



## West End Masterplan Mid-Term Review – Final Draft Report

Date: May 2009  
Author: Tom Brown, Regeneration Officer  
Checked by: Paul Rogers, Principal Regeneration Officer  
Version: 1.03



# 1. Introduction

## Purpose of this Review

The aim of this review is to provide a renewed focus for regeneration activity in the West End. The Masterplan contained proposals for almost every street and property in the West End, and while this comprehensive approach is useful given the 15 year timeframe envisaged for delivery, it did not provide a clear implementation plan. The Masterplan did identify eight *Phase 1 Projects* that were to be delivered in the first five years and the review aims to take stock of the achievements of the first three years and provide a renewed set of priorities for delivery taking into account current national, regional and local economic regeneration policy.

A key driver for the review is the recent refresh of economic regeneration priorities for the District adopted by the Lancaster District Local Strategic Partnership (LDLSP). The review will concentrate on the proposed physical work elements for each Masterplan area/project and undertake to: show their contribution to the objectives of the LDLSP's new Economic Regeneration Programme; identify which elements are likely to attract external funding support; and identify which proposals can realistically be delivered. This will enable both financial and human resources to be effectively focussed on the deliverable high impact projects that will build upon the positive changes seen in the West End and which will also complement and contribute more directly to the wider regeneration of Morecambe. This course of action was confirmed at by Cabinet at its meeting of October 2008.

## Origins of the Masterplan

In 2004 Lancaster City Council, English Partnerships and the North West Development Agency endorsed an Action Plan for the Regeneration of the coastal town of Morecambe. The plan identified that the housing and social problems, and the associated environment and image issues, particularly in the West End, have a serious effect on the economy and therefore the economic future of the town.

The Masterplan brief recognised that significant change was required to the built environment of the area to maximise its potential and that the development of a spatial strategy would need to consider the strategic objectives identified for the West End in the Morecambe Action Plan:-

- To increase the attractiveness of the West End as an area to live for existing residents and to attract new people to move into the area as long term residents, having a knock-on impact to improve the overall image of the resort.
- To increase the proportion of owner occupiers and reduce the private rented sector as a means of improving stability
- To diversify the types of housing available.
- To increase the amount of useable quality open space.
- To improve the quality of the built environment.
- To assure the sustainability of local shops through consolidation and establishing a niche market identity.

The outline for the development brief for the West End Masterplan plan was to *Identify the role that the West End can play in the local housing market set in the context of the districts economic future and with reference to local housing needs. Develop, consult and finalise proposals for a spatial strategy for the West End.*

## Development of the Masterplan

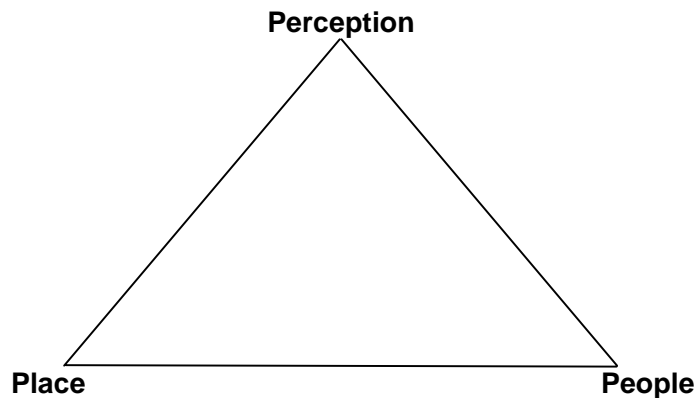
Over the course of 2004 the appointed consultants, Building Design Partnership, Jones Lang LaSalle and Gleeds, worked with the strategic partners English Partnerships, Northwest Development Agency and Lancaster City Council and the local community stakeholders to develop the West End Masterplan. The *Masterplan and Delivery Strategy* was developed through the following documents;

- **Baseline Sustainability Report** – dated July 2004
- **Draft Options Report** – dated July 2004
- **Case Study Research** – presented at 2<sup>nd</sup> August Steering Group
- **Final Report** – adopted as a Supplementary Planning Document on 22 February 2005

The development process that resulted in the Masterplan final report was widely consulted. The final report has a considerable amount of endorsement from the local community, the Council and its strategic partners.

## Masterplan Vision and Aims

The overarching and fundamental component of the vision for the West End is **to create an exceptionally good place to live, work and play**. During the Enquiry by Design event in June 2004, there was strong support for the creation of an attractive residential area with a significant appeal to families. The vision for the West End is based on a 3 cornered set of principles:



The '3 P's' were intended to convey guiding principles and the approach that should be taken to deliver a new Morecambe West End. The strategic objectives identified in the matrix below were the basis for identifying and justifying the key projects. The matrix was used to justify the Phase 1 projects and were intended to be used to assist in the identification, evaluation and justification of future projects in the West End i.e. Phase 2 and beyond.

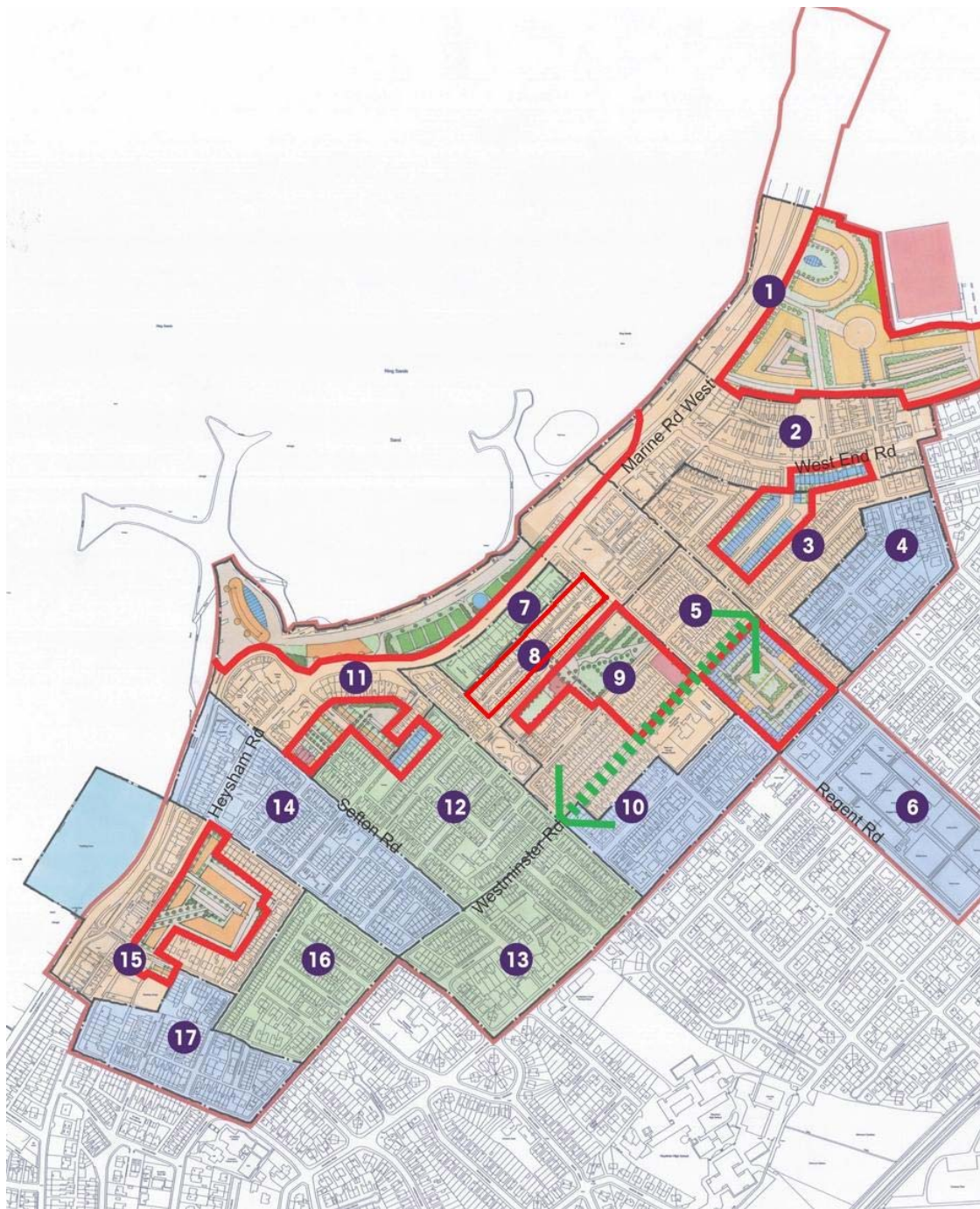
1. Perception	2. Place	3. People
1a. The redefined vision for the West End encompassing high quality living, working and incidental leisure / tourism offers	2a. A place where people want to live as homeowners for the long term	3a. Improvement in local school provision, building on the County Council's education strategy and taking forward proposals for enhanced local school opportunities, including preschool provision
1b. A broad range of housing aimed at a number of areas of need as identified in the Couttie report	2b. A place where unfit homes are replaced by high quality housing at a range of affordability levels	3b. Weaving into the strategy a 'healthy living ideal ' which takes the best features of Morecambe's reputation for healthy living
1c. A high quality retail offer, based upon a blend of local and specialist shopping activity	2c. A place where people want to educate their children in high quality pre – school and primary schools	3c. Plans to change the housing market, by changing tenure mix and taking out of the supply chain HMOs and absentee landlord properties
1d. A home for higher education, based upon the possible establishment a campus for St Martins College	2d. A place where people want to shop for local services and goods as well as for their discretionary and specialist requirements	3d. The delivery of affordable homes identified as a core requirement in the district housing strategy - this should principally be delivered through new home ownership options.
1e. A high quality food / drink offer based upon a number of new outlets in the West End	2e. A place where people want to eat, socialise and mix in a friendly an beautiful environment	3e. By creation of new employment opportunities, based around a number of economic initiatives particularly in the fields of arts, digital technologies, retail and leisure
1f. A redefined accommodation strategy based upon higher quality self-catering and boutique hotels, continuing the envisaged success that the Midland Hotel project will instigate	2f. A place where people want to enjoy views, vistas and open spaces populated by sculpture, public art and high quality street furniture	3f. Higher education, the delivery of a higher education campus if possible and all that it brings with it will have a terrific positive impact on the West End
	2g. A place that mixes soft and hard landscape in a clever and complementary manner drawing out the best aspects of the sustainable urban neighbourhood	3g. Sustainable Living Principles that will be woven into the plan
	2h. A place that is truly sustainable in all aspects of a living community.	

## Prioritisation of Project Activity

The West End Masterplan is based on a market assessment of the strengths and weaknesses of the area, as well as the opportunities and threats. In order to address the range of issues facing the area in a comprehensive manner, the West End was sub-divided into a series of zones of intervention. All Masterplan areas were scored against the matrix of strategic objectives and this led to the identification of clear priorities. The redevelopment of the key sites aimed to have a catalytic effect, ensuring the wider regeneration of the West End. The key or phase 1 project sites included:

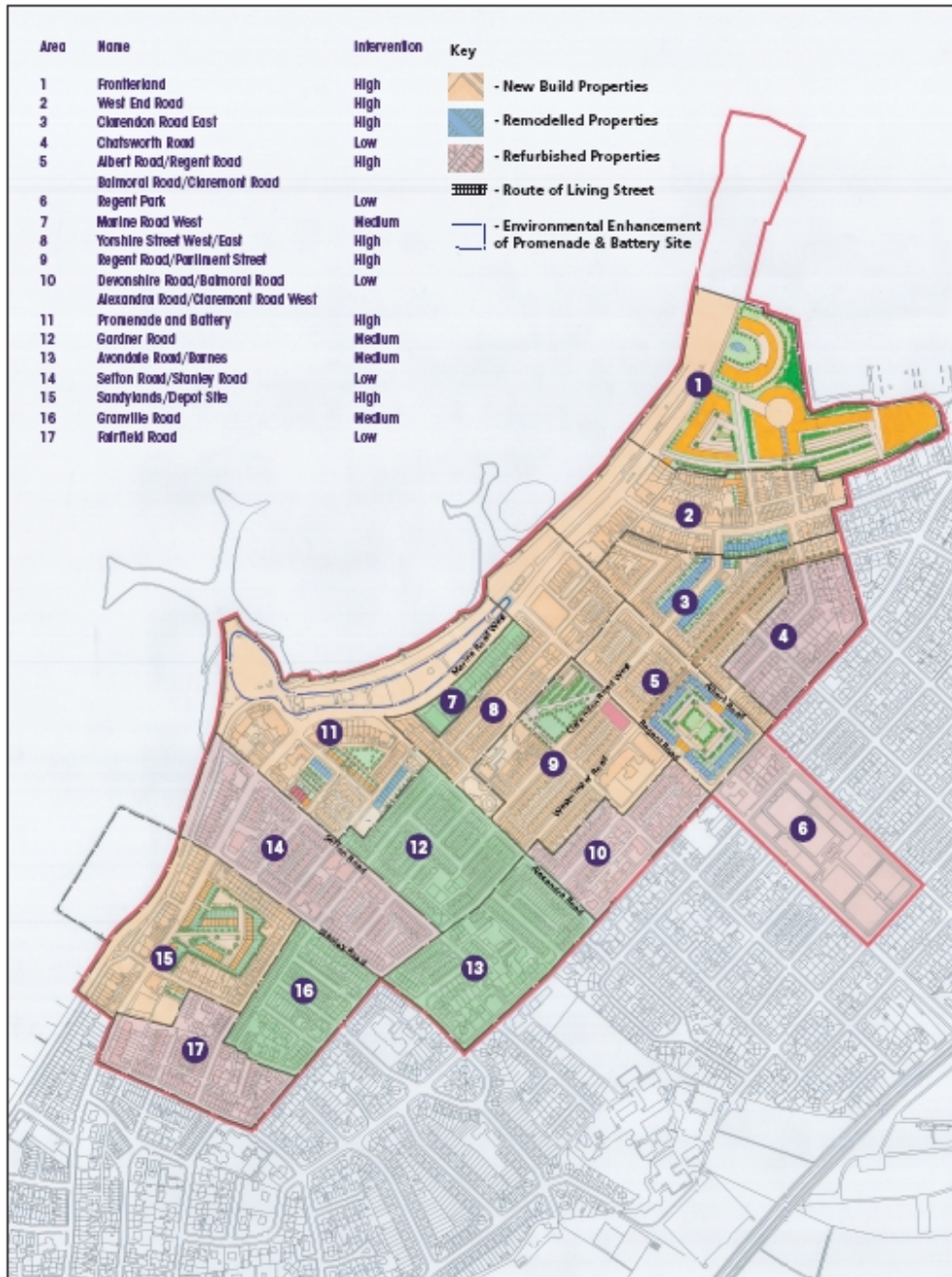
- Frontierland Re-development (1)
- West End Road Re-modelling (2)
- Clarendon Road Re-modelling (3)
- Housing Exemplar (5)
- Yorkshire Street Environmental Improvements (8)
- Central Park (9)
- Battery / Bold Street / Marine Road West / West End Gardens (11)
- Bus and Illuminations Depots (15)

The plan below shows the 8 Key or Phase 1 projects, highlighted in red, to be delivered in the first 5 years. The specific proposals identified as the Phase 1 projects were subject to consultation and supported by the West End Partnership and the City Council.



The illustration below shows the overall objective was to retain the overall layout of the West End and enhance the area through:

- The remodelling of selective properties,
- The demolition and new-build of selected houses,
- The redevelopment of key development sites,
- The creation of new public open spaces, and
- The remodelling / resurfacing of selective streets.



## Public Realm Strategy

In addition to the specific project proposals and prioritisation of Masterplan areas a strategy describing the overall vision for the West End in terms of image and environment was developed. The Public Realm Strategy stated: *The design philosophy aims to capture the essence of the West End, which is characterised by a formal grid-iron street pattern. The strategy aims to:*

- *Clearly define the heart of the West End, providing a core area that clearly integrates with the coast (via harnessing vistas and strong visual axes to the coastline)*
- *Provide improved connections to Morecambe Town Centre by concentrating on important east-west routes such as the Promenade and the Living Street concept set back within the heart of the West End but running parallel to the promenade.*
- *Generate a greater sense of arrival into the West End and providing an attractive front door through the creation of an attractive coastal promenade.*
- *Act as a catalyst for linking all the various elements of the public realm.*
- *Provide Access for All*
- *Establish a street hierarchy which distinguishes between primary, secondary, tertiary and local residential streets and also highlights the proposed location of a 'living street' and streets associated with the commercial core of the West End*

In addition to the street hierarchy all streets were prioritised for intervention in much the same way as the Masterplan areas. The plan below shows the public realm strategy for the West End.

### PUBLIC REALM & MOVEMENT STRATEGY

MR09007 (-0) L200

Morecambe West End

1. PROMENADE
2. REGENT PARK
3. PADDLING POOL
4. OPTION 1 - NEW SCHOOL & PUBLIC SPACE  
OPTION 2 - COMMUNITY PARK
5. FRONTIERLAND SITE
6. NEIGHBOURHOOD PLAY AREA



KEY

- STUDY BOUNDARY
- PRIMARY ROUTES
- LIVING STREET
- SECONDARY STREETS
- COMMERCIAL CORE
- TERTIARY STREETS
- LOCAL RESIDENTIAL STREETS
- CYCLE ROUTES
- BUS ROUTES
- OPEN SPACE

public realm strategy plan  
1:10,000

BDP



## 2. Masterplan Achievements and Progress

Following the adoption of the Masterplan by Cabinet in February 2005 a delivery team was appointed to begin implementing the phase 1 projects that aimed to be completed in 5 years. Listed below is a brief summary of the achievements of the first three years of the Masterplan against the principal aims, the phase 1 projects and the public realm strategy.

- **Frontierland Re-development** – Rear third of the site has been re-developed successfully and negotiations with City Council planners for the remainder of the site are ongoing.
- **West End Road Re-modelling** – 10 of the 15 target properties have been remodelled successfully improving both the quality of the Conservation Area and the tenure profile.
- **Clarendon Road Re-modelling** – 26 of the 38 target properties have been remodelled successfully improving both the quality of the Conservation Area and the tenure profile.



*Fflat conversions on West End Road and remodelled family homes on Clarendon Road East*

- **Housing Exemplar** – 50 of 73 target properties have been acquired and outline planning permission for 100 units of high quality family homes has been granted.
- **Yorkshire Street Environmental Improvements** – streetscene improvements have been implemented enhancing the quality of the public realm and reducing shop voids.



*Completed Yorkshire Street public realm works*

- **Central Park** – a detailed feasibility study has been completed but this highlighted poor value for money due to high cost with low economic outputs. Following rejection of a funding application by the NWDA this has been removed as a Masterplan proposal.
- **Battery / Bold Street / Marine Road West / West End Gardens** – The regeneration of West End Gardens has been a great success and the café nominated for a regional award by the RIBA. A new build housing scheme for Marlborough Road will remove a large number of HMOs and offer shared ownership housing. A frontage improvement scheme for the odd numbered side of Bold Street is also underway.



*The improved West End Gardens.*



*New Café at West End Gardens*

- **Bus and Illuminations Depots** – A private developer obtained planning consent to build 83 houses and flats and has completed half of the development.
- **Clearly define the heart of the West End** – Improvements to Yorkshire Street are a successful first phase of supporting the West End's Commercial Core.
- **Improved connections to Morecambe Town Centre; Promenade and the Living Street** – Limited progress has been made on this aim although the West End Gardens/Café improvement creates greater interest drawing people from the Midland Hotel to the Battery.
- **Gateway project to generate a greater sense of arrival** – The improvements to West End Gardens has had a positive impact on both the Promenade and Regent Road but further work to enhance these routes is required.
- **Act as a catalyst for linking all the various elements of the public realm** – Some improvements have been made but the large geographic area and limited resources available prevent this from being a realistically attainable aim.
- **Establish a street hierarchy** – Again this is not a realistically attainable aim given the limited resources available.
- **Provide Access for All** – All the public realm improvements made so far have met this aim being designed to current access requirements

### **3. Key Current Policy Framework /Funding Considerations**

Clearly there are a number of policy documents produced by a range of agencies and statutory bodies which may impact on the support or delivery of a particular proposal. However, of critical concern at a District strategic level are any proposal's 'fit' with the following:

#### **The LDLSP's Economic Programme**

Emerging policy has been given impetus by the Government's Sub National Review of Economic Development and Regeneration (SNR) and its emphasis on the role of Local Authorities. The potential for direct delegations of economic development/regeneration funding to Local Authorities at a level where a natural economic geography exists and where there is proven capacity to manage and deliver thus allowing for far more local influence over funding priorities now exists. The context of the new Lancaster District Local Strategic Partnership (LDLSP) and the role of the economy as a theme in the developing Sustainable Community Strategy are therefore important.

The Lancaster District Economic Vision was widely consulted upon and adopted by Council as its Regeneration Strategy in 2006. More recently, the Economic Vision has been refreshed following a joint Council/ Vision Board event in May and as part of the LDLSP Action Planning process.

As part of the SNR, the government has produced a further White Paper. Transforming Places – Changing Lives. This proposes an approach that coordinates and prioritises regeneration investment in the right places, devolves investment decisions to the most local level possible, aligns investment behind local and regional priorities and focuses in tackling underlying economic problems, particularly in deprived areas.

The government makes the point that regeneration, a sub set of economic development, is about tackling barriers to economic growth, which should deliver economic inclusion, contributing to the growth of the overall economy. In the future, government funds for regeneration will come from two primary sources; the Regional Development Agencies, which have had responsibility for economic development and regeneration for some years, and the new Homes and Communities Agency, which brings together English Partnerships and the Housing Corporation to improve the effectiveness of housing regeneration.

The LDLSP has made further progress by establishing various Thematic Groups and developing initial Action Plans to highlight high level objectives for the District. The Council has been closely involved in a number of Thematic Groups, providing both elected member representation and officer support. The Economy Thematic Group is particularly relevant in respect of any economic development/regeneration priorities and this group has considered in detail the existing Economic Vision and information arising from its 'refresh' in 2008.

An initial draft "Economic Programme" has been produced, which incorporates all of the key actions required to deliver the economic objectives that have been identified by both the LDLSP Economy Thematic Group partners. The Programme is ambitious and represents some high aspirations across the District, which will rely heavily on external funding and, in some cases, on private sector investment. Whilst there are no guarantees that these will be available, the Action

Plan provides a strong framework that takes account of funders' present requirements. The approach centres around five strategic Area Themes. These are;

- Maximise employment and economic activity in the KNOWLEDGE ECONOMY
- Develop a HEYSHAM TO M6 EMPLOYMENT CORRIDOR where accessible economic opportunities will bring our communities together
- Regenerating and REINVENTING MORECAMBE as an attractive choice to live, work and visit
- Place shape LANCASTER CITY and RIVER SIDE as a regionally significant visitor and shopping destination and a competitive employment destination with an outstanding waterfront
- Develop CARNFORTH as a NORTHERN GATEWAY to increase economic activity in rural areas and facilitate access to the natural

To attract external funding to deliver the District's economic aspirations, particularly as delegated funds, it is critical that a clear and organised strategy is agreed and management and delivery arrangements are understood. The emerging Economic Programme provides the broad framework for this but further work is needed to develop the investment rationale, including testing of achievability and 'value for money' of any planned outcomes, identifying benchmarks and comparators and monitoring and evaluation planning. To achieve this, a formal Investment Strategy, centred around the five economic themes, will be required as well as a clear Performance Plan linked to the LDLSP Economy Action Plan, to provide the basis for a programme of delivery.

Clearly the remaining aspirations of the West End Masterplan have to be tested to see whether they are of a high enough priority and impact to be part of this emerging programme with deliverability – in the sense the ability of projects/proposals to be funded and their actual implementation – being an important consideration.

While the focus of this review work is Economic Regeneration the Masterplan review will also suggest where, if appropriate, particular proposals may find support within the other six Thematic Groups, and their associated priorities as articulated in the recently approved Sustainable Community Strategy 2008-11, in the key priority areas of:

- Children & Young People
- Education, Skills & Opportunities
- Environment
- Health & Wellbeing
- Safety
- Valuing People

## **Local Development Framework**

Under the terms of the Planning and Compulsory Purchase Act 2004, the Council is required to prepare and keep up to date various spatial planning documents which together form the "Local Development Framework" (LDF). These documents include the recently adopted Core Strategy, other development plan documents such as the Land Allocations Document, Area Action Plans and Supplementary Planning Documents.

The LDF complements the Economic Programme themes and will provide a critical tool in achieving 'step-change' regeneration. The recently adopted Core Strategy identifies Central Morecambe as a Regeneration Priority Area of sub-regional importance. Policy ER2 states that: *"Through tourism, housing renewal and heritage led regeneration, central Morecambe will be reinvented as a visitor destination drawing on its natural and built heritage, and as an office and service centre with restored historic townscape and a revived housing market"*.

The Council is taking steps to build upon Morecambe's current positive image provided by the opening of the Midland Hotel and promote further and more extensive regeneration in central Morecambe. A first and key stage in the process will be the production of an Area Action Plan. This would underpin and complement other initiatives in the area and provide a detailed spatial planning framework for the area.

The Plan would build upon recent initiatives, particularly those in Poulton and the West End, and set out specific measures for promoting sustainable development that would help bring these communities together. Critically, the Plan would be a major tool in assisting bids for external funding and in maximising the benefits to the local community from development proposals. It would provide certainty to those wishing to invest in central Morecambe and promote confidence in the area.

It is currently envisaged that the plan would broadly cover the central area from the former Frontierland Site through to Queen Street and inland as far as the Euston Road / Central Drive junction). It is therefore clearly prudent to set West End Masterplan priorities in the context of the Core Strategy and emerging Action Plan framework to exploit any synergy and enhance physical and economic linkages.

## **Lancaster City Council Corporate Plan**

The Council's Corporate Plan sets out the strategic objectives and priorities and officer involvement and any future resources applied to proposals and projects must be consistent with these corporate objectives.

The Corporate Plan together with the Annual Report (which includes detailed performance tables relating to all statutory BVPIs and local performance indicators) forms the Council's Best Value Performance Plan. Lancaster City Council's Vision for 2009-2011 is listed below.

***"By promoting city, coast and countryside, we will secure a safe and prosperous community that's proud of its natural and cultural assets and provides lasting opportunities for all."***

In Morecambe this means a seaside town recognised as vital and vibrant in an exceptional natural setting with a sustainable economy and a stable resident community. The issues we have prioritised (our medium term objectives) are set out below:

- Ensure cost effective services that give good value for money
- Provide customer focused, accessible services
- Make our district a cleaner and healthier place
- Contribute to a safer society
- Lead the regeneration of our District
- Support sustainable communities and action on climate change

- Give local communities more influence and involvement in the way their services are delivered and decisions that affect them are made

## **Housing Capital Programme**

The Housing Capital Programme has focused upon Morecambe and the West End delivering a series of transformational projects remodeling some of the largest HMOs on West End Road and Clarendon Road East. The programme for 2008-09 focussed upon:

- Develop Shared Ownership Scheme (lateral conversions West End Road).
- Demolish and re-develop HMOs and commercial property on Marlborough Road to create family sized homes and flats for shared ownership.
- External works to Clarendon Road.
- Group Repair Schemes on Bold Street (odd numbers).
- Creation of landscaped schemes on acquired sites.
- Gateway improvements to Heysham Road.

The detail of the programme beyond 2008-09 has not yet been decided. Although Cabinet agreed on 8<sup>th</sup> July how the funding would be allocated for the period 2008-11 between Disabled Facilities Grant and Housing Regeneration. Cabinet agreed that 75% of the regeneration funding be allocated to the West End. The West End's Project Liaison Group discussed the future direction of the Programme in the area agreeing the projects put forward to Cabinet and a broad direction for the programme. Due to the expensive unit cost of re-development and re-modelling of HMOs, a revised approach would be needed to implement the aims of the Masterplan. This would involve:

- Identify high risk properties (large properties currently HMOs) and re-model
- "Lighter Touch" intervention to blocks of smaller properties by carrying out improvements to make the external features match those on Clarendon Road and remove HMOs
- Reduce oversupply of retail units and focus retail onto Yorkshire Street and Regent Road with Claremont Road as commercial area.
- "Homezone" type work on the highway and external areas

Re-modelling of properties would lead to a high unit cost but the low cost of "lighter touch" interventions would reduce the average unit cost for the area. Future project activity would focus on Phase 1 High Priority Masterplan Areas including;

- Completion of existing 2008-09 project commitments
- The re-development of the even numbered side of Bold Street
- Westminster Road facelift scheme to improve through route opposite Exemplar
- Contribute towards "Homezone" style streetscene improvements
- Replace light industrial units at Grafton Place with family homes

As with previous projects the Housing Capital Programme funding is often used to gap fund projects to ensure the appropriate quality is attained.

## 4. Recommendations and Implementation Plan

The review assessed each of the proposed physical work elements contribution against the objectives of the LDLSP's Economic Programme, the likelihood of attracting external funding support and whether they can realistically be delivered.

The review also aimed to identify, match and prioritise for each Masterplan area and project taking account of the current policy framework and funders' priorities. Following the initial assessment the Masterplan the proposals were ranked against the assessment criteria and split into High, Medium and Low ranking groups. The detailed assessment of each proposal area is contained in Appendix 2.

An independent scrutiny panel was convened by the Council's Programme Secretariat consisting of officers from the City Council experienced in aspects of: risk management; finance and funding; planning and policy; programme development and performance. The purpose of the appraisal process was to subject the proposals identified and prioritised in a Draft Mid-term Review document to an independent and objective challenge, assessing project viability in terms of:-

- Fit to strategic aims and policy
- Deliverability
- Availability of funding
- Risk
- Value for Money

The overall strategic aims of the current Master Plan were endorsed by the Panel as relevant and appropriate. Concentrating future regeneration activity upon a focussed and prioritised list of projects making the best use of limited resources is supported as an appropriate way forward in the current financial climate. The majority of the recommendations of the Mid-term review document were strongly endorsed.

Following panel appraisal the findings were collated and presented to the West End Partnership for feedback and comment in a Revised Draft Mid-term Review document. The Partnership agreed with much of the Mid-term review but raised a number of objections and queries.

Following appraisal a revised Draft Mid-Term Review report was presented to the West End Partnership (WEP) for feedback and comment. The partnership agreed with much of the Mid-term review but raised the following issues:

- *Bold Street proposal 'medium' should be changed to 'high' priority:* Bold Street exhibited the poorest property condition and officers originally considered it high priority. However due to a transcription error the information provided to the WEP was not updated. This error has been corrected and Bold Street is listed as a high priority project.
- *The Central Park proposal be reintroduced:* Cabinet resolved to remove Central Park from the Masterplan (minute reference 65) in October 2008 and nothing has changed to alter officers' views that the proposal is not feasible.
- *The low and medium priority classification assigned to West End Road and Clarendon Road East remodelling respectively:* The previous 'remodelling' strategy used was no longer economically viable and the officer recommendation is to review alternate delivery models to see if the Masterplan aims of reducing low quality private rented properties, particularly HMOs, and the provision of more family homes for owner occupiers can be achieved for these properties.



Following appraisal and consultation the following portfolio of proposals have been prioritised by the City Council as high, medium, low or lowest priority ranking as follows:

**High Ranking Projects / Areas** fall into the highest ranked grouping offer the greatest regeneration impact, the best policy fit, have the greatest chance of securing funding, provide good value for money and deliver the greatest additionality. The following projects have been ranked into this category:

- Co-Op Building
- Commercial Core
- Regent Road
- Exemplar
- Bold Street and West End Gardens
- Marine Road West (public realm)

**Medium Ranking Projects / Areas** meet most of the assessment criteria and are still viable projects but of a slightly lower priority or for implementation in the medium to long term. The following projects have been ranked into this category:

- Clarendon Road Living Street
- Frontierland
- Heysham Road Gateway
- Bus / Illuminations Depot
- Regent Park
- Clarendon Road East
- West End Road
- Marine Road West (housing)
- Avondale / Barnes Road (workshops)

**Low Ranking Masterplan Projects / Areas** offer limited policy fit and should either be deferred to the medium to long term or no longer pursued as viable masterplan proposals. The following projects have been ranked into this category:

- Yorkshire Street Shopfronts
- Secondary Routes (high intervention)
- Granville Road
- Tertiary Street (high intervention)
- Local Residential Streets (high intervention)

**Lowest Ranking Masterplan Projects / Areas** offer poor policy fit and should no longer pursued as viable masterplan proposals. The following projects have been ranked into this category:

- Chatsworth Road
- Secondary Routes (low /med)
- Gardner Road
- Sefton / Stanley Road
- Central Park
- Fairfield Road
- Devonshire Balmoral Alexandra Claremont
- Tertiary Streets (low /med)
- Local Residential Streets (low /med)

Appendix 1 details the final recommendation listed against each Masterplan area following consultation and forms an outline implementation plan noting the officer responsible for taking matters forward. ***(Note: Members must approve the Recommendations and Implementation Plan this will be included in a Final Mid-Term Review document, and circulated as a record of the achievements and a formal statement of working priorities moving forward).***

## **Appendix 1 - Recommendations and Implementation Plan**

To be included following approval by Cabinet at its meeting of 2<sup>nd</sup> June 2008

## Appendix 2

### Masterplan Areas and Project/Proposal Scores

#### Frontierland – Area 1 – PHASE 1 PROJECT

The former Frontierland site represents a major development opportunity and is an area of high level intervention. The masterplan puts forward a conceptual layout to demonstrate how a mixed-use scheme could be developed with;

- High quality residential development along Marine Road West taking advantage of the views over Morecambe Bay;
- Cedar Street and Grove Street are extended into the Frontierland site to provide important linkages through the area and to ensure new properties are suitably linked into the wider urban fabric of the West End;
- The treatment of the public realm should be of a high quality to reflect the importance of this area as a gateway location.
- Future development will be brought forward by the private sector and the Council will seek the highest possible standard of development that incorporates 'sustainability' features.

#### Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	None
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	Outline planning permission for a mixed use development
<b>Pre-commencement / feasibility work</b>	
<b>Achievements to date</b>	The rear third of the site has been brought forward by a private developer with 3 retail units occupied by Homebase, JJB Sports and Next and has had a positive impact.
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

#### Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>Economic Programme objective: <i>Regenerating and Reinventing Morecambe as an attractive choice to live, work and visit by re-inventing how Morecambe looks and feels.</i></p> <p>Council priority: <i>Lead the regeneration of our District.</i></p> <p>LDF Core Strategy: <i>Policy SC1 – Sustainable Development – Accommodate new development on previously used land in sustainable locations;</i></p> <p><i>Policy SC4 – Deliver new homes and affordable homes to meet regional targets</i></p> <p><i>Policy ER2 – Re-invent Morecambe...an office and service centre with a revived housing market</i></p> <p><b>Policy Fit - Good</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project has good fit with LSP Environment Priority 2 <i>Protect and improve air, water and land quality and use resources sustainably with due regard to the interests of the wider community and the environment.</i></p>

#### Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	Private developer led
<b>Realistic match funding sources</b>	Private developer led

<b>Likelihood of securing key/major “Economic Programme” resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

### Value for Money / Additional Benefit Check

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>				
<b>Economic Impact of preferred option</b>	High		Med	✓	Low
<b>Key Project Benefit (output / outcome)</b>	Enhanced residential environment will improve the West End as a place to live and work and improved linkages between West End and Central Morecambe				
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Medium	Low	Low	Medium	Medium	Medium
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> Yes a high quality mixed use development would initially provide local construction jobs and in the long term a limited number of retail and catering jobs.					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) Yes</b>					

### Risks

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Strategic Seafront Site developed	Fall in house prices and lending restrictions	Dependence on developer and housing market	Lapse of outline planning permission
Hold/refer as opportunity/plan review	Wait for housing market to pick back up	Momentum of positive regen impact lost	Vacant site continue to have adverse effect	Uncertainty of housing market
End involvement	None	Optimum benefits for Morecambe not obtained	Missed opportunity	-

### Strategic Recommendation and Actions

<p>Frontierland (Area 1) represents the largest site for redevelopment in the West End and is located on the seafront close to the recently re-opened Midland Hotel and is a high priority and Phase 1 project. This private development site offers good policy fit and should remain a priority to bring forward a suitable high quality mixed use development that provides the added benefit of improved permeability.</p> <p>➤ Maintain current stance on the need for a high quality development that provides the added benefits of improved permeability through to Central Drive through development control process.</p>
--

## West End Road Re-modelling – Area 2 – PHASE 1 PROJECT

West End Road represents an area of high level intervention. The aim is to;

- Retain good quality hotel and guest house accommodation
- Converting HMOs and low quality guesthouses into high quality, large flats
- Redevelopment of the depot site on Grove Street to create new housing to reinforce the connections to the Frontierland site and thence to the town centre

### Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	Homes and Communities Agency
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	Not for future phases
<b>Pre-commencement / feasibility work</b>	Many properties have been successfully converted but there are still a number of target properties to be acquired and remodelled.
<b>Achievements to date</b>	Ten of the fifteen target properties on West End Road have been re-modelled into lateral conversions providing high quality flats for shared ownership with Adactus Housing Association. Of the 5 properties that remain 3 have or are in the process of being substantially improved by private landlords and 1 further property for remodelling is due to be completed in June 2009. In addition to successfully changing place and perception this intervention has removed of over 60 units of poor quality private rented accommodation has had a positive impact on. Reduction in the level of private rented flats.
<b>Contract commenced</b>	2005
<b>Contract completion</b>	Ongoing
<b>End date of project</b>	When properties are finally sold

### Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>Economic Programme objective: <i>Regenerating and Reinventing Morecambe as an attractive choice to live, work and visit by re-inventing how Morecambe looks and feels. Transforming the best of Morecambe's built heritage.</i></p> <p>Council priority - <i>Support sustainable communities – Increase the provision of affordable housing.</i></p> <p>LDF Core Strategy: <i>Policy SC1 – Sustainable Development – Accommodate new development on previously used land in sustainable locations;</i></p> <p><i>Policy SC4 – Deliver new homes and affordable homes to meet regional targets</i></p> <p><i>Policy ER2 – Re-invent Morecambe ... an office and service centre with a revived housing market</i></p> <p><i>Policy E1 – Conserve Built Heritage (West End Conservation Area)</i></p> <p><i>Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place;</i></p> <p><b>Policy Fit – Very Good</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project has good fit with LSP Health <b>Priority 4: Increase the proportion of people who have a decent, affordable, warm, safe home. To balance the housing market to meet customer needs focusing on the supply of good quality affordable housing and improving the condition of accommodation across the district.</b></p>

### Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£			
<b>Realistic match funding sources</b>	Housing Capital Programme and Homes and Communities Agency			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	

<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>					
<b>Economic Impact of preferred option</b>	High		Med		Low	✓
<b>Key Project Benefit (output / outcome)</b>	Enhanced residential environment will improve the West End as a place to live and work and improved linkages between West End and Central Morecambe					
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)						
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>	
Low	Low	Low	Medium	Medium	Medium	
<b>Does the project therefore represent value for money in terms of Economic Vision priorities? Yes</b> this project offers medium value for money						
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) Yes</b>						

**Risks**

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Completion of all target properties will maximise impact	High unit cost if current delivery method	Uncertainty of housing market and high costs	
Hold/refer as opportunity/plan review	Develop an alternate delivery method	Need to maintain momentum and impact	Uncertainty of housing market	
End involvement	Cost	Impact of scheme reduced	Missed opportunity	

**Strategic Recommendation and Actions**

<p>West End Road (Area 2) is a medium priority intervention area and a Phase 1 project area that has benefitted from substantial investment and positive change. The high unit cost of re-modelling properties prevents further works of this nature and a new approach for these properties is required to achieve the aims of the Masterplan for this area.</p> <ul style="list-style-type: none"> <li>➤ Assess value of alternative ways of achieving the successful completion of the Masterplan’s aims for West End Road through the Housing Capital Programme.</li> </ul>
---

## Clarendon Road Re-modelling – Area 3 – PHASE 1 PROJECT

Clarendon Road East is a zone where high level intervention in order to tackle a concentration of poor quality HMOs is proposed. The primary aim is to;

- Create housing stock suitable for family and owner occupier accommodation
- Properties along Clarendon Road East will be remodelled as indicated by the masterplan

### Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	Homes and Communities Agency
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	Not for future phases
<b>Pre-commencement / feasibility work</b>	Many properties have been successfully converted but there are still a number of target properties to be acquired and remodelled.
<b>Achievements to date</b>	Twenty-six of the thirty-eight target properties on Clarendon Road East have been remodelled from HMOs and guesthouses into family homes for shared ownership with Adactus Housing Association. Ten properties have not been acquired for re-modelling. Two properties beyond repair have been demolished along with inappropriate light industrial units clearing a back-land site that will provide amenity space and parking for neighbouring properties. Successfully changing place and perception. Removal of over 136 units of poor quality private rented HMO units
<b>Contract commenced</b>	2005
<b>Contract completion</b>	Ongoing
<b>End date of project</b>	When properties are finally sold

### Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>Economic Programme objective: <i>Regenerating and Reinventing Morecambe as an attractive choice to live, work and visit by re-inventing how Morecambe looks and feels. Transforming the best of Morecambe's built heritage.</i></p> <p>Council priority - <i>Support sustainable communities – Increase the provision of affordable housing.</i></p> <p>LDF Core Strategy: <i>Policy SC1 – Sustainable Development – Accommodate new development on previously used land in sustainable locations;</i></p> <p><i>Policy SC4 – Deliver new homes and affordable homes to meet regional targets</i></p> <p><i>Policy ER2 – Re-invent Morecambe ... an office and service centre with a revived housing market</i></p> <p><i>Policy E1 – Conserve Built Heritage (West End Conservation Area)</i></p> <p><i>Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place;</i></p> <p><b>Policy Fit – Very Good</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project has good fit with LSP Health <b>Priority 4: Increase the proportion of people who have a decent, affordable, warm, safe home. To balance the housing market to meet customer needs focusing on the supply of good quality affordable housing and improving the condition of accommodation across the district.</b></p>

### Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£			
<b>Realistic match funding sources</b>	Housing Capital Programme and Homes and Communities Agency			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium	✓	Medium term	✓

	Low		Long term	
If funded project delivery is:	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

### Value for Money / Additional Benefit Check

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>				
<b>Economic Impact of preferred option</b>	High		Med		Low ✓
<b>Key Project Benefit (output / outcome)</b>	Enhanced residential environment will improve the West End as a place to live and work and improved linkages between West End and Central Morecambe				
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Medium	Medium	Medium
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> Yes					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) Yes</b>					

### Risks

Coarse risk profile:	Advantage	Disadvantage	Risk	Mitigation
Deliver	Completion of all target properties will maximise impact	High cost and unsold completed properties	Uncertainty of housing market and growing gap to fund	HMO tenure problems will continue
Hold/refer as opportunity/plan review	Wait for housing market to pick back up	Need to maintain momentum and impact	Market uncertainty	Increased market confidence
End involvement	Focus resources on other areas	Impact of existing scheme reduced	Missed opportunity	

### Strategic Recommendation and Actions

<p>Clarendon Road East (Area 3) is a medium priority intervention area and a Phase 1 project area that has benefitted from substantial investment and positive change. The high unit cost of re-modelling properties prevents further works of this nature and a new approach for these properties is required to achieve the aims of the Masterplan for this area. Area 3 also presents opportunities for the Housing Capital Programme to support the Exemplar by funding facelift improvements to Westminster Road properties. The benefits of this need to be assessed before resources are committed.</p> <ul style="list-style-type: none"> <li>➤ Assess value of alternative ways of achieving the successful completion of the Masterplan's aims for Clarendon Road East through the Housing Capital Programme.</li> <li>➤ Add Westminster Road facelift scheme as a potential project for Housing Capital Programme</li> </ul>
---



## Chatsworth Road (East) – Area 4

This area, focused around Chatsworth Road, is a zone of low level intervention. Properties in the Chatsworth Road area are generally in good condition and the area does not display any obvious problems. Opportunities might come forward to assist home owners that wish to refurbish properties in need of improvement. However, no specific proposals are planned in the short term and this would not be in the form of grants but through low cost finance initiatives.

### Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	None
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	None
<b>Achievements to date</b>	There has been no public funded physical regeneration in this area.
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

### Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Vision, Local Development Framework Core Strategy and/or the Council's priorities?</b>                  This Masterplan project area does not fit with the Economic Programme or Council Priorities.                  LDF Core Strategy  <i>Policy SC4 – Deliver new homes and affordable homes to meet regional targets</i>  <i>Policy ER2 – Re-invent Morecambe as... an office and service centre with a revived housing market</i>  <b>Policy fit - Poor</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b>                  This project does not provide good fit with LSP policy.</p>

### Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£400k			
<b>Realistic match funding sources</b>	Lancashire County Council			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

### Value for Money / Additional Benefit Check

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>					
<b>Economic Impact of preferred option</b>	High		Med		Low	✓
<b>Key Project Benefit (output / outcome)</b>	Enhanced residential environment will improve the West End as a place to live and work.					
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)						

<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Medium	Low	Low
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project would provide few economic outputs and have a low impact and therefore offers poor value for money.					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) No</b>					

**Risks**

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Improved quality of environment to residential streets	Low intervention area offering little impact	Poor value for money	
Hold/refer as opportunity/plan review	None	None	None	
End involvement	Enable focus of Masterplan to be on high intervention and high priority areas	None	None	

**Strategic Recommendation and Actions**

<p>Chatsworth Road East is a low priority for intervention and one of the most sustainable neighbourhoods in the Masterplan area. The area fits poorly with the Economic Programme and other Policy criteria and represents poor value for money. The limited resources available would be better focussed on high priority intervention areas that will yield substantial change.</p> <p>➤ This area should no longer be pursued as a viable masterplan proposal.</p>
--

## Housing Exemplar – Area 5 – PHASE 1 PROJECT

Bordered by the key routes of Regent Road, Albert Road, Balmoral Road and Claremont Road, this is an area of high intervention. The aim is to;

- Deliver a the Masterplan's 'flagship' project - the Housing Exemplar in the block formed by Regent Road, Balmoral Road, Albert Road and Westminster Road.
- This involves the demolition of properties along a section of Chatsworth Road to create a communal green space and private parking for the surrounding remodelled properties.
- Relocation of business retail uses into the consolidated retail area
- The housing exemplar scheme might include some live/work units.

### Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	Homes and Communities Agency and Places for People (developer)
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	Outline planning permission granted
<b>Pre-commencement / feasibility work</b>	Two phases of investment of £2.2m and £4.5m have secured 47 of the 73 properties.
<b>Achievements to date</b>	Over two-thirds of the 73 of target properties have been acquired. The Exemplar gained outline planning permission June 2008
<b>Contract commenced</b>	July 2004, December 2005
<b>Contract completion</b>	Ongoing
<b>End date of project</b>	2013

### Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>Economic Programme objective: <i>Regenerating and Reinventing Morecambe as an attractive choice to live, work and visit by re-inventing how Morecambe looks and feels.</i></p> <p>Council priority - <i>Support sustainable communities – Increase the provision of affordable housing and Lead the regeneration of our District – Prioritise the development of previously used land.</i></p> <p>LDF Core Strategy: <i>Policy SC1 – Sustainable Development – Accommodate new development on previously used land in sustainable locations. Policy SC4 – Deliver new homes and affordable homes to meet regional targets. Policy SC8 – The Council will investigate the provision of new and improved open space in the following areas of deficiency...Morecambe West End. Policy ER2 – Re-invent Morecambe... an office and service centre with a revived housing market. Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place.</i></p> <p><b>Policy Fit – Very Good</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder</b></p> <p>This project has good fit with LSP Health <b>Priority 4: Increase the proportion of people who have a decent, affordable, warm, safe home. To balance the housing market to meet customer needs focusing on the supply of good quality affordable housing and improving the condition of accommodation across the district.</b></p>

### Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£5m (under ongoing review due to current economic/market conditions)			
<b>Realistic match funding sources</b>	Homes and Communities Agency			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High	✓	Short term	
	Medium		Medium term	✓
	Low		Long term	

If funded project delivery is:	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>				
<b>Economic Impact of preferred option</b>	High		Med	✓	Low
<b>Key Project Benefit (output / outcome)</b>	Enhanced residential environment will improve the West End as a place to live and work.				
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Medium	Medium	Medium
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project represents reasonable value for money in its current form.					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus)?</b> Yes					

**Risks**

Coarse risk profile:	Advantage	Disadvantage	Risk	Mitigation
Deliver	Demonstrates positive change	Obtaining necessary funding	Uncertainty of market and 'gap'	47 of 73 homes acquired.
Hold/refer as opportunity/plan review	Obtain necessary funding and other commitments	Negative impact high levels of vacant housing	Area blight and loss of momentum	Increase security but at additional costs
End involvement	Reduced financial risk	Excess stock brought in market. Properties revert to low quality landlord/HMOs	Missed opportunity. Downturn in market exacerbated.	-

**Strategic Recommendation and Actions**

<p>The Exemplar is high intervention Phase 1 project with very good policy fit. The Exemplar is a Flagship Masterplan project for the regeneration of the West End that will initiate positive physical and perception changes while helping to rebalance the tenure profile. High priority strategic project needs to overcome significant deliverability issues in the medium term due to market forces. Area 5 also presents opportunities for the Housing Capital Programme to support the Exemplar by funding facelift improvements to Westminster Road properties. The benefits of this need to be assessed before resources are committed.</p> <ul style="list-style-type: none"> <li>➤ Secure suitable funding package from Homes and Communities Agency to enable project to progress.</li> <li>➤ Develop Property Strategy for Exemplar and West End.</li> <li>➤ Add Westminster Road facelift scheme as a potential project for Housing Capital Programme</li> </ul>
---

## Regent Park – Area 6

This area is dominated by the historic Regent Park and is an area of low intervention and as such, it is not a priority for radical intervention.

- Opportunities exist to improve, upgrade and enhance this valuable community resource.
- Boundary treatments, footpaths, lighting and seating could all be improved.
- The general aim should be to relieve the current conflict that exists between different users of the park. This could be done, in part, by clearly defining the different areas of use.

### Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	N/A
<b>Pre-commencement / feasibility work</b>	A comprehensive Masterplan for Regent Park has been recently produced with County Council and aims to complete the regeneration of the park.
<b>Achievements to date</b>	Replacement of old playground with new modern equipment. One bowling green has been relayed. The boundary treatment has been repainted and repaired. The improvements have enhanced the park's amenity and level of use.
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

### Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>This Masterplan project area does not fit with the Economic Programme or Council Priorities. LDF Core Strategy: <i>Policy SC8 – The Council will investigate the provision of new and improved open space in the following areas of deficiency...Morecambe West End;</i> <i>Policy E1 – Using all practicable means to make places more pleasant and liveable with safer, cleaner and more attractive streets and spaces;</i> <b>Policy Fit - Fair</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project has good fit with LSP Health <b>Priority 1: Reduce health and wellbeing inequalities. Reduce the difference in life expectancy between the best and worst areas in the Lancaster district.</b></p>

### Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	Unknown			
<b>Realistic match funding sources</b>	Lottery, Trusts etc			
<b>Likelihood of securing key/major "Economic Vision" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>If funded project delivery is:</b>	High possibility	✓	Short term	
	Med possibility		Medium term	✓
	Low possibility		Long term	

### Value for Money / Additional Benefit Check

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>
-----------------------	---

<b>Economic Impact of preferred option</b>	High		Med		Low	✓
<b>Key Project Benefit (output / outcome)</b>	Enhanced residential environment will improve the West End as a place to live and work.					
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)						
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>	
Medium	Low	Low	Low	Low	Low	
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> No this project offers low value for money.						
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) Yes</b>						

**Risks**

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Quality provision will offset local shortage of provision	Low intervention area that is largely sustainable	Low economic outputs	Investment in existing Open Space mitigates loss of Central Park
Hold/refer as opportunity/plan review	Enable funding strategy for Masterplan to be completed	Low intervention area that is largely sustainable	Low economic outputs	Investment in existing Open Space mitigates loss of Central Park
End involvement	Enable focus of Masterplan to be on high intervention and high priority areas	The Park is one of the few public open spaces serving the West End and needs to serve a diverse range of needs	Lose active Friends group	

**Strategic Recommendation and Actions**

<p>Regent Park is an area for low intervention and a medium priority offering poor policy fit in an “economic” sense. Given that there is no longer much possibility of improving the amount of public open space in the West End it is important to improve the quality of the existing amenity.</p> <p>➤ Work with Friends Group to implement the recently completed Masterplan for Regent Park.</p>
--

**Marine Road West – Area 7**

This area comprises a mix of four storey residential, hotel, bed and breakfast and commercial units along this key frontage and represents a zone of medium level intervention. Opportunities exist to:

- Refurbish properties fronting Marine Road West to incorporate new high quality restaurants and cafes.
- Trinity Church represents a key development opportunity.

**Current Delivery Status:**

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan’s delivery
<b>Partner / funders commitment</b>	None
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	None
<b>Achievements to date</b>	A planning application did come forward for Trinity Church but this was not approved and negotiations to bring forward a suitable re-use of the building have stalled resulting in s215 Untidy Land Notice being served.
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

**Strategic Fit:**

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council’s priorities?</b>                  Economic Programme objective: <i>Regenerating and Reinventing Morecambe as an attractive choice to live, work and visit by re-inventing how Morecambe looks and feels.</i>                  Council priority <i>Lead the regeneration of our District – Improve economic prosperity throughout the Lancaster district</i>                  LDF Core Strategy: <i>Policy ER2 – Re-invent Morecambe as... an office and service centre with a revived housing market</i>  <i>Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place</i>  <i>Policy E1 – Conserving listed buildings;</i>  <b>Policy Fit - Good</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b>                  This project does not provide good fit with LSP policy.</p>

**Realism / Time:**

<b>Likely Cost of main project (excluding ‘sunk’ costs)</b>	£3m estimated			
<b>Realistic match funding sources</b>	Lottery, Trusts etc			
<b>Likelihood of securing key/major “Economic Programme” resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>
-----------------------	---

<b>Economic Impact of preferred option</b>	High		Med		Low	✓
<b>Key Project Benefit (output / outcome)</b>	Improved image of promenade properties					
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)						
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>	
Low	Low	Low	Low	Low	Low	
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The improvements to properties on Marine Road West provide few economic outputs and offers poor value for money.						
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) No</b>						

**Risks**

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Improved properties fronting promenade	High cost in medium priority area	Low economic outputs	High profile
Hold/refer as opportunity/plan review	Refocus just onto Trinity Church. to bring forward private development at no cost to Council	Some prominent poor condition properties will remain on sea front	Limited resources and powers to action and bring forwards redevelopment of Trinity Church	Statutory obligation to enforce to protect listed building
End involvement	Enable focus of Masterplan to be on high intervention and high priority areas	Listed Building at risk that requires intervention to save and bring back into use	Poor quality of seafront properties stymie regeneration	

**Strategic Recommendation and Actions**

<p>Marine Road West is a medium intervention area and a medium priority that offers good policy fit. Refurbishing properties on Marine Road West represents poor value for money. The limited resources available would be better to focused on high priority intervention areas that will yield substantial change. This housing project should therefore be deferred to the medium to long term.</p> <p>To safeguard the historic fabric and bring Trinity Church back into productive use intervention and resources need to continue to be focussed to obtaining a satisfactory resolution to this semi-derelict building on the Promenade.</p> <ul style="list-style-type: none"> <li>➤ Defer to medium term and review options once high priority housing projects have been delivered.</li> <li>➤ While a solution is found to bring it back into productive use continue to use enforcement to ensure security and appearance of Trinity Church.</li> <li>➤ Negotiate with owner to find a long-term solution for Trinity Church.</li> </ul>
--



## Yorkshire Street Environmental Improvements – Area 8 – PHASE 1 PROJECT

This area centred on Yorkshire Street represents a zone of high level invention and the aim is to;

- Consolidate and enhance the retail offer in this area to provide a niche-led retail focus to the West End.
- Develop stronger retail ‘anchors’ at each end of Yorkshire Street; at the northern end this could be formed through the redevelopment of the Alhambra and at the southern end this may require clearance to realise a suitable development site.
- High quality public realm improvements in this area will reflect the area’s important role as the focal point of the West End, creating a pedestrian dominated environment.

### Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan’s delivery
<b>Partner / funders commitment</b>	NWDA concept was previously approved
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	NWDA funded pre-approval expenditure has enabled the shopfront improvement project to be designed and costs produced.
<b>Achievements to date</b>	Public realm works have enhanced the environment addressing issues of poor perception. There has been a significant reduction in the high level of void shops with 8 new shops opening up since completion. Ground floor of Alhambra has changed from low quality amusement arcade into an Antiques market. A recent planning application to replace 4 very low quality shops with 3 quality two-storey shop units poses a substantial improvement.
<b>Contract commenced</b>	June 2007 (Phase 1)
<b>Contract completion</b>	April 2008 (Phase 1)
<b>End date of project</b>	2011

### Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council’s priorities?</b></p> <p>Economic Programme objective: <i>Regenerating and Reinventing Morecambe as an attractive choice to live, work and visit by re-inventing how Morecambe looks and feels. Deliver high quality public realm by; Developing a strategy for West End retail core.</i></p> <p>Council priority <i>Lead the regeneration of our District – Improve economic prosperity throughout the Lancaster district</i></p> <p>LDF Core Strategy: <i>Policy ER4 – Identifies West End as a local shopping centre providing key services to local communities;</i></p> <p><i>Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place</i></p> <p><b>Policy Fit - Good</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project does not provide good fit with LSP policy.</p>

### Realism / Time:

<b>Likely Cost of main project (excluding ‘sunk’ costs)</b>	£975k			
<b>Realistic match funding sources</b>	Contribution from landlords and shop keepers			
<b>Likelihood of securing key/major “Economic Programme” resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium	✓	Medium term	✓

	Low		Long term	
If funded project delivery is:	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

### Value for Money / Additional Benefit Check

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>				
<b>Economic Impact of preferred option</b>	High		Med	✓	Low
<b>Key Project Benefit (output / outcome)</b>	Reduced shop voids, improved retail sector performance and enhanced offer for the West End as a place to live and work				
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Medium	Medium	Medium	Medium	Medium	Low
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project would offer medium value for money, but the outputs are difficult to capture, attribute and at best indirect making the project more likely to be low value for money.					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus)?</b> No					

### Risks

Coarse risk profile:	Advantage	Disadvantage	Risk	Mitigation
Deliver	Improved quality of environment	High cost and indirect outputs	Failure to capture / attribute outputs	Commitment to phase 1 project
Hold/refer as opportunity/plan review	Allow first phase to make impact and review need	Continue to defer private investment in shopfronts	Failure to capture / attribute outputs	Commitment to phase 1 project
End involvement	Enable shopkeepers to invest	Some poor quality frontages will not be improved	None	

### Strategic Recommendation and Actions

<p>Yorkshire Street is a high intervention phase 1 project that offers good policy fit. Public realm works have been successful in reducing shop voids and this has led to some frontages being improved. The proposed shopfront improvements project should be revisited after implementation of Commercial Core project and assess whether it is still required.</p> <p>➤ Defer assessment of project's value until after the implementation of the Commercial Core project.</p>
--

**Central Park – Area 9 – PHASE 1 PROJECT**

<p>This is a high intervention area containing some of the most significant proposals within the masterplan to;</p> <ul style="list-style-type: none"> <li>• Create a new park that will act as a civic heart for the West End and will provide an extended and enhanced new green space for use by local residents and this responds directly to some of the views previously expressed by local people.</li> <li>• A block of properties between Regent Road and Devonshire Road would need to be cleared.</li> <li>• Provide the location for a new Children’s Centre.</li> <li>• Linked proposals include refurbishing the existing Co-op building.</li> </ul>	
--	--

**Current Delivery Status:**

<b>Lead body commitment</b>	Central Park has been removed from the Masterplan proposals by Cabinet.
<b>Partner / funders commitment</b>	NWDA stated that the project offered poor value for money
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	EP Collaboration Agreement funding enabled the acquisition of 4 of the 22 properties needed to be acquired. NWDA funded pre-approval expenditure has enabled the project to be costed.
<b>Achievements to date</b>	The feasibility of the Co-Op Building’s re-development is being explored with partners with an initial structural survey planned (see other scoring sheet).
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

**Strategic Fit:**

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council’s priorities?</b></p> <p>This Masterplan project area does not fit with the Economic Programme or Council Priorities.                  LDF Core Strategy: <i>Policy SC8 – The Council will investigate the provision of new and improved open space in the following areas of deficiency...Morecambe West End;</i>                  Policy E1 – <i>Using all practicable means to make places more pleasant and liveable with safer, cleaner and more attractive streets and spaces;</i>  <b>Policy Fit - Fair</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project does not provide good fit with LSP policy.</p>

**Realism / Time:**

<b>Likely Cost of main project (excluding ‘sunk’ costs)</b>	£4.7m			
<b>Realistic match funding sources</b>	Landfill Tax Funding			
<b>Likelihood of securing key/major “Economic Programme” resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>					
<b>Economic Impact of</b>	High		Med	✓	Low	

<b>preferred option</b>					
<b>Key Project Benefit (output / outcome)</b>		Improved quality of life and quality of the built environment			
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Low	Low	Low
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project offers poor value for money					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus)?</b> No					

**Risks**

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Improved quality of environment	Incredibly high cost	Cost over runs and CPO failure	Impact on place making
Hold/refer as opportunity/plan review	Scale down to provide car park / improved park	Does not provide the scale of place making benefits	Failure to acquire Imperial Public House	Attainable and still delivers outputs
End involvement	£4.7m could be better spent elsewhere	Lack of open space and no new civic heart	Need to resell acquired properties	

**Strategic Recommendation and Actions**

<p>Due to high cost and poor value for money Central Park has been removed from the Masterplan as a project proposal. However, a principal aim of the Masterplan was to create new public open space and this was widely supported in all community consultations. Given that there is no longer a possibility to improve the amount of public open space in the West End it is important to improve the quality of the existing amenity. Potential for additional car parking to support the Co-op building proposal to be noted.</p> <ul style="list-style-type: none"> <li>➤ No action.</li> <li>➤ See Regent Park and Promenade improvements.</li> </ul>
--

**Co-Op Building – Area 9**

This is a high intervention area containing some of the most significant economic proposals within the masterplan to refurbish the existing Co-op building and bring it back into positive use.

**Current Delivery Status:**

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	LCDL and NWDA have expressed interest
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	EP Collaboration Agreement funding enabled the building to be acquired. Structural survey to be undertaken jointly funded by LCDL and Neighbourhood Management
<b>Achievements to date</b>	Building has been secured while proposals are developed to bring the building back into economic use.
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

**Strategic Fit:**

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b>                  Economic Programme objective: <i>Develop an East – West Employment Corridor along the new M6 Link route, where accessible economic opportunities will bring our communities together.</i>                  Council priority <i>Lead the regeneration of our District – Improve economic prosperity throughout the Lancaster district</i>                  LDF Core Strategy: <i>Policy ER4 – Identifies West End as a local shopping centre providing key services to local communities;</i>  <i>Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality</i>  <i>Policy ER2 – Re-invent Morecambe... an office and service centre with a revived housing market</i>  <b>Policy Fit – Excellent</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b>                  This project has good fit with LSP Education, Skills &amp; Opportunities <b>Priority 1: Increase the provision and opportunities for all people to self develop</b></p>

**Realism / Time:**

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£2.2m (estimate)			
<b>Realistic match funding sources</b>	LCDL			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High	✓	Short term	✓
	Medium		Medium term	
	Low		Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High	✓	Short term	✓
	Medium		Medium term	
	Low		Long term	
<b>If funded project delivery is:</b>	High possibility	✓	Short term	
	Med possibility		Medium term	✓
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Establish Morecambe as a Business Location</i>					
<b>Economic Impact of preferred option</b>	High	✓	Med		Low	

<b>Key Project Benefit (output / outcome)</b>	Increased employment and businesses in deprived community				
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Medium	Low	Low	Medium	Medium
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> Yes this project offer good value for money and will deliver core economic outputs – jobs / businesses					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus)?</b> Yes					

## Risks

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Bring building back into use and create business space and employment	Potential issues re lack of parking and cost of remedial works	Demand in unproven market. Unforeseen building refurb costs	Carry out demand analysis in advance of investment
Hold/refer as opportunity/pl an review	Potential additional demand through upturn in economy	Funding will need to be found from elsewhere to reimburse Exemplar. Further deterioration	Increased capital costs due to deterioration	Seek to deliver through two funders thereby sharing the risk
End involvement	No further public investment	Building in prime location continues to be an eyesore and underused	Difficulty in selling building in current market to reimburse Exemplar	Sell building with conditions on re-use

## Strategic Recommendation and Actions

<p>The Co-Op project offers excellent policy fit, core economic outputs and represents the strongest economic regeneration opportunity in the West End. Securing investment to bring forward this project should be considered as a high priority. Within the new Economic Regeneration Framework the proposal is now seen in a “Morecambe-wide” context contributing to the economic development of the entire area not just the ‘local’ West End community. Emerging West End businesses will benefit and also, if general employment and training is an objective, then West End residents will also benefit. The redevelopment of a derelict building will have major benefits for the commercial core not least in new business and ‘life’. From funders’ view it delivers many more potential direct and measurable benefits than Central Park proposal. The Co-op building is below the threshold where a transport assessment is required. Nonetheless, it would be a good idea to address travel to work, both from a policy and from a project sustainability point of view. The maximum parking standard for offices in sustainable locations is one space per 30 sqm.</p> <p>Area 9 presents opportunities to support the Exemplar through facelift improvements to Westminster Road properties. The benefits of this need to be assessed before resources are committed.</p> <ul style="list-style-type: none"> <li>➤ Include in current NWDA funding bid for development of project proposals for the District’s Economic Regeneration Programme priorities.</li> <li>➤ Liaise with LCDL regarding interim work to be undertaken to secure their involvement (Structural Survey)</li> <li>➤ Establish an initial project delivery group and stakeholder steering group to ensure that benefits are delivered with input from West End interests as appropriate.</li> <li>➤ Add Westminster Road facelift scheme as a potential project for Housing Capital Programme</li> </ul>
---

**Devonshire, Balmoral, Alexandra, Clarendon and Chatsworth Road – Area 10**

This is a zone of low intervention and contains primarily residential properties in good condition. Opportunities might come forward to assist home owners that wish to refurbish and remodel larger properties to create family accommodation. This could involve the removal of outriggers and the creation of larger private gardens. However no specific proposals are planned in the short term and this would not be in the form of grants.

**Current Delivery Status:**

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	None
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	None
<b>Achievements to date</b>	There has been no public funded physical regeneration in this area.
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

**Strategic Fit:**

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b>                  This Masterplan project area does not fit with the Economic Programme or Council Priorities.                  LDF Core Strategy: <i>Policy ER2 – Re-invent Morecambe as... an office and service centre with a revived housing market.</i>  <b>Policy Fit - Poor</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b>                  This project does not provide good fit with LSP policy.</p>

**Realism / Time:**

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£600k public realm and £2m housing			
<b>Realistic match funding sources</b>	Lancashire County Council Homes and Communities Agency Housing Capital Programme			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>					
<b>Economic Impact of preferred option</b>	High		Med		Low	✓
<b>Key Project Benefit (output / outcome)</b>	Enhanced residential environment will improve the West End as a place to live and work					
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)						

<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Low	Low	Low
<b>Does the project therefore represent value for money in terms of Economic Vision priorities?</b> This project offers poor value for money.					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus)</b> No					

**Risks**

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Improved quality of environment to residential streets	Low intervention area offering little impact	Poor value for money	-
Hold/refer as opportunity/plan review	Plan review of alternative interventions	Still a low priority for resources	Time to re-develop low priority options	Low cost
End involvement	Enable focus of Masterplan to be on high intervention and high priority areas	Lack of impact in this Masterplan neighbourhood	None	

**Strategic Recommendation and Actions**

<p>Balmoral Road is a low intervention area and is one of the most sustainable neighbourhoods in the Masterplan area. It has poor policy fit and offers low value for money against economic criteria. The limited available resources would be better focussed on high priority intervention areas that will yield substantial change.</p> <p>➤ This area should no longer be pursued as a viable masterplan proposal.</p>
---



**Bold Street, Marine Road West and West End Gardens – Area 11 – PHASE 1 PROJECT**

This is an area of high intervention and proposals include;

- Major public realm improvements to the promenade and West End Gardens as presently the quality of the public realm and visitor experience is poor.
- Create a visitor destination that draws people into the West End and that enlivens the area.
- Create complementary visitor facilities to strengthen the West End as a visitor destination.
- Raising the gardens, to exploit views out over the bay (currently blocked by the sea defences) is worth considering and this may enable off street car parking to be provided
- Housing remodelling and improvement project is proposed for Bold Street, to tackle a specific problem of poor housing conditions. In addition, subject to detailed appraisals, to acquire and demolish the even numbered side of Bold Street and back Winterdyne to develop new private housing, having regard to the long term future of Winterdyne Terrace.

**Current Delivery Status:**

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan’s delivery
<b>Partner / funders commitment</b>	Marlborough Road – Adactus and Homes and Communities Agency (?)
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	Planning permission for Marlborough Road redevelopment has been granted
<b>Pre-commencement / feasibility work</b>	4 Bold Street properties acquired using English Partnership’s funding. EP funding now needs to be released for the Exemplar project.
<b>Achievements to date</b>	West End Gardens improvements and the New iconic Café now provide a first class amenity that is a popular destination and attraction. A facelift scheme for odd numbered side of Bold Street is underway. Even-numbered side of Marlborough Road is to be re-developed in partnership with Adactus to provide shared ownership flats and townhouses and aim to start on site in October 2010.
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

**Strategic Fit:**

**How does the project fit with the strategic objectives of the new Economic Vision, Local Development Framework Core Strategy and/or the Council’s priorities?**  
 Economic Programme objective: *Regenerating and Reinventing Morecambe as an attractive choice to live, work and visit by re-inventing how Morecambe looks and feels.*  
 Council priority *Support sustainable communities – Increase the provision of affordable housing.*  
 LDF Core Strategy: *Policy SC1 – Sustainable Development – Accommodate new development on previously used land in sustainable locations. Policy SC4 – Deliver new homes and affordable homes to meet regional targets. Policy SC8 – The Council will investigate the provision of new and improved open space in the following areas of deficiency...Morecambe West End. Policy ER2 – Re-invent Morecambe ... an office and service centre with a revived housing market. Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place.*  
**Policy Fit – Very Good**

**Does the project/idea fit any other LSP/stakeholder agenda or have support?**  
 This project has good fit with LSP Health **Priority 4: Increase the proportion of people who have a decent, affordable, warm, safe home. To balance the housing market to meet customer needs focusing on the supply of good quality affordable housing and improving the condition of accommodation across the district.**

**Realism / Time:**

<b>Likely Cost of main project (excluding ‘sunk’ costs)</b>	£1.75m
<b>Realistic match funding sources</b>	Homes and Communities Agency
<b>Likelihood of securing key/major “Economic</b>	High
	Short term

Programme” resources i.e. NWDA, ERDF, private sector.	Medium		Medium term	✓
	Low	✓	Long term	
Likelihood of securing other stakeholder resources/commitment.	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
If funded project delivery is:	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

### Value for Money / Additional Benefit Check

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>				
<b>Economic Impact of preferred option</b>	High		Med	✓	Low
<b>Key Project Benefit (output / outcome)</b>	Enhanced residential environment will improve the West End as a place to live and work				
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Low	Medium	Medium
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> Yes because the area's poor condition has such a negative impact on the West End					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) Yes</b>					

### Risks

Coarse risk profile:	Advantage	Disadvantage	Risk	Mitigation
Deliver	Tackle worst properties in area	None	Current economic climate	Low property values
Hold/refer as opportunity/plan review	Air of dereliction continues	Need to release Exemplar funding	Continued decline	Time to obtain funding
End involvement	Release funding for Exemplar	Houses return to private rented	Existing schemes suffer	

### Strategic Recommendation and Actions

<p>Bold Street is a high intervention phase 1 project area that offers good policy fit. Because the even numbered side of Bold Street exhibits the poorest quality housing in the West End it is a high priority. LCC have acquired four properties on even numbered side of Bold Street with Exemplar funding that needs to be recycled to cashflow the acquisitions.</p> <p>The development of a preferred strategy to take forward the aims of the Masterplan for these properties is of paramount importance. This should be a high priority for the Housing Capital Programme.</p> <ul style="list-style-type: none"> <li>➤ In conjunction with the Property Strategy for the Exemplar develop a strategy to deal with the even numbered side of Bold Street.</li> <li>➤ Identify potential options for the even numbered side of Bold Street.</li> <li>➤ Bold Street is a high priority area for Regional Housing Board allocation.</li> </ul>
--

## Gardner Road – Area 12

This is a zone of medium level intervention where much of the housing stock is in good condition and requires minimal refurbishment. Opportunities exist to remodel a number of the larger properties in the area to create accommodation suitable for families.

### Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	None
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	None
<b>Achievements to date</b>	There has been no public funded physical regeneration in this area.
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

### Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b>          This Masterplan project area does not fit with the Economic Programme or Council Priorities.          LDF Core Strategy: <i>Policy ER2 – Re-invent Morecambe as... an office and service centre with a revived housing market.</i>  <b>Policy fit - Poor</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b>          This project does not provide good fit with LSP policy.</p>

### Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£1.5m			
<b>Realistic match funding sources</b>	Housing Capital Programme and the Homes and Communities Agency			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

### Value for Money / Additional Benefit Check

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>					
<b>Economic Impact of preferred option</b>	High		Med		Low	✓
<b>Key Project Benefit (output / outcome)</b>	Make the West End a place people want to live and work					
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)						

<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Low	Low	Low
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project would provide few economic outputs and offers poor value for money.					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) No</b>					

**Risks**

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Provide more family accommodation	High cost in medium priority area	Low economic outputs	
Hold/refer as opportunity/plan review	Refocus onto re-development of Grafton Place industrial units for residential	Previously failed to secure Housing Corporation investment	Current state of housing market	Lower cost of industrial property compared to residential
End involvement	Enable focus of Masterplan to be on high intervention and high priority areas	Inappropriate light industrial units will remain in residential area	Lack of impact in this Masterplan neighbourhood	

**Strategic Recommendation and Actions**

<p>Gardner Road is a low priority area for intervention that offers poor policy fit and delivers few economic outputs. Resources would be better focussed on high priority intervention areas that will yield substantial change.</p> <p>➤ This area should no longer be pursued as a viable masterplan proposal.</p>
---

## Avondale and Barnes Road – Area 13

This is an area of medium level intervention.

- Opportunities exist to improve the amenity of this area through redevelopment of the current workshop units along Back Avondale Road (East) to create additional garden space for surrounding residential properties.
- The workshops units along Back Avondale Road (West) could also be removed and replaced with a high quality mixed use scheme, perhaps incorporating workspace for creative industries in the West End.

### Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	None
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	None
<b>Achievements to date</b>	There has been no public funded physical regeneration in this area.
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

### Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>Economic Programme objective: <i>Develop an East – West Employment Corridor along the new M6 Link route, where accessible economic opportunities will bring our communities together.</i></p> <p>Council priority <i>Lead the regeneration of our District – Improve economic prosperity throughout the Lancaster district</i></p> <p>LDF Core Strategy: <i>Policy ER2 – Re-invent Morecambe as... an office and service centre with a revived housing market.</i></p> <p><i>Policy E1 – In areas such as the West End of Morecambe, seeking development which is of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place;</i></p> <p><b>Policy Fit - Good</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project does not provide good fit with LSP policy.</p>

### Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£1m			
<b>Realistic match funding sources</b>	Homes and Communities Agency			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

### Value for Money / Additional Benefit Check

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>				
<b>Economic Impact of</b>	High		Med	✓	Low

<b>preferred option</b>					
<b>Key Project Benefit (output / outcome)</b>		Make the West End a place people want to live and work			
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Low	Medium	Medium
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The provision of gardens offers few economic outputs and represents poor value for money. The redevelopment of poor quality workshops delivers core economic outputs and could offer good value for money.					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) No</b>					

**Risks**

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Provide more suitable family accommodation Remove inappropriate light industrial units Higher value employment	High cost housing intervention in medium priority area. Business premises in a largely residential area	Low economic outputs from gardens project. Demand for business space in unproven market	Lower land values Carry out demand analysis in advance of investment
Hold/refer as opportunity/plan review	Identify alternative means to bring forward development	Previously failed to secure Housing Corporation investment	Current state of housing market	Lower land values
End involvement	Focus resources on higher priority / impact projects	Inappropriate light industrial units will remain in residential area	No benefit to area from Masterplan	Higher priority projects will do more for area

**Strategic Recommendation and Actions**

<p>Avondale / Barnes is a medium intervention area and offers poor policy fit. The improvement of rear garden space is low impact and therefore a low priority and should not be pursued.</p> <p>Proposals for redevelopment of workshop units to provide mixed use schemes/workspace should be put forward in isolation of gardens proposal.</p> <ul style="list-style-type: none"> <li>➤ In the medium term the potential to develop a mixed use/workspace proposal for Back Avondale Road West should be explored.</li> </ul>
--

**Sefton and Stanley Road – Area 14**

This is a zone of low level intervention.

- Opportunities exist to carry out some refurbishment of the housing stock where necessary.
- There are also opportunities to carry out low level public realm improvements in the future, though no immediate public sector investment is planned.
- However there may be opportunities to assist home owners that wish to carry out home improvements through low cost Finance Initiatives.
- However no specific proposals are planned in the short term and this would not be in the form of grants.

**Current Delivery Status:**

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	None
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	None
<b>Achievements to date</b>	Refurbishment of 1 vacant corner shop with Adactus to provide Live Work Unit
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

**Strategic Fit:**

<p><b>How does the project fit with the strategic objectives of the new Economic Programme Local Development Framework Core Strategy and/or the Council's priorities?</b>                  This Masterplan project area does not fit with the Economic Programme or Council Priorities.                  LDF Core Strategy: <i>Policy ER2 – Re-invent Morecambe as... an office and service centre with a revived housing market.</i>  <b>Policy fit - Poor</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b>                  This project does not provide good fit with LSP policy.</p>

**Realism / Time:**

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£950k			
<b>Realistic match funding sources</b>	Lancashire County Council			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>				
<b>Economic Impact of preferred option</b>	High		Med		Low ✓
<b>Key Project Benefit (output / outcome)</b>	Enhanced residential environment will improve the West End as a place to live and work				
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					

<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Low	Low	Low
<b>Does the project therefore represent value for money in terms of Economic Programme?</b> The project would provide few economic outputs and have a low impact and therefore offers poor value for money.					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus)</b> No					

**Risks**

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Improved quality of environment to residential streets	Low intervention area offering little impact	Poor value for money	
Hold/refer as opportunity/plan review	Review need and type of intervention in area	Low priority for expending resources on a review	None	
End involvement	Enable focus of Masterplan to be on high intervention and high priority areas	No improvement to this area	No change	Better focus resources onto high priority / impact areas

**Strategic Recommendation and Actions**

<p>Stanley / Sefton Road is a low priority for intervention that offers poor policy fit and would deliver few economic outputs. Resources would be better focussed on high priority intervention areas that will yield substantial change.</p> <p>➤ This area should no longer be pursued as a viable masterplan proposal.</p>
--



## Bus and Illuminations Depots – Area 15 – PHASE 1 PROJECT

The former bus depot site is an area of high intervention and represents a major redevelopment opportunity. The masterplan proposes;

- High quality residential development comprising townhouses and some apartments.
- The emphasis will be on home ownership, larger family orientated units and high quality in terms of design and sustainability.

### Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	Private developer Harron Homes taking forward scheme
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	Full planning permission granted
<b>Pre-commencement / feasibility work</b>	
<b>Achievements to date</b>	Private developer, Harron Homes, has completed approximately half of the planned 84 3-4 bedroom homes and apartments. Development has stalled due to the credit crunch with only half the units completed and number of completed units remains unsold.
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

### Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>This Masterplan project area does not fit with the Economic Programme or Council Priorities. LDF Core Strategy: <i>Policy SC1 – Sustainable Development – Accommodate new development on previously used land in sustainable locations. Policy SC4 – Deliver new homes and affordable homes to meet regional targets. Policy ER2 – Re-invent Morecambe... an office and service centre with a revived housing market. Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place; Policy Fit – Good</i></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project has good fit with LSP Health <b>Priority 4: Increase the proportion of people who have a decent, affordable, warm, safe home. To balance the housing market to meet customer needs focusing on the supply of good quality affordable housing and improving the condition of accommodation across the district.</b></p>

### Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£0			
<b>Realistic match funding sources</b>	Private developer			
<b>Likelihood of securing key/major "Economic Vision" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium		Medium term	
	Low	✓	Long term	✓
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>					
<b>Economic Impact of preferred option</b>	High		Med		Low	✓
<b>Key Project Benefit (output / outcome)</b>	Enhanced residential environment will improve the West End as a place to live and work					
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)						
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>	
Low	Low	Low	Low	Low	Low	
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> No						
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) Yes</b>						

**Risks**

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Complete construction on site	Private development	Housing Market Uncertainty	Low property values
Hold/refer as opportunity/plan review	Wait for housing market to pick back up	Incomplete site in interim	Impact of undeveloped half of site	It is still an improvement on previous use
End involvement	None	Site needs completing	Undeveloped site has adverse impact on completed half	

**Strategic Recommendation and Actions**

<p>The Bus / Illuminations Depot is a high intervention high priority area and phase 1 project that offers good policy fit. The private developer has hit financial difficulties and only half the site has been completed and it now seems unlikely to finish in the short term. The completion of this important site remains a high priority, but the ability to influence this is limited.</p> <ul style="list-style-type: none"> <li>➤ Continue to press for the completion of the development through statutory planning powers.</li> <li>➤ Consider alternative potential options to bring forward successful completion.</li> </ul>
---

## Granville Road – Area 16

This is an area of medium level intervention characterised by a lack of private garden space and poor quality backs to many properties.

- Significant public realm improvements to enhance the quality of the streets are envisaged in the longer term.
- Harrington Road and Hampton Road are regarded as potentially suitable streets to receive a 'homezone' treatment.

### Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	None
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	
<b>Achievements to date</b>	None
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

### Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>This Masterplan project area does not fit with the Economic Programme or Council Priorities. LDF Core Strategy: <i>Policy ER2 – Re-invent Morecambe... an office and service centre with a revived housing market. Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place;</i> <b>Policy Fit - Fair</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project does not provide good fit with LSP policy.</p>

### Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£450k			
<b>Realistic match funding sources</b>	Lancashire County Council (Highways)			
<b>Likelihood of securing key/major "Economic Vision" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

### Value for Money / Additional Benefit Check

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>					
<b>Economic Impact of preferred option</b>	High		Med		Low	✓
<b>Key Project Benefit (output / outcome)</b>	Enhanced residential environment will improve the West End as a place to live and work					
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)						

<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Low	Low	Low
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project would provide few economic outputs and offers poor value for money.					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) No</b>					

**Risks**

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Improve residential offer of the West End	High cost in medium priority area	Low economic outputs	
Hold/refer as opportunity/plan review	Always intended to be a medium to long term intervention			
End involvement	Acceptance that this is beyond the limitations of currently available funding	This area has not seen any change as a result of the Masterplan		

**Strategic Recommendation and Actions**

<p>Granville Road is a low priority area for intervention that offers poor policy fit and delivers few economic outputs. Resources would be better focussed on high priority intervention areas that will yield substantial change.</p> <p>➤ This area should no longer be pursued as a viable masterplan proposal.</p>
---

## Fairfield Road – Area 17

This is a zone of low level intervention comprising mainly two storey housing in a good state of repair.

- Opportunities exist to refurbish properties where necessary.
- Low level public realm improvements would be beneficial but this is not an area where public funding will be targeted in the short term.
- Opportunities may come forward to assist home owners that wish to refurbish their properties through low cost Finance Initiatives. However, no specific proposals are planned in the short term and this would not be in the form of grants.

### Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	None
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	None
<b>Pre-commencement / feasibility work</b>	None
<b>Achievements to date</b>	None
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

### Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b>          This Masterplan project area does not fit with the Economic Programme or Council Priorities.          LDF Core Strategy: <i>Policy ER2 – Re-invent Morecambe... an office and service centre with a revived housing market.</i>  <b>Policy Fit - Poor</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b>          This project does not provide good fit with LSP policy.</p>

### Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£300k			
<b>Realistic match funding sources</b>	Lancashire County Highways			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

### Value for Money / Additional Benefit Check

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>					
<b>Economic Impact of preferred option</b>	High		Med		Low	✓
<b>Key Project Benefit (output / outcome)</b>	Enhanced residential environment will improve the West End as a place to live and work					

<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Low	Low	Low
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project would provide few economic outputs and offers poor value for money.					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) No</b>					

### Risks

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Improve residential offer of the West End	High cost in low priority area	Low economic outputs	
Hold/refer as opportunity/plan review	Always intended to be a medium to long term intervention			
End involvement	Acceptance that this is beyond the limitations of currently available funding	This area has not seen any change as a result of the Masterplan		

### Strategic Recommendation and Actions

<p>Fairfield Road is a low priority for intervention that offers poor policy fit and would deliver few economic outputs. Resources would be better focussed on high priority intervention areas that will yield substantial change.</p> <p>➤ This area should no longer be pursued as a viable masterplan proposal.</p>
---

## Primary Routes

These key access routes are a high priority for intervention and will be the subject of a comprehensive package of environmental enhancements comprising boulevard landscaping, enhanced signage, new floorscape, lighting and public art for the following streets;

- Marine Road West
- Heysham Road
- Regent Road

## Primary Routes - Heysham Road Gateway

<b>Project Title:</b>	Heysham Road Gateway
<b>Masterplan reference:</b>	Areas 11, 14 and 15
<b>Brief description</b>	Heysham Road is a gateway into the West End from the port of Heysham and exhibits very poor environmental quality; this is exacerbated by some of the properties backing onto Heysham Road. Improvements to some of the rear boundaries and the rears of properties as well as some junction improvements to enhance the public realm are proposed.

## Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	NWDA concept was previously approved
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	NWDA funded pre-approval expenditure has enabled the project to be designed and costs produced.
<b>Achievements to date</b>	Housing Capital Programme is improving rear of some properties
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

## Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>Economic Programme objective: <i>Regenerating and Reinventing Morecambe as an attractive choice to live, work and visit by re-inventing how Morecambe looks and feels.</i></p> <p>Council priority <i>Lead the regeneration of our District – Improve economic prosperity throughout the Lancaster district</i></p> <p>LDF Core Strategy: <i>Policy ER2 – Re-invent Morecambe... an office and service centre with a revived housing market. Policy E1 – In areas such as the West End of Morecambe, seeking development which is of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place.</i></p> <p><b>Policy Fit - Good</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project has good fit with LSP Environment <b>Priority 3: Promote and enhance sustainable forms of transport and reduce private car use in urban areas throughout the district. Reduce vehicle traffic and deliver better public transport and cycling and walking routes</b></p>

## Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£998k			
<b>Realistic match funding sources</b>	Lancashire County Highways / Housing Capital Programme			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	✓
	Medium	✓	Medium term	
	Low		Long term	

<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	✓
	Medium	✓	Medium term	
	Low		Long term	
<b>If funded project delivery is:</b>	High possibility	✓	Short term	✓
	Med possibility		Medium term	
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Establish Morecambe as Business Location</i>					
<b>Economic Impact of preferred option</b>	High		Med		Low	✓
<b>Key Project Benefit (output / outcome)</b>	<i>Transformation of quality of built and natural environment</i>					
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)						
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>	
Low	Low	Low	Low	Medium	Low	
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> There are considerable physical constraints that reduce the impact of public realm works combined with the high cost result in the project providing low value for money.						
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) Yes</b>						

**Risks**

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Key gateway improves perception	Delivers few actual economic outputs	High cost and low impact	-
Hold/refer as opportunity/plan review	Small scale improvements more effective	Piecemeal	Private landowner permissions	Good value for money
End involvement	Funding can be directed to higher impact projects	High priority for intervention	Negative impact continues	High cost and few economic outputs

**Strategic Recommendation and Actions**

<p>Heysham Road Gateway is a high priority high intervention project that offers good policy fit. Feasibility work has identified deliverability issues, namely high cost and low impact caused by physical constraints.</p> <p>➤ This project should therefore be deferred as a medium priority for the medium term.</p>
---



## Primary Routes - Marine Road West

<b>Project Title:</b>	Marine Road West
<b>Masterplan reference:</b>	1, 2, 8 and 11
<b>Brief description</b>	The importance of this street in terms of its location along the seafront and as a key visitor gateway is not reflected by the existing treatment. There is a real opportunity to raise the character of the street through artwork that links into recent work carried out around Morecambe town centre. Introducing street trees, a high quality floorscape and lighting strategy will begin to promote increased use.

### Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	None
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	None
<b>Achievements to date</b>	
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

### Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>Economic Programme objective: <i>Regenerating and Reinventing Morecambe as an attractive choice to live, work and visit by re-inventing how Morecambe looks and feels. Deliver high quality public realm by; Completing the transformation of the Seafront with the upgrading of the West End Promenade</i></p> <p>Council priority <i>Lead the regeneration of our District – Improve economic prosperity throughout the Lancaster district</i></p> <p>LDF Policy Context: <i>Policy ER2 – Through tourism...regeneration Re-invent Morecambe as... an office and service centre with a revived housing market.</i></p> <p><i>Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place;</i></p> <p><b>Policy Fit – Very Good</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project has good fit with LSP Environment <b>Priority 3: Promote and enhance sustainable forms of transport and reduce private car use in urban areas throughout the district. Reduce vehicle traffic and deliver better public transport and cycling and walking routes</b></p>

### Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£750k			
<b>Realistic match funding sources</b>	Lancashire County Highways			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>If funded project delivery is:</b>	High possibility	✓	Short term	
	Med possibility		Medium term	✓
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Transforming how Morecambe looks and maximising the potential of the visitor economy</i>				
<b>Economic Impact of preferred option</b>	High		Med	✓	Low
<b>Key Project Benefit (output / outcome)</b>	<i>Transformation of quality of built and natural environment</i>				
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Low	Medium	Medium
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project represents good value for money and is a high impact area					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) Yes</b>					

**Risks**

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Key gateway improves perception	Needs to incorporate Prom improvements	Impact may be reduced unless prom included	High profile site
Hold/refer as opportunity/plan review	Tie in with Prom and Frontierland	Poor quality image continues	Positive change momentum lost	Allow time for planning and consultation
End involvement	Funding can be directed to higher impact projects	High priority for intervention	Negative impact continues	Hard to attribute outputs to investment

**Strategic Recommendation and Actions**

Marine Road West public realm improvement project is in a high profile area but has a weaker policy fit than other high priority projects. However, the high profile nature of the site as the ‘Face of the West End’ elevates this to a higher priority.

A more comprehensive approach that looks simultaneously at improvements to both Marine Road West and the Promenade between the Battery and Midland Hotel would achieve the greatest impact. This approach has been successful in Central Morecambe in delivering a high quality public realm.

- Aim to include wider public realm proposals for Marine Road West in the Promenade improvements. Bid to NWDA presently under development by Forward Planning

**Primary Routes - Regent Road**

<b>Project Title:</b>	Regent Road
<b>Masterplan reference:</b>	8 and 5
<b>Brief description</b>	This is the main street in the West End and is the focus for retail business. The existing floorscape is ageing, with a mix of various treatments from brick pavers to stone flags. Unification in treatments will bring up the quality of the floorscape. Introducing street trees will improve the character of the street and help to frame views of the seafront.

**Current Delivery Status:**

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	NWDA concept was previously approved
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	NWDA funded pre-approval expenditure has enabled public realm improvements to be designed and costs produced.
<b>Achievements to date</b>	
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

**Strategic Fit:**

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>Economic Programme objective: <i>Regenerating and Reinventing Morecambe as an attractive choice to live, work and visit by re-inventing how Morecambe looks and feels. Deliver high quality public realm by; Developing a strategy for West End retail core.</i></p> <p>Council priority <i>Lead the regeneration of our District – Improve economic prosperity throughout the Lancaster district</i></p> <p>LDF Policy Context: <i>Policy ER4 – Identifies West End as a local shopping centre providing key services to local communities. Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place</i></p> <p><i>Policy ER2 – Re-invent Morecambe... an office and service centre with a revived housing market</i></p> <p><b>Policy Fit – Excellent</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project has good fit with LSP Environment <b>Priority 3: Promote and enhance sustainable forms of transport and reduce private car use in urban areas throughout the district. Reduce vehicle traffic and deliver better public transport and cycling and walking routes</b></p>

**Realism / Time:**

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£257k			
<b>Realistic match funding sources</b>	Lancashire County Council (Highways)			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	✓
	Medium	✓	Medium term	
	Low		Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>If funded project delivery is:</b>	High possibility	✓	Short term	✓
	Med possibility		Medium term	
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Transforming how Morecambe looks and maximising the potential of the visitor economy</i>				
<b>Economic Impact of preferred option</b>	High		Med	✓	Low
<b>Key Project Benefit (output / outcome)</b>	<i>Transformation of quality of built and natural environment</i>				
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Medium	Low	Medium	Medium
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project represents good value for money					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) Yes</b>					

**Risks**

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Key gateway improves perception and focuses retail activity into core	Potential impact dependent upon private sector investment in property	Private sector investment not realised	This approach has been successful on Yorkshire Street
Hold/refer as opportunity/plan review	Incorporate into wider programme of improvements	Poor quality image continues and does not lend support to existing and future projects	Positive change momentum lost	Enable comprehensive programme to be delivered
End involvement	Funding can be directed to other projects	High priority for intervention	Negative impact continues	

**Strategic Recommendation and Actions**

<p>The Regent Road public realm project offers excellent policy fit delivers core economic outputs represents good value for money and is in a high profile high intervention area. However, Regent Road should be considered as part of the wider proposals for the Commercial Core to enable a more integrated delivery.</p> <p>➤ Regent Road is included as one of the streets to be improved in the Commercial Core project.</p>
--

### Clarendon Road Living Street

<b>Project Title:</b>	Clarendon Road Living Street
<b>Masterplan reference:</b>	1, 2, 3, 5 and 9
<b>Brief description</b>	A key part of the public realm strategy is the creation of a quality pedestrian/ cycle route running north-south through the West End connecting the residential hinterland to Morecambe town centre. Running along Clarendon Road onto West End Road and down Cedar or Grove Street to connect into and through the Frontierland re-development site this new route is of high importance.

### Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	NWDA concept was previously approved
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	NWDA funded pre-approval expenditure has enabled public realm improvements to be designed and costs produced.
<b>Achievements to date</b>	
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

### Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>This Masterplan project is concerned with <i>Transformation of quality of built and natural environment and Improved connections to Lancaster and beyond</i>. Council priority Support sustainable communities – Reduce the impact of climate change within the district.</p> <p>LDF Policy Context: <i>Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place. Policy E2 – Improving walking and cycling networks, creating links and removing barriers.</i></p> <p><b>Policy Fit - Good</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project has good fit with LSP Environment <b>Priority 3: Promote and enhance sustainable forms of transport and reduce private car use in urban areas throughout the district. Reduce vehicle traffic and deliver better public transport and cycling and walking routes</b></p>

### Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£624k			
<b>Realistic match funding sources</b>	Lancashire County Highways, Frontierland Developer			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	✓
	Medium	✓	Medium term	
	Low		Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>		<i>Transforming how Morecambe looks and maximising the potential of the visitor economy</i>				
<b>Economic Impact of preferred option</b>		High		Med	✓	Low
<b>Key Project Benefit (output / outcome)</b>		<i>Transformation of quality of built and natural environment</i>				
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)						
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>	
Low	Low	Low	Low	Medium	Medium	
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project represents reasonable value for money						
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) Yes</b>						

**Risks**

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Improved permeability and quality of built environment	High cost	Dependent on Frontierland scheme coming forward	Comprehensive project that will provide route right through West End
Hold/refer as opportunity/plan review	Link could be delivered without majority of public realm improvements	Contributes less to changing perceptions of West End	Dependent on Frontierland scheme coming forward	Low cost option
End involvement	Poor permeability between Central and West Morecambe continues	High priority for intervention	Lost opportunity	-

**Strategic Recommendation and Actions**

<p>Clarendon Road Living Street is a high priority project that has good policy fit and offers reasonable value for money. This project is inextricably linked to future development of Frontierland site. This is likely to be the only opportunity to link the West End to Central Morecambe as the land is unlikely to be available in future if not secured at this point.</p> <ul style="list-style-type: none"> <li>➤ Maintain current stance on the need for Frontierland to provide greater permeability through legal powers under planning/development control process.</li> </ul>
--

**Commercial Core**

<b>Project Title:</b>	Commercial Core - Yorkshire Street, Springfield/Lancashire St, West St, Parliament St, Devonshire Rd, Albert Rd, Clarendon Rd and Claremont Rd
<b>Masterplan reference:</b>	5 and 8
<b>Brief description</b>	Key to the Masterplan's Public Realm Strategy and a high priority for intervention. Project aims to clearly define the heart of the West End, providing a core area that clearly integrates with the coast. A major public realm scheme is proposed along Yorkshire Street and immediate surrounding streets to greatly improve the commercial and community heart of the West End. It is also proposed to create a new pedestrian link between Yorkshire Street's retail and Clarendon Road's cycleway.

**Current Delivery Status:**

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	NWDA concept was previously approved
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work undertaken / funds spent (all partners)</b>	NWDA funded pre-approval expenditure has enabled public realm improvements to be designed and costs produced for Claremont Road, Devonshire Square and West Street
<b>Achievements to date</b>	Improvements to Yorkshire Street have already been successful
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

**Strategic Fit:**

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>Economic Programme objective: <i>Regenerating and Reinventing Morecambe as an attractive choice to live, work and visit by re-inventing how Morecambe looks and feels. Deliver high quality public realm by; Developing a strategy for West End retail core.</i> Council priority <i>Lead the regeneration of our District – Improve economic prosperity throughout the Lancaster district</i></p> <p>LDF Core Strategy: <i>Policy ER4 – Identifies West End as a local shopping centre providing key services to local communities;</i></p> <p><i>Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place</i></p> <p><i>Policy ER2 – Re-invent Morecambe... an office and service centre with a revived housing market</i> <b>Policy Fit – Excellent</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project has good fit with LSP Environment <b>Priority 3: Promote and enhance sustainable forms of transport and reduce private car use in urban areas throughout the district. Reduce vehicle traffic and deliver better public transport and cycling and walking routes</b></p>

**Realism / Time:**

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£475k costed plus further £380k estimated			
<b>Realistic match funding sources</b>	Lancashire County Highways and Housing Capital Programme			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	✓
	Medium	✓	Medium term	
	Low		Long term	
<b>Likelihood of securing other stakeholder</b>	High		Short term	✓

<b>resources/commitment.</b>	Medium	✓	Medium term	
	Low		Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	✓
	Med possibility	✓	Medium term	
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Transforming how Morecambe looks and maximising the potential of the visitor economy</i>				
<b>Economic Impact of preferred option</b>	High		Med	✓	Low
<b>Key Project Benefit (output / outcome)</b>	<i>Transformation of quality of built and natural environment</i>				
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Medium	Medium	Medium
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project represents good value for money					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) Yes</b>					

**Risks**

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Comprehensive improvements to commercial core	Not all the streets will have a high impact	Broad approach fails to focus retail activity	Yorkshire St successfully used this model
Hold/refer as opportunity/plan review	Focus on high impact streets	Some poor quality streets omitted		
End involvement	Direct funding to other projects	Oversupply of shop units	Poor quality retail does not support other initiatives	

**Strategic Recommendation and Actions**

<p>The Commercial Core is a high priority high profile project that has excellent policy fit and offers good value for money and utilises the successful approach used for Yorkshire Street. The extent of the Commercial Core needs to be defined and agreed with local input as there is a difference in opinion between the Masterplan and the WEP regarding Albert Road's inclusion. There is overlap with the Commercial Core and Regent Road proposals and they should be treated as a single proposal focussing on Claremont Road, West Street, Regent Road Springfield / Lancashire Street. And consideration for the inclusion of Albert Road. The non-commercial streets of Parliament Street, Clarendon Road and Devonshire Road should be omitted.</p> <ul style="list-style-type: none"> <li>➤ Include in current NWDA funding bid for development of project proposals for the District's Economic Regeneration Programme priorities.</li> <li>➤ Identify other potetnail resources to deliver this project e.g. County Council</li> <li>➤ Housing Capital Programme to identify potential opportunities to support this project as and when suitable retail properties come onto the market. Utilise cheaper refurbishment model than previous works implemented with ARCA.</li> </ul>
---



## Secondary Routes

<b>Project Title:</b>	Secondary Routes
<b>Masterplan reference:</b>	2, 4, 6, 10, 12, 13 and 14
<b>Brief description</b>	These streets are to be treated with a palette of secondary materials to reflect their status as less important in terms of hierarchy. This approach will help to reduce the areas set aside for highest quality treatment ensuring that money is channelled into these important areas. West End Road and Alexandra Road area medium priority for intervention. In addition a series of low priority interventions are proposed for Sefton, Stanley, Balmoral, Albany and Regent Road (south of Balmoral Road).

## Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	No
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	
<b>Achievements to date</b>	West End Road has benefitted from a 20mph road safety scheme implemented by Lancashire County Council.
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

## Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>This Masterplan project area does not fit with the Economic Programme or Council Priorities. LDF Core Strategy: <i>Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place</i> <b>Policy Fit - Poor</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project does not provide good fit with LSP policy.</p>

## Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£1m			
<b>Realistic match funding sources</b>	Lancashire County Highways,			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

## Value for Money / Additional Benefit Check

<b>Core Objective</b>	<i>Transforming how Morecambe looks and maximising the potential of the visitor economy</i>					
<b>Economic Impact of preferred option</b>	High		Med		Low	✓

<b>Key Project Benefit (output / outcome)</b>		<i>Transformation of quality of built and natural environment</i>			
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Low	Low	Low
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project represents poor value for money					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) No</b>					

**Risks**

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Improve areas that have not yet benefitted from the Masterplan	Mainly a low priority for intervention	Low impact project delivers little change	Regeneration benefits for other areas of West End
Hold/refer as opportunity/plan review	Focus only on medium priority streets for better VFM and impact	Some poor quality streets will be omitted		
End involvement	Funding can be directed to other projects		Benefits of masterplan fail to reach lower order streets	

**Strategic Recommendation and Actions**

<p>Alexandra Road public realm improvements is a Secondary Route classed as low priority offering fair policy fit. Improvements to Alexandra Road would bring masterplan benefits to an area that has seen little change. West End Road has already been improved and should not be pursued.</p> <ul style="list-style-type: none"> <li>➤ The low priority Secondary Routes offer poor policy fit low value for money low impact and should no longer be pursued as a viable masterplan proposal.</li> </ul>
--

### Tertiary Streets

<b>Project Title:</b>	Tertiary Streets
<b>Masterplan reference:</b>	2, 5, 6, 9, 10, 13, 14, 15 and 16
<b>Brief description</b>	Tertiary streets are short connector streets and will comprise of the secondary palette of materials, helping to reinforce many of the recently improved streets that exist. Tertiary streets ranked as a high priority for intervention are; Marlborough Road, Bold St, Granville St, Cumberland View Rd, Grove St, Clarendon Rd East and Albert Rd (south of Claremont) Tertiary streets ranked as a low priority for intervention are; Cavendish, Marlborough, Brunswick, Chatsworth, Fairfield, Devonshire, Avondale Rd, Byron St and Regent Park Avenue.

### Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	No
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	
<b>Achievements to date</b>	
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

### Strategic Fit:

<b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b> This Masterplan project area does not fit with the Economic Programme or Council Priorities. LDF Core Strategy: <i>Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place</i> <b>Policy Fit - Poor</b>
<b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b> This project does not provide good fit with LSP policy.

### Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£2m			
<b>Realistic match funding sources</b>	Lancashire County Highways,			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	
	Low	✓	Long term	✓
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium		Medium term	
	Low	✓	Long term	✓
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	
	Low possibility		Long term	✓

### Value for Money / Additional Benefit Check

<b>Core Objective</b>	<i>Transforming how Morecambe looks</i>					
<b>Economic Impact of preferred option</b>	High		Med		Low	✓

<b>Key Project Benefit (output / outcome)</b>		<i>Transformation of quality of built and natural environment</i>			
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Low	Low	Low
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project represents poor value for money					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) No</b>					

**Risks**

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Improve areas that have not yet benefitted from the Masterplan	Mainly a low priority for intervention	Low impact project delivers little change	Regeneration benefits for other areas of West End
Hold/refer as opportunity/plan review	Focus only on high priority streets for better VFM and impact	Some poor quality streets will be omitted		
End involvement	Funding can be directed to other projects		Benefits of masterplan fail to reach lower order streets	

**Strategic Recommendation and Actions**

<p>Despite Marlborough Road and Bold Street being high priority tertiary streets linked to existing funded housing regeneration proposals the project would have low impact. Resources would be better directed at projects with better value for money and greater impact on objectives on MasterPlan.</p> <ul style="list-style-type: none"> <li>➤ The low priority Tertiary Street offer poor policy fit low value for money low impact and should no longer be pursued as a viable masterplan proposal.</li> </ul>
--

## Local Residential Streets

<b>Project Title:</b>	Local Residential Streets
<b>Masterplan reference:</b>	1, 3, 11, 12, 13, 15, 16 and 17
<b>Brief description</b>	These streets have a contained neighbourhood type character, with a scale that responds to the enclosing residential properties. The first two interventions are to repair existing streets, or to replace using the secondary materials palette, with the inclusion of pinch points, signage and occasional street trees to improve and define the neighbourhood street. A more comprehensive refurbishment will be tied into streets identified as potential 'HomeZone' environments. Local residential streets ranked as a high priority for intervention as Homezones are Hampton Rd, Harrington Rd and Grafton Place. Local residential streets ranked as a medium priority for intervention Halden Rd, Gloucester Drive, Grafton Rd, Highfield Crescent, Sandylands, Cambridge Rd and Raglan Rd. Local residential streets ranked as a low priority for intervention are Norton Ave, Barnes Rd, Sefton Rd south, Byron Rd, Gardner Rd and Claremont Crescent.

## Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	No
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	
<b>Achievements to date</b>	
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

## Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>This Masterplan project area does not fit with the Economic Programme or Council Priorities. LDF Core Strategy: <i>Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place</i> <b>Policy Fit - Poor</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project does not provide good fit with LSP policy.</p>

## Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£2.4m			
<b>Realistic match funding sources</b>	Lancashire County Highways and Housing Capital Programme			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	
	Low	✓	Long term	✓
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium		Medium term	
	Low	✓	Long term	✓
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	
	Low possibility		Long term	✓

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Transforming how Morecambe looks</i>					
<b>Economic Impact of preferred option</b>	High		Med		Low	✓
<b>Key Project Benefit (output / outcome)</b>	<i>Transformation of quality of built and natural environment</i>					
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)						
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>	
Low	Low	Low	Low	Low	Low	
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project represents poor value for money						
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) No</b>						

**Risks**

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Improve areas that have not yet benefitted from the Masterplan	Mainly a low priority for intervention	Low impact project delivers little change	Regeneration benefits for other areas of West End
Hold/refer as opportunity/plan review	Focus only on high priority streets for better VFM and impact	Many poor quality streets will be omitted	High cost of <i>Homezone</i> treatment	Improve very low quality streets
End involvement	Funding can be directed to other projects	No impact of masterplan in low / medium priority areas	Benefits of masterplan fail to reach lower order streets	High cost and low impact

**Strategic Recommendation and Actions**

<p>The high intervention local residential streets highlighted for Homezone treatments only offer fair policy fit and local impact due to their low visibility and should therefore be considered a medium priority for the medium to long term. The implementation of Homezone treatments is supported as an option for the Housing Capital Programme beyond 2009.</p> <ul style="list-style-type: none"> <li>➤ The medium and low priority local residential streets offer poor policy fit low value for money low impact and should no longer be pursued as a viable masterplan proposal.</li> </ul>
---