



LEYLAND TOWN
CENTRE
IMPROVEMENT STRATEGY
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INTRODUCTION

1.1 Brief

1.1.1 WYG have been appointed by South Ribble Borough Council to develop a Town Centre Improvement Strategy for Leyland Town Centre. The strategy has been commissioned to help guide future policy, action and investment within the town centre in order for Leyland to best meet its full potential. The Improvement Strategy will seek to put Leyland on a path towards being a sustainable town centre, which is well equipped to meet the current and future needs of its residents and visitors, and which effectively supports the role of local businesses.

1.1.2 The Strategy is being undertaken at this time to seek to specifically respond to the challenges and opportunities relevant to Leyland, as well as the changing role which town centres are experiencing more widely. The Council are also in the process of reviewing the Borough's adopted Local Plan, which the recommendations of the Strategy will be able to help inform going forward.

1.1.3 Leyland Town Centre is located approximately 6 miles to the south of Preston City Centre, and 5 miles north of Chorley Town Centre. The town is easily accessible from the M6 motorway, which passes to the east of Leyland. Leyland Railway Station is located at the northern end of the town centre and is on the West Coast Main Line, which is served by regular services to Liverpool, Preston, Manchester Victoria and Blackpool.

M55

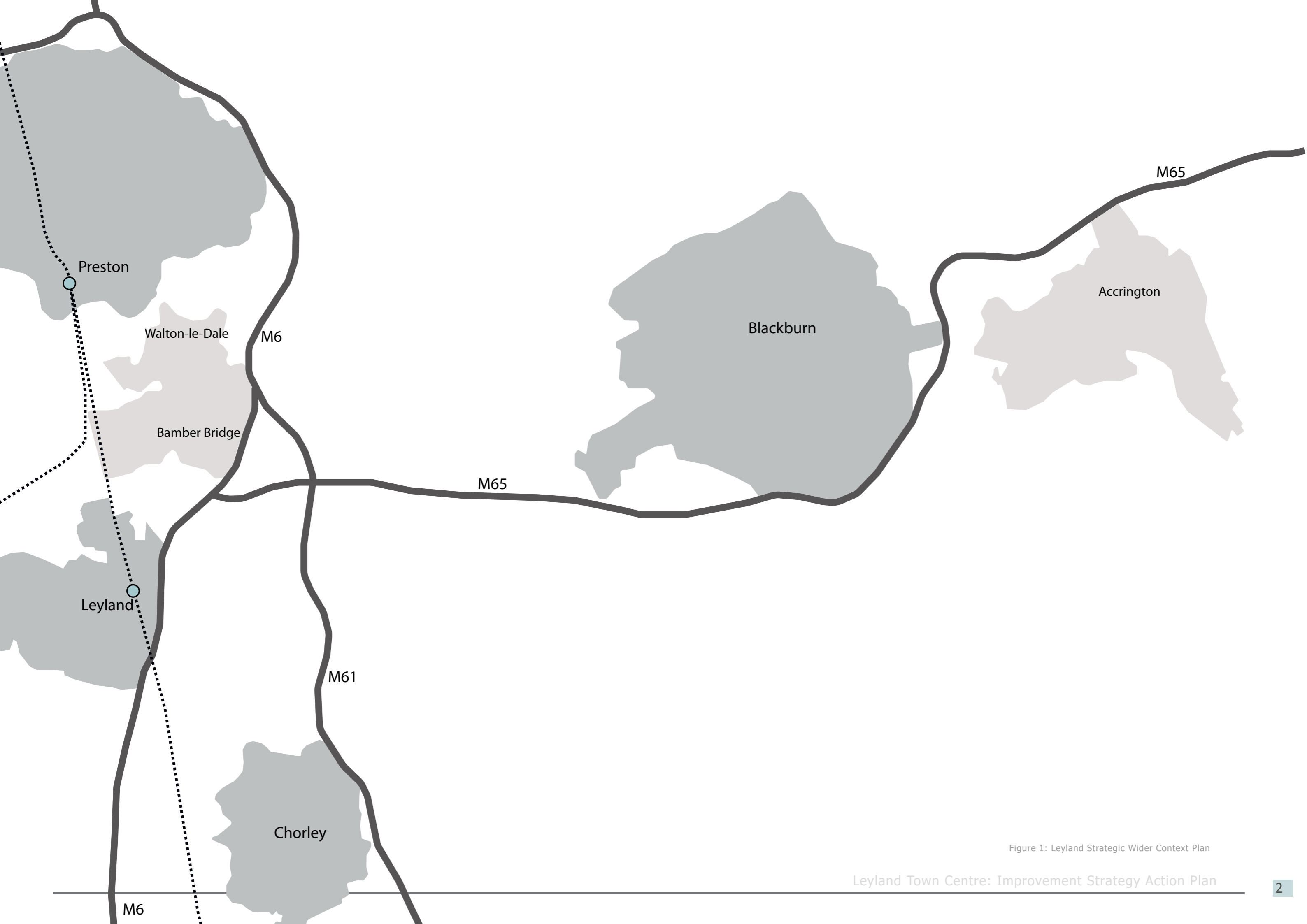


Figure 1: Leyland Strategic Wider Context Plan

1.2 Purpose of the Strategy

1.2.1 The Improvement Strategy will guide meaningful and lasting change and enhancement of Leyland Town Centre. The vision and objectives which form the cornerstones of the Strategy are intended to lay a basis for decision making and establish a focus for future improvement efforts. The Improvement Strategy will be used to inform investment opportunities, potential physical improvement works and future strategic policy for the town centre.

1.2.2 The outputs of the document will be a focused spatial improvement strategy for the area. Through its delivery as part of a joined-up strategy, which will support the overriding objective of achieving a centre which is vibrant, sustainable and well equipped to meet the expectations of its residents and visitors.

1.2.3 It is not intended that the Improvement Strategy in its current form will represent a statutory planning policy document. However, the Strategy's findings and recommendations will help inform future planning policy for Leyland and the Council's strategy going forward for investment in the town centre.

1.3 Approach Taken

1.3.1 WYG have used an integrated approach utilising urban design, planning and transport expertise to develop a holistic strategy for the future improvement of the town centre. The project has been undertaken working alongside South Ribble Borough Council Officers, and through active engagement with key stakeholders and local businesses from Leyland's Town Team. The Strategy has been prepared in a staged approach following the format illustrated;

1.3.2 The Strategy which subsequently follows identifies both specific key projects, alongside the identification of wider higher-level initiatives which can be the focus of further work to achieve their delivery.



Figure 2: Stages of Approach Taken

1.4 Town Centre Area

1.4.1 For the purposes of this Strategy, a study area has been defined which is considered to best represent the extent of influence of the town centre, as illustrated by Figure 3. This study area goes beyond the town centre boundary as established through planning policy and defined within the South Ribble Local Plan (2015) in order to include the wider, more peripheral edges of the centre, which are important in considering how the centre functions and its linkages. The study area extends to include the civic area around West Paddock to the south west of the main activity within the centre, and the Olympian Way Retail Park to the north.

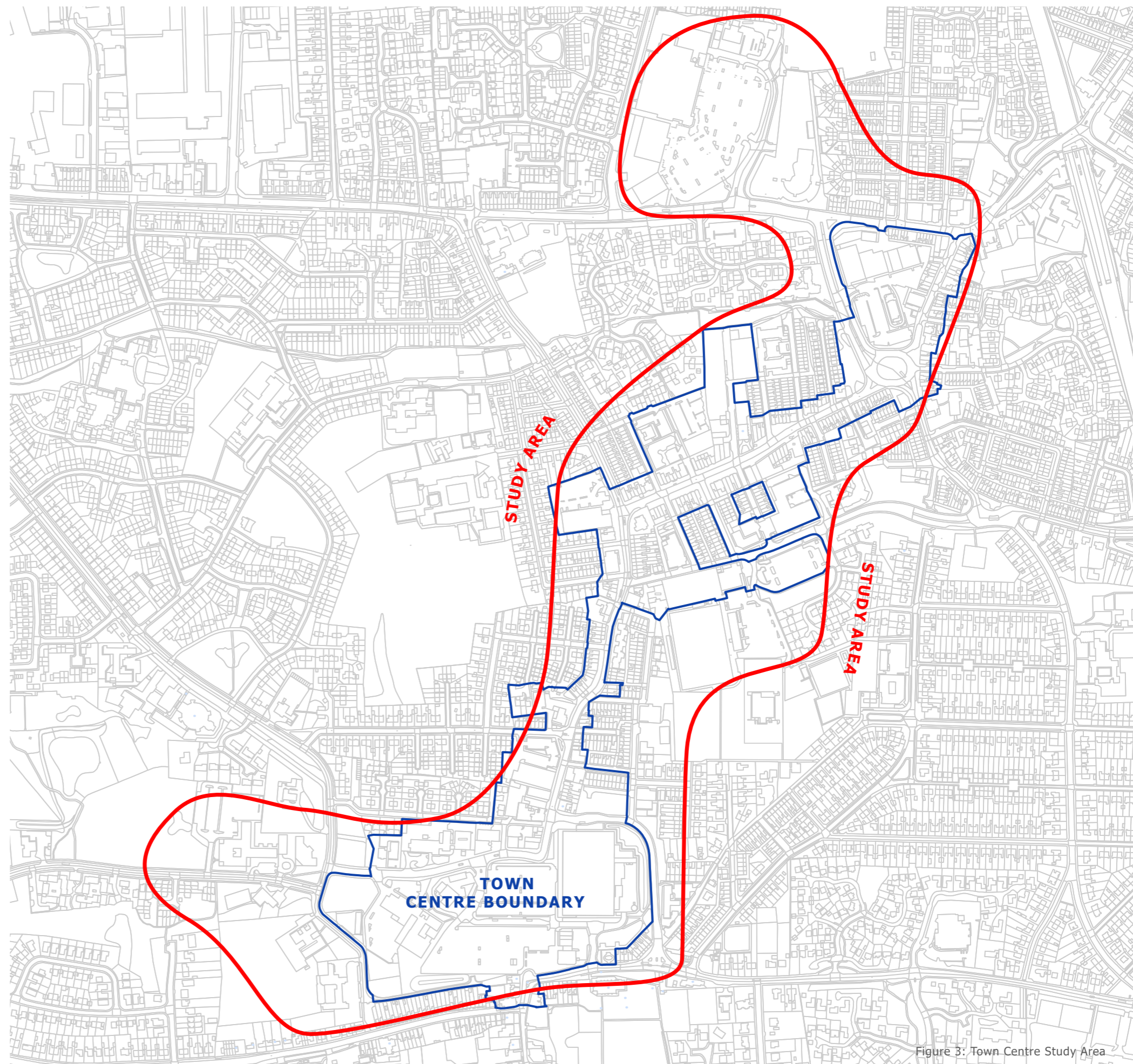


Figure 3: Town Centre Study Area

2

BACKGROUND

2.1 Background to this Study

2.1.1 The Council have commissioned WYG to examine how Leyland Town Centre can be improved and to develop an overall spatial strategy to facilitate this objective. This Strategy document follows recent and ongoing work by the Council in seeking to support the role of town centres and work being pursued to progress new planning policy documents for the Borough.

2.1.2 The Council are currently undertaking a review of both the South Ribble Local Plan and the Central Lancashire Local Plan. An improvement strategy for Leyland has therefore been instructed in advance of the detailed progression of these new Local Plan documents, to inform the progression of future planning policy. WYG previously undertook a Retail and Leisure Study of the South Ribble Borough on behalf of the Council in 2017, with a subsequent update undertaken in early 2019. These two studies were undertaken to assist the Council in understanding the retail and leisure market within the Borough and to provide a health check on the state of the Borough's town centres.

2.1.3 In summer 2019 the Council have also undertaken a Borough wide consultation to develop a Green Links Strategy. The aim of the strategy is to create a Borough that is linked together by a network of green connections of parks and public open space and to provide facilities and opportunities which support the health and wellbeing of residents. Within the Green Links project is potential for a new 'Campus Masterplan' area which could involve the redevelopment of the Leyland Leisure Centre site and land around the Council's existing Civic Centre on West Paddock.

These ongoing initiatives have potential implications for any future improvement strategy for Leyland Town Centre, and therefore consideration has been made to these initiatives in the formulation of this strategy document.

2.1.4 This Strategy report is also being undertaken in recognition of a number of known long-standing physical constraints within Leyland Town Centre which are considered to hamper its functionality. Namely, the town centre's linear shape and dispersed retail offer, as well as existing limitations to pedestrian connectivity across the centre. Finally, the Strategy will consider the importance for high streets to adapt to the challenges being faced by town centre operators and to respond successfully to the modern aspirations which customers have for their town centres.

2.1.5 On the back of the ongoing policy work being undertaken by the Council and the wider acknowledgement of the importance for town centres to adapt in order to continue to attract sustainable visitor numbers, this strategy seeks to provide a route to support Leyland town centre as a vibrant town centre, which is well equipped to meet the modern-day needs of its users.



Hough Lane, Leyland



Hough Lane, Leyland

2.2 A Changing Role for Town Centres

2.2.1 The growth of online shopping has had a dramatic effect on our high streets and how they are used. Between 2007 and 2018 online sales increased six-fold, with in-store sales being hit as a result. In 2000 online retailing accounted for less than 1% of total retail sales while in October 2018 almost a fifth of all retail sales took place online (source: Office for National Statistics (2018), Retail Sales, Great Britain: October 2018). This shift change in retail spending has required for town centres to adapt, with visits to town centres more increasingly being focused about the experience which can be provided and for leisure purposes, rather than simply a means to purchase goods.

2.2.2 Customers are better informed than ever before, thanks to the availability of internet access on-the-go, and the ability to compare prices at the click of a button. Hence, key to the future success of town centres will be a need to continue to compete by diversifying the traditional offering and to provide an experience that continues to attract visitors. The now established changes which have occurred to consumer habits means that high streets need to adapt and respond to the new consumer climate. Providing convenience for customers is part of this, as well as delivering a pleasurable experience for the visitor.

2.2.3 Increasingly, a greater role for leisure uses within town centres is being found, (such a food and beverage and health and fitness uses), to fill the gaps left where high-street retailers would have previously located. The proportion of outlets accommodating leisure uses within town centres has been seen to have gradually increased from 21.4% in April 2009 to 24.4% in July 2019, (Experian Goad 2019). This is reflected in the support for diversification being provided through national planning policy, and the less protectionist stance for retail uses.

2.2.4 In terms of investment, increasingly a need is being seen for public/private sector investment partnerships within town centres, incorporating a civic or community focus. This can be seen as a result of a diminished appetite for solely developer-led town centre schemes, reflective of a more challenging market for developers to secure major retailer tenants on the high street.



Leyland Market, Hough Lane, Leyland



The Gables Public House, Hough Lane, Leyland

2.3 Planning Policy and Government Initiatives

Planning Policy

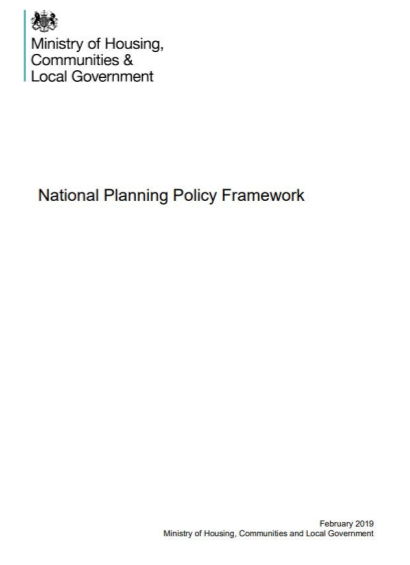
2.3.1 The National Planning Policy Framework (NPPF) (2019) at chapter 7 provides support for the role of town centres in our communities, indicating that policies and decisions should take a positive approach to their growth, management and adaptation. The Framework requires for planning policies to allow town centres to grow and diversify in a way that can respond to rapid changes in the retail and leisure industries and allow for a suitable mix of uses, including housing. The NPPF also establishes that policies and decisions should aim to achieve healthy, safe and accessible places, which enable and support healthy lifestyles, such as through the provision of green infrastructure and layouts which encourage walking and cycling.

2.3.2 National Planning Practice Guidance establishes that a wide range of complementary uses can help to support the vitality of town centres including; residential, employment, office, commercial, leisure/entertainment, healthcare and educational uses, as well as temporary 'pop-up' businesses.

2.3.3 Within the adopted Central Lancashire Core Strategy (2012), Leyland is identified as a Principal Town Centre in the retail hierarchy, alongside Chorley. Policy 11 of the Core Strategy seeks to maintain and improve the vitality and viability of Leyland town centre and specifically acknowledges that the centre suffers from a poor environment and physical constraints in respect to accessibility.

2.3.4 Policy E3 of the adopted Local Plan (2015) defines Primary and Secondary retail frontages for Leyland town centre. The Primary Retail Frontage principally covers the commercial units on Hough Lane between the Asda store at the junction with Towngate and extending east as far as the junction with Herbert Street. In policy terms, the remaining parts of the centre are defined as representing Secondary Retail Frontage. Within the Primary Retail Frontages, Class A1 (shops), A3 (cafés and restaurants) and A4 (drinking establishments) uses are promoted. Within the Secondary retail locations of the town centre, Class A1, A3 and A4 uses are sought to be protected to maintain the vitality and viability of the area.

2.3.5 The South Ribble Retail Study Update 2018 undertaken by WYG identified no need for additional convenience of comparison retail floorspace across the Borough as a whole during the period up to 2036, with existing levels of provision sufficient to meet demand, when account is taken of existing commitments.



Government Initiatives

2.3.6 The Government's approach to planning reforms over recent years have sought to provide greater flexibility within town centres. This has been reflected in extending permitted development rights for the conversion of properties to alternative uses. Extended permitted development right changes which came into force in May 2019 for example now allow for a change-of-use of hot food take-aways (Class A5) to residential use and a permitted change of use for shops, take-aways and betting shops to convert to office use (subject to prior approval). These reforms have expanded upon on earlier permitted development right changes which also provided greater flexibility, such as the permitted change of use of offices (Class B1) to residential use (Class C3), (subject to prior approval). The reforms overall show a move towards promoting expanded residential use in town centres, and greater fluidity between land uses.



Hough Lane, Leyland



TOWN CENTRE PROFILE

3.1 Wider Context

3.1.2 Within the retail hierarchy for Central Lancashire, Leyland represents one of 2 town centres, alongside Chorley, with Preston city centre at the top of the hierarchy. Within the South Ribble Borough, Leyland represents the principal shopping area, above the respective district centres and local centres.

3.1.3 The town centre is linear in its spatial composition, extending from the railway station at the northern end of Chapel Brow to the Tesco Extra Store and The Cross at its southern end. The main focus of activity within the town centre is focused on Hough Lane, however the shops and services within the town centre extend along Chapel Brow and Towngate in either direction from Hough Lane.

3.1.4 Leyland is renowned for its historical ties to the motor industry. Leyland Motors, dates back to 1896 and was a major bus and truck manufacturer through the 1960s, 70s and 80s. The town retains strong links to its motoring past, through the British Commercial Vehicle Museum within the town centre and multiple installations across the town in homage to its manufacturing heritage.

3.2 Population Profile

South Ribble Borough

3.2.1 Table 1 provides a summary of the population and household projections for the wider South Ribble local authority area. The data indicates that the population of the local authority area in 2018 was 112,871, with 47,677 households. Future projections from the Office of National Statistics indicate that the population and number of households within the area are both anticipated to grow steadily over the coming years, with the number of households predicted to rise 6.2% by 2036, representing a further 2,936 households compared to 2018.

South Ribble Local Authority Area	2018	2028		2036	
	No.	No.	% Increase on 2018	No.	% Increase on 2018
Population Projections	112,871	114,834	+1.7%	115,756	+2.6%
Household Projections	47,677	49,526	+3.9%	50,613	+6.2%

Table 1: Borough Population
Source: Experian (2019) based on Office for National Statistics Census data (2018)

3.2.2 The adopted Central Lancashire Core Strategy (2012) sets out a target to deliver 417 new dwellings per year within the Borough between 2010/11 and 2025/26, totalling 6,255 dwellings for this 15-year period.

Leyland

3.2.3 To provide an indication of the area which Leyland town centre serves, and its primary area of influence, a 5-minute drive time catchment area has been analysed, (provided at Appendix A). A five-minute drive from the

town centre provides access beyond Leyland itself to many of the surrounding settlements and shows that there is a health population catchment who could potentially utilise Leyland as a local destination to meet their shopping, service and leisure needs. A total population of 146,915 is recorded within this drive-time radius. The catchment illustration shows that the town centre is within a 5-minute reach from the settlements of Bamber Bridge and Lostock Hall to the north, Clayton-le-Woods and Clayton Green to the east and Euxton to the south, as well as the northern parts of Chorley.

3.2.4 In terms of the age structure of the resident population within Leyland’s catchment area, Table 2 shows that the area has a population which is slightly above national averages. The population within the younger age group categories are found to have slightly lower representation than the national average. Representation within the 16-24 age group is recorded as 1.9% below the UK average, which is not unexpected given that there is not a major higher education institution for over 18s, such as a University, within the local area.

3.2.5 The 65+ age group is identified as recording a higher representation than the national average (+1.8%). This indicates that considerations such as good pedestrian accessibility and public transport links are likely to be particularly important issues for the resident population.

Age	Leyland Town Centre 5 Minute Drive Time Catchment Area		UK	Variance
	No.	%		
0-15	27,189	18.5%	19.1%	-0.6%
16-24	12,642	8.6%	10.5%	-1.9%
25-34	19,037	13.0%	13.6%	-0.6%
35-44	17,952	12.2%	12.5%	-0.3%
45-54	21,033	14.3%	13.5%	+0.8%
55-64	18,979	12.9%	13.5%	+0.6%
65+	29,915	20.4%	18.6%	+1.8%
Total	146,747	100%	100%	

Table 2: Age Structure, 2019 Population Projections
Source: Experian, Office for National Statistics, Census Data (2019)

3.3 Demographic Profile

3.3.1 Experian Mosaic UK is a data resource for the classification of UK households. Mosaic brings together an extensive number of separate data sources which are combined to build a picture of the population and consumers through an understanding of demographics, lifestyles, preferences and behaviours.

3.3.2 Mosaic data categorises households into one of 15 standardised groups, to provide an understanding of the typical consumer. Table 3 provides a breakdown of households within the 5-minute drive-time catchment area based on the Mosaic groups.

3.3.3 Typically, within a locality, a small number of Mosaic Groups are found to be prevalent. For Leyland, the two highest ranking Mosaic groups across the population are identified as 'Aspiring Homemakers' and 'Suburban Stability', with both of these groups recording representation significantly above the national average. Table 4 provides a summary of the typical characteristics associated to the top five represented Mosaic groups within a 5-minute drivetime catchment area of Leyland. Each of the groups in Table 4 is recorded as having a representation above that of the national average.

3.3.4 The Mosaic categories provide a flavour of the make-up of the resident population and in turn how they may interact with town centres. Overall, the data does suggest an above average population in terms of wealth and spending power. The classifications show a strong representation of family households, over smaller, more transient households. The data also indicates a significantly smaller representation from groups associated with lower than average incomes when compared to the national average.

Mosaic Group	Leyland Town Centre 5 min Drive-time Catchment Area		UK Average
	Household Est 2017	%	%
A City Prosperity	2	0.0%	4.5%
B Prestige Positions	5,083	8.4%	6.7%
C Country Living	987	1.6%	6.4%
D Rural Reality	1,153	1.9%	7.0%
E Senior Security	7,036	11.6%	8.0%
F Suburban Stability	10,314	17.0%	5.7%
G Domestic Success	6,889	11.3%	7.9%
H Aspiring Homemakers	11,409	18.8%	9.0%
I Family Basics	3,673	6.1%	7.4%
J Transient Renters	4,302	7.1%	6.4%
K Municipal Challenge	1,608	2.7%	6.6%
L Vintage Value	3,150	5.2%	6.8%
M Modest Traditions	4,483	7.4%	4.9%
N Urban Cohesion	38	0.1%	4.7%
O Rental Hubs	629	1.0%	8.0%
U Unclassified	0	0.0%	0.0%
Total	60,759	100%	100%

Table 3: Mosaic Groups Representation
Source: Experian 2019

Rank	Mosaic Group	%	Typical Characteristics
1	H. Aspiring Homemakers	18.8%	<ul style="list-style-type: none"> Young households Full-time employed Private suburbs Affordable housing costs Starter salaries Buy and sell on eBay
2	F. Suburban Stability	17.0%	<ul style="list-style-type: none"> Older families Some adult children at home Suburban mid-range homes 3 bedrooms Have lived at the same address for some years Research on the internet
3	E. Senior Security	11.6%	<ul style="list-style-type: none"> Elderly singles and couples Homeowners Comfortable homes Additional pensions above state Don't like new technology Low mileage drivers
4	G. Domestic Success	11.3%	<ul style="list-style-type: none"> Families with children Upmarket suburban homes Owned with a mortgage 3 or 4 bedrooms High internet use Own new technology
5	B. Prestige Positions	8.4%	<ul style="list-style-type: none"> High value detached homes Married couples Managerial and senior positions Supporting students and older children High assets and investments Online shopping and banking

Table 4: Mosaic Groups Characteristics
Source: Experian 2019

3.3.5 From an analysis of the demographic and socio-economic indicators for Leyland, themes and opportunities can be summarised as follows;

- A sizable resident population within easy reach.
- An anticipated growing number of households locally, with opportunities to engage new regular visitors.
- A slightly older population demographic than the UK average, but with a growing number of families.
- Relatively financially comfortable consumers, with a level of disposable income.
- Anticipated potential to attract increased spend within Leyland for food and beverage and leisure activities, if attractive opportunities were provided.

3.4 Town Centre Overview

3.4.1 Leyland represents the principle town within the South Ribble Borough. Other competing destinations within the local area include Bamber Bridge (3.5 miles away) and the Capitol Retail Park (4.5 miles away), which accommodates a number of national multiple retailers alongside a Vue cinema. Slightly further afield, Preston (6.8 miles away) and Chorley (5.4 miles away) represent the key competing centres.

3.4.2 The main focus of activity within the Leyland Town Centre is located along Hough Lane. However, the centre is dispersed across several clearly definable and separate areas, comprising Hough Lane at its centre, Churchill Way Retail Park/Chapel Brow and Olympian Way Retail Park at the northern end of the centre and the Tesco Extra store and the lower end of Towngate at the southern end of the centre. As a result of this dispersed nature, visitors frequently access only part of the town centre as part of a trip to the centre.

3.4.3 Venuescore provides a ranking system of centres nationally, which draws from information on the number of national multiples and anchor stores, as well as units within the food service, convenience and comparison sectors. The score and ranking provided give a useful benchmark of how a centre is performing over time and how neighbouring centres compare in terms of their influence on shopping patterns. The Venuescore assessment divides the wider Leyland town centre into four distinct quarters, with each provided a ranking score (Leyland Town Centre / Towngate / Olympian Way / Churchill Way Retail Park). Together these

VENUE	SCORE (2016/17)	Local Authority	Location Grade (2016/17)	2016/17 Rank	2015/16 Rank	2014/15 Rank	Change 2014/15 – 2016/17
Manchester City Centre	780	Manchester	Major City	1	2	2	-1
Preston City Centre	228	Preston	Major Regional	58	56	52	+6
Blackburn Town Centre	156	Blackburn with Darwen	Regional	143	147	142	+1
Chorley Town Centre	96	Chorley	Sub-Regional	270	278	318	-48
Capitol Park, Preston	35	South Ribble	District	912	918	824	+88
Bamber Bridge town centre	22	South Ribble	Minor District	1418	1429	1468	-50
Leyland Town Centre	18	South Ribble	Local	1696	1709	1680	+16
Leyland, Towngate	18	South Ribble	Local	1696	1709	1792	-96
Leyland, Olympian Way	16	South Ribble	Local	1888	1908	2010	-122
Preston, Station Road	14	South Ribble	Local	2171	2034	2010	+161
Leyland, Churchill Way Retail Park	12	South Ribble	Local	2566	2827	2557	+9

Table 5: Venuescore Rankings
Source: Venuescore 2016-17, 2015-16 and 2014-15 UK Shopping Venue Rankings (Javelin Group)

quarters represent the offer provided by the wider town centre area. For the purposes of the Venuescore rankings, “Leyland Town Centre” is focussed around Hough Lane.

3.4.4 An assessment of the Venuescore rankings over time shows a general trend of stagnation for Leyland over recent years, with Leyland Town Centre’s ranking worsening by 16 positions since 2014/15. Although some of the rankings within Leyland have improved over recent years, such as for Olympian Way and Towngate, which are both recorded as improving their position, in reality, very minor improvements to their venue score have only resulted in an improved ranking due to their position at the lower ends of the ranking hierarchy. By way of a comparison, the competing towns of Chorley (+48) and Bamber Bridge (+80) have both achieved an improvement to their ranking from Venuescore over recent years.

3.5 Catchment Area

Shopping Patterns and Principal Catchment Area

3.5.1 Work undertaken as part of the South Ribble Retail Study in 2016 and the update subsequently completed in 2019 can be utilised to help inform the principle customer catchment area for Leyland Town Centre. As part of the research to inform the Retail Study, a comprehensive household survey campaign was undertaken to investigate where local residents choose to undertake their shopping trips. The shopping survey undertaken in 2016 included surveys of 1,000 households from a localised study area.

3.5.2 A plan of the study area and study zones associated to the 2016 Retail Study is provided at Appendix B. An assessment of the household survey results can be undertaken to establish the localities from which the majority of Leyland town centre’s trade derives from. For food shopping trips, the shopping patterns recorded by the household surveys undertaken indicate that the majority of trade is derived from Zone 1 of the study area, which broadly represents the Leyland conurbation area to the west of the M6. The survey results further indicate that for each of the main supermarkets within Leyland, this trend for the majority of their trade to be derived from Zone 1 of the study area is found to be the case. Lesser levels of trade were found to be derived from the wider parts of the Borough, most significantly from the more rural areas of the Borough to the west (Zone 4) and south (Zone 7).

3.5.3 In respect to comparison shopping trips, the shopping patterns recorded by respondents to the household survey identified that for shops within Leyland Town, nearly half of the recorded expenditure (48.4%) was derived locally from Zone 1 of the Study Area. From the wider area, the next highest proportion of expenditure was derived from Zone 6 (18.5%) to the east of the M6 which incorporates the Clayton Green area, and from Zone 7 (9.8%) to the south.

Walking Distance Catchment Area

3.5.4 The surrounding locality which encircles Leyland town centre is predominantly made up of residential streets. As such, the town centre benefits from a significant population which is within walking or cycling distance of its shops and services. Appendix C illustrates a 15-minute walk time catchment area around the town centre, and Table 6 provides an analysis of the population within this local area. Table 6 indicates that a population of over 21,000 currently resides within a 15-minute walk of the town centre.

3.5.5 Improvement works within the town centre offer potential to support the Council’s wider emerging ‘Green Links’ strategy to improve the network of green spaces and pedestrian/cycle links throughout the Borough.

Demographic	Leyland Town Centre Walking Catchment Area	Change +/-	% Change +/-
Households Projection 2019	8,866	-	-
Households Projection 2035	9,392	526	+5.9%
Population Estimate 2019	21,101	-	-
Population Projection 2035	21,663	562	+2.7%

Table 6: 15 Minute Walking Catchment Area: Household and Population Projections
Source: Experian, Office for National Statistics Census data (2019)

3.6 Town Centre Uses

3.6.1 The diversity of uses within the town centre were recorded as part of a survey undertaken for the 2016 South Ribble Retail Study, the key results of which are included below. Figure 4 shows the distribution of uses across the town centre and illustrates the linear form in which the town centre's shops and services are arranged.

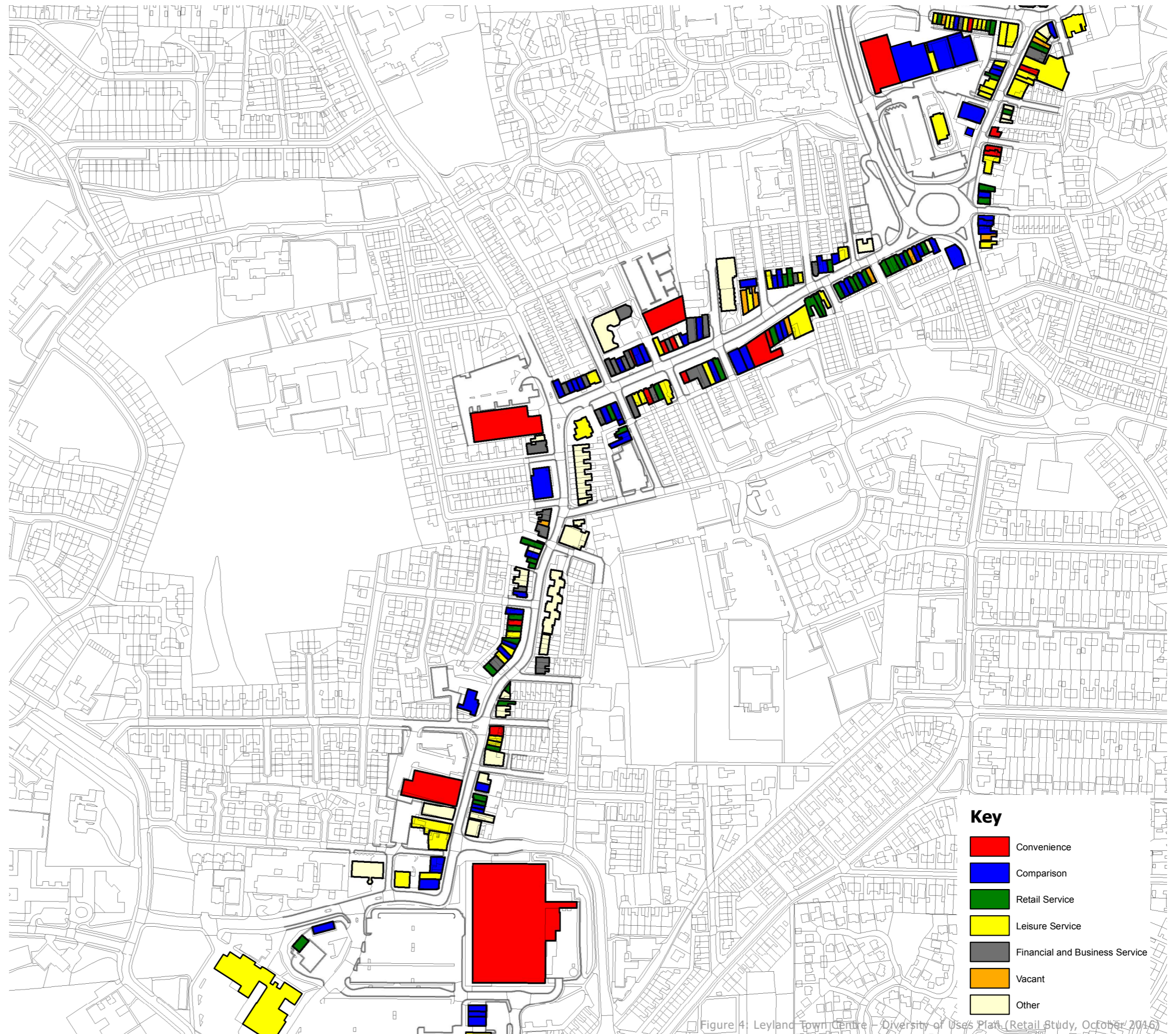


Figure 4: Leyland Town Centre - Diversity of Uses Plan (Retail Study, October 2016)

Category	Number.	%	UK ¹
Convenience	22	10.5%	8.7%
Comparison	60	28.6%	31.8%
Retail Service	43	20.5%	14.0%
Leisure Service	50	23.8%	23.5%
Financial and Business Service	26	12.4%	10.6%
Vacant	9	4.3%	11.2%
Total	210	100%	100%
Other Uses	15	-	-

Table 7: Number of Units in Leyland Town Centre (October 2016)
Source: WYG survey, October 2016
UK average from the Experian Goad Category Report, August 2016

Category	Floorspace (sq.m).	%	UK ¹
Convenience	15,610	37.7%	15.2%
Comparison	8,737	21.2%	35.8%
Retail Service	3,240	7.6%	6.7%
Leisure Service	10,065	24.3%	24.5%
Financial and Business Service	2,990	7.2%	8.0%
Vacant	690	1.7%	9.0%
Total	41,332	100%	100%
Other Uses	3,230	-	-

Table 8: Floorspace in Leyland Town Centre (October 2016)
Source: WYG survey, October 2016
UK average from the Experian Goad Category Report, August 2016

3.6.2 The results of the town centre survey undertaken in 2016 identified 22 convenience goods units, accounting for 37.7% of the total retail and service floorspace within the centre. This includes the four major supermarkets within the centre (Tesco Extra, Asda, Aldi and Lidl), alongside multiple other smaller retailers. The Morrisons store at the Olympian Way Retail Park offers a further offering which is not reflected in the survey figures, due to its location outside the defined planning policy town centre boundary.

3.6.3 The presence of four supermarkets within the town centre, as well as the Morrisons store on the edge of the centre, result in the convenience goods offer being significantly greater than the national average. It is apparent that the food shopping offer within Leyland town centre is fundamentally important to driving shopping trips. Furthermore, the respective supermarkets are dispersed across the centre, and as result they each act as anchors stores within their respective areas of the town centre.

3.6.4 The representation of comparison good retailers is unsurprisingly lower than the national average, given the lower-order status of the centre, and its focus towards meeting local shopping needs. The representation of businesses within the retail service, leisure service and financial and business service sectors are largely consistent with national averages.

3.6.5 The vacancy rate within Leyland is particularly low, which is a strong indication of the centre's health. The latest survey recorded just nine vacant units and a vacancy rate of 4.3%, which compares favourably against the national average of 11.2%.

3.7 Retail

Supermarkets Performance

3.7.1 The South Ribble Retail Study (2018 Update) recorded the most popular supermarket destination within Leyland in terms of convenience goods turnover to be the Tesco Extra store (Towngate), followed by Morrisons (Olympian Way) and thirdly Aldi (Towngate). The study's survey results found that within Leyland the major supermarket retailers were generally undertrading when compared against their expected benchmark. This is likely to be largely due to the number of supermarkets serving the area, with representation from the majority of the major supermarket operators either within or on the edge of the town centre.

3.7.2 The Tesco Extra was recorded as undertrading significantly below its expected benchmark for convenience goods (-£16.5m). The Asda (Towngate) and Morrisons (Olympian Way) stores were both recorded as slightly undertrading below their anticipated benchmarks, by -£3.2m and -£0.4m respectively. However, the Aldi store (Towngate) was recorded as significantly overtrading by £25.5m and the Lidl store (Churchill Way) as overtrading by £2.4m above their anticipated benchmark.

3.7.3 In May 2019 Aldi secured planning permission for a new store on the edge of Leyland town centre at a site on the junction of Golden Hill Lane and School Lane. This new site represents approximate a 5-minute walk from Hough Lane. Once the new store opens, it is expected that the existing Aldi store on Towngate will close, likely leaving a significantly sized vacated unit within the town centre.

3.8 Leisure and Services Offer

3.8.1 At the time of the latest survey of the town centre, 50 leisure businesses were recorded, comprising 23.8% of units within the town centre. These businesses are generally distributed across the centre. The leisure offer encompasses a relatively limited number of restaurants and cafés for a centre the size of Leyland, alongside largely traditional public houses, and hot food take-aways. There are a limited number of leisure business on Hough Lane which support the evening economy, (namely The Market Ale House, The Leyland Lion public house and The Gables public house). However, in the most part, leisure uses are confined to the more peripheral parts of the town centre. Although to some extent there is a clustering of food and drink leisure uses at the northern end of the centre around Chapel Brow, there is no evident concentration of leisure uses which provide a focus of activity for the evening economy within the town. It is considered that there are opportunities to improve the variety and quality of the food and drink offer within the town centre, particularly within the heart of the town centre.

3.8.2 An important asset for Leyland is The British Commercial Vehicle Museum on King Street. The Museum is just a short distance from the main focus of activity on Hough Lane. Opportunities for Leyland Town Centre as whole exist to take full advantage of the visitors drawn to the museum. Both improved physical connectivity with the museum site and enhanced co-ordination with the activities and events run by the museum provide future opportunities.

3.8.3 At the southern end of the town centre is Leyland Leisure Centre, which in its current location is well connected to neighbouring shops and services at the southern end of the centre. The Council are presently in the process of considering plans to develop a new leisure campus within Leyland which would both upgrade the quality of leisure and fitness facilities on offer to the public and provide opportunities for the redevelopment of the existing Leisure Centre site.

3.8.4 Worden Park also provides a key leisure asset for Leyland and is favourably located to provide linkages with the town centre. In August and September 2019, the Council undertook a public consultation on the future of Worden Hall. The majority of respondents to the consultation indicated a preferred choice for the Hall to be used for community use.



Leyland Lion Pubic House, Hough Lane, Leyland



British Commercial Vehicle Museum, King Street, Leyland

3.9 Available Units/Sites

3.9.1 An assessment of currently vacant and available sites has been undertaken to inform both an assessment of the relative health of Leyland Town Centre and to identify potential opportunity site for future development.

3.9.2 The latest land uses survey undertaken by WYG recorded just 9 vacant units within the defined town centre boundary, representing a vacancy rate well below that of the national average. Of the vacant units, all were found to be relatively small in terms of size, with only 1.7% of the centre's floorspace identified as vacant. This is a strong indicator of the relative health of the centre, suggesting a viable climate for retailers and service providers. Vacant units were also found to be dispersed across the centre, and therefore not indicating any specific isolated problem areas where trade can evidently be seen as suffering.

3.9.3 A property search through the EGi database at the time of writing identified 8 commercial retail units within the town centre being actively marketed as available. The largest of which being 487 sq.m of floorspace within the Asda supermarket building on Towngate. Other vacant units of note include 11 Church Road, to the south of the Tesco store and the former Royal Bank of Scotland unit on Towngate. Available office space within the town centre is also understood to be relatively limited. WYG's searches for available office space identified circa 1,000sq.m across just 4 separate sites.

3.9.4 With Aldi planning to vacate their existing supermarket building on Towngate, this is likely to provide a sizable vacant unit. Given the size of the building, finding a single tenant to take occupancy of the entirety of the building is considered to be unlikely. The subdivision of the unit is more realistic in the current market. Alternative uses to retail such as a gym operator or an alternative leisure use such as a children's play centre may provide potential for this site and continue to attract visitor trips. The comprehensive redevelopment of this site may also be necessary if attracting new tenants is found to be problematic.

3.9.5 To the North of Quin Street and to the east of the Ecroyd Street Council car park and market site is a vacant plot of land adjacent to existing warehouse buildings. This land potentially provides opportunities for redevelopment as well as the opening up of the market site and adjacent car park to provide a new focus for activity within the centre.

3.9.6 Should the Council progress with plans to provide a new leisure centre at the civic campus on West Paddock, the existing leisure centre site could be freed-up for redevelopment. The site would lend itself to a mixed-use scheme providing both new residential accommodation within the town centre alongside small-scale flexible commercial floorspace to meet any identified needs within the centre.

3.9.7 In respect to car parking, Leyland benefits from an extensive number of car parks located across the centre, many of which are Council owned. It is considered that there is scope to potentially rationalise the centre's parking provision to simplify the parking experience for visitors and achieve environmental improvements in parts of the town where there is excess parking capacity.



Leyland Market Hall and Car park

3.10 Planning Commitments

Housing Commitments:

3.10.1 Significant new housing is known to be coming forward within Leyland. This includes both recently completed new housing schemes as well as a number of substantial extant planning consents. Known recent residential development activity includes neighbouring completed schemes in Clayton-le-Woods, a 174 unit scheme in the Farington Moss area by Kier Living Northern, and a 200 unit scheme progressing on Altcar Lane, to the south of the town centre. Most significant is the recent permission for 950 homes at the former Leyland Motors Test Track site. Together these commitments, which do not represent an exhaustive list, total circa 1,600 new homes.

3.10.2 Each of these sites are within a 5-minute drive-time of Leyland and are within geographical reach to offer opportunities to encourage new residents to walk or cycle into the town centre. An expanded local population will provide enlarged spending potential which the town centre can capitalise upon. In turn, it will be important for Leyland to offer reasons for new residents to visit and spend time within the town centre, to maximise this potential.

Retail Commitments

3.10.3 To plan for the future strategy of Leyland's shopping offer, it is important to give consideration to existing retail planning commitments which have potential to influence shopping patterns within Leyland town centre's catchment area. The largest retail floorspace commitment locally is the Cuerden Strategic Site, which benefits from a hybrid permission incorporating both convenience goods floorspace as well as considerable comparison goods floorspace. A further planning commitment for 18,150 sq.m of retail floorspace has been awarded at Botany Bay in the Chorley administrative area.

3.10.4 It remains to be seen if these strategic sites will come forward incorporating significant retail uses, but if this is the case, increased competition particularly upon comparison retailing would result within the local authority area. The impacts of which on the Borough's town centres will need to be monitored accordingly.

3.11 Character and Environment Review

Key Areas

3.11.1 The dispersed and linear form of the town centre means that it functions as a series of distinct connected areas. These areas are primarily utilised with regard to their respective key uses. At the northern end of the town is Leyland Train Station, the Churchill Way Retail Park and Chapel Brow, which together serve as a gateway location for the town. Hough Lane provides a separate focus of retail and service provision in its centrally located position. Towngate and King Street provide a dispersed offering as well as access to the British Commercial Vehicle Museum. At the southern end of the centre is the Tesco store and civic uses on West Paddock and Lancastergate.

3.11.2 Reflective of how the form of the centre presently conflicts against users visiting the town centre as a whole, with the centre instead compartmentalised, an important theme for improvement is to enhance connectivity and join together the key areas to provide for a more rounded town centre experience.

Character and Public Realm

3.11.3 The environmental character of Leyland is identified by terrace buildings of a traditional early 20th Century design and of a residential scale. Many of these properties on the main streets within the centre incorporate ground floor commercial uses. Terrace residential streets emanate from the principal shopping streets of Hough Lane and Towngate. There is relatively little modern housing within

the town centre, although some areas on the fringes of the town centre have been developed to provide more modern housing.

3.11.4 Without any dedicated pedestrianised areas within the town centre, with the exception of the small space adjacent to The Cross, the visitor experience is strongly influenced by the presence of passing vehicles, with limited opportunities for visitors to gain respite from the surrounding road network. In terms of the pedestrian environment, Hough Lane benefits from wide pavements. Forecourts in front of shop units are understood to be in the most part within private ownership. Some investment in paving improvement works have been completed on the northern side of Hough Lane which has been beneficial to the environmental quality. Similar works would be advantageous to further enhance the street environment on Hough Lane and to provide cohesion across the public realm.

3.11.5 Shop fronts across the centre are generally of a fair quality. Given the high proportion of independent retailers in Leyland, a shop front grant scheme provides an opportunity to further raise the visual quality of shop fronts across the centre, whilst also supporting local businesses. It is understood that similar promotion schemes have previously been successfully implemented.

3.11.6 There are relatively few designated heritage assets within the town centre boundary. The Sandy Lane and Leyland Cross Conservation Areas are situated to the east and south of the defined town centre respectively and incorporate streets of historic character, with The

Cross representing the original centre of the old village of Leyland. Any improvement initiatives influencing these areas will need to be carefully considered to ensure that the qualities of the conservation areas are respected.



Figure 5: Town Centre Character Areas

3.12 Key Assets

3.12.1 Leyland benefits from a number of unique assets. Opportunities should be taken where possible to maximise the town's assets to help differentiate Leyland's offer.

3.12.2 The market site occupies a centrally located site, and with it being in Council ownership presents opportunities for investment and redevelopment to deliver a new focus of activity for the centre and to modernise the town centre's offer. The neighbouring land, including the existing Ecroyd Street car park provides redevelopment potential.

3.12.3 The British Commercial Vehicle Museum represents a genuinely unique asset for Leyland and gives homage to the town's engineering history. Opportunities exist to integrate the museum more effectively with Hough Lane and maximise upon the recent investment put into the museum.

3.12.4 As mentioned earlier within this document, the Council are considering opportunities to provide a new leisure campus on West Paddock which would free up the existing Leyland Leisure Centre site for redevelopment. The existing Leisure Centre site provides a significant land holding at the edge of the town centre, potentially suitable to accommodate a range of complimentary uses.

3.12.5 Finally, in Worden Park the Council have a leisure and recreation attraction just a short distance from the town centre. Potential exists for the town centre to further maximise upon the benefits created from recreational visitors attracted to the park.

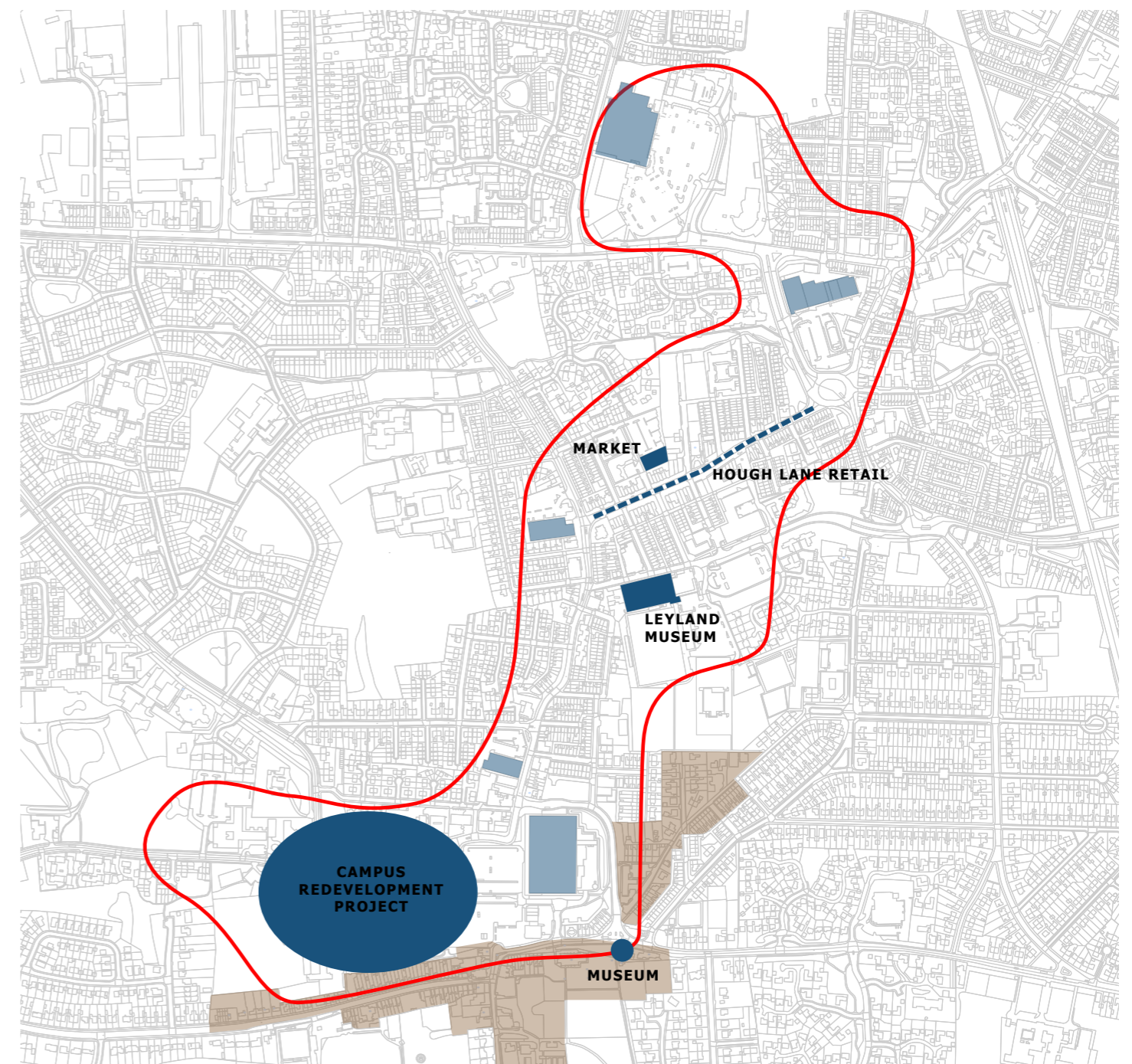


Figure 6: Town Centre Key Assets

3.13 Green Spaces

3.13.1 The town centre presently offers few green spaces other than some planting within the urban environment. On the periphery of the centre are a number of open green spaces including on West Paddock, Worden Park and Bannister Brook. These spaces at present are largely detached from the typical visitor's experience of Leyland. Through the Council's Green Links strategy, potential improved connectivity to these spaces can be explored as part of the Council's wider objective to promote health and well-being for the Borough's residents.

3.13.2 Planting varies in quality across the centre but is generally poor. On Hough Lane, Chapel Brow and Towngate, planting is of a modest scale within low-quality planters. Supplementing the existing more established trees within public footways with high-quality landscape would help to raise the standard of the streetscenes.

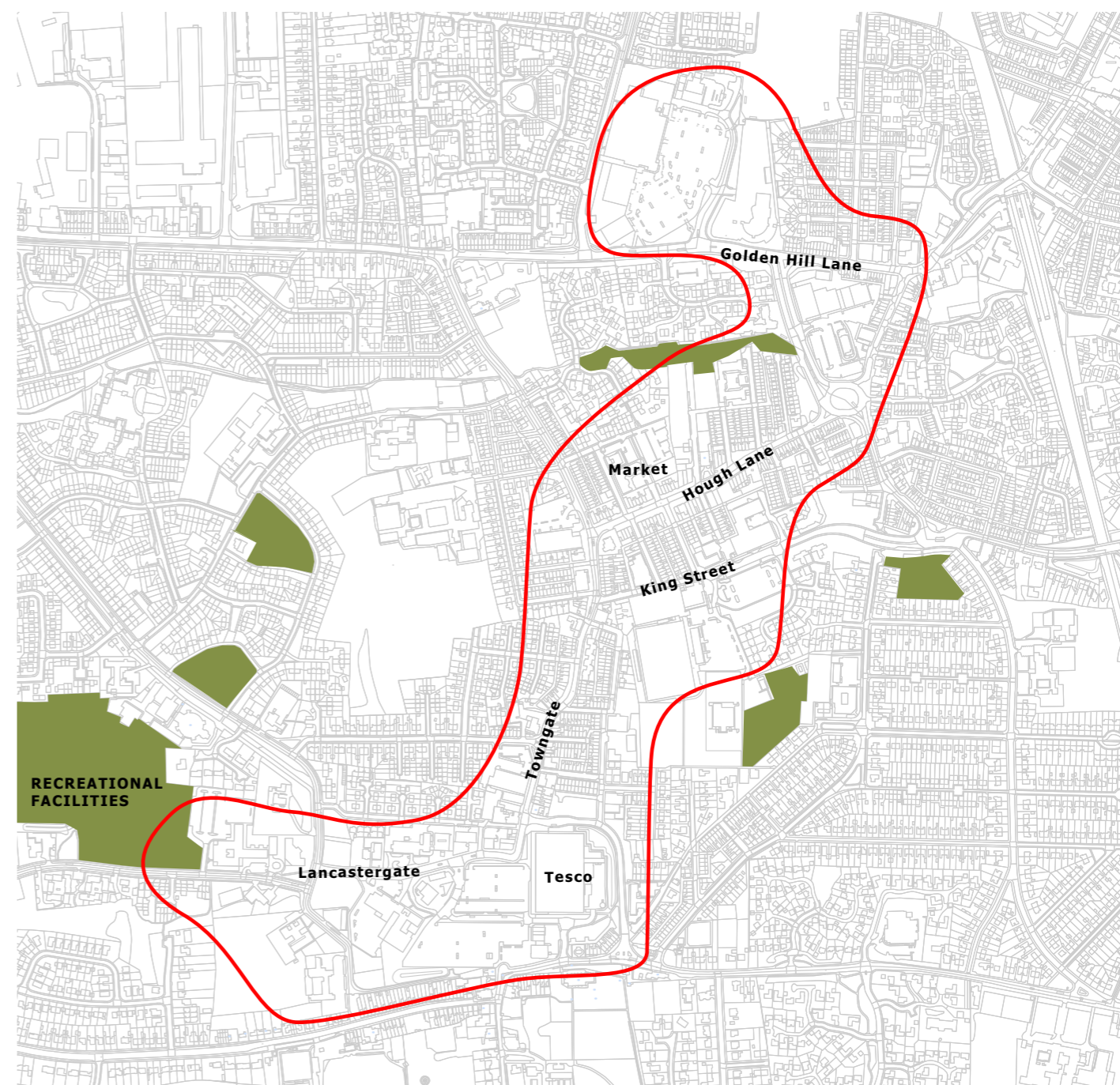


Figure 7: Green Spaces

3.14 Transport and Parking Review

3.14.1 The town centre is served by an extensive number of public car parks, as well as on-street parking provision. In total there are seven Council operated car parks within, or on the edge of the town centre, (providing circa 634 spaces). This is in addition to eight further privately-operated car parks which include at the town centre's various supermarkets. Further private/customer parking is available at a series of other smaller sites. The Council's four centrally located car parks (Ecroyd Street, King Street, Sumner Street and Churchill Way) have consistent parking charges, with 2 hours parking charged at 50p. Council parking data for April 2018 to March 2019 identifies that the most popular of these car parks for short stay parking is Churchill Way, followed by Ecroyd Street. The most popular long stay car park was recorded as King Street. Observations of the town centre suggest that there is currently plenty of car parking capacity to accommodate the needs of the town centre. Based on the significant number of car parks present, some consolidation of parking provision is considered to be possible and beneficial.

3.14.2 Hough Lane, in being a two-way highway, is presently used by some motorists as a primary route through the area, despite it representing the main high street for the town. Alternative vehicle routes exist through the local area and consequently there is potential through highway alterations to encourage road users to utilise alternative routes and in-turn to improve the environment on Hough Lane for pedestrians.

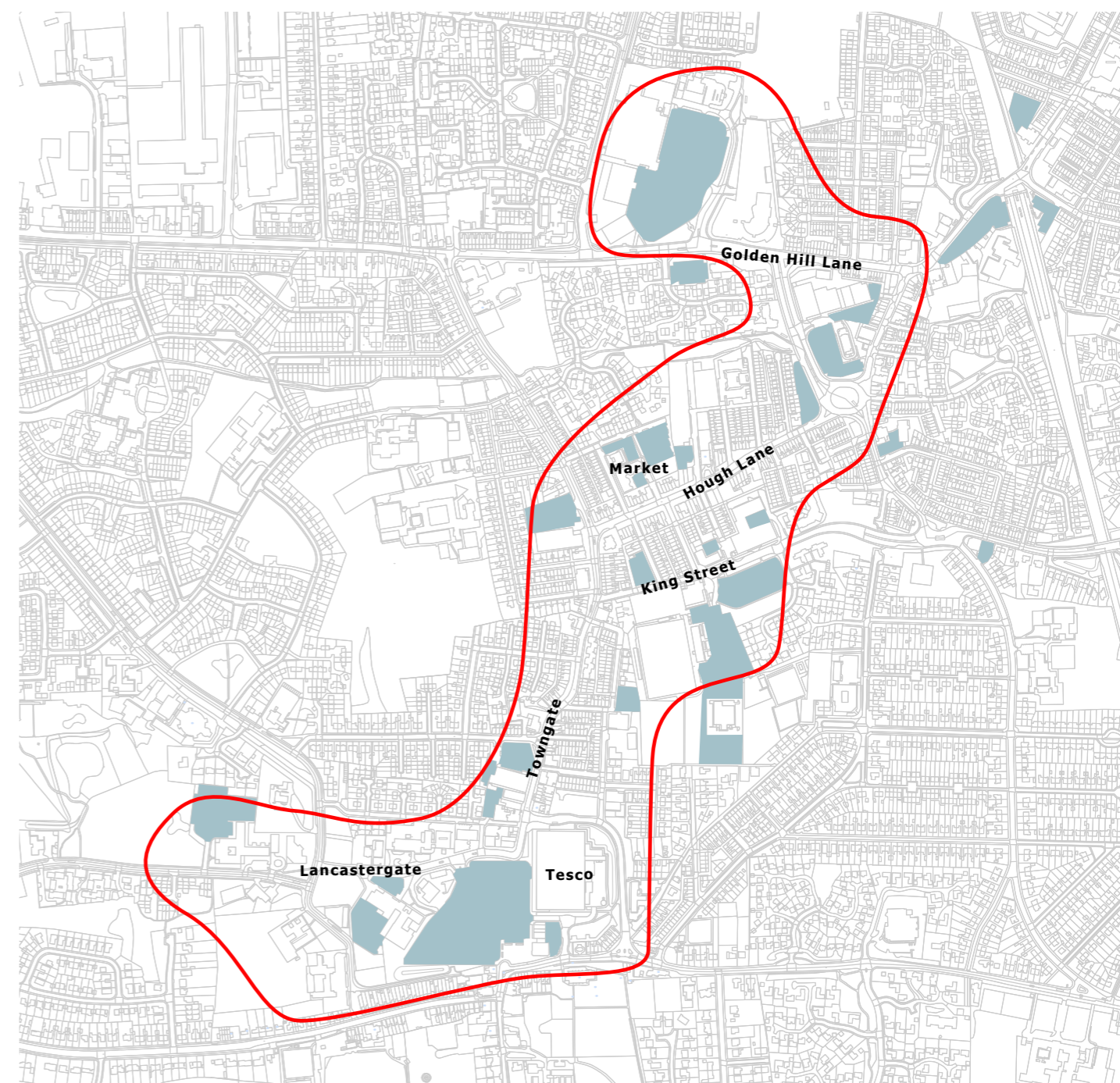


Figure 8: Town Centre Car Parks

3.15 Digital Presence

3.15.1 The town centre's online presence is relatively strong, through the 'Visit Leyland' website, which provides up-to-date information on events and an A-Z directory of local businesses. The town also has active Facebook and Twitter accounts. Social media presents a powerful promotional tool, particularly for local and small-scale events. Through the established Town Team, opportunities exist to build upon this existing network of businesses and stakeholders and maximise regular promotion opportunities, such as through advocating 'Social Media Champions' for the town.

3.15.2 Wi-Fi coverage across the town centre is moderate. Existing wi-fi hot spots are available at the Council's offices and at Leyland Market. There are three premium BT wi-fi hotspots located at the TSB Bank on Chapel Brow, HSBC on Hough Lane and at Tesco Extra. In addition, there are seven Cloud wi-fi hotspots within the town centre boundary. These are predominately located within public houses. Providing open access through hotspots in key location is able to support the activities of both businesses and shoppers as well as promote longer dwell times.

3.15.3 High speed internet connections are becoming increasingly important for many modern businesses. To ensure that any future employment space will be futureproofed and best equipped to attract new businesses, consideration should be provided to ensuring that new space are suitably equipped for modern business needs.

3.15.4 There is an Amazon Hub Locker located at the Morrisons at Olympian Way. There are two further Local Collect points at Post Offices within the centre. Two electric vehicle charging point devices are identified within the town centre, located on Spring Gardens, to the rear of Leyland library.

3.16 Summary: Key Messages

Town Centre Experience:

- Strong convenience retail and service offer, with strong representation from independent businesses.
- A dispersed offer across the centre, dictated by the linear form of the town centre.
- A series of connected spaces, which are visited independently of each other.
- The highway network, including the Chapel Brow/Churchill Way gyratory poses a constraint for visitors.
- Potential to improve the experience for pedestrians, particularly on Hough Lane.
- Leyland Market and Tesco sites provide the current focus for activity.
- Unique assets such as the British Commercial Vehicle Museum and Worden Park provide future opportunities.

Environmental Overview:

- Lack of dedicated pedestrianised areas, with the visitor experience strongly influenced by traffic on the road network.
- Existing landscaping planting is modest and of limited quality.
- A lack of green spaces within the town centre.
- Public realm of varied quality, which lacks a cohesive design approach.
- Proliferation of car parking provides opportunities for rationalisation and subsequent environmental improvements.
- Overriding traditional architectural character, with little modern housing and architecture.

Opportunity Areas

Through Urban design, Highways and Town Planning analysis of Leyland, opportunity areas were highlighted to be explored in further detail throughout the Masterplanning and Improvement Strategy Process.

The areas include:

1. Chapel Brow
2. Churchill Way Gyrotory
3. Churchill Way Car Park
4. Hough Lane
5. Leyland Market and associated car parks
6. The British Commercial Transport Museum
7. Sumner Street and Sumner Street Car Park
8. Thurston Road and Meadow Street
9. Existing Aldi site
10. Existing Leyland Leisure Centre Site
11. Land off W Paddock
12. Land off North View

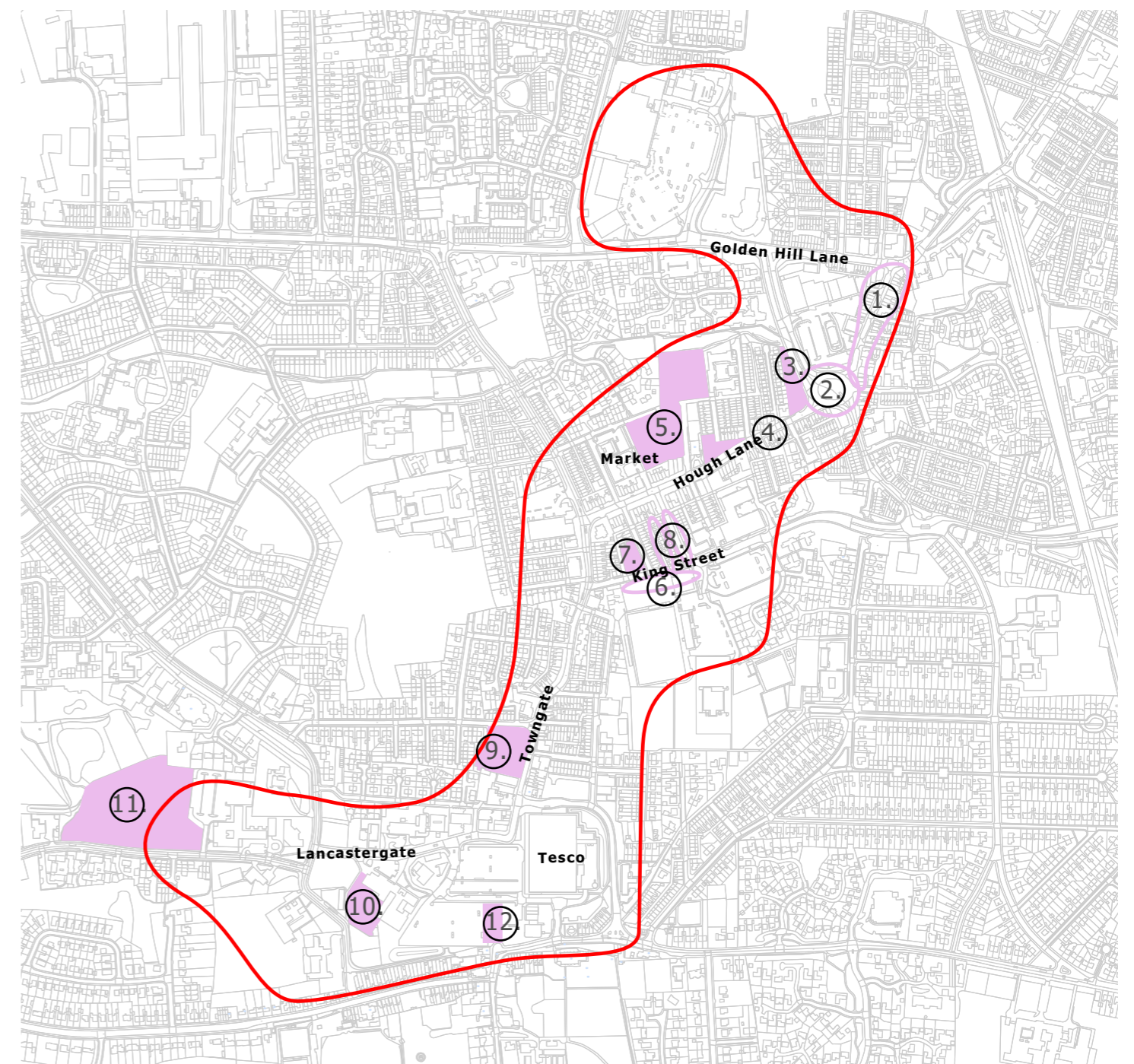


Figure 9: Town Centre Opportunity Sites

4

CONSULTATION

4.1 Community / Stakeholder Engagement

Initial Consultation

4.1.1 At the early stages of the project, engagement with local businesses was actively sought to inform the objectives for the masterplan strategy and to establish the key challenges faced by the town centre. An initial consultation session took place in March 2019 through invitations to local businesses who form part of the Leyland Town Team. A consultation workshop was held with around 14 local businesses from the Town Team to hear their views and thoughts for the town centre.

4.1.2 Those in attendance were asked to describe what words initially comes to mind for Leyland town centre, Figure 10 illustrates a summary of responses.

4.1.3 To record the views of those in attendance, the strengths, weaknesses, objectives and threats for the town centre were discussed. The posters used in the workshop are presented opposite.

Summary of Discussion

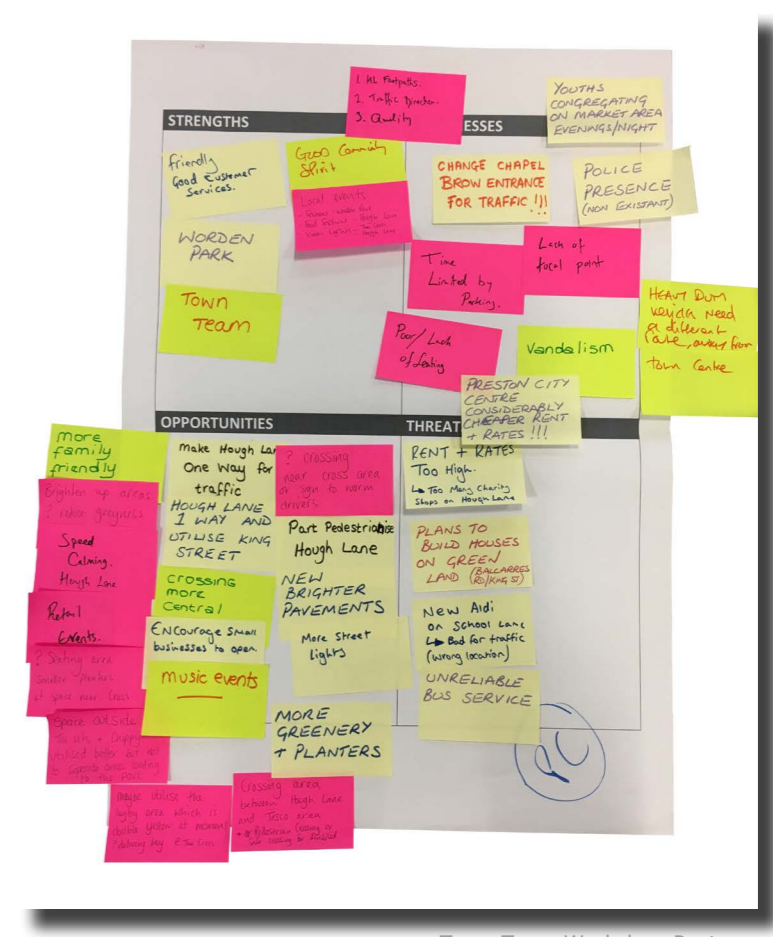
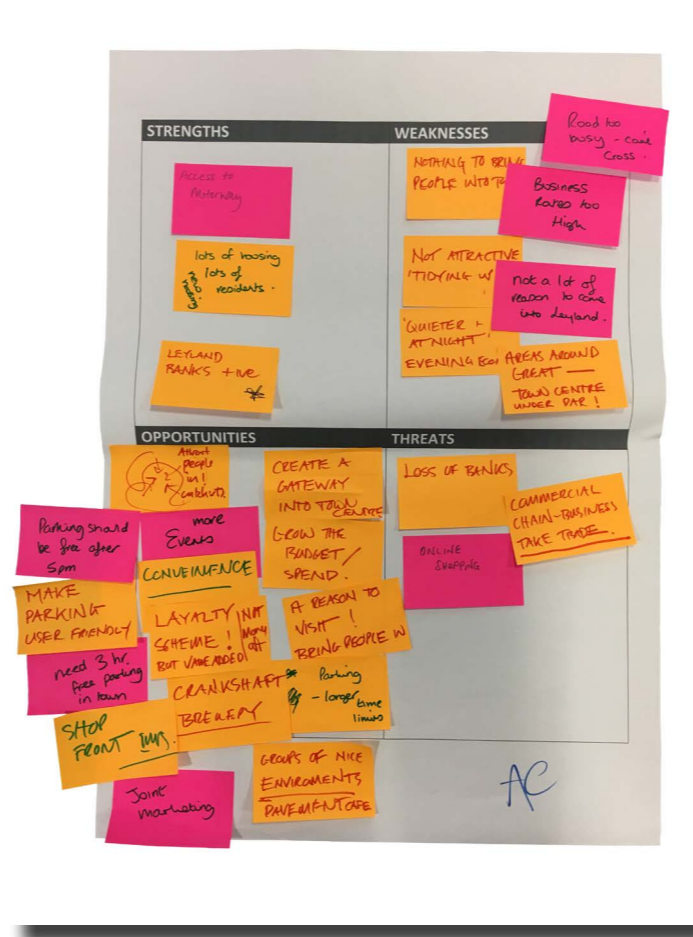
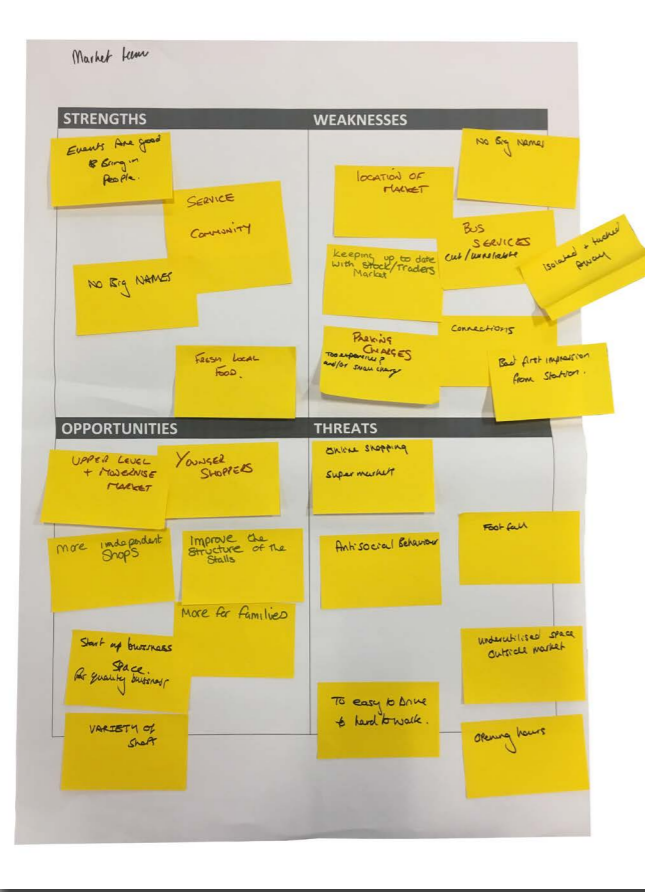
4.1.4 Key issues and aspirations identified through the consultation event included;

- The public realm on Hough Lane is in need of upgrading;
- The positive impact which events have achieved for Leyland;
- Market traders are experiencing a challenging time for their businesses;
- Parking charges do not help the performance of local businesses;
- More should be done to attract families;
- Traffic in the town centre and pedestrian accessibility hinders shoppers;
- There is a strong sense of community and opportunities to co-ordinate initiatives with business owners; and
- The town centre lacks a clear focus.
- Improving the links between the various components of the town centre is important.

4.1.5 It is intended that the recommendations from the improvement strategy are communicated to key local stakeholders to gauge further views before actions are taken forward to deliver the strategy.



Figure 10: Town Team Workshop Word Cloud



Town Team Workshop Posters



Town Team Workshop



Hough Lane, Leyland



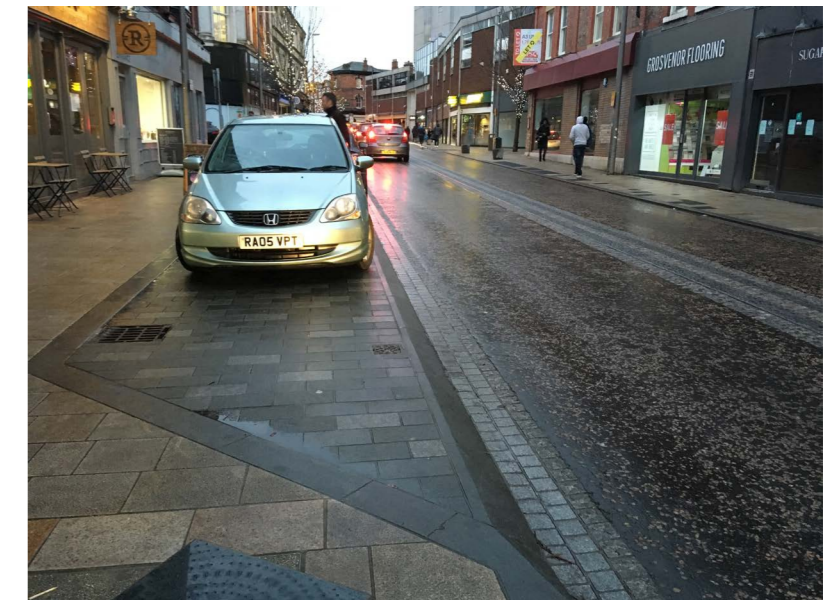
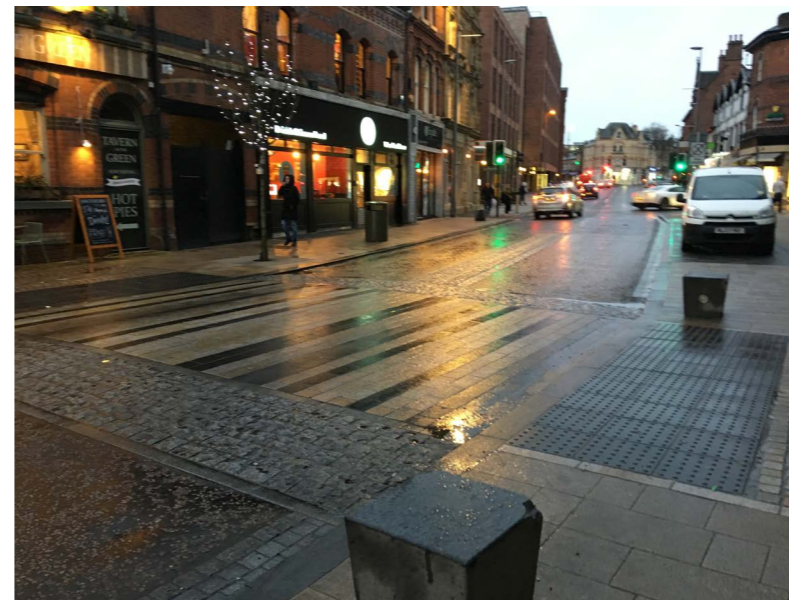
Town Team Workshop

4.2 Lessons from Elsewhere

During the Town Team Workshops examples and precedents from other towns were highlighted and discussed, showcasing possibilities for Leyland.

Altrincham

- Recent high quality public realm investment has seen a revitalisation of the town centre
- Importance of maintaining a vehicular through route in ensuring vitality of businesses
- Formalised pull in parking critical to businesses
- Goose Green - pocket courtyard
- Character areas - evening uses clustered around market



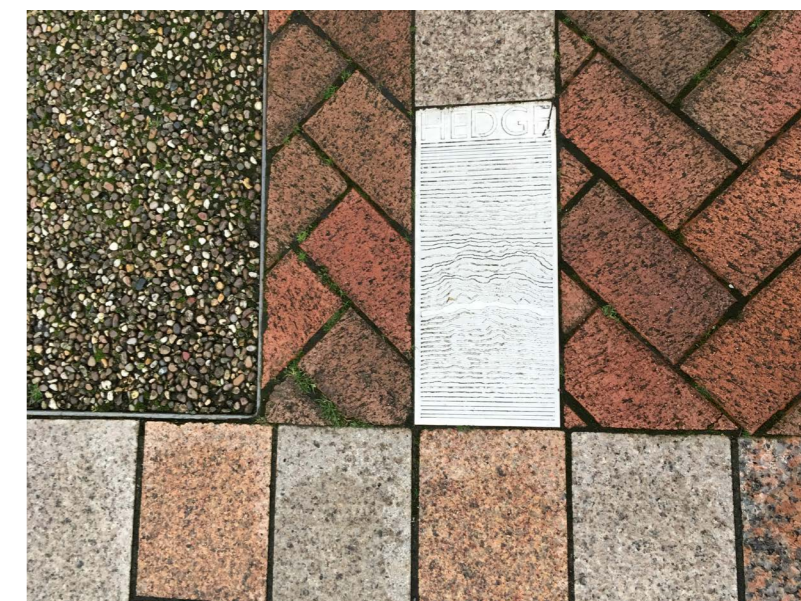
Altrincham Precedent Photographs

Poynton

- Consistency in forecourt treatments gives coherency to public realm
- Details within paving reinforce identity of the town

Key Lessons For Leyland

- Improved public realm increases footfall
- Opportunity to provide consistency in forecourt treatment
- Seek opportunities to introduce tree planting/ landscape
- Consider consolidating uses into defined character areas - enabling a evening / food/drink offer to thrive
- Maintaining vehicular movement and short stay parking within Hough Lane important to maintain vitality of the existing businesses
- Opportunities to tell the story of Leyland's manufacturing past in public realm fostering a sense of identity.



Poynton Precedent Photographs

5

VISION AND OBJECTIVES

5.1 Vision

5.1.1 Some of the measures for town centre health appear to show Leyland as performing well. However, the fact it has slipped over 700 positions in the national retail hierarchy, whilst neighbours have cemented or increased their roles provides a significant cause for concern.

5.1.2 If Leyland is to remain competitive as a viable and vital centre, it needs to evolve to respond to the changing role of the high street. To support the changes required in Leyland to provide a stronger offering for the future, WYG were appointed by South Ribble Borough Council to prepare a masterplan based on a new vision for Leyland Town Centre.

5.1.3 The vision developed is based on three reinforcing themes.

5.1.4 **Quality of Place:** The physical quality of the public realm and built environment of the town centre needs improvement. The town centre lacks a clear heart and the environment is very poor in places. A qualitative improvement is essential to attract more people back to use the town centre. The town needs to better balance through-traffic, allowing passing trade, but also giving much greater pedestrian priority. The vision is for a timeless and attractive town centre, which is also much greener. The wonderful green spaces around the town need to be reflected in the centre transforming grey spaces to green places.

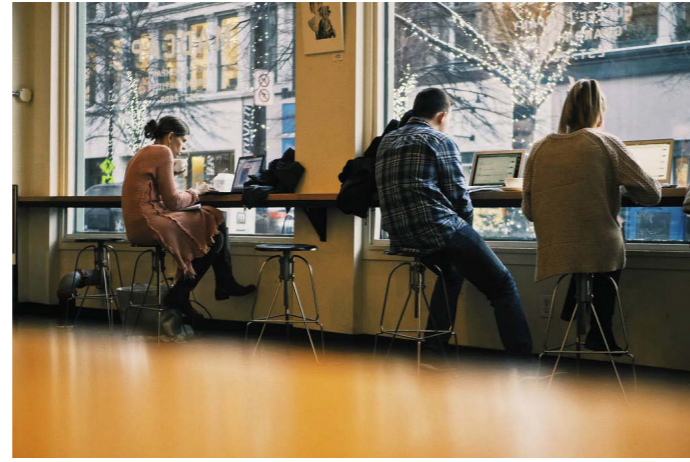
5.1.5 **Improving the Experience:** Shaped by the quality of place, the experience of Leyland town centre will be radically improved by a new mix of uses. The present use of the town centre needs to be diversified, updated and improved. The convenience of using the town needs to be enhanced, so that it is easy to access and use the town centre. Part of improving the experience will be consolidating the town centre and creating a new heart and focal point for a town which is, to its detriment at present, far-too dispersed.

5.1.6 **Evolving the Purpose:** The town centre cannot continue as it has and expect to stay relevant to people and well-used. One of the assets of Leyland is a significant residential population close to and around the town centre. Also, major residential growth is planned around the town. But the town needs to offer things to draw people in. At present the reasons to use the town centre are quite narrow and people are choosing to spend quality-time and money elsewhere. The masterplan is seeking to redefine the town centre as a place of choice. A good example of this will be the improvement of the town's traditional market, making it more relevant to a wider and younger demographic.

5.2 Improvement Strategy Objectives

5.2.1 Guided by the consultation exercises undertaken with the Leyland Town Team and Council Officers, a series of nine focused objectives to achieve the delivery of the enhancement strategy for the town centre were identified. The objectives have been used to shape the recommendations and proposed interventions within the strategy to respond to the central issues identified at the outset of the project.

5.2.2 Opposite are a series of precedent imagery to introduce a flavour of the vision in mind for Leyland, achievable through the Improvement Strategy.



Source: flickr (2019)

Source: Geograph.org (2019)

Source: Pexels.com (2019)



Source: Peakpx.com (2019)

Source: Geograph.org (2019)

Source: Wikipedia (2019)



Source: Pxhere.com (2019)

Source: Geograph.org (2019)



Source: commons.wikimedia.org (2019)

Source: flickr (2019)

Source: Geograph.org (2019)

Source: Geograph.org (2019)

5.3 Objectives

5.3.1 Upgraded Design Quality - Identify design opportunities to enhance the physical environment of the town centre and bring heightened new interest to the visitor experience. High quality design to be introduced through investment in key sites, and a focus on existing character assets alongside high quality public realm. A strategy to maximise the return from investments should be taken, with intervention focused in the locations that will achieve maximum impact and lasting change.

5.3.2 Public Realm Enhancement - Address the quality of the public realm, bringing it to a standard of excellence through focused improvements to achieve memorable successes. A coherent strategy to be adopted across the centre which conveys to visitors a clear sense of place for Leyland and which provides a connection between the various town centre quarters. The introduction of planting schemes better suited to their surroundings will help to lift the quality of the environment.

5.3.3 Support a New Diversity of Leisure Uses – Through physical development opportunities and supportive policies, measures should facilitate adding new vibrancy to the evening and leisure economy. Delivering new flexible spaces available to local leisure and pop-up businesses will support this objective. An expanded leisure offer will be achieved with a goal to establish a unique appeal for Leyland.

5.3.4 New Focal Spaces - Establish new pleasant spaces which provide reasons for families and groups to choose to visit and enjoy spending time within the town centre. New focal spaces will both enhance the experience for visitors day-to-day and provide a central focus for delivering events and a multi-functional centre. These new spaces will complement the Green Links strategy developed for the area. This will be achieved through target intervention to design flexible, engaging spaces with enhanced public realm and complementary lighting strategies.

5.3.5 Enhanced Accessibility and Connectivity – Remove the focus away from private car use and towards a greater priority for pedestrians within the centre. Fundamental changes to the highway infrastructure on Hough Lane and the Churchill Way/Chapel Brow gyratory provide opportunities to enhance the visitor experience and breakdown some of the constraints visitors experience.

5.3.6 A town centre which is accessible to all and actively promotes sustainable forms of travel (walking, cycling and public transport) will be achieved, linked to the wider Green Links strategy. Enhanced pedestrian connections into the town centre can be achieved, including developed linkages between the train station, Chapel Brow and Hough Lane.

5.3.7 A car parking strategy should be facilitated that benefits the town centre, rather than defining how the centre functions. Where existing car parking sites can be better used, development opportunities should be taken to support the town centre objectives identified.

5.3.8 Champion Leyland Town Centre – Through physical enhancements and business support initiatives, work to create a vibrant and viable location for pioneer businesses to locate and invest. Utilise Council and business partnerships through the Town Team to maximise opportunities for shared success through events, re-inventing spaces and new avenues for promotion. Leyland has a number of popular and successful one-off and temporary events which are important to draw focus upon the town. The calendar of events should be supported and expanded to champion Leyland as a destination

5.3.9 Create a Differentiated Draw - Utilising the town's unique assets and industrial heritage, establish Leyland as a place worthy of visiting. Through links to the wider town centre, create reasons for non-locals to visit based on interest and quality of experience. Collaboration with the British Commercial Vehicle Museum, Worden Park and town centre events should be maximised to enhance the visitor draw.

5.3.10 Town Centre Living – Explore development opportunities to support new sustainable town centre living. Promotion of development opportunities to secure investment in high quality residential schemes which in turn will provide environmental enhancements and increased footfall to support town centre uses. New residential schemes will contribute to engendering a sense of Leyland being an aspirational place to live.

5.3.11 A Digital Centre – Leyland must respond to the modern digital needs of its residents and visitors by providing a high-quality, current and engaging on-line presence which complements the experience of visitors. Town centre businesses should be assisted and encouraged to seek ways in which the digital and online experience can support revenues and promotion.



Figure 11: Leyland Improvement Strategy Objectives

6

STRATEGY FOR IMPROVEMENT

6.1 The improvement strategy

6.1.1 The improvement strategy is based on a high-level plan for the whole town. With clear areas of change and action, each with a different focus. The Strategy Plan opposite illustrates this comprehensive approach.

6.1.2 Key areas of focus include:

- The station gateway and northern part of the town around Chapel Brow
- The 'high street' of the town around Hough Lane, where transformational change is required and possible.
- The public sector hub / campus Around Lancaster Gate / West paddock

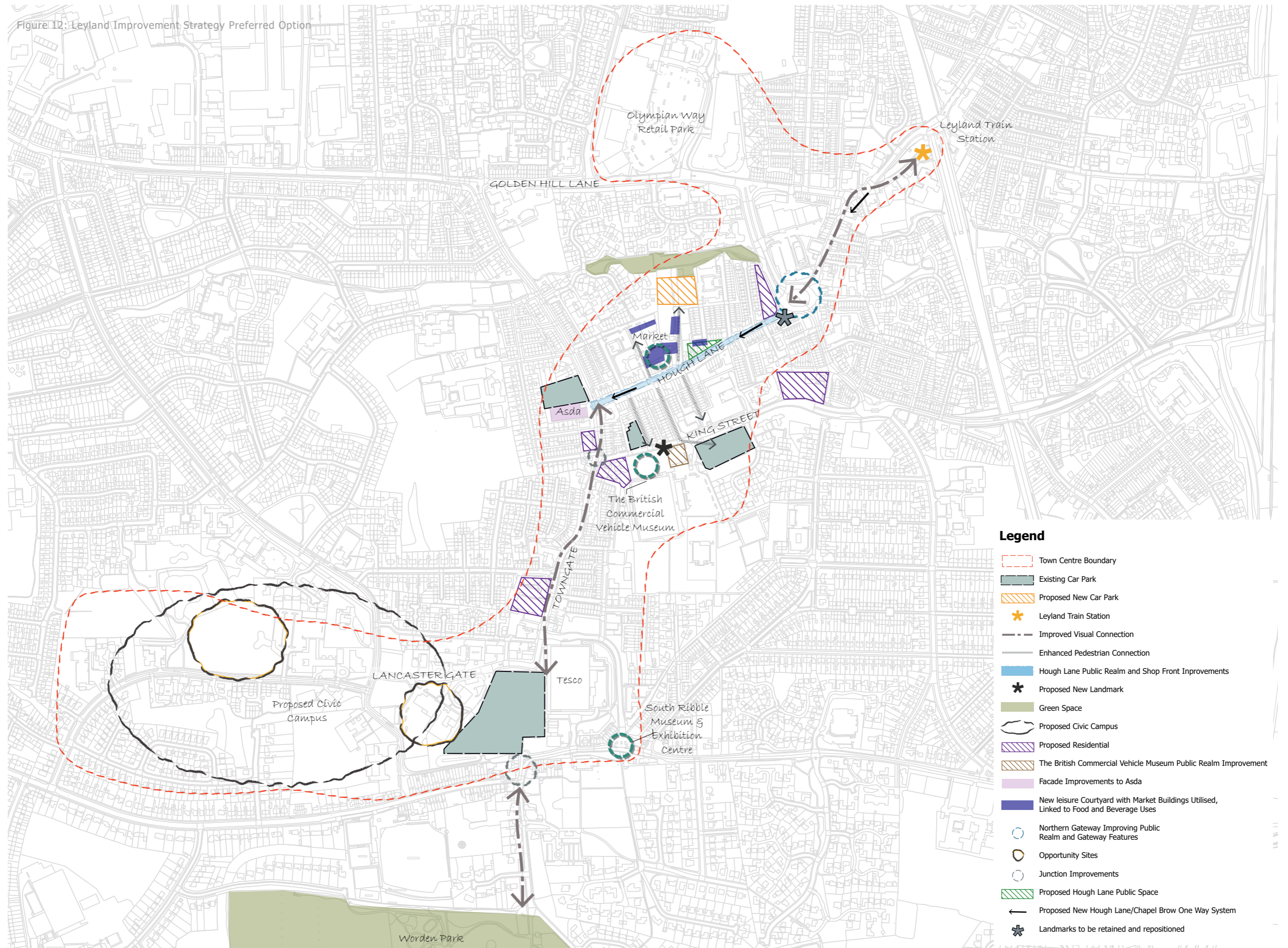
6.1.3 Across these three areas a range of development opportunities are evident.

6.1.4 A number of options were developed and reviewed as part of the design development of the Town Centre Improvement

Key opportunities as the masterplan takes shape are as follows:

- Market Hall / Market provides opportunities to expand and improve the shopping / food and drink offer.
- Public realm improvements in the principal town centre street at Hough Lane, with potential for additional pedestrian spaces by new one-way traffic movement.
- Retain through traffic in the heart of town for passing trade. Slow traffic through design and create better on street parking integrated with public realm scheme.
- New town centre tree planting and green spaces, along with a new civic space to give the town centre a clear focal point, something which it is missing at present.
- A new civic campus represents a focus for regeneration at the southern-end of the town centre and this area will complement mixed use retail core.
- The relatively modest evening economy and leisure offering could be substantially improved with investment in this key sector.
- Explore opportunities to provide temporary retail/ food and drink space to small businesses. Temporary periods and pop ups to help test the market for start-up businesses. A means to provide confidence for start-up businesses to invest. Temporary and rotating businesses can also serve to add a fresh feel to a town centre, avoiding stagnation.
- Extended Opening Hours. Licensing team engagement needed to support this strategy.
- Excess of car parking provision across multiple sites will provide opportunities for residential development.
- The British Commercial Vehicle Museum provides a draw for leisure visitors but should have a stronger presence in the town centre and connectivity to town core.
- Linked with the above is a need to create a more family-friendly town centre, with more for young people to do and enjoy.
- Close proximity to Worden Park and opportunities to take advantage of leisure visitors and attract them into the town, based on better quality and more direct connections.
- Opportunity to develop upon the existing on-line presence of the town centre and its promotion.
- Access to public Wi-fi hotspots could be expanded to improve visitor experience.

Figure 12: Leyland Improvement Strategy Preferred Option



6.2 Digital and Technological Actions

6.2.1 Adapting and incorporating modern technology will be important for the future approach to promoting activity within the town centre. For customers and visitors, easily accessible Wi-fi coverage within key locations of the town centre where activity is most concentrated can help to improve dwell-time. New physical development should be future proofed to be 5G ready, enabling high-speed internet to meet the future needs of businesses and residents.

6.2.2 In a town where there is such a strong independent retail offering, support for businesses such as ensure they are taking advantage of multi-channel opportunities, linking bricks and mortar stores with online sales, can help businesses profitability. Town Centre digital applications such as 'LoyalFree', offer place specific 'apps' for towns which provide a forum for publicising businesses, services, events and integrated loyalty schemes.

6.2.3 In respect to transport, technology initiatives can also help to facilitate sustainable forms of travel and remove perceived constraints for visitors. Parking payments via mobile are already available for car parks within the centre. Further investment in phone applications to make parking payments easier and more convenient can be investigated. 'Seamless' parking payment systems are being utilised in some towns through facilities such as AppyParking. This service enables subscribers to pay for parking via an app which is automatically enabled upon entering an enrolled car park. Installing electric vehicle charging points offers a potential incentive for electric vehicle owners, as well as promotion of more sustainable private car use.

6.3 Pioneer Uses

6.3.1 Experience across many town centres points to a process of renewal of uses and users. Attracting time-poor but cash-rich users, who are looking for an experience and quality-based relationship with their town centre. Even where town centres have an economically strong local catchment population, if the quality of that town centre is not right and the uses are not there, people will spend their time and money elsewhere.

6.3.2 The pioneer uses face the issue of qualitative improvement in the offer and businesses in the town centre. The pioneer uses require space and support to establish. They also require an improvement in the quality of the place to attract people into the town centre. The improvement strategy can assist in both cases. The quality of place and the opportunity to support new uses. The development projects at Market Place and Church Place could host exciting new uses.

6.3.3 The concept of pioneer uses is simple. These are the uses which can begin to establish – with support – to refocus the offer and attractiveness of Leyland Town Centre and begin to reposition the offer.

6.3.4 The key thing is that the demographic suggests that there is latent spend around and within the town and to a strong degree empirical evidence backs that up as well. The town at present does not provide a setting or range of uses to attract spend into the town. The pioneer uses are the first step to enhancing and repositioning the offer.

6.3.5 As pioneers they need support to gain purchase and to establish. After support it is our consideration that once bedded in such uses can thrive.

6.3.6 The Council can be instrumental in providing space for these pioneer uses.



The British Commercial Vehicle Museum, Leyland



The British Commercial Vehicle Museum Entrance and Forecourt



The British Commercial Vehicle Museum offers a unique Selling Point for Leyland

6.4 Car Parking Strategy

6.4.1 The Improvement Strategy proposes that the existing 73 space Ecroyd Street car park is redeveloped and that a replacement car park is provided just to the east, north of John Street. The new John Street car park could approximately 172 parking spaces, resulting in an overall increase of 99 spaces. To access the new car park, Ecroyd Street is proposed to be extended eastwards to join John Street with access/egress to the new car park being provided from Ecroyd Street/John Street. However, this will need to be looked at in more detail at later stages of development.

6.4.2 Other car parks that would be affected by the Improvement Strategy include the 41 space Churchill Way car park located adjacent to the western side of the existing Churchill Way/Hough Lane roundabout. As part of this improvement strategy, the current car park is identified for residential use. Whilst we understand that this car park is currently well used, visitors would be able to use the existing Lidl/retail park car park located on the opposite side of Churchill Way or the proposed new John Street car park, with improved pedestrian accessibility created along Bannister Brook connecting a new John Street car park to Churchill Way.

Vehicle Movements

6.4.4 A change to a one-way traffic system along Hough Lane in a west bound direction is identified. This would open up wider physical opportunities to improve the public realm and pedestrian environment along Hough Lane, as well as foster a more pleasant user environment.

6.4.5. The conversion of Hough Lane to one-way for traffic would have implications on the traffic routing in the central area of Leyland, with vehicles which currently travel eastbound along the road having to use alternative routes. These alternative routes would include King Street and the B5254, or alternatively if vehicles are travelling north, School Lane and Golden Hill Lane.

6.4.6 Implementing this change would result in increased right turning traffic from Towngate onto King Street at the existing signal-controlled junction, as well as more traffic at the existing B5454 King Street/Turpin Green Lane dumbbell roundabout at the end of King Street. The existing roundabout junction of Churchill Way/Hough Lane, just to the north of the B5254 King Street/Turpin Green Lane dumbbell roundabout would also experience an increase in traffic on the southern arm of the junction, but this would be off-set by no traffic existing from the western Hough Lane arm of the junction.

6.4.7 In addition, the one-way direction of travel along Chapel Brow is proposed to be reversed. Currently, Chapel Brow is one-way travelling in a northern direction from the Churchill Way / Hough Lane / Chapel Brow roundabout to the priority junction with Golden Hill. To align with the

introduction of a west bound one-way system on Hough Lane, it is proposed to change the direction of one-way travel on Chapel Brow to southbound. The junction of Chapel Brow/Golden Hill presently provides some safety concerns, with limited visibility for vehicles existing Chapel Brow, which is not helped by the road gradient. Reversing the one-way direction of traffic would address this concern. There would be a resultant increase in the number of vehicles approaching the Churchill Way / Hough Lane / Chapel Brow roundabout, the impacts of which would need to be assessed.

6.4.8 At this stage, detailed traffic and capacity analysis has not been undertaken. If these identified options are taken forward, then a more detailed review of the implications on the operation of the relevant junctions would need to be undertaken.

Bus Routes

6.4.10 Initiatives to introduce a one-way system as described above would have implications on some of the local bus service routing. These include the existing bus services 109, 111, 113, 114 and 670. These bus services are affected because the services currently travel along Hough Road in an eastbound direction as part of their route. The conversion of Hough Lane to one-way westbound will require the buses to divert part of their route, most likely along King Street, or alternatively to Golden Hill Lane. Diagrams showing existing and potential future routing for the affected bus services are provided at Appendix D.



Bus Stop Along Hough Lane



PRIORITY PROJECTS

7.1 Hough Lane Public Realm Scheme

Project Description:

7.1.1 This project is about putting the heart back into Leyland through the revitalisation of its aging and tired high street at 'Hough Lane'. The quality and experience of this street will be enhanced. Greater priority will be given to pedestrians and vehicular traffic will be limited to one way in a westerly direction. This includes private cars and buses. The existing private forecourts along Hough Lane, which are in a varying condition and use, will be enhanced seamlessly as part of the public realm scheme. High quality materials, planting, street furniture and lighting will be utilised for the new design. The street geometry will be staggered to slow traffic and short stay parking bays and bus stops will be integrated into the design. Crossing points for pedestrians will also support pedestrian movement and further slow traffic.

7.2 Church Place Development

Project Description:

7.2.1 A small scale, but high impact development and public realm scheme which has the potential to create a new focal point on Hough Lane. A modest mixed use building with town centre uses at ground floor and apartments above edged by an attractive new public space connecting with the main shopping street.

7.3 Market Place Development

Project Description:

7.3.1 An attractive courtyard-style development creating a new destination within the town centre. The development will be located close to the existing market hall and will comprise a range of town centre uses to reinforce the existing offer, this will include food and drink. The proposal includes a new town centre car park enhancing and increasing present provision. The core development site is based on the current markets car park. The new larger car park is built on privately owned land.



- Existing Buildings
- Car Parking
- Existing Trees
- Road
- Paving and Public Realm Improvements
- Different Material used for Paving and Public Realm Improvements
- Proposed Trees
- Proposed Buildings
- Proposed New One Way System
- Proposed New On Street Parking Bays
- 1. Improve Signage and Visual Connection to The British Commercial Vehicle Museum
- 2. Mural/Advertisement for The British Commercial Vehicle Museum on Northern Elevation
- 3. Proposed New Landmark Statue to reflect that on Hough Lane
- 4. Remove Impermeable Wall to Engage Pedestrian Movement and Visual Connection to Hough Lane
- 5. Relocate Landmark Leyland Clock
- 6. Public Art Installation

Figure 13: Hough Lane Masterplan

Figure 14: Station Brow Masterplan



- Existing Buildings
- Car Parking
- Existing Trees
- Road
- Paving/Public Realm Improvements
- New Trees
- Improved Wayfinding from Station To Town Centre
- New One Way System
- 1. Feasibility Design to rationalise highway design and create potential cafe environment and greater public realm area
- 2. Potential Redevelopment opportunity in old Ticket Office
- 6. Public Art Instillation
- 7. Improved Pedestrian Crossing Points



Figure 15: CGI View Location Plan

7.4 Hough Lane Public Realm Scheme

Design Objectives:

- To create a place which looks and feels much more like a mature and high-quality town centre.
- Lift the quality and distinctiveness of the street moving away from the present situation, which is more typical of a secondary retailing area or a linear local centre.
- Leyland needs a more memorable, attractive and greener heart, this project is the vehicle for transformational change.
- A better balance between pedestrians and people enjoying the town centre on foot and people moving through in vehicles. Encourage people to the centre and discourage vehicles moving through.
- Retain a convenient place which does offer incidental short stay parking on Hough Lane but where the public realm reaches back to connect to destination car parks a short walk away.
- To animate the edges of Hough Lane and extend life from buildings edging the street, into the public realm. The inclusion of private forecourts as part of the core scheme will be vital.

Scheme / Place Outputs:

7.4.1 The quality and character of the high street at Hough Lane will be transformed by this scheme. At present design work is illustrative and in due course a schematic general arrangement should be prepared which identifies the core parameters of the public realm works. The scheme will include the following:

- New highway geometry and single lane running westbound along Hough Lane.
- Parking bays and bus stops integral to the street design.
- Proposals for new surface materials for core public realm and highway space.
- Street furniture and lighting within a controlled theme.
- Planting palette including street trees, shrub planting and blocks of other structural planting to green the town centre.
- Forecourts integrated into the wider scheme demarcating their threshold, in a subtle manner via materiality.

Responsibility / Stakeholders:

7.4.2 South Ribble Borough Council have a central role to play in promoting and delivering this scheme. There will need to be close partnership working with the Highway Authority Lancashire County Council, given the extent of the adopted highway and the changes to the highway management. Notwithstanding the matters of highway design and adopted highway, the core responsibility to drive this scheme forward rests with SRBC.

Delivery Issues:

7.4.3 The central delivery consideration for this project will be access to funding. In addition, technical design and highway management matters will be central to approvals by the highway authority. Lancashire County Council need to be involved as a stakeholder through this project and not simply as Highway authority. The other important delivery matter is the inclusion within the scheme of the private forecourt areas which characterise Hough Lane. SRBC will need to engage with all property owners to progress this landscape project.

Risks:

7.4.4 Funding for such a major project and government funding will look for GVA or land value uplift as part of any business case.

7.4.5 Changes proposed to highway management have yet to be tested with Lancashire CC in any detail.

- Inclusion of private forecourts on a comprehensive basis may be challenging.
- Technical considerations such as service runs make landscape and realignment of the vehicular carriageway difficult.

Next Steps:

- Adoption of landscape scheme project by SRBC
- Workshop with Lancashire County Council (LCC) regarding design proposals and highway proposals.
- Develop steering group with LCC to deliver the scheme.
- Consultation with property owners in relation to the forecourt areas.
- Best-practice experience – liaison with other Council's delivering forecourt schemes.
- Technical assessments and further due diligence.
- Schematic design in terms of landscape general arrangement, based on a detailed highway design solution.
- Materials, furniture palette.
- Planting palette.



Figure 16: Hough Lane CGI

7.5 Church Place Development

Design Objectives:

- Create a new focal point space and development along Hough Lane, to complement the existing high street.
- Reveal the attractive side of the United Reform Church as a local landmark on Hough Lane.
- Replace underutilised retail space with new purpose-built accommodation for town centre uses and apartments above.

Development Outputs:

- 165 sqm (1,776sqft) ground floor town centre space for single or multiple unit use.
- 3 apartments at 2-store and 6 apartments at 3-storey subject to planning review and impact on Church.
- New public square totalling 1,350sqm

Place Outputs:

7.5.1 The creation of a fresh and attractive development supporting confidence and renewal of the town centre. New commercial space at ground floor and accommodation above brings investment back to the 'high street' at Hough Lane.

Responsibility / Stakeholders:

7.5.2 This is a small but high impact transformational projects which could be delivered early in the full scheme programme. The Borough Council have a central role to play to deliver this project. The opportunity needs to be created through land acquisition. Valuation work is needed as a next step.

Delivery Issues:

7.5.3 Due to the small-scale nature of this development site it may need to be batched with a wider development. The public realm will not be funded through the development. Investment would need to be led by the Council. This public realm would need to coordinate with the wider Hough Lane work. Given the private ownership of this site, where buildings are to be demolished to create the new open space, the open space stays with the development project.

Risks:

- The land is in private ownership.
- Demolition of existing buildings to create the space
- Heritage considerations of adjacent Church building and gardens

Next Steps:

- Adoption of project by SRBC
- Consultation with landowners
- Site valuation – current use value of existing buildings on site (shops)
- Technical assessments and further due diligence
- Schematic design to RIBA 2
- Development appraisal



Figure 17: Leyland United Reform Church Place CGI

7.6 Market Place Development

Design Objectives:

- To create a new focal point courtyard open space as a complimentary space to Hough Lane.
- Gathered around this space will be a range of new town centre uses, including unit sizes, to complement the heart of the town.
- The car park creates a new gateway space.
- Extend town life into the evening by supporting the evening economy.

Development Outputs:

- 2,258 sqm / 24,305sqft of new town centre ground floor accommodation.
- Organised into a series of mixed-use buildings with flexible spaces for a range of commercially based floorplates, capable of scale up and down.
- Residential accommodation above town centre uses, the scale of which to be confirmed but possible up to 40 apartments.

Place Outputs:

7.6.1 The creation of a distinctive new destination development to complement Hough Lane high street and create a new town centre footfall circuit linking with the existing markets and a new gateway car park. The scheme offers critical mass of new uses to create a new destination complementary to the existing town centre offer. The scope for evening and food and beverage uses could significantly strengthen the night time economy with a high quality new product. The new public space could form a venue for specialist or seasonal outdoor markets / activities.

Responsibility / Stakeholders:

7.6.2 South Ribble Borough Council are key to delivery of this vision for Market Place. Being located in the heart of the town a range of stakeholders are important to ensure the project is supported by local people and businesses. The clear message that this development complements rather than competes with Hough Lane is important to explain to the town team and others.

Delivery Issues:

7.6.3 This is a development which can make a telling difference to the town centre and which is not massively complex to deliver. A clear sequence for development will be needed. Ideally the new public car park (170 spaces) would be constructed and commissioned prior to the closure and redevelopment of the existing market car park. This would minimise impact on the operation of the town centre and existing traders and market stall holders. A critical first step will be acquisition of the overall site by the Council to consolidate its own land holding interest in the area and allow the scheme to move ahead.

Risks:

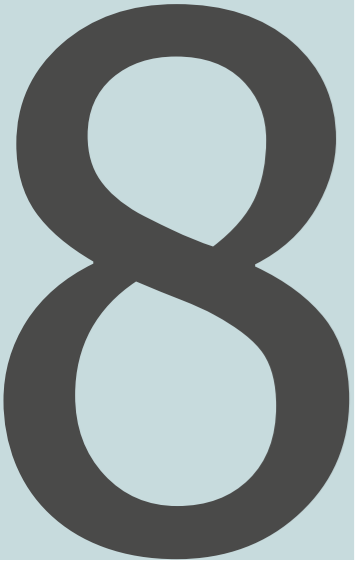
- The land for the new car park is in private ownership and this is required to service the development.
- Site / ground issues associated with previously developed land comprising the development site, including the private land.
- Continued operation of markets is required through the development unless other temporary provision provided.
- That the property market assessment highlights limited developer or operator interest from national and regional firms, pointing towards a more local and niche development. The funding and deliverability may be more challenging in that context.

Next Steps:

- Adoption of project by SRBC
- Consultation with landowners / markets
- Site valuation – current use value of adjacent vacant site
- Technical assessments and further due diligence.
- Schematic design to RIBA 2
- Development appraisal



Figure 18: Market Place CGI



NEXT STEPS

8.1 From Strategy to Action

8.1.1 This report sets out a focused improvement strategy for the heart of Leyland Town Centre at Hough Lane. The town overall has several important areas for coordinated development. The civic campus is an example of this and a clear vision is needed for that part of the town, which has not been addressed in as much detail as Hough Lane given the brief and the evolution of the improvement strategy.

8.1.2 Our firm recommendation is that the core of the town requires targeted attention to create a better town centre for the future. The key projects set out in this report will create a more attractive and appealing town centre which provides an enhanced user experience. A high quality and convenient place.

8.1.3 The completion of this report provides a platform to move into the detailed assessment of the projects and their delivery.

8.2 Property Market Considerations

8.2.1 As a next step the scale and mix of uses for the two development projects should be assessed by property market consultants to gauge, national, regional and local appetite for the proposed development. Given the scale of the development opportunity it is considered that local businesses may be keen to play a part as operators within the scheme.

8.3 Stakeholder Engagement

8.3.1 Further stakeholder engagement will need to be carried out with the town team, now that the draft final report is concluded. The Town Team were consulted with as part of the fact-finding analysis for this project. This will be via a further workshop session where WYG will explain the proposals. In addition, public consultation should also be programmed.

8.4 Control of Land

8.4.1 It is understood that South Ribble Borough Council are in liaison with the existing landowners to explore how their land can contribute to regeneration. The Borough Council needs to gain control of land and acquisition based on independent valuation will be the preferred route. Partnership working may also be an option. In the background compulsory purchase should not be ruled out for such important town centre sites, subject to a funded and deliverable development proposal.

8.5 Role of the Council & Delivery

8.5.1 The role of the Council will be as enabler of the development and the wider improvement scheme. The public realm scheme will need to be delivered in combination with Lancashire County Council. The development projects will need to draw on delivery expertise from the development industry.

8.6 Detailed Project Development

8.6.1 This will relate to full schematic design of the three projects to a level of detail to allow for scheme costings and pre-planning review meetings. This next stage of work will also require full technical assessment of the development sites and Hough Lane in respect of the public realm scheme.

8.6.2 A full development programme will be needed in due course. Starting with technical assessment and schematic design, this will conclude with a fully designed scheme and construction programme. Project management and risk register will need to be developed for each project in due course also.

8.6.3 Scoping of planning and regulatory requirements will be helpful as a next step. The public realm scheme includes forecourt land in private ownership and this will need to be assessed legally and experience of delivering similar schemes elsewhere will be helpful.

8.7 Delivery Options

8.7.1 The delivery options available for the development project and the public realm (Hough Lane) scheme need to be explored.

8.7.2 It is envisaged that the Borough Council will have a central role in each case as previously described.

8.7.3 The public realm scheme includes substantial areas of adopted highway land and a change to the traffic management along Hough Lane. Lancashire County Council will need to be part of the delivery team.

8.7.4 The two development projects have been described separately but the delivery and funding of this work may be undertaken as a package of work, including the associated car parking and landscape design. How developers become involved to support South Ribble Borough Council needs further exploration alongside funding options.

8.8 Potential Funding

8.8.1 The completion of the Improvements Strategy is coinciding with the Borough Council drafting a prospectus for the Government's Town Deal programme. This may unlock public sector funding for the projects. Leyland was not successful in its bid for Future High Street Fund investment.

8.8.2 It is envisaged that even with Government funding from Town Deal, substantial additional investment would be required by the Borough Council to deliver these projects. An assessment of funding options is now required, and this consideration should include borrowing to finance the development.

8.8.3 Private sector investment will also be encouraged, albeit at this stage we are uncertain of the appetite of developers to deliver the schemes. Likewise, until detailed development appraisals are commissioned we are not clear on the viability of the proposals and the need for gap funding. Given the need to acquire (or otherwise bring in) land we assume some form of gap funding or enabling will be required. This needs to be assessed.

8.9 Planning Policy

Extend flexibility for town centre uses

Providing active frontages and trip generating uses, as well as housing in secondary locations will extend flexibility in Leyland. It is suggested Leyland takes a less restrictive policy position than the protectionist stance of Policy E3 of the adopted Local Plan which limits uses to the range of uses in both the Primary Retail Frontage and Secondary Frontages. For Primary Frontages, removal of the 60% minimum Class A1 requirement, to provide greater flexibility for the town centre to adapt to change, as encouraged by the NPPF is suggested. Policy for Secondary Frontage areas could be made more flexible to include in principle support for the full range of main town centre uses, including A2, A5, B1, D1 and D2 uses, and other uses which would serve to attract visitors. Scope could also be provided to allow in principle support for conversion of properties to residential use within the Secondary Frontages, subject to suitable assessment criteria in respect to town centre vitality and sustainability.

8.10 Appendices

- Appendix A - 5 Minute Drive-time Catchment
- Appendix B – South Ribble Retail Study 2016 Study Area Plan
- Appendix C - 15 Minute Walking Catchment
- Appendix D – Potential Re-routing of Bus Services



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