

## Consultancy Brief

### Kirkham Future High Street Fund (FHSF)

Fylde Borough Council (Fylde BC) is seeking consultants to undertake work relating to the FHSF Stage 2 application for Kirkham, Lancashire. The Ministry of Housing, Communities & Local Government (MHCLG) has shortlisted Fylde BC's FHSF bid for Kirkham to go forward to the next phase of assessment – the development of a **Full Business Case (Five Case Model)**. Recently, Fylde BC was also awarded *High Street Heritage Action Zone* (HS HAZ) funding from Historic England to develop a 4 year programme of interventions focused on heritage led regeneration. Potential FHSF projects must therefore align with and enhance, but not duplicate HS HAZ projects. Consultants will be aware that FHSF can be utilised across the whole of the designated town centre area whilst the HAZ interventions will relate to the conservation area only. However, it is anticipated that the background research work, analysis and the series of interventions proposed will in effect result from a comprehensive strategic and action planning process relating to the town centre as a whole. Full details of the HS HAZ proposals as they stand are contained within the appendices and this initiative is being 'worked up' with Historic England at this time. All projects must deliver tangible, transformative change to the town and demonstrate excellent value for money and strategic fit.

Consequently, we are looking for consultants with particular expertise in the following areas:

- Green Book (Five Case Model) - Full Business Cases
- Commercial Development / Viability Appraisals of key defined sites, working with property owners and developers.
- Town Centre / High Street Regeneration initiatives
- Heritage & Townscape analysis
- Urban design, Planning & Placemaking
- Architecture & Surveying of buildings to identify appropriate viable uses
- Health & Well-being, including Health Impact Assessments (HIA)
- Stakeholder Participation including running public consultations, exhibitions and workshops

Consultants will have until **mid-March 2020** to undertake the research & assessment phase and produce draft costed proposals and until **June 2020** to refine proposals and synthesise everything into a final FBC. A full list of key deliverables, broken down by theme, is set out below, page 5. The brief is subdivided into component parts, phased as follows. This will explain the expected logistics of developing the case although consultants can suggest alternative or concurrent phasing if this would be deemed to improve the process and assist with timescales.

#### Section A: Research & Assessment Phase – to include:

1. **Architectural and land-use appraisal of the townscape**, including assessing the scope for re-using upper floors for alternative uses e.g. residential and drawing up proposals for building façade enhancements. This form of analysis is referred to as Building Envelope Schemes, illustrated on plan.
2. **Master planning / Urban Design, Transport Assessment; Health Impact Assessment**  
Broad urban design analysis for improving accessibility, connectivity, visual considerations and overall ambience.
3. **Housing Needs Assessment** for Town Centre & scope for introducing new housing interventions
4. **Key development hubs** – appraise potential commercial land uses / viability issues for identified landmark buildings & sites on the High Street
5. **Town Centre 'Healthcheck'** based on undertaking and analysing key indicators.

#### Section B: Detailed Project Design & Development Phase:

1. **Synthesis of 1-5** to provide a deliverable, fully costed (MHCLG compliant) project plan
2. **Production of Full Business Case:** all strands of this work need to be weaved together into a HM Treasury Five Case Model FBC, compliant with all Guidance from MHCLG

*N.B. Appropriately qualified candidates can bid for all pieces of work (1-5) and /or one or more components.*

**Deadline:**

Please respond outlining how you would deliver this work by **1pm Monday 2<sup>nd</sup> December 2019.**

Broadly, the key areas of focus and objectives are as follows:

- **Placemaking / Urban Design led approach:** a very strong design led approach to the built environment, including recognition of the historic and townscape qualities of the town centre, its component parts e.g. street pattern, block forms etc. Identifying ways to enhance and capitalise upon the town's historic character through architectural re-design and refurbishments, building envelope schemes etc. to create a vibrant, visually attractive centre.
- **Key development sites & Repurposing buildings:** Identifying commercially viable ideas for bringing back into active use key empty landmark /redundant buildings for sites listed below. Detailed study of individual & building groupings to identify the appropriate approach to restoration and reuse. This must align with the objective of finding, where appropriate, commercially viable uses consistent with the restoration of the historic fabric of the buildings. Proposals must be consistent with good urban design principles and create where appropriate active and visually permeable ground floor frontage. Feasibility studies on specific buildings / sites as required.
- **Health & Wellbeing:** In particular to undertake a *Health Impact Assessment* (HIA) looking at existing healthcare service provision and potential impact of health authority proposals to relocate two town centre GP practices to a new out of town health facility. Identify ways in which Kirkham's heritage and the historic environment might contribute towards enhanced health & well-being for its residents.
- **Housing:** Identifying potential for new housing in the town centre, particularly on vacant upper floors above shops and on identified potential key development sites (assess the appropriate means of access). Detail number of units. This may be undertaken as part of the main brief or as part of townscape appraisal aspect of the brief. The 'demand' will be derived through a mini housing needs assessment.
- **Leisure & culture:** Identify commercial potential and suitable locations for additional leisure uses in the town centre, including, for example, a new neighbourhood cinema, a live arts /cultural events space, e.g. some sort of high street 'community hub', a restaurant, a well-being centre.
- **Transport:** Identify ways in which the town centre might function better as a place, particularly ways in which the train station might better connect with the centre.
- **Town centre health-check** – detailed statistical indicators for
  - Footfall
  - Vacancy rates
  - Catchment areas
  - Retail mix & offer
  - Rental data
  - Town centre employment rates
  - Turnover rates
  - Perception surveys

- Commercial trends & development opportunities
- Benchmarking against similar areas

## About Kirkham

Kirkham is a historic market town in Fylde situated roughly equidistant between Blackpool and Preston. Once a thriving and busy rural market town with many textile mills, sadly over the last 40 years, the town centre has seen decline with the closure of two cinemas, five high street banks, 8 pubs and many other shops. A number of key high street assets (see map) now lie empty, including key heritage assets such as Hillside (48 Preston St).

Approximately half the town centre is in a designated Conservation Area, based around the historic core and medieval (adaptive) street pattern centred on the Market Square (Shown on the map within the Appendices). There is a defined building hierarchy with churches forming key landmarks, larger townhouses, public houses, banks – expressing their position within the built hierarchy through to street defining artisan housing. Viewed from various vantage points, the historic townscape, with its undulating rooflines, is still intact. However, upon closer inspection, inappropriate development has damaged Kirkham's historic townscape. This can be seen for example in the town's historic market square which is bounded by unedifying 1960s retail units. In addition, former historic street frontage has been degraded by unsympathetic alterations and extensions which have accreted over decades. **A key outcome of the brief will be to examine ways to revive the town's historic character and capitalise on its heritage.**

Key facts, figures and observations:

- 130 commercial units in the Town Centre. (Estimated) Vacancy rate of approximately 20%.
- At least 15 empty shops on Poulton Street and Preston St. The atmosphere of dilapidation is precipitated by empty landmark buildings, loss of all 5 banks and 2 cinemas.
- Potential loss of 2 GP surgeries plus pharmacy due to proposed out of town health centre.
- Considerable upper floor vacancies, or underuse.
- The adverse consequences of more longstanding alterations to historic 'period' buildings including discordant shop fronts, render, removal and replacement of traditional windows, highly visible at 'eye' level, thereby having a disproportionate visual impact on character and quality.
- The lack of proper stewardship of some public and private spaces results in a poor quality appearance.
- There is weak footfall and palpable loss of vitality.
- Poor evening economy with few, if any restaurants and no leisure offer to draw people in. Reputational problems persist.

## List of Consultees (not exclusive at time of writing)

- Kirkham Town Council, Clerk Emma Jo Duffy  
<https://www.kirkhamtowncouncil.co.uk/history.html>
- Mayor Liz Oades
- Kirkham Business Forum, Chair: Heidi Hopkinson
- Gabriel Kada, The Hallmark Group
- David Jebreel, Maryland Securities
- Raymond Green
- Rhianne Austin, Kirkham & Wesham Holdings LTD
- NHS Fylde & Wyre CCG – Peter Tinson, CEO & Phil Hargreaves (Head of Property Services)
- Ash Tree House GP Surgery
- Kirkham YMCA –
- Lancashire County Council:
  - Highways – Neil Stephens
  - Libraries, Museums, Culture & Archives – Heather Davis

- Public Health – Dr Sakthi Karunanithi
- Lancashire Enterprise Partnership
- Heritage Trust for the North West

**Supporting Information:**

- Letters & information from MHCLG, including
  - FHSF Prospectus
  - FHSF Gateway Criteria
  - FSHF FAQ
  - HMT Full Business Case Guidance
- Kirkham FHSF Expression of Interest (including appendices)
- Kirkham High Street Heritage Action Zone (HS HAZ) bid and appendices
- Additional material TBC



**Kirkham FHSF: Proposed principal development sites and building envelope schemes**

**MAP KEY**

- Principal Projects Numbered with Brief
- Envelope Schemes referred to in Brief

The map displays the following features:

- Principal Projects (Yellow):** 1. Large site on Kirkgate; 2. Market Square; 3. Site north of Market Square; 4. Site east of Market Square; 5. Site further east; 6. Site on Poulton Street; 7. Site on Poulton Street; 8. Site on Poulton Street; 9. Site on Poulton Street.
- Envelope Schemes (Pink):** Various schemes along Poulton Street, Kirkgate, and Marsden Street.
- Streets:** Poulton Street, Kirkgate, Marsden Street, Poplar Avenue, Lime Avenue, Church Street, Anson's Court, School Lane, Preston Street, Hornby Court, Mulberry Avenue.
- Landmarks:** Kirkham St Michael's Church of England Primary School, War Memorial, Community Centre, Car Park, Play Area, Church Court, St Theresa's Court, The Manse, Chestnut Close, Burial Ground, Ancedness Court, Communication Tower, Police Station, Hotel, PH, Bank, JCB, Queen's Arms, Fishstones, Garage, PH, The Corners.
- Other:** A scale bar (0m to 10m) and a north arrow.

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- Other:** Various numbered plots and buildings throughout the area.

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- Landmarks:** Kirkham St Michael's Church of England Primary School, Police Station, Communication Tower, Burial Ground, Chestnut Close, The Manse, and various shops and businesses.

**Kirkham FHSF: Proposed principal development sites and building envelope schemes**

**MAP KEY**

- Principal Projects Numbered with Brief
- Envelope Schemes referred to in Brief

The map displays the following features:

- Principal Projects (Yellow):** 1. Large site on Kirkgate; 2. Market Square; 3. Large site on Birley Street; 4. Large site on Preston Street; 5. Site on Preston Street; 6. Site on Pooleton Street; 7. Site on Pooleton Street; 8. Site on Pooleton Street; 9. Site on Pooleton Street.
- Envelope Schemes (Pink):** Various schemes along Pooleton Street, Kirkgate, and Preston Street.
- Streets:** Birley Street, Church Street, Anson's Court, School Lane, Pooleton Street, Kirkgate, Preston Street, Poplar Avenue, Lime Avenue, Marsden Street, Union Passage, Clerk Street, and Hornby Court.
- Landmarks:** Kirkham St Michael's Church of England Primary School, Recreation Ground, War Memorial, Community Centre, Play Area, Church Court, St Theresa's Court, The Manse, Burial Ground, Chestnut Close, and The Corners.
- Other Features:** Car Park, Garage, Hotel, Police Station, Communication Tower, and various smaller buildings and plots.

## SECTION A1: TOWNSCAPE ANALYSIS

Issues / Challenges	Outcome / Desired end-state	Outputs/Deliverables
<ul style="list-style-type: none"> <li>Townscape of Kirkham has a historic character but large sections off the area have been blighted by inappropriate development</li> <li>All areas listed in pink on the key map represent terraces of properties which generally require physical enhancement and upgrading, therefore detailed townscape analysis of these terraces is urgently needed.</li> </ul>	<ul style="list-style-type: none"> <li>Design proposals for <i>building envelope enhancement</i> scheme (listed in pink on map) restoring historical architectural features – identify locations and propose enhancements</li> <li>Capitalise on Kirkham’s historic character and enhance the townscape by refurbishing unappealing buildings</li> <li>Destination management: Create destination of choice and more reasons to visit Kirkham.</li> <li>Create vitality and viability and act as catalyst for development</li> </ul>	<ul style="list-style-type: none"> <li>Completed itinerary of suggested building envelope physical enhancements and analysis of existing and proposed upper floor uses including the means of access and any other works within the curtilage</li> <li><i>This can be done as part of the main brief or a separate commission</i></li> <li><i>For the purposes of this part of the brief it can be assumed that the key development sites (in green) are excluded</i></li> </ul>

### BUILDING ENVELOPE ENHANCEMENT SCHEMES (IDENTIFIED IN PINK ON MAP ABOVE)

No.	Site	Overview	Deliverables
A	Properties Numbered 17-27 Preston Street	<ul style="list-style-type: none"> <li>Traditional linear terrace of properties, mixture of 2 &amp; 3 stories with some decorative brickwork, short garden frontages.</li> </ul>	<ul style="list-style-type: none"> <li>Scope for building refurbishment, façade enhancements and reuse of upper floors?</li> </ul>
B	Properties fronting Preston Street and Market Square/Church Street	<ul style="list-style-type: none"> <li>Two storey town houses fronting Preston Street, rendered with short frontage gardens stepping up hill.</li> </ul>	<ul style="list-style-type: none"> <li>Shop front enhancements where appropriate, enhancement to fenestration. Listed Building – Ash Street House and adjoining properties assess scope for historic restoration, shop front improvements.</li> </ul>
C	Properties 10 – 28 Poulton Street	<ul style="list-style-type: none"> <li>Frontage properties to Poulton Street largely linear 2 storey format with one element of 3 storey. Strongly delineated building line.</li> </ul>	<ul style="list-style-type: none"> <li>Identify upper floor uses and scope for re-use. Assess scope for building enhancements to the frontage including shopfronts and fenestration and any other enhancements. Access arrangements?</li> </ul>
D	Linear group of properties between two former banks. 32-50, Poulton Street.	<ul style="list-style-type: none"> <li>Escape and adjoining property three storey. Escape – Listed building.</li> <li>Gap between 34 and 36 gives access to the car park.</li> <li>36, Poulton Street. Vacant. Two storey pressed facing brick. Retention of ramp?</li> </ul>	<ul style="list-style-type: none"> <li>Assess scope for enhancements to façade – both front and rear. Identify upper floor uses and the scope for re-use of expansion of such uses.</li> <li>Assess scope for enhancement.</li> <li>Assess scope for shop front improvements, rear elevation prominent to car park. Rear Garden enhancement and boundary treatments. Upper floors for re-purposing?</li> </ul>

		<ul style="list-style-type: none"> <li>38-50, Poulton Street. Photograph below. Two storey terraced block for the most part in brick. One rendered property – No. 50. Wholly commercial retail frontage.</li> </ul>	<ul style="list-style-type: none"> <li>End properties – 46 – 50, ground floors previously enhanced as a part of a building improvement initiative. Assess the scope for additional ground floor shop front enhancements to unify the terrace, inappropriate upper floor fenestration. Assess first floor uses and scope for enhancement? Properties have along deep plan and front onto the rear public car park – assess enhancements to elevations and boundary treatments.</li> </ul>
E	Linear Group of three storey development 66 – 82.	<ul style="list-style-type: none"> <li>66-68, 3 storey with ground floor retail. Shopfronts previously enhanced.</li> <li>70 -74, 3 Storey housing.</li> <li>76 -82, Three Storey commercial with ground floor retail.</li> </ul>	<ul style="list-style-type: none"> <li>Any further ground floor improvements to shop fronts? Upper floor decoration and fenestration improvements. Scope for maximising upper floors. Scope for extension at the rear?</li> <li>Cosmetic enhancements required.</li> <li>Ground floor uses with later shop fronts one contemporary. End property upper floor façade disfigured. Assess scope for enhancement.</li> <li>Rear prominent elevations to car park required visual improvement.</li> <li>Across this terrace the rear of the properties are also highly conspicuous from the rear and so the scope for enhancement is also important.</li> </ul>
F	Town End	<ul style="list-style-type: none"> <li>96 – 102 Three two-storey properties – one in commercial use backing onto Morrison’s service area.</li> <li>Mixture of 2 and 3 storeys some previously refurbished the subject of a previous grant aid scheme. Commercial frontage. Some vacancies and underuse. Scope for alternative uses.</li> </ul>	<ul style="list-style-type: none"> <li>Visual enhancements?</li> </ul>
G	89-113, Poulton Street  95 – 103	<ul style="list-style-type: none"> <li>89 – 93. 2 storey frontage development variety of shop fronts and upper floor windows.</li> <li>Single storey building constructed in the 1960’s</li> </ul>	<ul style="list-style-type: none"> <li>Visual enhancements to the frontage and use of upper floors.</li> <li>Upper floor additions to create 2 storeys.</li> <li>Elevational alterations to create a composite, coherent architectural frontage. Use of upper floors?</li> </ul>

	107 - 113	<ul style="list-style-type: none"> <li>2 storey frontage properties also returning to Clegg Street. Frontage disfigured by a variety of alterations and upper floor use unknown.</li> </ul>	
H	73 – 87 Poulton Street  83 -87  73 – 81.	<ul style="list-style-type: none"> <li>2 storey, 3 properties shopfronts better proportioned but not 'historic'. Upper floor uses unknown.</li> <li>3 storey development rising up incline with near consistent building line and eaves level. Inappropriate shop fronts with only one good example of a 'traditional shop front'. Upper floors, unsympathetic windows.</li> </ul>	<ul style="list-style-type: none"> <li>Elevational alterations to create a composite, coherent architectural frontage. Use of upper floors?</li> <li>Elevational alterations to create a composite, coherent architectural frontage. Use of upper floors?</li> </ul>
I	1 - 25	<ul style="list-style-type: none"> <li>Mixture of 2 and 3 storeys adjusting to the rise/decline of the street. Site within designated conservation area. Some attractive upper floors although 1960's infill to two frontages.</li> </ul>	<ul style="list-style-type: none"> <li>Assess scope for physical restoration and re-use through traditional architecturally appropriate solutions to enhance the stylistic appearance of the historic frontage. Use of upper floors?</li> </ul>
J	4 – 18 Freckleton Street	<ul style="list-style-type: none"> <li>Long terrace to a mix of 2 and 3 storeys. Varying façade proportions and storey heights. Largely brick fronted with some later rendered. Some inappropriate ground floor shopfronts and upper floor windows. One listed building and site within designated conservation area.</li> </ul>	<ul style="list-style-type: none"> <li>Assess scope for physical restoration and re-use through traditional architecturally appropriate solutions to enhance the stylistic appearance of the historic frontage. Use of upper floors?</li> <li>Assess scope for enhances design for public space.</li> </ul>
K	1 -17 Freckleton Street	<ul style="list-style-type: none"> <li>2 storey terrace of properties on a curve. End property (25/27) distinguished brick fronted baronial style with stone dressings – with 2 acute end gables. Refurbished. Site within designated conservation area.</li> </ul>	<ul style="list-style-type: none"> <li>Assess scope for physical restoration and re-use through traditional architecturally appropriate solutions to enhance the stylistic appearance of the historic frontage. Use of upper floors?</li> <li>Assess scope for enhances design for public space.</li> </ul>
L	2 – 46 Preston Street	<ul style="list-style-type: none"> <li>End property, 2-6 projects out from principal building line faced in render with later ground floor frontage and inappropriate upper floor windows. 8 – 46, mixture of small cottage scale and 3 storey town house development. One shop front but largely domestic with ground floor frontage entrances. A range of deep and shallow forecourts from the town centre outwards.</li> </ul>	<ul style="list-style-type: none"> <li>Assess scope for physical restoration and re-use through traditional architecturally appropriate solutions to enhance the stylistic appearance of the historic frontage. Use of upper floors?</li> <li>Assess scope for enhances design for public space.</li> </ul>



## SECTION A2: MASTERPLAN, URBAN DESIGN, TRANSPORT, HEALTH IMPACT ASSESSMENT

Issues / Challenges	Outcome / Desired end-state	Outputs/Deliverables
<p><b>MASTERPLAN &amp; URBAN DESIGN</b></p> <ul style="list-style-type: none"> <li>Decades of inappropriate development have damaged the historic character and overall town centre offer. Large parts of the high street look tatty, neglected and run down. There are few, if any trees. Perception of the public realm, including streetscape &amp; building quality, is generally very poor, which puts off both visitors and commercial investors. This urgently needs improving.</li> <li>Capturing peoples' imagination /communicating and visualising change: All stakeholders need to: <ul style="list-style-type: none"> <li>a) understand</li> <li>b) agree</li> <li>c) buy-into a shared vision for the town centre.</li> </ul> </li> <li>A good plan, comprising all the interventions and representing them in a colourful, accessible way that fires peoples' imaginations, will be absolutely vital to regenerating Kirkham town centre.</li> </ul>	<ul style="list-style-type: none"> <li>A green, physically attractive town centre that provides a setting for activity &amp; enhances vitality</li> <li>An overall 'key concepts' Masterplan for Kirkham to help stakeholders visualize the future high street and communicate potential development options / interventions in a graphic format</li> <li>'Broad brush' Public Realm Strategy – leading to provision of a more attractive/appealing destination of choice and prosperous town centre environment</li> <li>Enhanced pedestrian flows between car parks, bus routes, train station and high street</li> <li>Re purposing of Memorial park &amp; open spaces, enhancing connectivity and permeability</li> <li>Urban greening – where possible, more street trees or green walls/roofs to soften the harsh urban landscape</li> </ul>	<ul style="list-style-type: none"> <li>Key concepts Masterplan &amp; broad based Public Realm / Urban design study for Kirkham looking at options for enhancement</li> <li>Series of 'community visioning' / Neighbourhood planning workshops / events for the town centre</li> <li>Visioning document, broad overview of overall 5 year plan for the town with graphics outlining potential development options for Kirkham for use in marketing, public exhibitions &amp; consultations <ul style="list-style-type: none"> <li>Plan in colour A1/A2 survey formats and reproductions at appropriate as required.</li> <li>If possible some sort of promo video / 3D renderings/walk-throughs marketing/promotional material</li> </ul> </li> <li>Urban design provides physical setting to enable 'placemaking' activities &amp; vitality</li> </ul>


<p><b>TRANSPORT</b></p> <ul style="list-style-type: none"> <li>• Intrusion of traffic on high street</li> <li>• Pedestrian experience &amp; ambience poor</li> <li>• Poor connectivity &amp; accessibility –around the town centre, Memorial Park and between town centre and train station</li> </ul>	<ul style="list-style-type: none"> <li>• Better pedestrian ambience</li> <li>• Improved / reduced traffic flow</li> <li>• Improved key linkages around town centre</li> <li>• Sustainable transport links, green chains etc.</li> </ul>	<p>Transport &amp; traffic management study looking at:</p> <ul style="list-style-type: none"> <li>• The extent to which the impact of vehicular traffic detracts from pedestrian experience and the appropriate level of ambience for a town of historic character</li> <li>• High level options to reduce traffic flow and improve permeability. Comment on deliverability of these with Highways Authority (Lancashire CC) within a 5 year timeframe</li> <li>• Consider options for Reducing agricultural traffic through town e.g. re-routing traffic via Mowbreck lane bridle path</li> <li>• Assess scope for more minor street enhancement works such as pavement widening, shared spaces, road narrowing etc.</li> <li>• Traffic &amp; pedestrian counts, public attitude surveys to traffic in town</li> <li>• Street Audit / Movement &amp; Access study – Circulation patterns around the town and scope for improvements how people move about the town &amp; identify ways to better integrate the town centre with the train station and peripheral housing estates including St George's</li> <li>• Modal shift &amp; sustainable travel – identify ways to encourage walking / cycling and green routes.</li> <li>• All work to comply with WebTAG Transport Analysis Guidance</li> </ul>
<p><b>HEALTH IMPACT ASSESSMENT</b></p> <ul style="list-style-type: none"> <li>• We want health &amp; well-being to be a central component in the regeneration of Kirkham Town Centre, in line with best practice and policy such as, for example <a href="#">RSPH's Health on the High Street</a>, <a href="#">PHE's Healthy High Streets</a></li> <li>• We need to understand the overall context of health care services in the town in context of planned move of primary care health services (including 2 GPs) to a new purpose built, out of town health centre in Wesham, including potentially pharmacy services and YMCA Gym and swimming pool.</li> <li>• Consider feasibility of some sort of 'well-being centre' possibly in Kirkgate Centre? Feasibility needed.</li> </ul>	<ul style="list-style-type: none"> <li>• Kirkham Town Centre should have 21<sup>st</sup> century health and cultural offer.</li> <li>• Long standing aspiration for some sort of health &amp; well-being &amp; arts /cultural space on the high street for social prescribing activities &amp; other well-being services.</li> </ul>	<ul style="list-style-type: none"> <li>• Health Impact Assessment (HIA) appraising the effect of development on both health and health inequalities in Kirkham</li> <li>• Assess options/feasibility for some sort of community hub / wellness centre e.g. multi-functional space with a focus on arts, health and well-being for social prescribing interventions and other activities.</li> </ul>

### SECTION A3: HOUSING

Issues / Challenges	Outcome / Desired end-state	Outputs/Deliverables
<ul style="list-style-type: none"> <li>Housing densification – need to identify opportunities to deliver more housing in the town centre e.g. Living above the shops and on key development hubs</li> <li>Bringing more housing into town centres fits with government policies. It creates vitality and footfall and mitigates the over-supply of retail by creating active uses for redundant sites</li> </ul>	<ul style="list-style-type: none"> <li>Broadly we need to deliver additional units of housing in the town centre on key development sites and living above the shops</li> </ul>	<ul style="list-style-type: none"> <li>Development and repurposing of key sites e.g. Kirkgate Centre, Eagle's Court, living above the shops etc. for housing. This will require an assessment as to the appropriate form of ownership and / or tenure therefore the consultant will need to liaise with the private sector and registered social landlords to assess the appropriate numbers and forms of housing.</li> <li></li> </ul>

### SECTION A4: KEY DEVELOPMENT HUBS

Issues / Challenges	Outcome / Desired end-state	Outputs/Deliverables
<p><b>Empty / Under-used buildings (TOP PRORITY)</b></p> <ul style="list-style-type: none"> <li>There are at least 8 landmark buildings / sites lying empty/underused creating an atmosphere of dilapidation and undermining the viability of the town as a whole.</li> <li>Private Landlords not investing in their buildings <ul style="list-style-type: none"> <li>✓ Working with, and alongside, building owners to assess the potential and reality of <b>re-purposing buildings</b></li> <li>✓ To <b>assess any viability and or other funding gaps/issues</b> which may preclude the re-purposing/development of the key hub sites</li> <li>✓ Series of <b>costed projects worked up</b></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Maximising the potential for viable and vital uses in the town centre</li> <li>A thriving town centre with no empty / underused spaces</li> <li>A fantastic visitor offer with things to do, places to eat etc.</li> </ul>	<ul style="list-style-type: none"> <li>Identification of <b>key development hubs</b>, which will be a focus for re-proposing, re-design and reuse with viable uses to support the future viability and vitality of Kirkham town centre</li> <li>Options for restoration / re-use of both existing buildings (in use or partial use) &amp; redundant buildings, including key heritage assets e.g. Hillside, empty banks and central underused retail units e.g. Kirkgate Centre. Commercial viability appraisals and re-design options</li> <li>Identification of viable future uses of buildings in agreement with building owners, including upper floors. Comment on: <ul style="list-style-type: none"> <li>○ Market testing/ feasibility of alternative uses – what might work, cost</li> <li>○ Potential Commercial yields e.g. Land value uplift</li> <li>○ Identify obstacles to development e.g. funding gaps FHSF could fill</li> <li>○ Outline economic benefits to town centre</li> <li>○ Ways to incentivise action from landlords and other property interests</li> </ul> </li> <li>Consider options for potential acquisition and re-purposing of key sites</li> </ul>

No.	Site	Overview	Deliverables
1.	<p data-bbox="203 137 376 161"><b>Kirkgate Centre</b></p> 	<p data-bbox="976 137 1451 193"><b>Owners/Agents: Hallmark Property Group, Salford</b></p> <ul data-bbox="976 236 1496 954" style="list-style-type: none"> <li>• Net space: circa. 30,000sq ft. Surface and underground car parking to rear</li> <li>• The most central and arguably most important site on the high street in terms of its size and location.</li> <li>• Property is in danger of going into administration. Number of empty units and future of final tenant (Factory shop) uncertain.</li> <li>• Initial feasibility study already undertaken by agents demonstrated it is physically possible to convert upper ground and 1<sup>st</sup> floor into housing (circa 20 units) and leisure/retail on ground floor – but owners do not consider this financially viable given current situation.</li> <li>• FSHF gap funding to prevent market failure is an option to consider.</li> <li>• Additional potential to create a residential development (c.10-15 units of housing) on surplus car park by extending building to rear and creating street frontage.</li> </ul>	<ul data-bbox="1527 172 2107 890" style="list-style-type: none"> <li>• Examine commercial viability and scope for a major, mixed-use redevelopment which could act as a key anchor development to re-vitalise Kirkham.</li> <li>• Evaluate viability for active ground floor uses and identify most appropriate use. Ideas are: <ul data-bbox="1568 371 2107 890" style="list-style-type: none"> <li>• Cinema?</li> <li>• Mid-range restaurant? e.g. <a href="https://www.comptoirlibanais.com">https://www.comptoirlibanais.com</a> <a href="https://leon.co/restaurants/">https://leon.co/restaurants/</a> <a href="https://www.wahaca.co.uk/">https://www.wahaca.co.uk/</a></li> <li>• Community hub with multi-functional spaces e.g. events/music/arts &amp; crafts, educational courses e.g. <a href="https://www.cheeseandgrain.com/">https://www.cheeseandgrain.com/</a></li> <li>• ‘Well-being centre’ running social prescribing type activities/ interventions e.g. workshops</li> <li>• Gym? / Spinning?</li> <li>• ‘Repair shop’ type place / antiques centre / curiosity shop / flea market? <a href="https://www.bbc.co.uk/programmes/b08l581p">https://www.bbc.co.uk/programmes/b08l581p</a> <a href="https://www.holmesmill.co.uk/">https://www.holmesmill.co.uk/</a></li> </ul> </li> </ul>

2.

## Market Square






## Owners/Agents: Starmount Securities, London



- Market Square is the centre of the medieval old town with its Grade 2 listed fishstones & standard lamp. However it is enclosed on two sides by 1960s shop units which detract massively from the historic character. They are currently all let, though retail offer is limited
- Managing agents state that, as it is, the first floor units are unsuitable for housing as they're too small and have inadequate access




- Examine commercial viability for repurposing of market square and surrounding retail units e.g. conversion & extension of upper floor to housing development. Examine potential for additional storey on top and re-facing the elevations to Market Sq.
- Architectural survey of units and design to enhance historic character
- Consider, in collaboration with any traffic study, to assess potential for creating a shared surface space e.g. see painting of original Market Square in first column
- Consider potential for creating Mediterranean style pavement cafes and veranda, effectively widening paved area and new surface treatments
- A community aspiration is for some sort of 'covered market' i.e. an automated retractable awning which could extend out covering Market Square allowing shopping in bad weather.



3.	<p><b>Eagle's Court</b></p>  	<p><b>Ownership:</b> Several, including Town Council</p> <ul style="list-style-type: none"> <li>This piece of land, under different ownerships is rear of shops on Poulton St and Church St. Currently empty car parking space.</li> </ul>	<ul style="list-style-type: none"> <li>Examine feasibility for housing development site / potential mixed use scheme.</li> <li>Opportunity to enhance setting of conservation area and adjoining parkland through creation of an architecturally attractive urban frontage</li> </ul>
4.	<p><b>Hillside</b></p> 	<p><b>Ownership:</b> Thomas MacDonald, Kirkham &amp; Wesham Holdings LTD</p> <ul style="list-style-type: none"> <li>Vacant for at least 5 years. Grade 2 Listed building at risk.</li> <li>Previous approvals for commercial use and latterly apartment development within existing building and within curtilage of grounds to rear (now lapsed)</li> </ul>	<ul style="list-style-type: none"> <li>Examine viability of site for <ul style="list-style-type: none"> <li>Housing/ leisure?</li> <li>Heritage Skills Centre?</li> <li>Appropriate commercial</li> </ul> </li> </ul>
5.	<p><b>Black Horse Pub</b></p>	<p><b>Owner:</b> TBD</p> <ul style="list-style-type: none"> <li>Very old pub (dates from 14th Century), but has been empty for some time.</li> <li>Includes large rear curtilage</li> </ul>	<ul style="list-style-type: none"> <li>Examine potential of site for development and comment on possible uses E.G. Heritage Skills Centre?</li> </ul>



		<ul style="list-style-type: none"> <li>Pre planning application has been put in for conversion to flats and erection of new dwellings to rear</li> </ul>	
6.	<p><b>former HSBC Bank, 28 Poulton St, Kirkham</b></p> 	<p><b>Owner: Raymond Green</b></p> <ul style="list-style-type: none"> <li>Architecturally attractive corner building, former bank, empty for several years</li> </ul>	<ul style="list-style-type: none"> <li>Re-profiling and re-use to provide active frontage, opening up views to the street.</li> </ul>
7.	<p><b>Former NatWest Bank, 30 Poulton St, Kirkham</b></p>	<p><b>Owner: Thomas MacDonald, Kirkham &amp; Wesham Holdings LTD</b></p> <ul style="list-style-type: none"> <li>Two storey brick fronted former bank with prominent elevations to Poulton St and Birley St. The former use has resulted in a discordant ground floor elevation</li> </ul>	<ul style="list-style-type: none"> <li>Re-use of ground and upper floors. Creating vital ground floor uses potentially using large areas of glass to provide for active street frontage between interior and exterior spaces.</li> </ul>

			
8.	<p><b>Former TSB Bank, 52-64 Poulton St, Kirkham</b></p> 	<p><b>Owner: Thomas MacDonald, Kirkham &amp; Wesham Holdings LTD</b></p> <ul style="list-style-type: none"> <li>Grade 2 Listed former school, built 1760 and latterly TSB bank. Part restoration undertaken including Façade cleaning and internal alterations. Planning Permission in place for sizeable rear extension designed in contemporary fashions to complement existing building.</li> </ul>	<ul style="list-style-type: none"> <li>Work alongside owners to bring about full implementation of the scheme</li> </ul>
9.		<p><b>Owner: Maryland Securities, Manchester</b></p> <ul style="list-style-type: none"> <li>Former picture house.</li> <li>Vacant upper floor units.</li> </ul>	<ul style="list-style-type: none"> <li>Options for upper floor re-use and redevelopment, retaining architectural features</li> </ul>

## A5: TOWN CENTRE HEALTHCHECK

Issues / Challenges	Outcome / Desired end-state	Outputs/Deliverables
<ul style="list-style-type: none"> <li>We know the high street is underperforming, what we don't know is precisely and objectively what the situation is as measured against key performance indicators</li> <li>A 'town centre healthcheck' is needed to objectively evaluate and help stakeholders understand key issues and identify key opportunities going forward.</li> </ul>	<ul style="list-style-type: none"> <li>An objective / accurate commercial analysis of Kirkham Town Centre</li> <li>Benchmarking of the centre against similar sized towns / nearest neighbours</li> </ul>	<ul style="list-style-type: none"> <li>Detailed statistical indicators for <ul style="list-style-type: none"> <li>Footfall</li> <li>Vacancy rates</li> <li>Catchment areas</li> <li>Retail mix &amp; offer</li> <li>Rental data</li> <li>Town centre employment rates</li> <li>Turnover rates</li> <li>Perception surveys</li> <li>Commercial trends &amp; development opportunities</li> <li>Benchmarking against similar areas</li> </ul> </li> </ul>

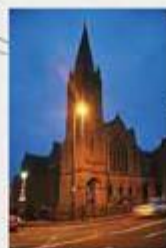
## B1/2: SYNTHESIS of A1-A5 and production of Full Business Case

Issues / Challenges	Outcome / Desired end-state	Outputs/Deliverables
<ul style="list-style-type: none"> <li>All the research and assessment work above (A1 to A5) needs to be pulled together, costed and put into a costed project delivery plan and full Business Case.</li> </ul>	<ul style="list-style-type: none"> <li>Clearly identified projects with way forward and route map</li> <li>Detailed, costed 4 year project delivery plan with graphics</li> </ul>	<ul style="list-style-type: none"> <li>Draft Business Case and Project Plan by March 2020</li> <li>Final project plan and Final FBC by June 2020</li> <li>All work conforms to Assessment Criteria (page 10 FHSF Business Case Guidance) in relation to Value For Money, a BCR of at least 2.0:1, Land Value Uplift, WebTAG Guidance etc.</li> </ul>





Kirkham Grammar School



United Reformed Church  
The Willows Primary School

To M55  
/ Fleetwood



The Last Loom



The Fishstones

To Blackpool



Kirkham Junior School



The Willows Church

- 1 The Fishstones Cenotaph
- 2 Tree for All Seasons
- 3 Memorial Park
- 4 The Market
- 5 Kirkham Grammar School
- 6 United Reformed Church
- 7 The Willows Church
- 8 St Michael's Church
- 9 The Last Loom
- 10 Kirkham Baths



St Michael's Church

Kirkham Prison

Industrial Estate



The Tree for All Seasons



The Memorial Park

To Preston



# Kirkham Town map & guide

