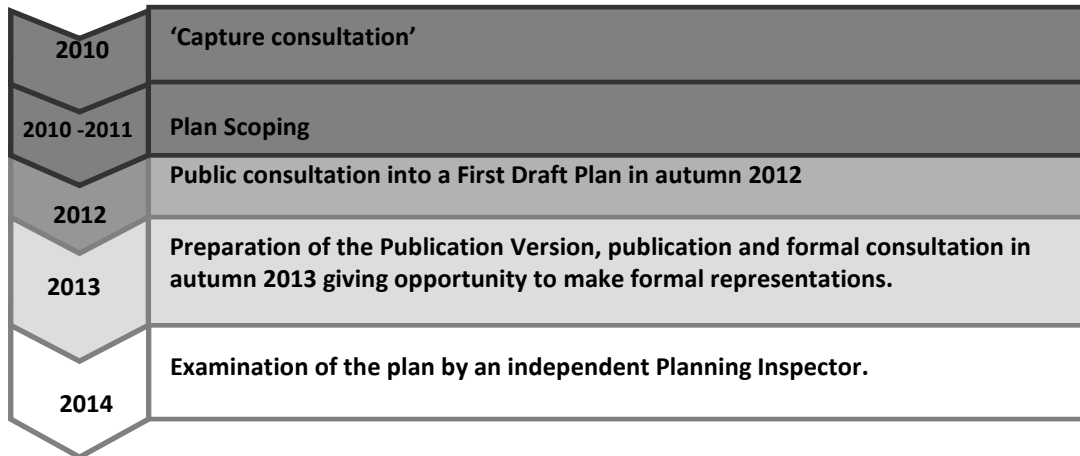
- 1.14 A series of topic papers inform the MAAP and summarise aspects of evidencing. A wide range of evidencing in turn informs these papers and all aspects of plan preparation. This Evidence Base can be read in full from the council's web site.

TOPIC PAPERS	1. Vision to Approach (published for consultation June 2010).
	2. Developing Options (published for consultation February 2011).
	3. Outline Options Narrative Report (published for consultation Nov. 2011).
	4. Ease of (pedestrian) movement.
	5. The town centre economy.
	6. Sites and Subjects Directory.

FURTHER BACKGROUND

- 1.15 Preliminary work to prepare the MAAP from early 2010 included an informal "capture consultation" to understand current perceptions of the town. Work on the plan started properly in spring 2010 with a consultation to establish the scope of the plan. The Scoping Document, July 2010, sets the plan scope and objectives and is available at www.lancaster.gov.uk/morecambeaap.
- 1.16 During the remainder of 2010, Council officers deliberately took time to engage with as many people and organisations as possible, to listen and to learn. They collected lots of evidence about problems and opportunities and learnt about the issues that concern people and that the plan must try to address. These elicited a strong consensus for the regeneration aspirations set out in the Core Strategy but a very wide range of sometimes quite divergent views on how these might be achieved.
- 1.17 It is the job of council officers to evaluate all considerations and identify reasonable options and proposals for the content of the MAAP, informed by suggestions received and wider analysis. Officers set out first thoughts on key issues in Topic Paper 2: Developing Options (spring 2011) and this provides some direction for the content of the Publication Version. Subsequent engagement has further informed this, in particular the "Outline Options" consultation (autumn 2011) that included consideration of the regeneration approach to take, the preferred options consultation in the autumn of 2012.
- 1.18 The full rounds of engagement undertaken to date are listed in Appendix 2 – MAAP Consultation History.

- 1.19 The council made available the results of sustainability testing (as to date) at all stages of consultation so giving full opportunity to understand how this informed the emerging proposals (at each stage) and to comment on this aspect.
- 1.20 The diagram below summarises the sequence of actions involved in preparing the plan to date.



2.0 CONTEXT

INTRODUCTION


- 2.1 For a town of Morecambe's size the economy of its centre today is very constrained. In general it performs poorly. With only a few exceptions levels of private investment are very low and in general have been for decades. There is very little demand to invest in central Morecambe either from within Morecambe or from outside.
- 2.2 This impacts in very many ways, on: the jobs available within central Morecambe; the incomes and social conditions of many households both within the central parts and areas close by; the look and feel of places; what is on offer and on peoples' experiences. This all means that central Morecambe is on the whole failing to meet the expectations of very many people – whether residents, people who work in the town or visitors.
- 2.3 Through the extensive engagement and consultations to prepare the plan people and organisations have input much, particularly concerning how the place looks and feels and including about what there is to do. There is sadness and some anger at years of decline. Alongside this very many people have a strong affinity for the town and hope, ambition and a passion for it into the future.
- 2.4 Many people enjoy living and working in Morecambe and visiting. But most want the town to get better and it's fairly clear most people want –
- A continuing role for the town as a visitor destination.
 - A better town centre...what might be described as a more cosmopolitan centre, livelier with more variety and a better offer – particularly retail.
 - More for residents and visitors to do, especially in wet weather.
 - A stronger local economy with more and better jobs.
 - Cleaner, nicer, safer streets and places and
 - Better opportunities to use and enjoy the natural setting.
- 2.5 This squares well with the objectives for the plan that, following consultation, the



council set out at the outset of preparing the plan.⁵

- 2.6 Community aspirations are therefore set high and the plan must respond. There are dangers in this though. The plan cannot be little more than a wish list. This will not take the town forward. To be meaningful the plan has to be reasonably deliverable. This means it must be grounded in a proper understanding of the context, of the problems and the opportunities.
- 2.7 Council officers have gone to considerable lengths to gain a sufficient understanding. Much evidence has been assembled. The Draft Plan and topic papers describe much of the thinking. The next section summarises key aspects.

OVERVIEW

- 2.8 Morecambe's marine setting and its seafront is quite splendid with, thanks to public actions over the last twenty years, a much improved central promenade and stone jetty, a restored Midland Hotel and a main beach nourished with sand. These and the wider promenade extending over several miles make for a massive asset and leisure and recreation resource, that in good weather is attractive to often large numbers of local people and day visitors. This is the town's unique selling point or USP.
- 
- 2.9 Protecting this environment is critical. The marine environment and the shoreline are vulnerable to adverse change. Much is in place to assure the protection and effective conservation of these natural assets, through international and national site protections and through partnership working to coordinate activities, share knowledge and facilitate beneficial actions. This all needs a continuing focus and as necessary a strengthening of protections and conservation actions.
- 2.10 Unfortunately, back from the immediate seafront things in the main are not so good. While in some places and at sometimes there is much activity for much of the time many places are lacking in activity. This reflects the deficiencies in what is on offer, the reasons for which are quite deep seated and structural. Levels of investment are low and by and large have been for years. Also, development change that has occurred over the last twenty years has not always stood the test of time too well.
- 2.11 Under or poor quality investment can eat away at the character and identity of any place. In central Morecambe it shows today in the many tired buildings and streets and underused areas and certain places that at times don't feel comfortable to be in.

⁵ MAAP Scoping Document, July 2010 – available at www.lancaster.gov.uk/morecambeaap.

- 2.12 In turn all that is negative all too often casts a shadow over or obscures the much that is positive. There is much character even back from the seafront, there is initiative, there are entrepreneurial small businesses, there is some demand and some investment and there are places that are very active at least at certain times. There is though no getting away from the fact that notwithstanding all this - and the valiant efforts of some – much of what is on offer is deficient and the town centre economy on the whole is palpably weak. The town centre does not meet the community's ambitions for what the town should offer - including to visitors – and this is to the great detriment of the town as a whole.



- 2.13 Conditions just outside of central Morecambe in the West End are in many ways worse. Here problems of economic and social deprivation make for real hardship and stress for many people and support and public services are very stretched in addressing this.
- 2.14 Unfortunately all the problems within central Morecambe and the neighbouring West End for too long have made for negative perceptions in the minds of those people who make business and investment decisions. However good the seafront and its setting too much away from this is not good enough. As a consequence central Morecambe simply is not on the radar of enough people who consider and make investment decisions. The splendid marine setting of the town while attractive is not by itself going to shape enough investment decisions.
- 2.15 Very low levels of private investment, underperformance and lack of demand are the main challenges. There is no ready solution as the problems are systemic and long standing and a function of market conditions.
- 2.16 The mass market for staying visitors has long moved on. The demise of Morecambe as a seaside resort is well documented. In précis, the latter third of the 20th Century saw changed visitor trends following the introduction of package holidays abroad. Decline afflicted most English seaside resorts and for Morecambe closure and dilapidation of visitor facilities and loss of accommodations in response to the fall off in demand.
- 2.17 Very many people rightly value the town's seaside past but this itself offers little as a template to the future. Morecambe's last heyday as a resort was back in the early

1970s, now decades ago. Staying visitors are now a fraction of what they were then but, positively, day visitor numbers are high on many days and are rising.

- 2.18 Central Morecambe must find its feet for a new future and better serving day visitors alongside local people are integral to what needs to happen. It is about making central Morecambe a place people want to invest in, trade in, live in and visit and in the present era of very constrained public finances and limited expenditures while the public sector must facilitate change and improvement it is the private sector that must be the motor for investment. This means getting the conditions for investment right, creating demand and so changing investor, business and visitor perceptions.
- 2.19 To do this requires that the town meets peoples' expectations now and into the future. For residents and visitors alike this means assuring the qualities that make for an interesting, lively, sought after environment – a mix of uses, activities and good connectivity for pedestrians between these – in a contemporary context.
- 2.20 On one level this requires actions to tackle those aspects of how central Morecambe looks and feels that are manifestly not right, that let the town down and put off investment. Many of these aspects though, for example premises in poor condition and/or vacant, are themselves largely symptoms of underperformance and underinvestment. Tackling these while important is not enough. Deep seated structural problems or malaise demand a level of more fundamental actions to change aspects of how central Morecambe works. Without this the investment required to bring much beneficial change simply won't happen.
- 2.21 Central Morecambe is laid out and built to serve patterns of activity that are historic (the Character Appraisal 2010 updated 2012 considers this in depth). To be fit for purpose into the future elements must be recast. In particular central Morecambe must be made to work much better in transportation terms and in particular for pedestrians.
- 2.22 The key structural problems, (discussed more fully in Topic Paper 3 – Outline Options Narrative Report) are:
 - A central area that is very fragmented and quite dysfunctional with something of a void at its heart - comprising areas redeveloped in the 1990s and with much car parking.
 - Disconnect between the seafront and the town.
 - A historic division between Poulton within which today the town is centred and the West End.
 - A disjointed town centre with some quite central places bizarrely quite isolated.
 - A legacy of buildings not well fit for contemporary purposes.

- A lack of public and community functions commonly found in town centres and that should drive activity and give identity⁶.

- 2.23 These problems all serve variously to constrain footfall. The Pedestrian Movement Survey 2011⁷ suggests that most people on foot within central Morecambe do not walk far, do one or two things at most and stay for no longer one or two hours. In turn this constrains the turnover much business can achieve and in turn this deters investment. Further evidence is that despite there being a some 12% increase in the number of visitors since 2005 there has been no commensurate increase in the economic impact or benefit derived⁸. This suggests that central Morecambe is failing to effectively harness its visitors to best economic advantage.
- 2.24 It is considered that remedying the problems that restrain and arrest footfall are key to improving central Morecambe as a place to do business in and thereby to invest in.
- 2.25 Plenty of people do come to central Morecambe. Evidence for this is -
- the volume of traffic in circulation,
 - footfall at Morrison's and at many times in the Arndale Centre and
 - The numbers of people who on almost any good day enjoy the seafront and promenade including day visitors in considerable numbers.
- 2.26 If those who already come to central Morecambe, residents and visitors are encouraged to move about more on foot and by this stay longer and spend more this, coupled with increased support by local people can drive increased footfall. This should unleash new demand.
- 2.27 A positive investment cycle is a marketable narrative. It makes it possible to drive increasing investment and growth in visitors. Improved investment conditions should sustain more and better businesses and make for a growing and more resilient local economy. This should bring multiple benefits including more to offer visitors and new opportunities for people living within central Morecambe and close by - including better job opportunities.

PLAN AIM AND OBJECTIVES

- 2.28 The challenges are daunting, there are uncertainties, there are risks but there are many opportunities. The MAAP must fit to this context and be robust.
- 2.29 The Core Strategy sets the regeneration vision that:

⁶ As example museums, community buildings, council offices, doctors surgeries, churches, a public park.

⁷ The Pedestrian Movement Survey 2011 - available from www.lancaster.gov.uk/morecambeaap.

⁸ STEAM data, 2010

“Through tourism, housing renewal and heritage led regeneration, central Morecambe will be re-invented as a visitor destination drawing on its natural and built heritage, and as an office and service centre with restored historic townscape and a revived housing market.”

Core Strategy (adopted 2008)

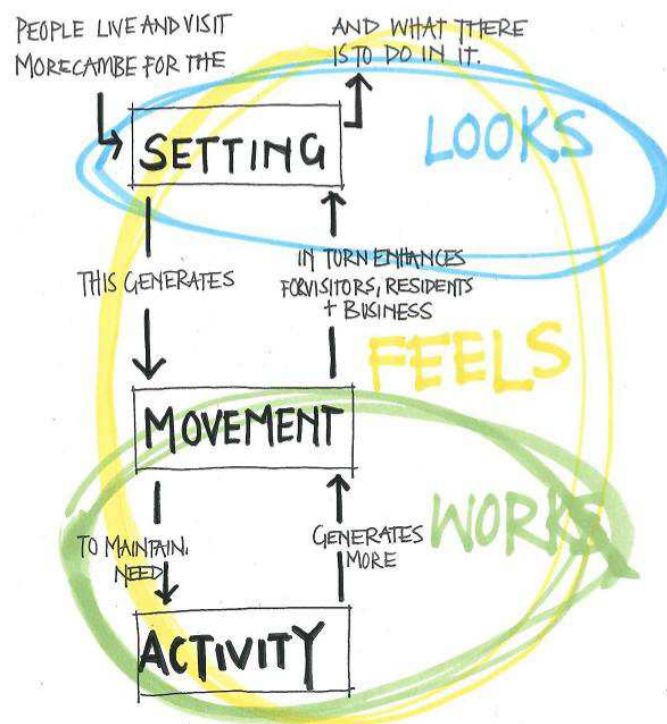


2.30 This might be summarised as making central Morecambe a thriving place, good to do business in that residents want to spend time in and visitors want to come to.

APPEARANCE, AMBIENCE and ACTIVITY

2.31 The scope, purpose and objectives for the MAAP fit to this⁹. The headline objective set at the outset of plan preparation is to improve how the centre of Morecambe looks (APPEARANCE), how it feels (AMBIENCE) and how it works (ACTIVITY). And specifically to achieve the following;

- A Morecambe that makes the most of its natural and built heritage assets, that has a positive sense of place, a clear identity and is better positioned as a visitor destination.
- A central area that is a strong social hub, safer, more pleasant and more enjoyable to be in whether to live, work, or play.
- A more viable, vital and economically productive centre with a service sector offering the goods and services that people need.
- A stronger housing market with better housing and a more cohesive, better balanced residential community.
- A more efficient transport network and infrastructure that better connects the area with its surroundings, makes for easy movement to, from and within the area and that encourages people to travel in the most sustainable ways.



⁹ MAAP Scoping Document, July 2010 – available at www.lancaster.gov.uk

- 2.32 To deliver to these objectives the MAAP must set a framework for investment that is enabling, set regeneration actions and guide how these can be implemented. It must be deliverable with actions that taken together should make for real beneficial progress with development and change that is as sustainable as possible.
- 2.33 In the first instance the aim is to prevent any further worsening of business conditions and then, over time, get the conditions right to make for the private investment needed. To do this the MAAP must encourage and give some direction but, subject to this, give as much discretion as possible to the private sector - large and small - to invest, innovate and deliver.

OPPORTUNITIES FURTHER INTO THE PLAN PERIOD

- 2.34 The MAAP must anticipate and better position central Morecambe for the opportunities likely to come forward later into the plan period. Large investments in infrastructure are in prospect.
- 2.35 The opening of the new link road to the M6, anticipated for 2016, will transform connectivity by road to and from the town and make for reduced journey times and better travel experiences. It should make central Morecambe and the town as a whole a more attractive location to live and work in and will present opportunities to further improve what is on offer. It should assist business in locations across the town including industrial sites and in particular should make the Heysham area a preferable location for business as a “gateway” for transportation via the port. Further, reduced traffic flows along Marine Road will give scope to de-tune and remodel the highway to better integrate the town and the seafront. The new link will present many physical and marketing opportunities and the plan must anticipate and provide for these.
- 2.36 Also in prospect is development of additional infrastructure for the National Grid in the Heysham area and, if on the far horizon, for a new power station at Heysham. These should open up new economic opportunities and further drive demand for goods and services within the local economy - and in the case of the power station bring new jobs and increase demand for housing.
- 2.37 These present significant opportunities that need to be grasped if real and lasting benefits are to be attained. But reliance on these alone is insufficient. Actions are required to get the conditions for investment right and to position Morecambe as an attractive destination. Without these the town and particularly its central areas will not reap the benefits it should. As a place to live in, work in and visit central Morecambe will always be in competition with other centres and destinations. So investments and trade and visitors must be won.

RISKS

- 2.38 There is no quick fix, no easy solutions but with the right decisions central Morecambe can become better and stronger and over time act as the driver for the wider improvement of Morecambe as a whole. The stakes though are high. As said the situation is grave. If plan implementation fails and acute underinvestment persists there is risk of wholesale market failure and a central Morecambe effectively hollowed out.
- 2.39 There are downside risks to the MAAP itself. It might not work because wider market factors, national and international, may prove too adverse and too strong and so stymie what investment can be won. Similarly, success will be very much conditional on the body of planning policy for the district as a whole directing investment and development towards urban areas and central Morecambe where possible.
- 2.40 Alternatively, it may not work because of failures in local implementation. The MAAP is robust enough to withstand failures in certain actions but if these are too many it will fail because it is very much a whole plan with actions that interlock. For many actions to be successfully implemented demands that many others are too. If a pick and mix approach is taken the MAAP will fail. Similarly if those who must deliver the plan are half hearted in commitment it will fail.
- 2.41 Another risk is impatience. Even with the best endeavours of many improvement will take time and it will be important not to accept change that offers short term or transient benefits but can be seen will likely prove prejudicial taking a medium to longer term perspective.
- 2.42 Success will be measurable via a range of indicators, both quantitative and qualitative, including variously in the perceptions of people, in the look and feel of the place, in footfall, in vacancy rates. Effective work to monitor and review all aspects of plan implementation over time can help inform and help drive and manage implementation and in turn mitigate risks.

3.0 PLAN VISION AND APPROACH

INTRODUCTION

3.1 The MAAP is set out by the following headings across subsequent chapters:



3.2 Very many actions are proposed. Certain are in the form of planning policy specific to the plan area and areas within. Actions interrelate closely. Presenting the actions in a way that captures for this is challenging. The most pertinent links are identified in the text. Encouraging pedestrian movement, facilitating business investment and increasing the attraction of the town to visitors are consistent themes. Deliberately, visitor aspects are not accorded a separate chapter. The plan must be about bettering Morecambe for everyone, including visitors and proposals to strengthen the town's attraction to visitors are therefore embed through the plan.

3.3 Proposed actions are amplified in and supported by an implementation schedule. The Plan Approach provides a strategic narrative.

3.4 The way forward to achieve the regeneration vision and plan objectives for the MAAP (see section 2) rests on the advantage that Morecambe's town centre is contiguous with its seafront. This gives prospect that increasing trade from local people in combination with more from visitors might sustain a strengthening town centre - even in times otherwise very challenging for many other town centres. In turn this can be

the engine for further investment and for an improving leisure offer and in attracting new investment, visitors and custom.

3.5 To do this requires in headline –

- an enduring commitment to conserving the Bay and properly managing the shoreline and seafront
- better integrating the seafront and the town
- the increasing support of local people in custom for the town centre and the services offered there
- a much improved town centre offer

3.6 In this way Morecambe can have a continuing visitor role, but as the Core Strategy says one reinvented. The reinvention required is one across the board to make central Morecambe a good place for everyone to spend time in and by this offer more to and make more from day visitors and, over time, to win more staying visitors.

3.7 To reap the benefit of its advantages central Morecambe must be welcoming to people at points of arrival, with streets and places that are easy and pleasant to walk around and be in, feel safe and are active and vibrant during the day and into the evening. Integral to this is better connecting the seafront and the town and with a town centre that affords a clear, positive draw to visitors landward of the central seafront and readily meets the needs and many wants of local people. Key strengths will help with this. These include the strong character and identity at the seafront and, if weaker, that in parts landward together with the distinctive offer and sociable feel on traditional streets such as Queen, Pedder and Victoria streets coupled with a rejuvenating Arndale.

3.8 The plan approach is to stitch the present quite disparate parts or quarters of central Morecambe together into a stronger heart for the town and, as part of this, tie the seafront and the town centre together much better. The various parts to be connected by an easily walked and pleasant network of attractive streets and spaces and of course via the seafront promenade. Crucially, for the town centre to strengthen people need to know where it is and how to move around to gain the most from it. This spatial approach to drive higher footfall and so get the conditions for investment right is central to the plan and informs many actions. The essential (and interconnected) elements of this spatial approach are :-

- **Well considered, clear signage of vehicle routes to and from Morecambe** on all route approaches including via Lancaster and Carnforth and well located long and short stay parking options in central Morecambe.
- **A welcoming arrival (and pleasant departure) experience** including at the railway station and bus halts, for people walking and cycling and for people travelling by motor vehicle with

- ready, pleasant onward connections for pedestrians serving the town centre and helping concentrate footfall and activity in the tighter town centre.
- **Changes to highways and parking** arrangements to make traffic circulation more efficient and reduce excess traffic circulation and with parking located and managed in such a way as to feed footfall into the town centre.
 - **Much improved signage for pedestrians throughout central Morecambe** with quality information / interpretation points.
 - **Continuing protection and effective conservation of the bay and shoreline environments** for people to enjoy.
 - A focus on quality and good care of **all aspects of the built environment**.
 - **The environment at the central seafront** protected and further enhanced and animated, with the potentials to use and enjoy the seafront environment along its length clearly explained.
 - **A tighter defined town centre**, comprising the established centre of the Arndale and traditional streets around improved and enhanced and, augmented by land to the east of Northumberland Street redeveloped for main town centre uses to a clear urban structure to better concentrate footfall and thereby drive investment.
 - **As seamless a join as possible between the town centre and the seafront** making it much easier, more pleasant and inviting for pedestrian movements between the two. As a priority improving connections between the Eric Morecambe statue and Euston Road and between the Midland and the Winter Gardens.
 - **Footfall of visitors on the seafront feeding into a town centre** that both is an integral element in and asset to the visitor experience and readily serves the needs (and many wants) of local people.
 - **The Arndale and area** around one anchor to the town centre, the other the Festival Market / Platform / Apollo complex as rejuvenated to make for an indoor entertainment hub.
 - **Queen and Pedder streets** better integrated with the Arndale and area and more readily found by pedestrians.
 - **Victoria Street** functioning much as a traditional high street, improved and effectively extended west to link through to the Festival Market and so making for a clear axis to the town centre landward of Marine Road and for pedestrians a sheltered alternative to the seafront in inclement weather.
 - **Investment, development and change in the Festival Market /Platform/Apollo area.**
 - **An increasing resident population within central Morecambe via properties and building spaces brought into residential uses and**

development of new housing in appropriate locations.

- **The seafront headland at the central promenade** made Morecambe's lead leisure destination, with a high quality of public realm and relating well to the town centre landward. Uses to include significant leisure / recreation elements complementary to that of the mixed town centre but not competitive with its retail elements.
- **At the seafront** better opportunities to host and stage festivals and events and making that these bring much more to the town.
-
- **The edge of centre retail park** existing south of Central Drive at Morrison's and around relating well to the tighter centre and feeding footfall into it.
- **The bay between the Midland and the Battery** – West End Promenade and Beach area improved through new sea defences and with new opportunities
 - For enjoyment of the coastal setting including for active recreation.
- **Development of the former Frontierland site** predominantly for housing making for a residential population that activates and helps support trading in both central Morecambe and at the nearby West End local centre.
- **Functionality** further supported by improved connections for pedestrians to and from adjacent residential areas (including the West End) so these feed footfall and activity into the centre. Increased pedestrian activity spinning west along an improved seafront and along Marine Road West through to the West End.
- **Visitor accommodation** and including that just outside central Morecambe that is readily found by vehicle and on foot.

3.9 The spatial approach can be summarised as to make central Morecambe a better place for everyone by overcoming structural problems that so restrain footfall. In some parts of central Morecambe this means an emphasis on protecting and enhancing existing character. In others it is more about encouraging much change, directing and facilitating investment to remedy weaknesses.

3.10 The spatial approach is captured in a series of planning policies and action sets. Four Spatial policies are key. Alongside these are policies for Development Opportunity Sites offer some considered approaches for how such conservation and change can bring about beneficial changes for particular parts of central Morecambe. A series of Action Sets contain thematic or spatial proposals.

3.11 Integral is consideration of how the MAAP is to be delivered. There is need to signal strongly that Morecambe welcomes positive investment. There are proposals for

concerted actions to promote and market the town to investors and visitors and the approaches to take in marketing to investors and visitors.

- 3.12 This should all make for a MAAP that is about beneficial change over time, nurturing what is good, putting right what is not, creating opportunities for investment and improvement in what the town offers and for marketing these.

POLICIES, DEVELOPMENT OPPORTUNITY SITES AND ACTION SETS

SPATIAL POLICIES

MAAP SP1. KEY PEDESTRIAN ROUTES AND SPACES
MAAP SP2. INVESTMENT INCENTIVES
MAAP SP3. MORECAMBE MAIN SEAFRONT AND PROMENADE
MAAP SP4. TOWN CENTRE

MAAP DEVELOPMENT OPPORTUNITY SITES

MAAP DO1. THE BATTERY
MAAP DO2. SEAFRONT HEADLAND, CENTRAL PROMENADE
MAAP DO3. THE ARNDALE AND AREA
MAAP DO4. WEST VIEW AND NORTHUMBERLAND STREET
MAAP DO5. FESTIVAL MARKET AND AREA
MAAP DO6. FORMER FRONTIERLAND SITE

ACTION SETS

- AS1. MANAGE AND MAINTAIN STREETS AND SPACES**
- AS2. IMPROVE THE CONDITION OF BUILDINGS AND ENCOURAGE BENEFICIAL OCCUPANCY**
- AS3. IMPROVE KEY ROUTES FOR PEDESTRIANS AND CYCLISTS**
- AS4. FURTHER ENCOURAGE BUSINESS INVESTMENT AND DEVELOPMENT**
- AS5. CENTRAL SEAFRONT AND MAIN BEACH**
- AS6. WESTERN SEAFRONT AND BEACH**
- AS7. SEAFRONT HEADLAND, CENTRAL PROMENADE**
- AS8. THE TOWN CENTRE**
- AS9. EDGE OF CENTRE RETAIL PARK**
- AS10. TRAFFIC ROUTE SIGNAGE TO AND FROM CENTRAL MORECAMBE**
- AS11. TRANSPORT, PARKING PROVISION AND MANAGEMENT**
- AS12. BUS SERVICES**
- AS13. RAIL SERVICES**
- AS14. INVESTOR MARKETING STRATEGY**
- AS15. VISITOR MARKETING STRATEGY**

4.0 MANAGING THE ENVIRONMENT



- 4.1 A quality environment must underpin what is achieved into the future and so actions to assure this are an essential element of the MAAP.
- 4.2 There is continuing need to protect the Morecambe Bay and its shoreline environments, to conserve and where possible enhance its interest features and the natural assets for people to enjoy. The Development Management DPD puts in place the local protections required to fit to the international and national status of these. Nothing further is required of the MAAP in this regard. Complementary to protection provisions is the need for management. The framework for this is variously set by the work of the Marine Management Organisation, the Morecambe Bay Partnership working to the Morecambe Bay Strategy and the Shoreline Management Partnership working to the Shoreline Management Plan.
- 4.3 The city council in making planning decisions and managing public activities at the shore should assure that it furthers the work of the Morecambe Bay Partnership and any successor organisations and provides for any management measures it might propose. This is to ensure that the Bay is protected and that development does not result in adverse effects on its interest features. These aspects are considered further in chapters 5 and 7 and specifically covered for in Spatial Policy SP3 and action sets AS5 and AS6.
- 4.4 Turning to the environment landward there must be a continuing focus on assuring the quality and appearance of buildings, streets and spaces across the plan area. This is very much about nuts and bolts; about getting right the often quite small things that can matter just as much as the bigger things. It is all too easy for often relatively small problems to convey a poor impression to the detriment of peoples' experiences and perceptions. This impacts variously on investment decisions, lengths of visits to central Morecambe and to the likelihood of repeat visits.
- 4.5 Actions to improve Morecambe's seafront and promenade are addressed in chapter 7.
- 4.6 Back from the seafront, to meet residents and visitors expectations streets and spaces must be pleasant, attractive and rewarding and feel safe to spend time in. Good

experiences for people help drive increased footfall to the benefit of business trading and activate places to the benefit of society. This means maintaining streets and spaces in good order with active management to improve the many aspects that manifestly are not right and that today do let things down. It requires full appreciation of the role of streets and spaces, of how activity can help animate these and some imagination in initiating improvements and taking opportunities to fund these. It also means making considered changes to aspects such as traffic circulation to improve conditions for pedestrians – considered further in chapter 10.

- 4.7 A closely related issue is public toilet facilities - a matter of significant related public concern. The availability of good quality toilets and that people know of these is key to peoples' experiences. Within central Morecambe the city council has invested in these but further improvements can be made in the service available.

Managing the environment

ACTION SET AS1. MANAGE AND MAINTAIN STREETS AND SPACES

To improve conditions for people -

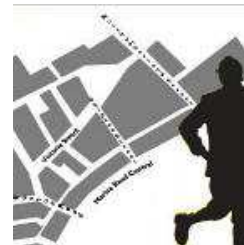
- Make continuing improvements in the maintenance of highways and public spaces including street cleanliness
- Devise and implement a programme of considered changes to traffic management (see AS11)
- Remedy the appearance of land in poor condition and appearance
- Improve arrangements for the management of the seafront and promenade environment to assure there is a continuing focus on achieving improvements (see AS5)
- Refresh (existing) green space areas on the Promenade (see AS5)
- Direct people better to the availability of public toilet facilities
- Improve the provision of toilet facilities available for public use

Area-specific actions including for the seafront and shoreline within the plan area are identified in Action Set 5.

- 4.8 Property landlords and managers of building premises have an important role to play in helping make for a supportive business environment. It is important that property is in good condition and upkeep. This affects the character of streets and places, their look and feel and is integral to assuring a good experience for pedestrians and the environment for business. Regular investment in basic maintenance can reap dividends, preventing deterioration in the fabric of a building to a point where a much greater capital outlay is required. How landlords manage is one aspect in this and it is important that property landlords manage property in such a way as to encourage occupancy. This

means keeping on top of building maintenance and not unduly constraining occupancy by restrictive lease terms.

- 4.9 The city council is running two long term initiatives concerning the condition and appearance of property and will consider additional interventions if opportunities for these arise later in the plan period.
- 4.10 The council is using its planning powers in a pro-active way, working with landlords, property owners and managers to improve the condition and appearance of property, as well as educating and advising property owners of the individual and wider benefits of good maintenance practice. The council is targeting this ongoing initiative at properties within the centres of Morecambe (and Lancaster) and including over time for the whole plan area. For further information visit www.lancaster.gov.uk/s215.
- 4.11 The (second) 'Morecambe Townscape Heritage Initiative (THI): A View for Eric' is a five year initiative for part of the Morecambe Conservation Area in the heart of the town. The main element is the availability of grant assistance to eligible projects to put into sound repair the structure and external envelope of buildings that make a positive contribution to the character and appearance of the conservation area. Other elements include direct investment in improved streets and spaces and to increase understanding and awareness of Morecambe's built heritage through various means, including guidance and training opportunities. For further information visit www.lancaster.gov.uk/viewforeric.



Managing the environment

ACTION SET AS2. IMPROVE THE CONDITION OF BUILDINGS AND ENCOURAGE BENEFICIAL OCCUPANCY

Public and private organisations to work together to -

- Improve the condition and external appearance of buildings,
- Spread good practise in the repair and maintenance of property,
- Make more beneficial use of commercial space and
- Support trading.

As part of this the city council to -

- continue to use its planning powers in support of this across the whole plan area
- advise property owners in good maintenance practise and
- Run "A View for Eric 2012-2017 including a finite grant distribution programme, a programme of improvements to streets and spaces within the THI2 area and bespoke advice, training and capacity building initiatives.

5.0 MANAGING DEVELOPMENT

- 5.1 Much in the spatial approach is about restructuring the heart of the town so that it draws people in and making it function better for people as pedestrians. Most successful seaside towns have a thriving seafront with a main town centre draw one block back from the front. Morecambe can emulate this recipe, but to be successful it must do it in its own way.
- 5.2 Development and change should be structured to a core pedestrian network should take in the seafront between the Midland and Euston Road and landward the Arndale area and via Victoria Street as extended further west through to the Festival Market. This to make for a strong heart, conveniently served by bus and rail arrival points and car parking.
- 5.3 As explained in chapter 4 the MAAP sets planning policies to manage new development and change to fit to the spatial approach set and a raft of actions. The planning policies (as listed in paragraph 3.12) are shown on the draft Local Plan Proposals Map and are to-
- structure the heart of the town by a network of key streets and spaces,
 - better integrate the seafront with the town,
 - protect and enhance the seafront as predominantly an area for informal recreation,
 - define a town centre that can strengthen into the future and
 - Identify development opportunities.

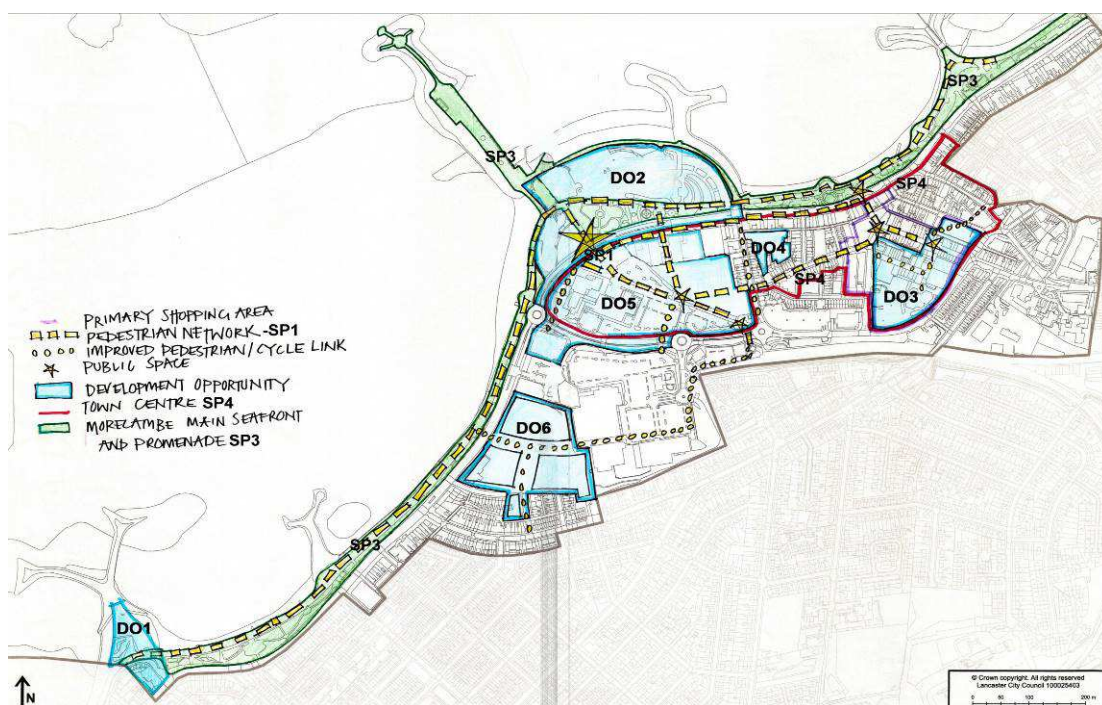
Managing development

ACTION SET AS3. IMPROVE KEY ROUTES AND SPACES FOR PEDESTRIANS AND CYCLISTS

To invest in the key routes and spaces to make high quality well connected public realm with improvements to follow the principles of good urban design and to incorporate where appropriate for example; reductions in clutter, traffic calming, greater natural surveillance and enhanced place identity. Key actions are to –

- Make better conditions via improvements to pavements, lighting, signage and way - finding,
- Improve connectivity for pedestrians across Marine Road Central to and from the central seafront and promenade and
- Improve key routes to / from central Morecambe and neighbouring residential areas.

- 5.4 Spatial Policy 1 (below) for a network of key streets and spaces is fundamental and underpins much in the MAAP. As discussed, the focus is on how central Morecambe is structured to assist and encourage much more movement by pedestrians. New development including within the identified development opportunity sites is to strengthen the character and identity already in place and best advantage and improve the functionality and attraction of the heart of the town for pedestrians. At the same time much provision can be made for cyclists but it is recognised that regarding cycling the priority within central Morecambe should be leisure provision. Spatial Policy 3 – Morecambe Main Seafront and Promenade (SP3) and Action Set 3 (AS3) relate closely.
- 5.5 The further policies to manage development are contained in the topic specific chapters that now follow.



Schematic representation of the plan proposals

Managing development**MAAP SPATIAL POLICY 1 (SP1). KEY PEDESTRIAN ROUTES AND SPACES**

The Local Plan Proposals Map identifies a network of key routes and spaces for pedestrians within central Morecambe. Making this network inviting and easy to use for pedestrians is vital to increasing pedestrian circulation, footfall and activity and so strengthening the town centre and growing the local economy.

Accordingly, the city council requires that development proposals fronting onto or including for any element of this network should relate well to it and the space around -

- In how buildings are: sited; in the scale and massing of buildings and through other aspects of good urban design and
- With active frontages at ground floor level with good opportunities for passive surveillance from upper levels.

Further, where appropriate such development proposals should either provide or make an appropriate financial contribution towards the construction of a new element(s) in the network or towards improving the functionality and or amenity of an element existing. The benchmark to be that the network be permanently available for pedestrian use, constructed as a minimum to a satisfactory highway standard and contribute to a good standard of general amenity.

Also, within any area identified on the Local Plan Proposals Map as a Development Opportunity Site, the council are to consider proposals in accordance with the specific policy for the Development Opportunity Site as contained in the plan. The development opportunity sites are as below and as detailed further in this plan -

MAAP DO1. THE BATTERY

MAAP DO2. STRATEGIC LEISURE – SEAFRONT HEADLAND, CENTRAL PROMENADE

MAAP DO3. THE ARNDALE AND AREA

MAAP DO4. WEST VIEW

MAAP DO5. FESTIVAL MARKET AND AREA

MAAP DO6. FORMER FRONTIERLAND SITE



In addition, the council will consider proposals for development in accordance with all relevant policies within the Development Management DPD.

6.0 FURTHER ENCOURAGE BUSINESS INVESTMENT AND DEVELOPMENT

- 6.1 Plan proposals are, when taken together, very much about making for more investment, and by this helping create more and better jobs. Spatial proposals, about how to re-structure the town and how to direct development, are at the centre of this.
- 6.2 But, as discussed, prevailing demand and investment conditions are very poor and could well deteriorate further. This means there is real risk that some more businesses take flight meaning more business closures, job losses and a central part of town that offers even less. Spatial proposals inevitably take time to kick in. In the meantime there is an urgent need to try to arrest any further worsening of business activity and to do what is possible to support new. Side by side with this must be plan implementation to put in place the better conditions needed for business investment and growth.

Further encourage business investment and development.

MAAP SPATIAL POLICY 2 (SP2) INVESTMENT INCENTIVES

For as long as the poor investment conditions prevail - and certainly until a review after completion of the new M6 Link – applicants for development within the plan area to be exempt from certain regulatory and charging requirements otherwise applying.

These to include -

- Exemption from the Local Plan requirement otherwise set out in DM Policy DM41 and any supplementary planning guidance for development proposals in use class 3 to contribute to the provision of affordable housing.
- Exemption from any Community Investment Levy (CIL) or similar that might be introduced consistent with DM Policy DM48 towards infrastructure

- 6.3 Publication of the plan itself should signal intent and help give confidence to business and investors that there is real local and civic commitment to regeneration and improvement and a deliverable framework for this. Parallel must be actions to signal and promote that central Morecambe is welcoming of investment and to market the business opportunities that plan implementation should help create - see AS14 and 15 Investor Marketing and Visitor Marketing.
- 6.4 The private sector must be the main engine of growth and regeneration. The public sector can help and where possible should actively facilitate investment and put in place real incentives. But in times of highly constrained public finances this is challenging.

- 6.5 Recognising this, a range of what might be termed supply side measures are needed to support and encourage business in these difficult times and to incentivise investment and development. These should focus on avoiding placing undue impediments in the way of business investment and giving business increased flexibility to innovate.
- 6.6 Policy SP2 is to give exemption from requirements on development within the plan area to deliver or contribute to affordable housing delivery. The specific justification for such exemption is that the affordability of housing is not at issue in central Morecambe itself and that prevailing investment conditions patently do not warrant this. In such circumstances it is inappropriate and would be unduly burdensome to apply the Policy in this identified area.
- 6.7 Specific actions are identified in AS3. A couple of these require a little further elaboration.
- 6.8 Local development orders (LDO) are an existing legislative tool. They can be used to identify an area within which certain changes of use can occur without a planning permission that otherwise would be needed. This is to confer increased flexibility and can boost regeneration by -
- Creating opportunities for relocation or development either on a temporary or long term basis,
 - Permitting the evolution of businesses within current premises,
 - Increasing opportunities for community based organisations to occupy premises and maintain them in beneficial use,
 - Speeding up change – no procedural delays associated with making a planning application and
 - Certainty of outcome for a prospective tenant and justification for investment in premises by landlords
- 6.9 A LDO therefore is about making good development happen. The scope and potential benefits of making such an order should be considered. An order might have particular application within the defined town centre where as much discretion as possible might reasonably be given to the market to determine what uses to make of land and buildings. An order might further lift a little of the burden on business and confer more flexibility and thereby should help encourage investment. Also, it would be an important market signal. Any Draft LDO should specify desirable changes and exclude those still not desired. Any order need have no direct bearing on the need to obtain any other regulatory consents e.g. licensing.
- 6.10 There is urgent need to augment the financial and technical assistance and advice available locally to help support business start-ups and development. To this end the city council and local business organisations should work to inform the Lancashire Local

Enterprise Partnership in its work to secure additional national and EU finance resources for local economic growth.

Further encourage business investment and development.

ACTION SET AS4. FURTHER ENCOURAGE BUSINESS INVESTMENT AND DEVELOPMENT

Support business start ups and growth in central Morecambe by changes to local regulations where appropriate and, as opportunities to do so arise, by sourcing and making available finance and other assistance to businesses. Key actions are -

To seek to minimise policy restrictions on what uses buildings can be put to, via -

- no specific policies for primary and secondary frontages within the defined town
- Review and if appropriate consult on the scope and potential applications for a Local Development Order (LDO) for the town centre as defined in the plan.
- Review the scope to make available additional discretionary business rate relief.

Encourage development proposals by not charging for pre-application planning advice within the plan area.

Work in partnership to secure and make available additional financial and other support towards business development including from national government and through EU funding.

7.0 MORECAMBE'S MAIN SEAFRONT AND PROMENADE

INTRODUCTION

7.1 The MAAP area spans almost one and a half miles of seafront from the Battery in the West End through to the Yacht Station. The promenade unites this and extends onward in both directions through to Heysham in the south west and almost to Hest Bank in the north east, all part of the Lancashire Way coastal path. This unique seafront space is Morecambe's foremost asset and critical to its identity and future. Integral to what it offers are-



- Expansive views,
- A sense of space, the elements and nature,
- Opportunities for enjoyment of the shoreline and the Bay,
- A range of recreation choices from quite passive through to much more active – and particularly for walking and cycling, and
- Festivals and events.

7.2 The importance of the seafront for leisure and recreation and for residents and visitors alike cannot be understated. It is a unique multi-faceted resource for all people and so assuring a good balance of opportunities is really important. There is a need to better enable people to participate in an expanding range of activities and to manage this effectively and sensitively. This must though be done in ways that are accepting of and fit within the established regulatory and management frameworks and activities for the conservation and enhancement of the Bay and its interest features and including in the shoreline environment.

7.3 Better integrating the seafront with the town landward is a key element in the plan approach and proposals and actions for this are embed as appropriate throughout, both in policy and planned actions. These variously focus on facilitating much more pedestrian movement between the seafront and town and vice versa.

Sea Defences

7.4 A critical activity is to maintain effective defences for the town against tidal inundation and flood. This requires work to monitor the Bay and shoreline environment and

properly manage risks identified. In turn it requires effective maintenance of defence systems and installations and investment to renew and improve these as considered required. It is important that all such investments are well planned and designed, are good in visual appearance and well facilitate pedestrian movement.

Festivals and events

- 7.5 Morecambe has a strong record in staging and hosting festivals and events. These animate and enliven the town, add to and widen the range of leisure, recreation, education and entertainment experiences available.
- 7.6 The city and town councils, local organisations and businesses all contribute to programmes and that serve all, residents and visitors alike. However, there is scope to do better and harness much more in the way of economic benefits for the town and town centre trading.
- 7.7 The outdoor space available to host events and performances is constrained – including at the seafront where most presently are held. While Central Morecambe is quite well served with indoor venues for smaller events and performances (variously The Platform, the Winter Gardens, the Library and the Arndale) there is much potential to make more of these.
- 7.8 The Platform is established as the town's main indoor venue and though subject to certain constraints affords opportunities. The adjacent Festival Market building, always intended as having a secondary function as an event venue but one not achieved in recent years. Use of the Winter Gardens is heavily constrained because of conditions internally but the owners are working to progressively expand the range of events and performances that can be held here. However, it has to be recognised that ambitions for the building to be a major entertainment and performance venue once more are very challenging.

PROPOSALS

- 7.9 For the main seafront and promenade the MAAP must –
- Have proper regard to the continuing need to safeguard and raise awareness of the precious natural environment of the Bay including the shoreline and intertidal areas
 - Protect the main seafront and promenade for people to enjoy
 - Accommodate for new investment in sea defences and encourage that these contribute to wider spatial objectives
 - Identify potential improvements in the leisure and recreation experiences on offer and where possible programme these.

- Help remedy the disconnect between the seafront and the town landward, integrating the two where possible and generally making it easier and more legible for pedestrians to move between these.
- Chart a future for the central promenade headland incorporating the former Bubbles site (DO2).
- Create new and improved opportunities for the holding and staging of events.

Morecambe's main seafront and promenade

MAAP SPATIAL POLICY 3 (SP3). MORECAMBE MAIN SEAFRONT AND PROMENADE

The main seafront and promenade is identified on the Local Plan Proposals Map as open space for peoples' informal recreation and enjoyment.

The council will protect this main seafront and promenade from development other than that which will demonstrably enhance the open character or is reasonably required to provide or improve opportunities for appropriate informal recreation and enjoyment and will not otherwise harm the open character. The council will require that any development is to a high quality of design.

Essential works of coastal defence must be complementary with the open character, and contribute to people's use and enjoyment of the seafront and shore.

The council will not permit any proposals that result in a significant adverse impact on the Bay environment and its interest features as a European Wildlife Site. Specifically, it will require that development proposals make proper consideration of any effects that might arise for this environment, both direct and indirect and including in how any potential adverse effects can be mitigated through appropriate management measures. As part of this it will provide for any appropriate management measures that the Morecambe Bay Partnership and any successor organisations might propose.

This policy relates closely to **Development Opportunity Policy DO1** and **Development Opportunity Policy DO2** and takes precedence in the event of any conflict.

7.10 For the purpose of planning improvement and change, the main seafront and promenade can be split into three areas –



CENTRAL SEAFRONT AND MAIN BEACH

7.11 The curving bay between the “old” Lifeboat Station opposite Green Street and the headland with the former Bubbles site is attractive; its character a combination of the sweep of buildings that front it, the seafront and promenade and the sand nourished beach. In good weather this is the liveliest place in central Morecambe and very much its heart. The sandy beach provided as part of the last phase of coastal protection works is a huge asset to the town.



7.12 Further improving what this bay offers to people is essential and very much requires managing this environment and what it offers as a whole.

*Central seafront and main beach***ACTION SET AS5. CENTRAL SEAFRONT AND MAIN BEACH**

To implement considered changes to the central seafront and main beach between the Midland and the Morecambe Yacht Station consistent with assuring there are no adverse effects for the environment of the Bay and its interest features. This to further enhance the seafront and what it offers and to much better integrate it with the town. Much opportunity for these will come through further investment in flood defence and in highways. Actions relate closely to certain actions proposed in AS1 and AS8 and include to:

- Introduce shared surfaces on Marine Road Central via phased works over time
- Adjust the existing Marine Road Car Park No. 2 (between the Eric Morecambe statue and the Clock Tower toilets) to create a high quality pedestrian route that reveals and signals the established town centre landward and provides people with a quality, safe connection for pedestrian movements to and from the promenade.
- Changes to car park no 1 to provide for a coach drop off point.
- Improvement to the setting to the Clock Tower including further interventions to lift the appearance of the toilet block.
- Measures to signal and announce the main beach through specific enhancements, perhaps including changing sequences of banners and flags and including to advertise festivals and events
- New directional information and interpretative facilities
- New and improved openings for pedestrians through the wave reflection wall
- Further investment in public art
- Improved seating along the length of the central promenade as appropriate by reworking, upgrading, or adding to that existing with better provision for disabled people and those with limited mobility availability
- Improved children's play facilities
- Permit more beach trading concessions / complementary facilities on the seafront provided that these are of appropriate quality and the continuing quality is assured through effective management arrangements
- An additional pedestrian access to the eastern end of the main beach (near the old Lifeboat Station situated opposite Green Street)
- Small scale improvements to the seafront to the east of the station including with more efficient parking and better interpretation of the bay environment.
- Make more of the established TERN projects' including the "Sea Wall" via improved signage and pedestrian connections.
- Management to sustain the sand nourished beach

WESTERN SEAFRONT, BEACH AND BATTERY

7.13 The long bay through to the Battery is a distinct seafront environment with much local identity coming from how the tightly packed buildings extend round. From certain vantages the scale and sweep to the bay round to the Battery is quite grand.



7.14 The seafront itself provides an important link for both vehicle and pedestrian movements but as a place in its own right it underperforms except at the West End Gardens. This is largely because Marine Road West and the seafront promenade, completed as the first phase in the coastal defence works, are utilitarian in nature and the road itself is heavily trafficked and very much severs the seafront from the town landward. This does little to encourage activity and is unhelpful to the local businesses trading fronting to Marine Road West and within the West End local centre further behind. There is much potential for improvement and that can also help towards better trading in this centre and thereby towards further regeneration of the West End as a whole. What has been achieved at West End Gardens and with the Breeze Café shows what can be done. The potentials include for-

- A much more pleasing seafront environment with improved connections and facilities for pedestrians from the seafront landward across Marine Road and onto the shore.
- The bay and particularly the area around the Battery a focus for more active recreation, adventure activity and water sports involving use of the shoreline and the intertidal areas as appropriate, provided that there are no significant adverse impacts on the integrity of the bay environment.
- More efficient use of the Battery car park, potentially eliminating or reducing the underutilised coach parking facilities here.
- Directing higher footfall to businesses trading along Marine Road West
- Encouraging businesses that exploit market niches concerning use of the seafront, shoreline and wider bay for appropriate leisure and recreation activity, and
- Potentially linked to the above, opportunities to further enhance the profile of the starting point of the Way of the Roses coast to coast cycling route and complementary to this, improved facilities for cyclists.

7.15 Opportunities to deliver will be via –

- A programme of new coastal defence works over the plan period and to include a replacement sea wall and new wave reflection wall that provides improved access to the shore and town alike. This to replace the existing (sea wall) defences that date from 1945 and the wave reflection wall and promenade surfacing as undertaken in the mid-1980s.

- Complementary development at the Battery. See **Development Opportunity Policy DO1**.
- Complementary development of the former Frontierland site, ensuring that this presents well to the seafront and helps deliver improvements to Marine Road West, for pedestrian crossing over this road and to the seafront itself. See **Development Opportunity Policy DO6**.

Western seafront, beach and the Battery

MAAP POLICY DO1. THE BATTERY

The city council identifies opportunities for leisure uses and recreation activities including adventure activity and water sports within the area defined on the Local Plan Proposals Map as **Development Opportunity Policy DO1**.

Within those parts of the site not otherwise also identified in **MAAP Spatial Policy 2 (SP2)** as part of the Main Seafront and Promenade the council will support development proposals for leisure uses and also retail and food and drink uses where these latter are ancillary to a leisure use or help service and support appropriate recreation activity. Public car parking facilities should remain.

Further, the council will consider proposals for development within this Site also in accordance with **MAAP Spatial Policies 1 and 4**, Policy DM1 of the Development Management DPD and all other relevant policies.

The council will not permit any proposals that result in a significant adverse impact on the Bay environment and its interest features as a European Wildlife Site. Specifically, it will require that development proposals make proper consideration of any effects that might arise for this environment, both direct and indirect and including in how any potential adverse effects can be mitigated through appropriate management measures. As part of this it will provide for any appropriate management measures that the Morecambe Bay Partnership and any successor organisations might propose.

Western seafront, beach and the Battery**ACTION SET AS6. WESTERN SEAFRONT AND BEACH**

Actions to further enhance this stretch of seafront and what it offers and to better integrate it with the town relate closely to those in AS1 and include –

- Sea defence works to include a new sea wall and wave reflection wall with more and improved opportunities for people to connect between the promenade and Marine Road landward, new seating and other associated facilities and improved public access down to the shore.
- New directional information and interpretation points and including to businesses trading on Marine Road West and in the West End local centre.
- New public art and specifically at the bastion, to mark the start and finish for the Way of the Roses coast to coast cycle route.

SEAFRONT HEADLAND, CENTRAL PROMENADE

7.16 The headland between the two main bays – the main beach to the east and that through to the West End - is just across Marine Road from the town centre. It includes and is the setting for key listed buildings, including the Midland Hotel, War Memorial and the Winter Gardens, and also the new Lifeboat station. It also includes the Stone Jetty, now a high quality public space affording a real marine experience.



7.17 The future of this area in terms of what uses are made of it and the quality of these is integral to what central Morecambe offers and thereby its identity and its future. Over time leisure uses have retreated from this area – including latterly with closure of the Dome - and today much is underused and vacant. The Stone Jetty apart public spaces and gardens are tired and dated in appearance. The main pedestrian thoroughfare and the setting of the key buildings are poor.



7.18 There is much scope for improvement but also new potentials. There is capacity to accommodate new development and the location gives much scope for this. In particular the restored Midland Hotel is a major success with English Lakes Hotels presently running a strong hotel operation and ambitious for increased

accommodation capacity. The area also presents an opportunity for learning and enjoyment of the Bay and Morecambe's natural assets.

- 7.19 The city council has long sought to secure beneficial development of the headland through its planning policy. In addition, as owner of much of the area it is in a good position to shape its future to the benefit of the town.
- 7.20 Consultations to prepare the area action plan have elicited a substantial consensus on the future of the central seafront. To summarise –
- there must be open space areas including green spaces,
 - public spaces and routes should be to a high quality, well serve pedestrian movement and make a good setting for the key buildings,
 - the location and the wider town will benefit from leisure development at this location but this must relate well to the key buildings, respect patterns of pedestrian flow and the need for there to be good views out to sea and
 - As part of this additional accommodation for the Midland Hotel and a new interpretive visitor centre are reasonable development propositions.
- 7.21 Conversely, it is apparent that there are very divergent views as to whether some residential development is appropriate at the location. To consider this further - residential uses would add to the resident population within central Morecambe to the benefit of activity and trading and at all times give passive surveillance and some animation to the location. Further it might complement any additional development for the Midland Hotel and also certain leisure elements. However, it is questionable at best whether within the plan period a substantial residential development could be deliverable here and unlikely that this could finance significant improvements to the wider public places. There is also real risk that any residential uses might constrain what leisure uses are attainable as the latter very often impact upon residents' amenity.
- 7.22 On balance the council takes the view that leisure uses would make the best use of the central seafront location and that it should be a magnet for residents and visitors alike.



- 7.23 As to what these might be it is important to look at what Morecambe already offers in the round and consider gaps in the market. At least in good weather the central seafront and beach caters quite well for families with young children but less well for

many others. Happy Mount Park has an offer for all ages but is well outside of central Morecambe. The commercial leisure offer is limited but does include the Superbowl and Apollo Cinema.

7.24 The development approach now to be set –

- Recognises the strategic importance of the area to Morecambe's future,
- Strikes a balance between protecting and enhancing the open character and public realm and facilitating uses and development appropriate to the location and likely of most benefit to the town into the future.
- Reserves opportunities for that development most particularly sought and appropriate
- Factors for the fact that securing beneficial uses will take time and that there is a need to make best use of presently vacant and underused land in the short and medium terms as well as the long.
- Assures quality in building and any uses made of the site.
- Contributes to improvement of the wider public realm within the site.

7.25 The MAAP is to facilitate this through a combination of policy and actions via Policy D02 (Strategic Leisure – Seafront Headland, Central Promenade) and Action Set AS7 (Seafront Headland, Central Promenade).

*Seafront headland, central promenade***MAAP POLICY DO2. STRATEGIC LEISURE - SEAFRONT HEADLAND, CENTRAL PROMENADE**

The city council identifies a strategic opportunity for leisure investment and development within the area defined on the Local Plan Proposals Map as **Development Opportunity Site DO2**.

Within those parts of the Site not otherwise also identified in MAAP **Spatial Policy 3** as part of the Main Seafront and Promenade the council will support development proposals for the following only -

- Leisure uses both outdoor and indoor and including for events and as events and performance space.
- A visitor / education centre.
- Visitor accommodation additional and integral to the Midland Hotel business operation.
- Other holiday accommodation that is demonstrably ancillary to otherwise predominantly leisure uses.

The council will further require that any development –

- includes retail (including food and drink uses) only where the proposal is for predominantly leisure uses,
- relates well to heritage assets including the Midland and the Winter Gardens,
- does not preclude the development of more visitor accommodation for the Midland Hotel and is as enabling of this as reasonable,
- relates well to the Main Seafront and Promenade with active frontages to this at the ground floor and good opportunities for passive surveillance from any upper floors of buildings,
- contributes to improving public realm within the Main Seafront and Promenade and also with reworking that part of Marine Road Central within the Site to improve public amenity and safety for pedestrian crossings and reduce the perceived and real severance affect of the highway with the town landward and
- Provides for vehicle access, servicing and parking in ways not adverse to public amenity and pedestrian circulation on the Main Seafront and Promenade.

The council will not permit any proposals that result in a significant adverse impact on the Bay environment and its interest features as a European Wildlife Site. Specifically, it will require that development proposals make proper consideration of any effects that might arise for this environment, both direct and indirect and including in how any potential adverse effects can be mitigated through appropriate management measures. As part of this it will provide for any appropriate management measures that the Morecambe Bay Partnership and any successor organisations might propose.

The council will require that any development proposal is consistent with relevant policies in the Development Management DPD.

*Seafront headland, central promenade***ACTION SET AS7. SEAFRONT HEADLAND, CENTRAL PROMENADE**

The city council to prepare and implement a delivery plan for the beneficial use of the site to:

- Identify the activities and uses appropriate and that should be actively sought in the short, medium and longer terms including commercial or non commercial leisure and whether private or public operated.
- Determine arrangements for managing uses.
- Direct and programme work to market investment opportunities.
- Plan any advance engineering works and improvements to the sunken parts of the site (the former Bubbles site) necessary to accommodate development and / or to afford an appropriate setting for beneficial uses including an expanded Midland hotel operation.
- Plan improvements to the public realm for pedestrians and including to green spaces and Marine Road Central and how these might be secured through developments.

Uses and activities that might prove appropriate at least in the short and medium terms may include: multi games space, crazy golf, multi-wheel sports, outdoor gym, fairground, bowls and other active games and activities including boule, petankue, skittles, and giant chess. These would need to be complemented by quality ancillary facilities including food and drink kiosks and toilets.

To inform preparation of the delivery plan the council is to commission a feasibility study into staging outdoor concerts and performances in the sunken part of the site. The feasibility study in turn to inform any proposals carried forward into the delivery plan.

8.0 THE TOWN CENTRE

INTRODUCTION

- 8.1 Strengthening Morecambe's struggling, underperforming town centre is critical to achieving the core strategy regeneration vision and an essential element in the plan approach. Morecambe's can be a centre that while lesser than that of Lancaster in retail terms is pleasant and sociable and meets residents' and visitors' expectations in part by offering something that is differential to that available in Lancaster.
- 8.2 It is now widely recognised that to compete into the future any town centre must have a good shopping offer and much more. Successful, competitive ones will be a location for business and serve as a destination for a range of activities, including shopping and feel sociable and safe.
- 8.3 This section looks at the spatial approach needed and then considers what is required to achieve this at:
- **Marine Road Central – the town centre's 'shop window',**
 - **The Arndale and area and**
 - **The Festival Market and area.**

SPATIAL APPROACH

- 8.4 The spatial approach proposed is towards a town centre well integrated with the seafront that is consolidated and without the weaknesses that come from being over extended. This requires a balanced range of actions to give direction and certainty to investment yet also leaving much flexibility so that the private sector has optimal discretion.
- 8.5 The centre sought is one characterised at its eastern end by traditional streets with a distinctive offer including many independents and anchored by the Arndale. This to be complemented by areas to the west across Northumberland Street redeveloped in predominantly a more contemporary character but with heritage assets incorporated. Woven into this will be a range of town centre uses including offices to make for a thriving service centre.
- 8.6 Marine Road Central and Victoria Street respectively can be axes that bind the town centre together in terms of how pedestrians move around, Marine Road Central affording the seafront experience and Victoria Street one block back offering an alternative more sheltered route and, over time, a quality experience more akin to that of a traditional high street. A beneficial use for St Laurence's Church and an improved setting to this are important in this regard.

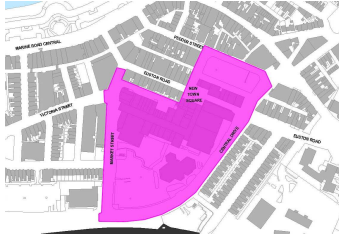
- 8.7 Such a town centre should be well served by transport and fed with footfall from points of arrival, variously from the seafront promenade, the seafront headland and areas to the south of Central Drive including the existing edge of centre retail development. Central Drive is the main road artery to the town centre and must be maintained and emphasised as such. Car parking provision must be readily accessed off this – see chapter 10.
- 8.8 To realise this vision though demands much investment and development to address the challenges facing the town centre as it is today. This means -
- Facilitating and managing development in accordance with Spatial Policy 1 and other development management policy as necessary.
 - Additional spatial policy consistent with the vision for the town centre to both focus and facilitate investment and development, comprising spatial policy specifically for the Town Centre and for particular sites that afford opportunities for investment and development.
 - Subject to this as far as possible leaving investment decisions to the market.
 - Specific actions to facilitate investment.
 - Continuing investment to improve the condition fabric and appearance of housing to assure occupancy to the benefit of activity within the town centre.

SPATIAL POLICY FOR THE TOWN CENTRE

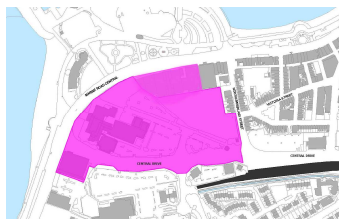
- 8.9 A designated Primary Shopping Area (PSA) and a defined Town Centre with identified Town Centre boundary are the planning policy tools available to help guide investment and direct development into town centre locations. DM1 Policy describes how these should inform planning decisions including by directing sequentially tested development accordingly.
- 8.10 A PSA is not identified (nor primary and secondary frontages). It is considered that to do so would serve no utility and be unduly restrictive given the poor investment conditions that prevail and the spatial approach being taken to foster successful, competitive town centre.
- 8.11 A Town Centre for central Morecambe is identified in MAAP Policy SP4 and the Town Centre Boundary on the Local Plan Proposals Map (inset). The methodology used for identifying the Town Centre is described in Topic Paper 5 (The Town Centre Economy).

DEVELOPMENT OPPORTUNITY SITES

8.12 Opportunity sites are identified in the town centre that offer particular opportunities for investment and development. These are-



The Arndale and area, the established town centre including for the immediate car parks here – Library and Pedder Street.



Land to the west of Northumberland Street including the Platform/ Festival Market/ Cinema complex and buildings fronting to marine Road Central plus the Superbowl together with the extensive parking areas to the west and north of Central Drive.



West View Car Park together with part of Northumberland Street, a very constrained back land site just back from the seafront that underperforms as a car park.

TOWN CENTRE ACTIONS (see also Action Set 8: The Town Centre AS8)

8.13 The many closely related actions required across the town centre include -

- Improvements to transportation and arrival and the feel of welcome,
- Plan for car parking within central Morecambe that aligns to location, management and pricing of parking to encouraging people to stay longer,
- Actions to improve connections for pedestrians between the promenade and the town - and in particular between Eric and the Clock Tower in order to signal the town centre and direct people landward,
- Actions to make it easier for people to find their way, walk around and spend time in the town centre landward of the seafront and
- Actions to actively market the town centre, seafront premises and other accommodation as places to do business in and to encourage increased custom and trade; including town centre management proposals.
- Improvements to existing streets and spaces landward of the seafront and this should make places that encourage people to linger within them – including for opportunities for café culture, street theatre and impromptu performance.

- 8.14 Over time, with this approach, new investment and development should concentrate footfall and activity and thereby make for better town centre trading conditions. There can be no illusions though. Appetite for investment within central Morecambe is weak and it will take time to turn things round. There are no ready 'solutions for some challenges. Not everything will be achievable within the plan period.

The town centre

MAAP SPATIAL POLICY SP4. TOWN CENTRE

The city council identifies a Town Centre Boundary for Morecambe on the Local Plan Proposals Map.

The council will consider proposals for development within the town centre in accordance with MAAP Spatial Policy SP1 and Policy DM1 of the Development Management DPD and all other relevant policies in this Development Management DPD, excepting for Policy DM2 which will not apply. Subject to these the council will support development proposals for -

- main town centre uses within the defined town centre,
- main town centre uses outside of the defined town centre if the proposal is consistent with Policy DM1 of the Development Management DPD,
- residential uses and residential development within the town centre provided these are above ground floor level and access arrangements are not adverse to maintaining an active street frontage.

MARINE ROAD CENTRAL – THE TOWN CENTRE'S 'SHOP WINDOW'

- 8.15 The seafront and visitor trade is key to giving a competitive advantage to the town centre. Marine Road Central at the interface between the seafront and the town centre landward is both a shop window for the town centre and an essential element in its offer.



- 8.16 Premises extending from Central Drive through to Queen Street along Marine Road Central do support quite a mix of uses including retail, food and drink, office commercial and leisure. This mix reflects for the location. The weather and seasonality are major factors in shaping the pattern of trading here and it is evident that trading conditions are variously challenging and the attraction of premises for business investment is constrained. Collectively the appearance of frontages is not without some quality when viewed from the promenade but aspects in the quality and presentation of some business trading are less appealing

when viewed closer. These issues make for a mixed and confused identity with no clear target markets.

- 8.17 The premises west of Northumberland Street although highly central are strangely quite out on a limb and do not readily relate to other parts of the town centre. Footfall here is often limited and constrained by weather and seasonal factors. Failure over the years to secure a redevelopment of the Winter Gardens Arcade is some evidence of the investment situation. The parlous condition of this is unacceptable.



- 8.18 The buildings here include two notable Art Deco properties and the Winter Gardens (Victoria Pavilion) itself. This latter is Grade II* listed and as the largest building in central Morecambe is dominant in many views across the town. Although out of substantive use since the 1970s as an entertainment venue the building is structurally sound and watertight thanks to city council works in the late 1990s and the present owners are making increasing use of the building and progressively making improvements internally.
- 8.19 Marine Road Central has much potential into the future as a location for town centre businesses and living. Business uses appropriate to any seafront can be well located here and there is much scope to grow and improve the town's food and drink offer. The upper floors to premises offer fantastic views across the Bay and therefore can make for unique visitor, office or residential accommodation. Larger premises towards Central Drive have the greater potential for bespoke leisure uses. A mix of uses and a good balance between town centre and more bespoke visitor focused trading will help buffer against seasonality in trading for some businesses impacting too heavily on the trading of others.
- 8.20 A range of actions can improve trading conditions along Marine Road Central and what businesses here might contribute to the town centre. Required is -
- Planning policies encouraging of a mix of town centre and more bespoke visitor focused uses
 - Much improved connections from the promenade for pedestrians
 - Connectivity improved from elsewhere in the town centre.
 - Improvements in the look and feel including via investments in the condition and appearance of premises including forecourts and in the presentation of trading and
 - Bespoke marketing of premises.

THE ARNDALE AND AREA

- 8.21 For the town centre at its eastern end to be strong requires improving trading on the traditional shopping streets of Pedder Street and Queen Street and a better offer within the Arndale and around.
- 8.22 The last couple of years have seen business investment and much more must be nurtured. This requires planning approaches that are enabling of investment coupled with direct interventions to uplift and improve the amenity and legibility of streets and spaces.
- 8.23 There is real potential. The traditional streets can give real character and local distinction to the experiences on offer within central Morecambe. The Arndale, although implanted quite badly into the then street fabric via a 1970s development and lacking distinction does offer an indoor, sociable experience otherwise lacking in the town centre.
- 8.24 The offer in the Arndale and on Euston Road is predominantly for every-day convenience shopping and services by national chains. That in the streets around has a greater diversity with independents and specialists shops and cafes. There is much scope across the whole area for the offer to strengthen further. A greater mix of retail is desirable, coupled with an improved food and drink offer that encourages people to stay longer.
- 8.25 The presentation of the Arndale outward is very poor, in terms of its legibility and advertising for example, and demands improvement in order to better draw people. The quality of surrounding streets and spaces is also poor and needs much improvement to attract and encourage pedestrian movement around the whole area. Better signage and information is needed to reveal how streets link together and to and from the seafront.
- 8.26 The Morecambe Library just adjacent to the Arndale is a key asset. It is relatively well used and appreciated by many people but – like many libraries – services are changing.



Libraries all over are trying to diversify, widen the customer base and take on a greater community role. The location of the Morecambe Library and the pleasant feel of the building give it a particular potential in this but one that will be best realised if management actions are supported by works to the environment around. The building and access to it is much hidden and not well signed.

The town centre

MAAP POLICY DO3. THE ARNDALE AND AREA

The city council identifies particular opportunities for investment and development of main town centre uses within the area defined on the Local Plan Proposals Map as Development Opportunity Site DO3.

The council will consider proposals for development within this site in accordance with MAAP Spatial Policies 1 and 4, Policy DM1 of the Development Management DPD and all other relevant policies in this excepting for Policy DM2 which will not apply.

In addition development should as appropriate -

- Improve routes and spaces for the benefit of pedestrians in accordance with **Policy SP1** including Pedder and Queen Streets and the connections,
- Contribute to improved arrangements for traffic circulation and parking both on and off street,
- Make for improved arrangements for servicing the Arndale by goods vehicles,
- Make the most of the existing stock of trees and supplement these as appropriate to maximise the benefit to public amenity,
- Enhance the setting of the Morecambe Library building and improve peoples' access to this from the Arndale and around,
- Help sustain and grow what services are available to the community at the Library and
- Result in no net loss of total car parking provision within the Development Opportunity Site.

Northumberland St and West View

8.27 Just as for parts of Marine Road Central this street is central yet quite isolated and demand to use accommodation here is low and lowering. Formerly something of a home to a nucleus of office commercial uses these have retreated and the character of the street is now quite inactive. Certain premises stand empty and are



deteriorating. The future of this area rests on growing demand to use accommodation space whether commercial or residential and this will best be helped by strengthening Victoria St as an active pedestrian route landward of the seafront and connecting together the disparate parts of the town.

- 8.28 West View car park relates closely and is underused and conditions are poor. If it is to be retained as a car park it will be necessary to clarify its role in parking provision and upgrade it accordingly. It has the potential with better access and signage to serve the promenade and town centre well and opportunities to enhance its existing use will be explored pending any alternative town centre uses that may emerge.

The town centre

MAAP POLICY DO4. WEST VIEW AND NORTHUMBERLAND STREET

The city council identifies a particular opportunity for development of main town centre uses within the area defined on the Local Plan Proposals Map as **Development Opportunity Site DO4**.

The council will consider proposals for development within this Site in accordance with MAAP **Spatial Policies 1 and 4**, Policy DM1 of the Development Management DPD and all other relevant policies in this Development Management DPD excepting for Policy DM2 which will not apply.

- 8.29 An option to identify the Telephone Exchange car park for housing development is not advanced as on balance, while as a car park it is relatively underused, it should become a more preferable location for parking as and when development change just to the west comes forward and involving reductions in surface parking. The Telephone Exchange building is in full operational telecommunications use. Its appearance could be improved.



Telephone Exchange Car Park and Morecambe Station car park

FESTIVAL MARKET AND AREA

- 8.30 Land west of Northumberland Street is very much a void. The extensive parking areas here present a significant opportunity for new beneficial development to add to and help knit the town centre together as one.

- 8.31 Set within this area is the Platform / Festival Market complex of buildings and, closely relating The Superbowl across Central Drive.
- 8.32 These are close to the central seafront and interface between the town and the seafront and the town centre and edge of centre. Yet while in a very central location, these buildings paradoxically are quite isolated. Footfall is much lighter than the central location close to Morrisons and the seafront would suggest and trading here is consequently challenging.
- 8.33 Certain reasons can be identified. The buildings relate very poorly to each other. Main elevations and public entrances present to the main roads adjoining and so face away from each other. In addition, in form and design the complex appears somewhat incongruous in the context of the Midland Hotel across the seafront opposite and Marine Road Central has a severance effect.
- 8.34 As an example, the Visitor Information Centre (VIC) offers a high quality and award winning service but is not readily found from main points of arrival or easily accessed direct from the seafront.
- 8.35 The Festival Market has a loyal custom base but the building relates poorly to its surroundings and the offer needs to be invigorated. As a facility it is well liked by many local people and has a visitor function but the ambience is deficient and trading is constrained. Three days a week it is closed and at these times does not contribute to



what the town offers. It was designed as a covered outdoor facility capable of hosting festivals and events. In practice neither of these aspects has assisted trading particularly well.

- 8.36 Whilst the stalls were envisaged as being semi-transient and capable of moving out for a fortnight each year, in practice the stalls are well established units operated by a mixture of loyal and long-standing stall holders together with newer tenants helping to diversify the market's offer. The structure not being wind tight provides little protection from the cold and this makes trading quite challenging and impairs the experience it is possible to offer customers.

- 8.37 The Platform at the former rail station is Morecambe's main entertainment venue with a seated capacity of up to approximately 400 persons. Its functionality is good for a range of events but the space around is somewhat constrained. This aspect and other external deficiencies should be addressed - including those of advertisement and signage. Also, there is a pressing need for more use of the building in the daytime when as an asset it is underused.
- 8.38 The location as a whole affords much potential as a leisure and entertainment hub and development here can augment the town centre, anchoring it at its western end. There is scope for investment and development to improve and extend what is on offer in this area and to increase vitality and activity. But there are difficult issues. There are issues with property and premises and how fit for purpose these are and how well the various elements relate to each other and the wider surroundings. Policy D05 addresses the issues and challenges.

*The town centre***MAAP POLICY DO5. FESTIVAL MARKET AND AREA**

The council identifies particular opportunities for investment and development of main town centre uses within the area defined on the Local Plan Proposals Map as **Development Opportunity Site DO5**.

The council will consider proposals for development within this Site in accordance with MAAP **Spatial Policies 1 and 4**, Policy DM1 of the Development Management DPD and all other relevant policies in this excepting for Policy DM2 which will not apply.

Development should –

- present well in the facing towards the seafront and to the Midland across Marine Road Central,
- relate well in urban design terms to the rear elevations of the Winter Gardens, those of the other premises fronting to Marine Road Central and those residential and other properties fronting to Northumberland Street,
- enable satisfactory access and servicing arrangements to the rears of all premises fronting to Marine Road Central,
- provide otherwise for vehicle access, servicing and parking in ways that also makes for good amenity for pedestrians,
- improve passive surveillance and overlooking of the train station,
- improve the legibility of pedestrian routes to and from the train station and onward and
- contribute to reworking that part of Marine Road Central within the Site to improve public amenity and safety for pedestrian crossings and reduce the perceived and real severance affect of the highway

In addition, any proposals involving changes to or the loss of market capacity, existing community facilities including the Platform, any public realm, the existing skatepark and /or the bus station should either make satisfactory alternative provision or include a financial contribution to cover the full costs of appropriate alternative provision. The council accepts that development may well require reductions in parking capacity but will require proposals for this to evidence the likely impacts on parking availability.

*The town centre***ACTION SET AS8. THE TOWN CENTRE**

Public service organisations to consider and take opportunities to deliver services into the future via a presence within the town centre. The local councils to work with local community and third sector organisations to try to strengthen what is on offer. In addition to -

Marine Road Central

- Rejuvenate stretches of Marine Road Central with shared surfaces to optimise crossing for pedestrians and in particular to better reveal Euston Road as the main pedestrian connection from the seafront into the town.
- Invest in the condition and fabric of buildings including forecourts and improvements in the quality of forecourt trading and in improving conditions for pedestrians

Arndale and area (including Queen and Pedder streets)

- Transform the street space between Barclays and the Post Office as a public place of real quality with a shared surface treatment to make it much more pedestrian friendly and a fitting focus for the entrance to the Arndale from here. As part of this revise traffic arrangements at the junction of Market Street with Victoria Street and Euston Road these to include some changes to turning and parking arrangements including for taxis.
- Improve the existing but dated pedestrianised stretch of Euston Road with new surfacing, lighting, seating and signage
- Make New Town Square a quality public place with new surfacing, lighting, seating and signage and with a new central seating feature that incorporates the mosaic
- Improvements to the environment at and around Pedder Street to better manage traffic and give more space to pedestrian movement and activity.
- Continuing investment in the Arndale, including for internal remodelling and development to upgrade and increase the lettable accommodation to better meet current retailing needs.
- Enhance how the Arndale presents at its entrances via fascias and signage and in the condition of building elevations
- Announce Queen and Pedder streets from the seafront and sign the main pedestrian linkages to these
- Sign the Library from elsewhere in the established centre and from within the Arndale
- Improve the pedestrian environment immediately around the Library and make a good route for pedestrians across the Library car park to Market Street
- Continue to invest in the Library building and operation as a key building and community asset and further diversify the services on offer.

Continues...

*The town centre***ACTION SET AS8. THE TOWN CENTRE.****Victoria Street and environs**

- Improve Victoria Street via reconfiguring the carriageway as appropriate including to better provide for cyclists and improved pavements, new lighting, seating and signage and other interventions.
- Work to bring St Laurence's Church into a beneficial use and secure improvements to its setting as an integral element in the street scene
- Pursue the feasibility of re-working the area to the front of St Laurence's Church including the small private off street car park as a public space
- Pending any future re-development better sign and upgrade the much underused West View car park prospectively including investment in security and surveillance

Land west of Northumberland Street

Public and private sectors to work to facilitate investment, development and change including to:

- Help facilitate beneficial investment and development to add to and improve the current leisure offers,
- As part of this to including to rejuvenate the market offer and help grow use of the Winter Gardens and progress towards restoration of the building,
- Make more of the currently council led entertainment offer and the visitor services as presently at the Platform,
- Secure appropriate development of new town centre uses including hotel accommodation and food and drink uses,
- Refurbish and redevelop existing buildings and premises as appropriate to improve these as premises for trading ,
- Improve the setting of existing buildings , pedestrian connections to and from,
- Remedy the eyesore that is the Winter Gardens Arcade and
- Improve arrangements for coach drop off and pick up.

9.0 SOUTH OF TOWN CENTRE TO WEST END ROAD



Central Drive Retail Park

- 9.1 Much land to the south of the now Central Drive towards the West End, progressively fell out of use towards the end of the last century. The vacant land cast an unfortunate image for the town and very much separated the West End from central Morecambe. From the 1990s progressively much was redeveloped as the Central Drive Retail Park. This is edge of centre in its location, functionality, look and feel. The layout and form of development while entirely typical of its era is not distinctive and is characterised by extensive parking adjacent Central Drive. Most buildings front away from the seafront and in appearance from the seafront now present very poorly.
- 9.2 The stores within the retail park do make for an important element in central Morecambe's retail offer for both comparison and convenience goods. These sustain high levels of pedestrian activity. The Festival Market just across Central Drive draws footfall from here. It is important that into the future much more footfall feeds from the retail park into the town centre.

South of the town centre

ACTION SET AS9. EDGE OF CENTRE RETAIL PARK

The city and county councils to work with organisations with land interests to –

- Improve the condition and appearance of buildings fronting to Marine Road West
- Make better connections and improve conditions for pedestrians_(and cyclists) including: to and from the seafront; across to the Festival Market; through to the Lancaster – Morecambe cycle path “Greenway”; through to West End Road; to/from the train station; and through the former Frontierland site as may be redeveloped.

FORMER FRONTIERLAND SITE

- 9.3 Unfortunately, one large area towards the West End comprising the greater part of the former Frontierland amusement park site remains vacant and very much an eyesore. Some 2.4 ha in extent, the condition and prospective future of this site arouses much public concern. Out of any beneficial use since the park closed in 2000 the site contributes nothing to central Morecambe and what it offers is a barrier to the movement of pedestrians to and from the West End. The adjacent site of the former Bus Depot on Grove Street is integral to the future redevelopment of this area.



- 9.4 To bring this site into a beneficial use is challenging. Development for retail uses is not considered appropriate given the location remote from the town centre. There is no reasonable prospect of a new substantial leisure development or of any predominantly public use. In this context development predominantly for housing affords the best prospect of making a beneficial use of the site and there has been market interest in this in recent years. Housing would help activate central Morecambe by increasing its resident population. Further, it gives the opportunity to provide new quality linkages for pedestrians and cyclists through to the West End via West End Road and into the edge of centre Retail Park adjacent to the east.
- 9.5 Development at this site should include an element of commercial uses fronting to Marine Road to help activate the seafront and sustain some footfall here to support business trading further along Marine Road to the west. Too large such an element though risks pulling footfall and activity from the town centre and to its detriment.
- 9.6 Any development of the site should provide a direct route for pedestrians and cyclists through to West End Road.

*South of the town centre***MAAP POLICY DO6. FORMER FRONTIERLAND SITE**

The city council identifies a significant opportunity for predominantly housing development within the area defined on the Local Plan Proposals Map as **Development Opportunity Site DO6**.

Development proposals should address the whole site and -

- Integrate well with the seafront with treatment of Marine Road West to improve amenity and safety for pedestrians moving through to the seafront and with good provision for pedestrian crossings.
- Present active frontages to Marine Road West where leisure uses and related elements of retail and food and drink uses will be acceptable provided these are ancillary to the predominant use of the whole site for housing.
- Include clear, quality, legible routes for pedestrians through the site (consistent with MAAP Policy SP1) variously connecting through to the seafront across Marine Road West, to West End Road and also into the adjacent retail park.
- Contribute to appropriate improvements to the adjacent seafront and promenade to help improve the public realm for peoples' amenity and enjoyment make good use of the variable landforms and the elevated part of the site.
- Consider the potential to provide an element of public car parking within the site.

In addition the council will consider proposals for development in accordance with MAAP **Spatial Policies 1 and 4**, Policy DM1 of the Development Management DPD and all other relevant policies within the Development Management DPD.

The council will not permit any proposals that result in a significant adverse impact on the Bay environment and its interest features as a European Wildlife Site. Specifically, it will require that development proposals make proper consideration of any effects that might arise for this environment, both direct and indirect and including in how any potential adverse effects can be mitigated through appropriate management measures. As part of this it will provide for any appropriate management measures that the Morecambe Bay Partnership and any successor organisations might propose.

10.0 TRAVEL AND TRANSPORT

INTRODUCTION

- 10.1 This section may be towards the end of the plan but analysis of how central Morecambe works in transportation terms and in particular how it works as a place for pedestrians was very much the starting point for work to prepare the plan and very much shape the plan approach.
- 10.2 For central Morecambe to prosper everyone's' travel and arrival experiences to and from central Morecambe should be good. Parking arrangements, highway and pedestrian routes should all combine to give a positive welcome experience, serve to draw people in to the heart of the town and feed it with footfall.
- 10.3 Today, transportation and parking arrangements do not do this well enough. Many travel experiences are not as good as they should be and the provision made for travel in many respects actually works against the central parts of town being a good place to spend time in and walk around.
- 10.4 Accordingly, fitting to the plan approach, a key element of the plan is a set of actions to re-cast how central Morecambe works in terms of transportation, arrival and parking. These are about making central Morecambe work much better particularly for pedestrians and help drive increased footfall. This is all to benefit of social vitality and trading and to improve conditions for investment and development.
- 10.5 It is important that the changes sought are well planned and delivered in a considered way, first to position Morecambe as well as possible for the potentials that should flow with completion of the new M6 Link and then to secure these by making the further local changes to transportation that completion will give the scope for.

ROAD TRAVEL TO AND FROM CENTRAL MORECAMBE

- 10.6 At present information as to route choice and signage is often poor and confused. A comprehensive set of actions is needed to rationalise and improve signage for drivers to and from Morecambe (from the M6). This is to direct traffic along the most appropriate routes for the purpose of journeys, and to clarify and reassure as to the routes being used and to the parking choices available at the journey end.
- 10.7 Most actions will best be taken after completion of the M6 Link given this should make for marked changes in travel demands that will give much scope for transport management to actively manage vehicle movements through tools such as signage and better balancing the interests of those travelling with local amenity considerations.

TRAFFIC CIRCULATION AND VEHICLE PARKING

10.8 Good parking provision is essential to the vitality and viability of any town centre. Within central Morecambe car parking availability readily meets demands at most times. Indeed at very many times total capacity is way in excess of demand. At peak visitor times though, commonly Sundays and coincident with good weather the capacity is close to fully taken up, or at least the most 'visible' central car parks are.

10.9 There is much variation in the use of vehicle parking by locations. Certain are well used at many times. Many are underused and one or two very much so. Even some of the most central car parks are by no means full for much of most days. The existing provision therefore gives much choice but is inefficient.

10.10 One evident of inefficiency is that the parking choices available make for excess traffic movements. Drivers circulate to locate preferred choices to the extent that in places this is quite detrimental to pedestrian movement and public amenity. The availability of car parking is such that in some respects it is so convenient as to actually limit footfall, reducing opportunities for trade and a flourishing town centre.

10.11 This presents something of a dilemma. Vehicle parking is just one of the many uses of land essential within any town. It is an asset to have such an accessible town centre. Yet at present parking is the predominant use of land within central Morecambe and the extent of land this takes up is to the detriment of the character and identity of the town and what it has to offer.

10.12 It is proposed that a better balance can be struck. Over time, parking provision can be re-worked and made more efficient as part of considered changes to highway and parking arrangements. This to provide much clearer choices that will better serve economic and social needs than now. This means changes in the location of vehicle parking and also its management and pricing, certain highways and traffic management changes and also improvements to arrangements for coach drop off and taxi waiting.

10.13 This requires an acceptance that certain car parks and areas of car parking will be decommissioned as part of making changes in land use. The potentials for this are identified in the planning policies for development opportunity sites, respectively –

*Travel and transport***ACTION SET AS10. TRAFFIC ROUTE SIGNAGE TO AND FROM CENTRAL MORECAMBE**

- Improve traffic signage external to the town and redirect traffic where appropriate.
- Make other changes to improve peoples' journey experiences to help better shape the town's identity and create a positive impression to those arriving.

DO1, DO2, DO3, DO4, DO5, and DO6. It is envisaged that changes to parking including as part of redevelopment will be brought forward as per AS11.

Travel and transport

ACTION SET AS11. TRANSPORT, PARKING PROVISION AND MANAGEMENT

The city council in conjunction with the county council and other relevant organisations to prepare a joint plan for changes to transportation and vehicle parking within the plan area covering for both on and off street parking, public and private and loading/unloading, coach drop off and pick up (see AS12) and provision for taxis.

The joint plan to be consistent with the plan's spatial framework and be informed by MAAP Access, transport and parking paper (see evidence base) and cover for changed traffic arrangements and the location, management and pricing of parking both on and off street. The plan is both to inform and be informed by the City Council's Parking Strategy and to be encouraging of longer duration visits. In this the aims should be that -

- The main routes into the town afford a hierarchy of parking choices with longer stay provision the first choice available with shorter stay choices the closer into the town centre where possible.
- Traffic circulation is reduced.
- Highway and parking signage is well considered and clear as to the choices of parking available.
- Much vehicle parking is provided towards and at the edges of the town centre with less at the very heart of the town itself.
- The location, pricing and management of on street parking to complement that provided off street and not attract people away from off street provision.

Parameters for managing vehicle parking into the future should include to –

- Make parking facilities work as first-stop information points, helping to direct footfall to the town centre and other areas/destinations of interest.
- Provide for legitimate needs for short duration parking close to key service providers including the Post Office, banks and building societies and
- Consider the needs of appropriate residential parking.
- Bring the provision of dedicated disabled bays within and around the town centre up to the national guideline standard (6% of capacity where appropriate).
- Re-work dedicated waiting and parking provision for taxi services to mean taxis can better serve peoples' needs.
- Provide for coach drop off and pick up within or very close by to the town centre.
- Increase parking provision in certain locations either by increasing efficiencies in the use of space and bringing other underused areas into use for car parking,
- Target that change to net public parking provision within the plan area over the plan period to not make for more than a 10% loss in spaces and
- Keep net consequential changes to city council parking incomes close to revenue neutral or better (profiled by year) given the importance to the council's finances and thereby council tax levels.

PUBLIC TRANSPORT

10.14 Convenient, quality public transport services and facilities are vital to economic and social functioning. Central Morecambe and its town centre are quite well served by bus services with frequent services to and from all parts of Morecambe and Heysham and to and from Lancaster and the north. These all serve central Morecambe close into the town centre either via Central Drive or Marine Road Central. The bus services along Central Drive coupled with the rail station make for something of a 'transport hub'

10.15 While in many respects satisfaction with bus services is high there is need for some improvement including in facilities for buses to pull in, in waiting facilities and in passenger information. Related to this is the need to improve experiences for bus passengers as pedestrians on arrival and this is addressed in many elements of the plan including in proposed policies and actions.

Travel and transport

ACTION SET AS12. BUS SERVICES

Bus operators and the local councils to work together to extend and improve services including for bus pull in to better serve the centre and to improve access to information.

10.16 One specific matter is the future of the kiosk style building designed as a small bus station facility but out of use for many years now. Given that there is no reasonable prospect of this being brought into operational use it is proposed to remove the structure and with these changes to improve the pedestrian environment and connectivity between the Poem Path and the railway station.

10.17 The location of the railway station serves central Morecambe well and there is ample provision for passenger drop off and pick up including by taxi. However, as a facility for both waiting and arriving passengers the station leaves much to be desired in the quality and amenity of the facility and in the information made available to people. Issues include the relative isolation of the station from other properties and lack of overlooking, the need for much better shelter and seating and for much better signage to assist pedestrians on arrival as to where to go.

10.18 At present all services to and from Morecambe are via Lancaster except for certain to Leeds. Rolling stock is aged. There is much scope to improve rail services but this requires investments, more priority to be given in timetabling to services to and from Morecambe and more integration into regional and inter-regional services. More regular services with more modern rolling stock must be the aim but it has to be recognised that services are dependent on linkages into the west coast main line and timetabling demands for services on this great. More use by services of the direct route link to Carnforth is perhaps realistic with this route offering the prospect at least that round the bay services might one day prove feasible.

Travel and transport

ACTION SET AS13. RAIL SERVICES

The rail operator(s) and the local councils to work together to improve the welcome experience and that at departure including real time service information, improved shelter, seating and directional signage for pedestrians to and from the town

11.0 MARKETING TO INVESTORS AND VISITORS

INTRODUCTION

- 11.1 Many people perceive Morecambe – if they perceive it at all - as having something of a twin identity and that such perceptions are justifiable. On the one hand there is what might be summarised as the inadequate town centre and dilapidations and, on the other the seafront and its famed views of the Lakeland fells. This makes the context for any marketing, whether to investors or visitors, very difficult.
- 11.2 The hard realities are that marketing Morecambe to investors is not tenable without a credible plan for regeneration that can engender confidence in prospects of making sufficient returns. Similarly, marketing for staying visitor markets risks trading in disappointment as and until certain things are put right.

MARKETING TO INVESTORS

- 11.3 It has to be recognised that much investment will not just happen; local investment must be encouraged and external investment will have to be actively sought. This demands a partnership effort between key public and private organisations including all the local councils and the local chamber of commerce to agree a marketing initiative and its delivery to a clear programme. This will necessarily involve going to investors and developers and pitching for Morecambe and the opportunities it offers to business.

Marketing to investors and visitors

ACTION SET AS14. INVESTOR MARKETING STRATEGY.

The city council to lead a collaborative marketing initiative to actively seek new investment for central Morecambe and provide support to investors where

- 11.4 In this it must be recognised that part of any marketing pitch for central Morecambe must be in its economic and social relation to Lancaster. In this sense the success of the two centres is interlinked with economic success in Lancaster being an important part of what is needed to help give profile and credibility to the potentials in nearby Morecambe. Coupled with this, a plan led positive trajectory of regeneration and improvement in central Morecambe should be sufficient to give confidence to an increasing number of investors.
- 11.5 In this context marketing central Morecambe to investors should be very deliberate, with due recognition given to the challenges but as part of a sellable story about how Morecambe is changing and that the town does offer something differential.

11.6 Premises fronting across the Bay have a unique selling point and the potential in this is evident from offices making use of upper floors above separate to the business trading operation at the ground floor ground. Further credible strands for marketing to exploit include -

- The quality of life available in this part of the North West on the shores of Morecambe Bay.
- The availability of housing at prices much more competitive than in many parts of the country.
- For footloose businesses relatively low rents and land values.
- Proximity to Lancaster and the Lakes.
- The upcoming completion of the new M6 Link Road.
- The proximity of the town to the substantial university presence in Lancaster.

MARKETING TO VISITORS



11.7 Some 3.7 million people visit Morecambe every year with the vast majority (89%) day trippers¹⁰. This contrasts with the situation in the town's mass tourism hey day when staying visitors heavily predominated.

11.8 Day visitor numbers are factored primarily by two factors: time (with as would be expected numbers much the greater at weekends and in school holidays) and the weather.

11.9 There is no real scope or merit to market central Morecambe more to day visitors given that visitor demand is such a function of the weather and that if good numbers are high.

11.10 Integral to the plan and as identified in the plan approach is to secure more benefit from day visitors by encouraging day visitors to move around more as pedestrians, stay longer and spend more. Consistent with this there is much in the plan to help make peoples' experiences when in the town more pleasant and enjoyable and to encourage the investment needed to improve what is on offer.

¹⁰ Positioning paper for the visitor economy' July 2012

- 11.11 Marketing focus into the future should be on a combination of assuring the experience of day visitors and converting more of these into staying visitors, coupled with attracting new visitors to stay.
- 11.12 The rationale for such an approach is explained in the Draft Destination Branding Strategy¹¹ for Lancaster District 2013. This identifies the well-known fact that staying visitors give much more economic benefit than do day visitors (notwithstanding the need to grow the spend of the day visitor) and proposes that it is these that should be the focus of marketing efforts.
- 11.13 The Draft Branding Strategy advocates that Morecambe be marketed to (staying) visitors under a Morecambe Bay branding. This is about natural beauty, open space, peace and tranquillity; an inspiring coastal area offering an inspiring day out in the outdoors accessible to all. It suggests that this doesn't compare to anything else in the UK i.e. it gives Morecambe, as part of the Bay an offer that is differential. Several strands of appeal are identified: the scenery and natural beauty; changing views across the bay; culture, nature and wildlife; seaside and sand and walking for all. The target market is identified as families and those over 50.
- 11.14 The approach and as articulated in the Draft Branding Strategy is informed by thinking set out in the 'Positioning paper for the visitor economy'. This, part of the MAAP Evidence base, looks in depth at how Morecambe can be positioned to attract visitors into the future. Much in this paper suggests that a Morecambe Bay branding can have resonance, with a simple message that should cut through to people.
- 11.15 The paper details some of the particular marketing opportunities: for first hand experiences of the environment whether passive or more active with those for the active ranging through walking and cycling to watersports.
- 11.16 Because the weather can all too often through a veil over the seafront marketing to visitors must tackle the questions of what to do in poorer weather. The options promoted must be complementary and the potentials to combine activities and attractions inland must be a part.
- 11.17 It is crucial that what is marketed meets clear quality benchmarks in the experiences available to people in the public realm, in the services given to and received by people as customers of services, in stores and at food and drink outlets.

¹¹ Branding Engagement Exercise, Lancaster City Council, June 2013

Marketing to investors and visitors**ACTION SET AS15. VISITOR MARKETING STRATEGY**

Public and private sectors to work together to prepare and implement new approaches to visitor marketing fitting to the Branding Strategy and the “Morecambe Bay” brand, the marketing to focus on increasing staying visitors alongside recognising the ongoing need to sustain day visitor numbers. Monitoring success in this to inform all work to improve the town and what it offers to people.

11.18 Consequently, marketing, whether to investors or staying visitors is unlikely to be productive to any significant extent at least in the short term - pending plan implementation. In the medium to longer terms however marketing to these will be increasingly important to promote and exploit what is achieved in getting the conditions for investment right and forging a new visitor future.

12.0 IMPLEMENTATION, MONITORING AND REVIEW

PLAN IMPLEMENTATION

- 12.1 The change and improvement required and as set out in the plan must be driven locally. The local councils rightly have a large role but there is a responsibility also on other, public, private and voluntary organisations to play their part and a crucial role too for local people. Regenerating central Morecambe will take concerted, collective effort by all who care about the town.
- 12.2 The implementation schedule in Appendix 3 identifies key responsibilities in a little more detail. This is very much a “living” schedule requiring regular review and updating to capture for changes in decisions and changing circumstances and opportunities. Such review and updating will include for the more full consideration of financial implications and risks and possible contingency actions that will be required during the transition from plan making through to implementation.

PROGRAMMING

- 12.3 The investment and economic and social conditions that prevail demand that much action is taken early and work on many actions should start prior to plan adoption. Other actions can come later or are consequential on earlier ones. An example is how completion of the new M6 Link will make possible new consequential actions. Some actions can be programmed quite closely, for others the programming is more uncertain as various factors including availability of finance and the commitment of organisations must determine the actual timing.
- 12.4 In the Implementation Schedule actions are indicatively programmed over: 1-2 years, 3-5 years and over 5 years. This covers for the proposed plan period to end 2021.

PUBLIC SECTOR RESPONSIBILITIES

- 12.5 The primary public sector role is regulatory, on land and within the boundaries of the marine environment to assure proper conservation and management of both natural and built resources. But there is also crucial role for the public sector to facilitate and help drive the change needed and including taking certain actions directly.
- 12.6 The city council has a lead implementation responsibility. There is a key role also for the other local councils – the Morecambe Town Council and the Lancashire County Council, the latter particularly as Highway Authority but in other functions also. These will need to work together closely to implement the very many actions in the plan.

- 12.7 Plan implementation will be a significant task for the city council. It has many relevant functions. These include planning and regeneration in particular but others also including leisure. The city council should lead in managing development. This will require close partnership working with the highway authority and other public and private organisations to coordinate and facilitate development and change in accordance with the plan.
- 12.8 The city council is also the largest landowner within the plan area. It owns and manages most of the seafront and promenade and large areas off Central Drive in particular. This gives the city council a real capacity to lead by example and help drive plan implementation by deploying its land assets accordingly. To do this the city council should align the financial management of its land assets within the plan area so that receipts, for example from the disposal of land, are held over or ring fenced for reinvestment in plan implementation.
- 12.9 An investment fund for regeneration in central Morecambe might afford a useful mechanism for pooling financial contributions to further regeneration. If this should prove possible it will likely open up significant opportunities for financing plan implementation.
- 12.10 In addition, to underpin plan implementation it is essential that in taking executive and any regulatory decisions the local councils take regeneration needs and the core strategy regeneration priority for central Morecambe into proper account.
- 12.11 Also, it is incumbent on the city council to publicise and disseminate information on the opportunities available for local communities through the new Localism Act 2012 and other legislation to take initiative in making places better in which to live and work.

LOCAL CAPACITY AND INITIATIVE

- 12.12 A key message of the plan is that much is down to local people who individually, by their actions, can play a large part in making things better.
- 12.13 As an example, for Morecambe to have a strong town centre into the future and to support trading and investment within the plan area it needs people – and local residents in particular - to support the town centre with their custom. As discussed increased footfall, busier streets and increased expenditures can make for demand led improvements into what is on offer by stimulating investment in businesses and services. It really is a case of “use it or lose it”.

12.14 There is much scope for local action and particularly collaborative initiatives to support business performance¹². There are several examples of this latter, all recent, which are welcome and show what can be done. These include work led by the Morecambe Town Council for a “Portas Pilot” - the “MoreCanBe Done campaign” and into the longer term work to try to establish a Business Improvement District (BID). All these initiatives suggest growing local capacities and commitment and this is very promising for the future. Again the local councils have an important role to nurture and support such collaborative action.

THE ROLE OF LOCAL BUSINESSES

12.15 Local businesses have an important part to play in supporting and participating in collaborative initiatives. It is not for any plan to try to tell local businesses how to run but it is appropriate to make the point that businesses that just tick over, that do not invest and do not strive to best serve customers cannot expect to be competitive and successful. For central Morecambe to grow and prosper into the future it needs business to innovate and drive demand and assure that what is on offer across the board meets contemporary expectations for quality and service. Notwithstanding market conditions there must therefore be some onus on local businesses to initiate and drive improvements in business and trading.

12.16 One aspect that demands particular attention is that what central Morecambe offers to people would be greatly enhanced if business trading hours fit well to peoples’ needs and expectations. As much of the town as possible needs to be open for business on bank holidays, at weekends, in the late afternoons and into the evenings for its offer to visitors and increasingly residents to meet expectations. This is particularly pertinent on long summer days. Day visitors are footloose. If the town closes down at 4.30pm most will go home.

TRAINING AND SUPPORT INTO JOBS

12.17 An improving economy should bring improved local employment and other opportunities. The work of local employment and training organisations is crucial to help people into jobs and the local councils and others should support this work where needed. Improvement initiatives and development proposals should where reasonable incorporate an Employment and Skills Plan identifying opportunities for employment and the up skilling of people into employment and better employment. These should be informed by priorities informed by the local councils, employment and skills agencies.

¹² The new Localism Act identifies many opportunities

MONITORING AND REVIEWS

- 12.18 Success in monitoring plan implementation demands effective systems for collecting relevant data and for securing feedback from the range of organisations, stakeholders and groups with a role in plan implementation.
- 12.19 The city council in its planning role will lead on this, will compile and maintain records and disseminate these. Monitoring information will inform a full review of progress in implementation anticipated for 2016/17. In 2021 success in implementing the MAAP will be evaluated. Any successor documents and planning policies will need to be consistent with the Lancaster District Local Plan to 2031.

APPENDICES

- 1. LIST OF POLICIES / POLICIES DIAGRAM**
- 2. MAAP CONSULTATION HISTORY**
- 3. DRAFT IMPLEMENTATION SCHEDULE**
- 4. INSERT MAP 3 LOCAL PLAN PROPOSALS**

APPENDIX 1 - LIST OF POLICIES

SPATIAL POLICIES

MAAP SP1. KEY PEDESTRIAN ROUTES AND SPACES

MAAP SP2. INVESTMENT EXEMPTIONS

MAAP SP3. MORECAMBE MAIN SEAFRONT AND PROMENADE

MAAP SP4. TOWN CENTRE

MAAP DEVELOPMENT OPPORTUNITY SITES

MAAP DO1. THE BATTERY

MAAP DO2. STRATEGIC LEISURE – SEAFRONT HEADLAND, CENTRAL PROMENADE

MAAP DO3. THE ARNDALE AND AREA

MAAP DO4. WEST VIEW

MAAP DO5. FESTIVAL MARKET AND AREA

MAAP DO6. FORMER FRONTIERLAND SITE

ACTION SETS

AS1. MANAGING AND MAINTAINING STREETS AND SPACES

AS2. IMPROVING THE CONDITION OF BUILDINGS AND ENCOURAGING BENEFICIAL OCCUPANCY

AS3. IMPROVING KEY ROUTES FOR PEDESTRIANS AND CYCLISTS

AS4. FURTHER ENCOURAGE BUSINESS INVESTMENT AND DEVELOPMENT

AS5. CENTRAL SEAFRONT AND MAIN BEACH

AS6. WESTERN SEAFRONT AND BEACH

AS7. SEAFRONT HEADLAND, CENTRAL PROMENADE

AS8. THE TOWN CENTRE

AS9. EDGE OF CENTRE RETAIL PARK

AS10. TRAFFIC ROUTE SIGNAGE TO AND FROM CENTRAL MORECAMBE

AS11. PARKING PROVISION AND MANAGEMENT

AS12. BUS AND COACH SERVICES

AS13. RAIL SERVICES

AS14. INVESTOR MARKETING STRATEGY

AS15. VISITOR MARKETING STRATEGY

APPENDIX 2 - MAAP CONSULTATION HISTORY

STAGE KEYS ASPECTS / DOCUMENTS DATE

CAPTURE CONSULTATION Spring 2010

Non-statutory round of public engagement to elicit an understanding of how people perceive Morecambe as it is today, particularly in terms of their likes, dislikes and the areas or issues they see as priorities for improvement.

ITERATIVE CONSULTATION

Part One - 'Scoping the MAAP' March - April 2010

Formal commencement of plan preparation - establishing the objectives, parameters and geographic boundary of the plan. Two documents were published for consultation: a draft Scoping Document and supporting SA, SEA and HRA Scoping Report and published with amendments in June 2010.

Part Two - 'Debating the Issues' – Summer 2010

Consultation focused on a topic paper 'Vision to Approach' published June 2010, looking at the way forward for the town and considering how to realise the vision established by the Core Strategy. The consultation involved school workshop sessions, drop in sessions, community and stakeholder workshops and one-to-one stakeholder meetings.

Part Three - 'Developing Options' – Spring 2011

A topic paper of the same name was published in February 2011 providing officer's emerging analysis of the key issues facing the town and the potential opportunities to address them. This included of primary concern that the town has huge potential but to realise this the plan must make the centre of town work better and define a stronger heart for it that draws people in and encourages more activity. The topic paper explained these issues and asked whether people agreed and what should go into the plan. Consultation into this involved community and stakeholder workshops and one-to-one stakeholder meetings.

OUTLINE OPTIONS Autumn /Winter 2011

This consultation focused on two main strategic options for the plan to take and identified a 'heart' area to drive and be the catalyst for the town's regeneration – collectively Eric and Beach area – Arndale / Euston – Festival Market / Central Drive – Central Promenade Area. The options considered the need for central Morecambe to become a much easier place to move around together with well-designed public spaces that encourage people to linger, spend time and money in, with new development structured around this framework. A number of documents were made available in November 2011 as part of the consultation including an image rich newspaper style Outline Options Paper, a text-focused Narrative Report, a draft Sites and Subjects Directory providing information and commentary on key areas, sites and themes and an initial Sustainability Report.

DRAFT PLAN (PREFERRED OPTIONS) Autumn / Winter 2012

In September 2012 the city council approved a Preferred Options Consultation Draft with the ensuing consultation period extending from 22 October 2012 to 14 December 2012.

Documents made available included –a Draft Plan and Proposals Map, a number of supporting topic papers and a draft sustainability report. The Draft Plan will put forward specific planning policies for the area, identify development opportunities and critically put forward a series of actions through which the plan could be delivered.

APPENDIX 3 – IMPLEMENTATION SCHEDULE

Timescales

Actions are for the whole plan period unless otherwise identified as short term, medium term or long term.

DEVELOPMENT OPPORTUNITY SITES

MAAP POLICY DO1. THE BATTERY	
<p>The council identifies opportunities for leisure uses and recreation activities including adventure activity and water sports within the area defined on the Local Plan Proposals Map as Development Opportunity Policy DO1.</p> <p>Within those parts of the site not otherwise also identified in MAAP Spatial Policy 2 as part of the Main Seafront and Promenade the council will support development proposals for leisure uses and also retail and food and drink uses where these latter are ancillary to a leisure use or help service and support appropriate recreation activity. Public car parking facilities should remain.</p> <p>The council will consider proposals for development within this Site in accordance with MAAP Spatial Policies 1 and 4, Policy EC1.1 of the Development Management DPD and all other relevant policies.</p> <p>The council will not permit any proposals that result in a negative impact on the environment of the Bay in its integrity as a Natura 2000 site or as a European Marine Site.</p>	
Location: The Battery	
Timescale	
Purpose	To grow the area at the Battery as a local centre for bay related leisure uses and complementary to the success of the West End Gardens while assuring the generally open aspect of the Battery headland itself
Plan Period	Whole

MAAP POLICY DO2. STRATEGIC LEISURE - SEAFRONT HEADLAND, CENTRAL PROMENADE

The council identifies a strategic opportunity for leisure investment and development within the area defined on the Local Plan Proposals Map as Development Opportunity Site DO2.

Within those parts of the site not otherwise also identified in MAAP Spatial Policy 3 as part of the Main Seafront and Promenade the council will support development proposals for the following -

- Leisure uses both outdoor and indoor and including for events and as events and performance space
- Visitor accommodation additional and integral to the Midland Hotel business operation
- Other hotel accommodation
- Other visitor focused residential accommodation that is demonstrably ancillary to otherwise predominantly leisure uses

The council will not permit any proposals that result in any significant adverse impact on the environment of the Bay in its integrity as a Natura 2000 site or as an European Marine Site

The council will further require that any development -

- includes retail (including food and drink uses) only where the proposal is for predominantly leisure uses
- relates well to heritage assets including the Midland and the Winter Gardens
- does not preclude the development of more visitor accommodation for the Midland Hotel and is as enabling of this as reasonable
- relates well to the Main Seafront and Promenade with active frontages to this at the ground floor and good opportunities for passive surveillance from any upper floors of buildings
- Assists in the improvement of public realm within the Main Seafront and Promenade and the reworking of Marine Road Central to improve amenity and safety for pedestrian crossings.
- Provides for vehicle access, servicing and parking in ways not adverse to public amenity and pedestrian circulation on and enjoyment of the Main Seafront and Promenade.

Location: Central promenade excluding the Midland

Timescale

Purpose	To direct and facilitate beneficial use of the headland as the main location for leisure development and uses within the town
----------------	---

Plan Period	Whole
--------------------	-------

MAAP POLICY DO3. THE ARNDALE AND AREA

The council identifies particular opportunities for investment and development of main town centre uses within the PSA within the area defined on the Local Plan Proposals Map as Development Opportunity Site DO3.

The council will consider proposals for development within this site in accordance with MAAP Spatial Policies 1 and 4, Policy EC1.1 of the Development Management DPD and all other relevant policies in this excepting for Policy EC 1.2 which will not apply.

In addition development should -

- improve routes and spaces for the benefit of pedestrians in accordance with MAAP Spatial Policy 1
- make for improved arrangements for servicing the Arndale by goods vehicles
- make the most of the existing stock of trees and supplement these as appropriate to maximise the benefit to public amenity
- enhance the setting of the Morecambe Library building and improve peoples' access to this from around
- help sustain and grow what the Library service offers to the community
- result in no net loss of total car parking provision within the Development Opportunity Site.

Location: Euston Road, Royalty Mall, Market Street (part) and Library and Pedder Street car parks

Timescale

Purpose	To set a policy position that is welcoming of investment and development proposals that will improve the Arndale and area as part of a strengthening town centre
----------------	--

Plan Period	Whole
--------------------	-------

MAAP POLICY DO4. WEST VIEW

The council identifies a particular opportunity for development of main town centre uses within the area defined on the Local Plan Proposals Map as Development Opportunity Site DO4.

The council will consider proposals for development within this Site in accordance with MAAP Spatial Policies 1 and 4, Policy EC1.1 of the Development Management DPD and all other relevant policies. in this excepting for Policy EC 1.2 which will not apply.

Location: West View off Northumberland Street

Timescale

Purpose	To identify that the area of the West View car park presents a significant opportunity for redevelopment in very central location.
----------------	--

Plan Period	Whole
--------------------	-------

MAAP POLICY DO5. FESTIVAL MARKET AND AREA

The council identifies particular opportunities for investment and development of main town centre uses within the area defined on the Local Plan Proposals Map as Development Opportunity Site DO5.

The council will consider proposals for development within this Site in accordance with MAAP Spatial Policies 1 and 4, Policy EC1.1 of the Development Management DPD and all other relevant policies in this excepting for Policy EC 1.2 which will not apply.

In addition development should -

- relate well in urban design terms to the rear elevations of the Winter Gardens, those of the other premises fronting to Marine Road Central and those residential and other properties fronting to Northumberland Street
- enable satisfactory access and servicing arrangements to the rears of all premises fronting to Marine Road Central
- improve passive surveillance and overlooking of the train station
- improve the legibility of pedestrian routes to and from the train station and onward

In addition, any proposals involving changes to or the removal of existing facilities including any public realm, the existing skatepark and / or the bus station should either make satisfactory alternative provision or include a financial contribution to cover the full costs of this.

Location: Land between Marine Road Central, Central Drive and Northumberland Street

Timescale

Purpose	To open up the prospect and facilitate significant development in this area for main town centre uses, to improve the structure of the town centre and what it offers to people.
Plan Period	Whole

MAAP POLICY DO6. FORMER FRONTIERLAND SITE

The council identifies a significant opportunity for predominantly housing development within the area defined on the Local Plan Proposals Map as Development Opportunity Site DO6.

The council will consider proposals for development in accordance with MAAP Spatial Policies 1 and 4, Policy EC1.1 of the Development Management DPD and all other relevant policies within the Development Management DPD.

Development proposals should address the whole site and -

- Integrate well with the seafront with treatment of Marine Road West to improve amenity and safety for pedestrians moving through to the seafront and with good provision for pedestrian crossings
- present active frontages to Marine Road West where leisure uses and related elements of retail and food and drink uses will be acceptable provided these are ancillary to the predominant use of the whole site for housing
- Include clear, quality, legible routes for pedestrians through the site variously connecting the seafront with West End Road and also with the adjacent retail park
- Contribute to appropriate improvements to the adjacent seafront and promenade to help meet needs for recreation
- make good use of the variable landforms and the elevated part of the site
- consider the potential to provide an element of public car parking within the site

Location: Marine Road West

Timescale

Purpose	To set a clear position as to what is expected of development at this location in order that this certainty might help encourage appropriate development proposals
Plan Period	Whole

ACTION SETS

Action Set: AS1. Managing and maintaining streets and spaces					
Location: streets and spaces					
Timescale		Implementation Lead	Other key contributors	Financial implications	Risks/ Contingency
Ongoing	<p>Make continuing improvements in the maintenance of highways and public spaces including street cleanliness. Aspects include –</p> <ul style="list-style-type: none"> ▪ Street cleaning ▪ Carriageway and pavement surface repairs ▪ Street furniture (seating, bins, signage) ▪ Street lighting ▪ Tree care ▪ Signage 	Lancaster City Council (Environmental Services)	Lancashire County Council (Highway Authority)	Lancaster City Council - from 2013. Target neutral, via work adjustments and efficiency savings	
	<p>Remedy the appearance of land in poor condition and appearance.</p> <p>Refresh (existing) green space areas on the Promenade</p>	<p>Lancaster City Council – Regeneration and Planning Service and Environmental Services</p> <p>Lancaster City Council Regeneration and Planning Service</p>	<p>Morecambe Town Council</p> <p>Local businesses and stakeholders</p>	<p>Lancaster City Council - costs - from April 2014 to be determined. Local businesses and stakeholders - ongoing.</p> <p>Lancaster City Council - costs from April 2014 to be determined</p>	<p>City Council budget provision for public realm and car park maintenance is presently insufficient to meet demands. An option is that any increased costs arising from this proposal from April 2014 might be met from the proposed regeneration investment fund (AS 17)</p>

		and Environmental Services			
Short Term 1- 2 years	Direct people better to existing public toilet facilities through improved information and signage including via new interpretation points.			Lancaster City Council - costs from April 2014 to be determined	An option is that additional costs be met from the proposed regeneration investment fund (AS17).
Medium Term 3-5 years	Improve the provision of toilet facilities available for public use, including where possible via partnership working with private businesses	Lancaster City Council - Environmental Services	Private businesses; Morecambe Town Council	Lancaster City Council - costs from April 2014 to be determined	An option is that additional costs be met from the proposed regeneration investment fund (AS17).

Action Set: AS2. Improve the condition of buildings and encourage beneficial occupancy

Location: Whole plan area					
Timescale		Implementation Lead	Key Other contributors	Financial implications	Risks/ Contingency
Ongoing	Improve the condition and external appearance of buildings and by this encourage beneficial use	Private owners and businesses	Lancaster City Council. In encouraging, advising on and where appropriate requiring improvements via the use of available planning powers	Private businesses - as these decide on or as required. Lancaster City Council - no additional.	
Short Term 1- 2 years	Support to trading and to increase the beneficial use of commercial space on Victoria Street including via the Portas Pilot initiative	Town Team and private businesses	Morecambe Town Council Lancaster City	Town Team - £100k budget from DCLG for the pilot initiative – managed	

			Council. Regeneration and Planning Service.	by the city council as accountable body.	
Short to medium term 1- 5 years	Morecambe Townscape Heritage Initiative (THI) 2 “A View for Eric 2012-2017 including a finite programme for distributing grant to private property owners for eligible building / conservation projects, training and capacity building initiatives	Lancaster City Council	Heritage Lottery Fund	£1.2 million over £ 5 years budgeted for. Lancaster City Council - no additional.	

Action Set: AS3. Improve key routes and spaces for pedestrians and cyclists

Location: Whole plan area					
Timescale and actions		Implementation Lead	Key Other contributors	Financial implications	Risks/ Contingency
Short term 1-2 years	Enliven and activate key pedestrian streets and spaces. Aspects include as appropriate – utilizing flags and banners amenity lighting selective tree planting	Lancaster City Council. Community Engagement Service and Regeneration and Planning Service	Lancashire County Council (Highway Authority) in authorizing highway changes Morecambe Town Council	Lancaster City Council - costs - from April 2014 to be determined	An option is that additional costs be met from the proposed regeneration investment fund (AS17).
Short Term 1 - 2 years	Complete improvements to connections to / from the Greenway cycle path route from the Central Drive Retail Park to West End Road via Kilnbank Avenue	Lancashire County Council	Lancaster City Council. Regeneration and Planning Service.	Budgeted for.	
Medium Term 3-5 years	Make for improved connectivity for pedestrians across Marine Road to and from the central seafront (at Euston Road and Queen St)	Lancaster City Council (Regeneration and Planning Service) in partnership with		To be determined	

	Improve connections for pedestrians to / from the Greenway cycle path route through the Central Drive Retail Park.	Lancashire County Council (Highway Authority) and that must authorize changes. Morrisons plc			
Medium Term 3-5 years	New route for pedestrians north from West End Road across the former Frontierland site linking through to the seafront and into the existing retail park – see DO6 Make for improved connectivity for pedestrians across Marine Road East to and from the central seafront (at former Frontierland site).	Morrisons plc	Lancaster City Council (Regeneration and Planning Service) in partnership with Lancashire County Council (Highway Authority) and that must authorize changes.	To be determined	
Medium term 3 – 5 years	Make for improved connectivity for pedestrians across Marine Road Central to and from the central seafront (by the Midland Hotel and the Winter Gardens)	Lancaster City Council (Regeneration and Planning Service) in partnership with Lancashire County Council (Highway Authority) and that must authorize changes.	Third parties including any developer(s)	To be determined.	

Action Set: AS4. Further encourage business investment and development.					
Location: Whole plan area					
Timescale and actions		Implementation Lead	Key Other contributors	Financial implications	Risks/ Contingency
Ongoing	Not to establish specific policies for the defined primary and secondary frontages within the town centre (see the town centre section)	Lancaster City Council		Loss of potential new income but not reasonably quantifiable; None	Review after five years
Short Term 1- 3 years	Consider the scope for extending discretionary business rate reliefs	Lancaster City Council		Reductions in future fee income - to be assessed	
Short Term 1- 3 years	Consult on the scope for and potential applications of a draft Local Development Order (LDO) for the town centre as defined in the plan. Any LDO should specify desirable changes in use and exclude those still not desired. Subject to this consultation a draft to be submitted to the city council's Planning and Highways Regulatory Committee.	Lancaster City Council		Any LDO extending the uses to which property can be put without need for planning permission would reduce fee income to the city council. Present income levels do not suggest the reduction will be significant.	
	Make any new LDO	Lancaster City Council			
Short to medium term 1- 5 years, any longer subject to review	Not to charge for pre-application planning advice within the plan area – subject to mid-term review	Lancaster City Council		Potential for additional income to the city council foregone.	

Action Set: AS5. Central seafront and main beach					
Location: Marine Road Central					
Timescale and actions		Implementation Lead	Key Other contributors	Financial implications	Risks/ Contingency
Ongoing	<p>To implement considered changes to the central seafront and main beach between the Midland and the Morecambe Yacht Station. This to further enhance the seafront and what it offers and to much better integrate it with the town. Interventions to relate closely to certain actions proposed in AS8. This to include:</p> <ul style="list-style-type: none"> • Measures to signal and announce the main beach through specific enhancements, perhaps including changing sequences of banners and flags and including to advertise festivals and events • New directional information and interpretative facilities • New and improved openings for pedestrians through the wave reflection wall • Further investment in public art and better maintained that existing • Improved seating along the length of the central promenade as appropriate by reworking, upgrading, or adding to that existing with better provision for disabled people and those with limited mobility availability 	Lancaster City Council	Lancaster City Council. Regeneration and Planning Service with Environmental Services	Lancaster City Council. A programme of activity for which capital costs are to be determined. Target revenue neutral	

	<ul style="list-style-type: none"> • Improved childrens' play facilities • Permit more beach trading concessions / complementary facilities on the seafront provided that these are of appropriate quality and the continuing quality is assured through effective management arrangements • An additional pedestrian access to the eastern end of the main beach (near the old Lifeboat Station situated opposite Green Street) • Small scale improvements to the seafront to the east of the station including with more efficient parking and better interpretation of the bay environment. • Making more of the established TERN projects' including better revealing the "Sea Wall" via improved signage and pedestrian connections 				
Medium Term 1-5 years	Reduce in area the existing Marine Road Car Park No. 2 (between the Eric Morecambe statue and the Clock Tower toilets) to create a high quality multi-purpose pedestrian place and a focus at the seafront that reveals and signals the established town centre landward and direct people to this direct off the promenade.	Lancaster City Council (Regeneration and Planning Service) in partnership with Lancashire County Council (Highway Authority) and that must authorize changes.		Capital costs to be determined.	
Medium Term 3-5 years	Improve the setting to the Clock Tower including further interventions to lift the appearance of the toilet block.	Lancaster City Council		Capital costs to be determined.	

Medium-long term 3-10 years	Make Marine Road Central a “shared surface” via phased works over time	Lancashire County Council	Lancaster City Council Third party landowners	Capital costs to be determined.	
--	--	---------------------------	--	---------------------------------	--

Action Set: AS6. Western seafront, beach and the Battery					
Location: Marine Road West					
Timescale and actions		Implementation Lead	Key Other contributors	Financial implications	Risks/ Contingency
Short term 1-2 years	New public art and specifically at the bastion, to mark the start and finish for the Way of the Roses coast to coast cycle route	Lancaster City Council Regeneration and Planning Service	Arts Council Sustrans	To be determined	
Short to medium term 1- 5 years	New directional information and interpretation points	Lancaster City Council Regeneration and Planning Service		To be determined	
Medium Term 3 – 5 years	Sea defence works to include a new sea wall and wave reflection wall with more and improved opportunities for people to connect between the promenade and Marine Road landward, new seating and other associated facilities and improved public access down to the shore	Lancaster City Council Regeneration and Planning Service	DEFRA EA	Presently being worked though and to be programmed.	

Action Set: AS7. Seafront headland, central promenade					
Location: Seafront headland, central promenade					
Timescale and action		Implementation Lead	Key Other contributors	Financial implications	Risks/ Contingency
Short to medium term 1- 5 years	<ul style="list-style-type: none"> • The city council to prepare and subsequently implement a delivery plan for the beneficial use of the site to • Identify the activities and uses appropriate and that should be actively sought in the short, medium and longer terms including commercial or noncommercial leisure and whether private or public operated; • Determine arrangements for managing uses; • Direct and programme work to market investment opportunities; • Plan advance engineering works and improvements to the sunken parts of the site (the former Bubbles site) to afford an appropriate setting for beneficial uses including an expanded Midland Hotel operation; • Plan improvements to the public realm for pedestrians and including to Marine Road Central and how these might be secured through developments 	Lancaster City Council	Morecambe Bay Partnership Lancashire County Council, English Lakes Hotels, RSPB	Lancaster City Council. In house revenue costs in study of potentials and assessments and in preparing the delivery plan. Subsequent capital costs as to be determined. Ongoing revenue costs to be determined.	

	Uses and activities that might prove appropriate at least in the short and medium terms include: multi games space, crazy golf, multi-wheel sports, outdoor gym, fairground, bowls and other active games and activities including boules, petankue, skittles, giant chess...These would need to be complemented by quality ancillary facilities including food and drink kiosks and toilets. The assessment of potentials to include a feasibility study into staging outdoor concerts and performances in the sunken part of the site. The feasibility study in turn to inform any proposals carried forward into the delivery plan.				
--	--	--	--	--	--

Action Set: AS8 The town centre					
Location: All town centre					
Timescale and actions		Implementation Lead	Key Other contributors	Financial implications	Risks/ Contingency
Whole plan period	The city council not to establish specific policies for the defined primary and secondary frontages within the town centre (see the town centre section)	Lancaster City Council Regeneration and Planning Service		None	
	Public service organizations to consider and take opportunities to deliver services into the future via a presence within the town centre.	All local councils and public service organizations		No specific.	Review after five years

	Local councils to work with local community and third sector organizations to try to strengthen what is on offer.	Lancaster City Council; Lancashire County Council; Morecambe Town council	Third sector voluntary organisations		
Action Set: AS8 The town centre					
Location: Marine Road Central					
Timescale and actions		Implementation Lead	Key Other contributors	Financial implications	Risks/ Contingency
Ongoing	Invest in the condition and fabric of buildings including forecourts and improvements in the quality of forecourt trading (and see AS 2)	Private businesses	Lancaster City Council Regeneration and Planning service		
Medium Term 3 – 5 years	Rejuvenate stretches of Marine Road Central at / around Euston Road with shared surfaces to optimise crossing for pedestrians and to better reveal Euston Road as the main pedestrian connection from the seafront into the town. Links closely to AS5	Lancaster City Council (Regeneration and Planning Service) in partnership with Lancashire County Council (Highway Authority) and that must authorize changes.	Third party landowners and any developer(s)	Costs to be determined	
Action Set: AS8 The town centre					
Location: Arndale and area					
Timescale and actions		Implementation Lead	Key Other contributors	Financial implications	Risks/ Contingency

Ongoing	Continuing investment in the Arndale, including for internal remodelling and development to upgrade and increase the lettable accommodation to better meet current retailing needs.	Arndale Centre management			
	Continue to invest in the Library building and operation as a key building and community asset and further diversify the services on offer.	Lancashire County Council	Lancaster City Council	As an option costs might be met from the proposed regeneration investment fund (AS 17)	
Short term 1 – 2 years	For pedestrians better sign Queen Street and Pedder Street to and from the seafront and from Euston Road and Pedder St car park			Lancaster City Council. Costs to be determined	
Short term 1 – 2 years	Transform the street space between Barclays and the Post Office as a public place of real quality with a shared surface treatment to make it much more pedestrian friendly and a fitting focus for the entrance to the Arndale from here. As part of this revise traffic arrangements at the junction of Market Street with Victoria Street and Euston Road these to include some changes to turning and parking arrangements including for taxis.	Lancaster City Council (Regeneration and Planning Service) in partnership with Lancashire County Council (Highway Authority) and that must authorize changes.	Morecambe Town Council	Lancaster City Council. Budgeted for as part of the TH12 (see AS2) together with a further £100k of city council funding and some £70k sought in county council highways funding.	
Short term 1 – 2 years	Sign the Library from elsewhere in the established centre and from within the Arndale		Lancaster City Council, Regeneration and Planning Service		

Short term 1 – 2 years	Improve the existing pedestrianised stretch of Euston Road with new surfacing, lighting, seating and signage.	Lancaster City Council (Regeneration and Planning Service) in partnership with Lancashire County Council (Highway Authority) and that must authorize changes.	Lancaster City Council, Regeneration and Planning Service	Lancashire County Council. To meet baseline standard highway renewal costs from within planned maintenance budgets. Lancaster City Council to meet costs of enhancement from the £100 k in funding already budgeted for this and New Town Square (below) and as an option from the proposed regeneration investment fund (AS 17).	
Short term 1-2 years	Make New Town Square a quality public place with new surfacing, lighting, seating and signage and with a new central seating feature that incorporates the mosaic	Lancaster City Council		Lancaster City Council to consider how the costs might be funded including as an option from the proposed regeneration investment fund (AS 17)	
Short term 1-2 years	Enhance how the Arndale presents at its entrances via fascias and signage and in condition of building elevations	Arndale Centre management			
Medium term 3-5 years	Upgrade aspects of Pedder Street car park and its periphery including minor highway adjustments, improved pavements for pedestrians, additional trees and replacements for the concrete bollards	Lancaster City Council		Lancaster City Council to meet costs of enhancement from the £100 k in funding already budgeted for this and New Town Square (below) and as an option from the proposed regeneration investment fund (AS 17)	
Medium term 3-5	Improve the pedestrian environment immediately around the Library and make a good route for	Lancashire County Council	Lancaster City Council	Lancashire County Council. Costs to be determined. As	

years	pedestrians across the Library car park to Market Street			an option to be met from the proposed regeneration investment fund (AS 17	
Action Set: AS8 The town centre					
Location: Victoria Street (west of Market St) and environs					
Timescale and actions		Implementation Lead	Key Other contributors	Financial implications	Risks/ Contingency
Immediate	Establish the feasibility of permitting an outdoor market along Victoria Street and if so facilitate this with any regulatory orders and limited streetworks as appropriate	Town Team	Morecambe Town Council Lancaster City Council	No additional.	
Short to medium term 1- 5 years	If as part of the joint parking strategy (AS11) it is decided to retain West View as a car park, within two years invest in better signage and undertake minor amenity improvements and over five years work with ownership interests around to regularize and improve boundaries	Lancaster City Council		Costs to be determined. As an option to be met from the proposed regeneration investment fund (AS 17	
Short to medium term 1- 5 years	Improve the length of Victoria Street with new signage, lighting, seating and other interventions. Relates closely to proposals in AS8 Arndale and area.	Lancaster City Council (Regeneration and Planning Service) in partnership with Lancashire County Council (Highway Authority) and that must authorize changes.	Morecambe Town Council Town Team	Lancaster City Council. Actions over 1-2 years to be delivered through TH12 and this is budgeted for. Additional interventions after this are subject to any funding through the proposed regeneration investment fund (AS 17)	
Medium Term 3-5 years	Work to bring St Laurence's Church into a beneficial use and secure improvements to its setting as an integral element in the street scene	Private business	Lancaster City Council. Regeneration and Planning Service	On application, grant assistance from the city council possibly available towards eligible building	

				works through the THI 2. The possible availability of this is however time limited given the total grant fund is finite and the THI itself time limited.	
Long Term 6-10 years	Pursue the feasibility of re-working the area to the front of St Laurence's Church including the small private off street car park as a public space	Private business	Lancaster City Council. Regeneration and Planning Service		

Action Set: AS8 The town centre					
Location: Land west of Northumberland Street					
Timescale and actions		Implementation Lead	Key Other contributors	Financial implications	Risks/ Contingency
Short term	<p>Study investment and development potentials and options including to -</p> <ul style="list-style-type: none"> • Facilitate beneficial investment and development and including for the Winter Gardens and the Winter Gardens arcade. • Strengthen the currently city council led entertainment offer as presently at the Platform • Grow the visitor services presently provided from the Platform • Make much more use of the Platform in the daytime • Rejuvenate Morecambe's market offer and via new management approaches • Support the cinema offer and improve its presentation, quality and ambience 	Lancaster City Council	Private businesses and commercial operators; Development industry; Lancashire County Council	To be determined.	

	<ul style="list-style-type: none"> • Refurbish and redevelop buildings and premises as appropriate to improve these as premises for trading • Provide for a stronger town centre offer complementary to the main draws of the Cinema and Festival Market likely focusing on growing food and drink offer in the vicinity and new retail uses in the vicinity and new retail • Improve public realm and pedestrian and arrangements for coach drop off and pick up. • Subject to the outcome of the study the council and its partners to consider the options. 				
--	--	--	--	--	--

Action Set: AS9 Edge of centre retail park
Location: Central Drive Retail Park

Timescale		Implementation Lead	Key Other contributors	Financial implications	Risks/ Contingency
Medium term	Make better connections and improve conditions for pedestrians (and cyclists) including: to and from the seafront; across to the Festival Market; through to the Lancaster – Morecambe cycle path “Greenway”; through to West End Road; to / from the train station; and through the former Frontierland site as may be redeveloped. And see AS3	Lancaster City Council (Regeneration and Planning Service) in partnership with Lancashire County Council (Highway Authority) and that must authorize changes.			
Long term	Improve the condition and appearance of buildings fronting to Marine Road West	Private owners and businesses	Lancaster City Council. In encouraging, advising on and where appropriate requiring improvements via the use of planning powers	Private businesses as these decide on or as required. Lancaster City Council - cost implications covered by existing budgetary provisions.	

Action Set: AS10 Traffic route signage to and from central Morecambe.

Location: Plan area					
Timescale and actions		Implementation Lead	Key Other contributors	Financial implications	Risks/ Contingency
Whole plan Period	Improve traffic signage on routes to and from the town and better direct traffic as appropriate	Lancaster City Council (Regeneration and Planning Service) in		As an option to be met from the proposed regeneration investment fund (AS 17	

		partnership with Lancashire County Council (Highway Authority) and that must authorize changes. Lancaster City Council			
Short Term	Make other changes to improve peoples' journey experiences to help better shape the town's identity and create a positive impression to those arriving.	Lancaster City Council (Regeneration and Planning Service) in partnership with Lancashire County Council (Highway Authority) and that must authorize changes.	Morecambe Town Council	As an option to be met from the proposed regeneration investment fund (AS 17	

Action Set: AS11 Highway management, parking provision and its management

Location: Plan area					
Timescale and actions		Implementation Lead	Key Other contributors	Financial implications	Risks/ Contingency
Medium term	Prepare and implement a joint plan for changes to traffic management and vehicle parking within the plan area and covering for both on and off street parking, public and private and loading / unloading, coach drop off (see AS13) and pick up and provision for taxis.	Lancaster City Council (Regeneration and Planning Service) in partnership with Lancashire County	Morecambe Town Council	Changes to be funded through a combination of – ▪ County council planned highways maintenance expenditures	

	<p>The joint plan to be consistent with the plan framework and cover the location, management and pricing of parking both on and off street. The plan both to inform and be informed by the City Council's Parking Strategy and to be encouraging of longer duration visits.</p> <p>The Joint Plan to be concerned to improve traffic management through devising a programme of changes to traffic circulation. Aspects to include (as appropriate)</p> <p>–</p> <ul style="list-style-type: none"> • Revised traffic arrangements for example stopping up and changing the direction of traffic flow • Carriageway and pavement width adjustments • Adjustments to surfacing materials used • Adjustments to the siting of street furniture and signage • Facilitating lighting improvements • Shared surface treatments • New and revised pedestrian crossings <p>Implementation to take all reasonable opportunities as part of development and specific planned highway maintenance works to improve the functionality and amenity of highways for all users (including pedestrians and cyclists).</p> <p>The spatial parameters for this plan are that –</p> <ul style="list-style-type: none"> • The main routes into the town afford a hierarchy of parking choices with longer stay provision the first choice available with shorter stay choices the closer into the town centre where possible. • Highway and parking signage is well considered and clear as to the choices of parking available. • Much vehicle parking should be provided towards and 	<p>Council (Highway Authority) and that must authorize changes.</p>		<ul style="list-style-type: none"> ▪ City council investment in parking as budgeted for ▪ As an option via the proposed regeneration investment fund 	
--	--	---	--	--	--

	<p>at the edges of the town centre with less of the very heart of the town itself given over to parking.</p> <ul style="list-style-type: none"> • The location, pricing and management of on street parking complement that provided off street and not attract people away from off street provision. • Parameters for management of parking into the future should include • To make parking facilities work as first-stop information points, helping to direct footfall to the town centre and other areas / destinations of interest • To provide for legitimate needs for short duration parking close to key service providers including the Post Office, banks and building societies • Consideration of the needs of appropriate residential parking. • To bring the provision of dedicated disabled bays within and around the town centre up to the national guideline standard (6% of capacity where appropriate). • To re-work dedicated parking provision for taxi services but assure that this continues to give good service into the town centre <p>Target that change to net public parking provision within the plan area over the plan period to not make for more than a 10% loss in spaces</p> <p>Given the importance of parking revenues to the city council's income and thereby the direct correlation to council tax levels net consequential changes to parking income to be close to revenue neutral or better profiled by year.</p>				
Action Set: AS12 Bus services					
Location: Plan area					

Timescale and actions		Implementation Lead	Key Other contributors	Financial implications	Risks/ Contingency
Whole Plan Period	Bus operators and the local councils to work together to extend and improve services including for bus and coach stops to better serve the centre and to improve access to information.	Stagecoach and / or other operator(s)	Lancashire County Council; Lancaster City Council	As determined.	

Action Set: AS13 Rail services

Location: Plan area					
Timescale and actions		Implementation Lead	Key Other contributors	Financial implications	Risks/ Contingency
Whole Plan Period	The rail operator and the local councils to work together to bring forward a range of improvements to the station to improve the welcome experience and that at departure including real time service information, improved shelter, seating , directional signage into the town centre, CCTV and cycle facilities.	Northern Rail and / or successor rail operator(s)	SUSTRANS Lancashire County Council; Lancaster City Council	As determined.	

Action Set: AS14 Investor marketing strategy

Location: Plan area					
Timescale and actions		Implementation Lead	Key Other contributors	Financial implications	Risks/ Contingency

Short to medium term 1- 5 years	Implement a collaborative marketing initiative to actively seek new investment for central Morecambe and provide support to investors where appropriate.	Lancaster City Council	Lancashire County Council; Morecambe Town Council; Federation of Small Businesses; Local Business Chamber	To be determined.	
Action Set: AS15. Visitor marketing strategy					
Location: Plan area					
Timescale and actions		Implementation Lead	Key Other contributors	Financial implications	Risks/ Contingency
Short to medium term 1- 5 years	<p>Prepare and implement a Visitor Marketing Strategy to</p> <ul style="list-style-type: none"> • Seek to increase day visitor numbers over a wider spread of times i.e. in term times and during the week when the town otherwise experiences lowered levels of demand and there is much capacity. • Via plan implementation encourage day visitors to stay longer and do more i.e. for people to stay long enough to eat and into the evenings • Into the longer term entice new staying visitors and as part of this convert more day visitors to staying visitors. 	Lancaster City Council	Bay Tourism; Local Chamber	To be determined.	

Action Set: AS16. Regeneration Delivery					
Location: Whole plan area					
Timescale and actions		Implementation Lead	Key Other contributors	Financial implications	Risks/ Contingency
Whole plan period	Ongoing commitment by the local community and businesses to supporting the town, trading and regeneration activity, including via getting involved in grassroots collaborative activity e.g Morecan Be Done, the Town Team and that led by the councils.	All	City and county councils, Morecambe Town Council	As determined.	
Whole plan period	<p>The City Council to establish a regeneration fund ring fenced for expenditures within central Morecambe to deliver to the action plan. The fund to be fed by:</p> <ul style="list-style-type: none"> • capital receipts after any land disposals by the city council • developer contributions towards community benefits • monies and / or contributions otherwise made by third party organisations and individuals • local authority funding (city and county council) 	Lancaster City Council	Private businesses Lancashire County Council Morecambe Town Council	Integral to the proposal.	Management of this to be as per council procedures with tolerances top officers subject to give flexibility subject to clear thresholds and exclusions.

