



# Dunnings Bridge Road Economic Investment Strategy

Sefton Metropolitan Borough Council



Final Report

October 2015

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## EXECUTIVE SUMMARY

### Introduction

- i) This report provides an Economic Investment Strategy for the Dunnings Bridge Road Corridor area of Sefton Borough. The Investment Strategy will provide a single coherent way forward that will be a basis for delivering economic growth and inward investment to this important employment location within Sefton.
- ii) The key objectives of this study are to:
  - To understand the current role of the area in delivering employment within Sefton Borough through an analysis of the property market and the business sectors established in the area
  - To understand the area's relationship with the Port of Liverpool and how it can satisfy demand that may arise from the growth of the Port
  - To explore the potential for the area to attract inward investment building on its past success to attract major employers and the ongoing development there, particularly along the main road frontage
  - To develop a strategy to bring the less attractive and underused backlands (i.e. sites away from the Dunnings Bridge Road Corridor) into economic use, recognising the potential that collectively these sites can deliver large scale development
  - To create a development framework that will maximise capacity, remodel sites to meet modern business and developers requirements, address the constraints and issues that are currently a barrier to development and which will set the standards for physical, environmental, and economic improvements to the area
  - To develop a delivery strategy that is commercial and realistic, which will make proposals for a mechanism to unlock those constraints and drive forward development.
- iii) This Economic Investment Strategy Report presents the overall findings of the research, sets out strategic options for change and presents an investment strategy and delivery plan for how that change could be achieved. It builds upon the findings of the Baseline Report, which undertook research in 2014 and provided a detailed

survey of the land ownership profile of the study area, physical conditions, the policy framework and recorded the findings of a programme of stakeholder engagement.

- iv) Financial appraisals of the main projects are undertaken. However, it is not possible to cost other elements of the delivery strategy, particularly the partnership working. This reflects the fact that the final costs, to the Council at least, will not be known until Sefton Council formally determines the degree and type of partnership arrangement it wishes to enter into. In particular, the likely level of officer resourcing required is something the Council will need to determine early on in the programme.

### Spatial Analysis

- v) The Study Area occupies approximately 193 ha comprising a mix of new build commercial space, vacant brownfield land, lower quality industrial units and existing residential dwellings. Relevant points from the Spatial Analysis, conducted as part of this study are summarised in Table ES1.

**Table ES1 – Spatial Analysis**

Spatial Element	Comments	Options for Change
Green Space	Current green space within the Study Area is limited, largely due to the predominant industrial and commercial land uses present. There are however, a number of small and important public open spaces associated with the residential areas.	Leeds and Liverpool Canal – options to reclaim an area of trees on the Switch Car site, giving a new high quality frontage to this development location. Improvements should include a canal bridge to link this landscape area to the main Canal towpath which is on the northern bank.  Replace security fencing with planning along Dunnings Bridge Road.
Movement and Connectivity	The site is bounded by the Dunnings Bridge Road and the A59 Ormskirk Road. The M57 and M58 also lie within close proximity.  The Merseyrail Northern Line also runs along the boundary of the site from north to south.  There are currently limited crossing points along Dunnings Bridge Road for pedestrians and cyclists.	Possible provision of a new pedestrian footbridge across Dunnings Bridge Road, close to the Switch Car site
Edges and Barriers	Dunnings Bridge Road - prominent gateway along the western edge of the site, hosting three main points of access.  The eastern and southern edges have a less active frontage, with development having to back into the edge.  To the north of the site, the Leeds/Liverpool Canal poses a boundary to expansion of the site, as well as providing a defining edge.	-
Transport	Dunnings Bridge Road is a major arterial	Possibilities for improvements on

Spatial Element	Comments	Options for Change
	<p>route from the Port of Liverpool to the motorway network via Switch Island to the M57/M58 Junction. Due to its proximity to the Port of Liverpool and the M57/M58 there are high volumes of traffic on Dunnings Bridge Road.</p> <p>In terms of public transport provision, the site is located equidistant between Aintree and Old Roan Railway Stations, located on the Northern Line of the Merseyrail network. There are a number of Merseytravel bus services provided along Dunnings Bridge Road.</p> <p>A combination of off-road cycle tracks and advisory cycle routes are provided along Dunnings Bridge Road. On-road signed cycle routes exist along Ormskirk Road at the north eastern end of the site and also at the southern end of Park Lane and within close proximity to Aintree rail station. National Cycle Route 62 which is part of the Trans Pennine Trail runs on the eastern side of the site.</p>	<p>Dunnings Bridge Road include using verges to increase general highway capacity or implement bus priority measures.</p> <p>Investment, which could be made available through developer contribution, would include avenue like tree planting, and an enhanced cycle route.</p> <p>There may also be options to create new foot and cycle routes with new developments.</p> <p>A junction could also be created off the Atlantic Park access road to link to Farriers Way</p> <p>Opening up the Switch Car site and neighbouring developed parcels will require some investment – preferably a new access off Heysham Road, via the current North West Training Council site. This new access junction could be in the form of a roundabout to encourage smooth traffic flow and try and avoid any queues back onto Dunnings Bridge Road. The same junction could also open up the Former Peerless Refinery Site to the west.</p>

Source: BE Group 2015

### Market Appraisal

- vi) Baseline research highlighted a good level of local demand for units of up to 50 sqm from start-ups and existing micro businesses. There is also healthy demand from established local firms for leasehold units of up to 500 sqm, which exceeds the current supply of space. Trade uses are also well established along Dunnings Bridge Road. There is also a separate market from larger manufacturing businesses that may be displaced by the expanding Port or attracted into the area by Port growth.
- vii) Stakeholders also report a growing market for logistics and larger industrial uses in the area fuelled, in part at least, by the expanding Port. Most enquiries are from Merseyside industrial/warehouse companies looking for 5,000-6,000 sqm, along with more occasional interest from national firms looking for 10,000-50,000 sqm. Since this is effectively a ‘new’ market for the area there is little space presently available to meet such needs, beyond the recycling of the occasional older industrial property.
- viii) After an extended period of weakness, the local office market appears to be recovering. Requirements for larger office suites are now being received at Atlantic Park including some potential demand for new build developments. Stakeholders did not highlight any specific requirements for alternative uses such as retail or leisure within the main employment areas of Dunnings Bridge Road. However, there could

still be some need for an element of ancillary service uses on sites such as Atlantic Park and the Former Peerless Refinery Site, to support workers and improve development values. Services could include a new hotel option.

- ix) Table ES2 outlines the Strategic Framework Options for new development in Dunnings Bridge Road.

**Table ES2 – Strategic Framework Options**

Site	Development Options
1A – Atlantic Park	<p>Option A: A single new build warehouse premises of some 46,000 sqm (replacing the existing Big Ft2 building) to meet the requirements of a specific occupier</p> <p>Option B: Retention of the existing 27,000 sqm former Rolls Royce manufacturing building. Refurbishment and sub-division of the property to accommodate occupiers of 4,500-5,500 sqm. Development of other land for industrial/warehouse units of 4,500-5,500 sqm.</p>
1B – Former Peerless Refinery Site	<p>Light industrial units of up to 500 sqm each (on the frontage). An element of trade/wholesale use here (20-40 percent) to increase values, and help overcome site constraints.</p> <p>Larger B2 industrial premises of 5,000-6,000 sqm each to rear (N.B. this is shown as an indicative development mix only and may be subject to change in ongoing negotiations.)</p>
1C –Senate Business Park	<p>Option A: A single manufacturing or logistics property of up to 16,000 sqm to meet the identified demand for logistics/B2 manufacturing options resulting, at least in part, from Port growth.</p> <p>Option B: Mix of light industrial units of up to 500 sqm, or larger B2 industrial premises of 5,000-6,000 sqm to meet current needs for smaller premises, for local firms.</p>
1D– Atlantic Park Frontage	<p>Option A: Good quality offices of 1,000-3,000 sqm each</p> <p>Option B: Good quality offices of 1,000-3,000 sqm each plus retail on 20-30 percent of the site. Retail would be small scale convenience and/or hot food.</p> <p>Option C: Mix of light industrial units of up to 500 sqm each, or larger B2 industrial premises of 5,000-6,000 sqm to meet current needs for smaller premises, for local firms.</p>
1E – Heysham Road Industrial Estate (Dunnings Bridge Road Frontage, including Switch Car Site)	<p>Office/industrial uses plus an appropriate mix of higher value uses:</p> <ul style="list-style-type: none"> <li>• Petrol Filling Station</li> <li>• Hot food outlets</li> <li>• Pub-restaurant</li> <li>• Convenience retail (e.g. mini-mart).</li> </ul>

Site	Development Options
2A – Park Lane West	Refurbishments and infill only
2B – Heysham Road Industrial Estate (Heysham Road/Wakefield Road)	Refurbishments only
3A – Heysham Road Industrial Estate (Heysham Road/ Leckwith Road)	Light industrial units of up to 500 sqm each.
3B – Heysham Road Industrial Estate (Grange Road/ Leckwith Road)	Refurbishments only
4 – Bridle Road	Refurbishments only
Decant Zone – Heysham Road Industrial Estate (Rear)	Relocation plots for business displaced from elsewhere in the study, as required.

Source: BE Group and AECOM, 2015

### Financial Appraisals

- x) Table ES3 shows the potential return or loss from each of the sites where new development is proposed. As can be seen Atlantic Park and Senate business Park generate a profit while other sites show losses

**Table ES3 – Appraisals (£) – Options A or B or C**

Costs	1A – Atlantic Park			1B – Former Peerless Refinery Site			1C –Senate Business Park			1D – Atlantic Park Frontage			1E – Heysham Road Industrial Estate (Dunnings Bridge Road Frontage, including Switch Car Site)		
	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C
Capital Value	46,786,000	27,526,000	-	17,990,000	-	-	11,367,000	-	-	9,888,000	10,167,000	4,840,000	17,918,000	-	-
Construction Costs	26,200,000	13,600,000	-	14,125,000	-	-	7,750,000	-	-	7,537,000	6,106,000	3,960,000	11,905,000	-	-
Site Preparation Costs	900,000	900,000	-	200,000	-	-	200,000	-	-	200,000	200,000	200,000	1,000,000	-	-
Fees, Finance, Profit	13,673,000	8,735,000	-	5,253,000	-	-	3,099,000	-	-	2,773,000	2,694,000	1,387,000	5,045,000	-	-
Total Development Costs	40,773,000	23,235,000	-	19,578,000	-	-	11,049,000	-	-	10,510,000	9,000,000	5,547,000	17,950,000	-	-
<b>Residual Value (Loss)</b>	<b>6,013,000</b>	<b>4,291,000</b>	-	<b>-1,588,000</b>	-	-	<b>318,000</b>	-	-	<b>-622,000</b>	<b>1,167,000</b>	<b>-707,000</b>	<b>-320,000</b>	-	-

Source: BE Group, 2015



## Delivery Plan

- xi) The following tables set out the actions that are recommended for the Investment Strategy.

**Table ES4 – Initial Actions, Area Wide Partnership and Planning Actions**

		Timescale
Initial Local Authority Actions	<ul style="list-style-type: none"> <li>Creation of a initial officer/member steering group, including economic development and planning officers, to drive forward actions emerging from this Strategy</li> </ul>	Immediate
	<ul style="list-style-type: none"> <li>Economic development, planning, legal, finance officers, the Council Executive and members to undertake a budgeting exercise to identify and plan resource options for the Council's role in future change. Budget commitments to be made wherever possible</li> </ul>	Immediate
	<ul style="list-style-type: none"> <li>Engagement with the LEP and HCA to identify other options for public funding and realistic options for drawing in that funding</li> </ul>	Immediate
	<ul style="list-style-type: none"> <li>Funding bids to be made at appropriate times.</li> </ul>	Ongoing
Planning	<ul style="list-style-type: none"> <li>Planning officers to review current Policy in regards to this Investment Strategy. Any inconsistencies to be addressed with Draft Local Plan amendments if needed</li> </ul>	Immediate
	<ul style="list-style-type: none"> <li>Development of a CIL Strategy which reflects the needs of Dunnings Bridge Road</li> </ul>	Immediate
	<ul style="list-style-type: none"> <li>Production of area specific design guidance which will guide future development actions.</li> </ul>	Short Term
Public Realm and Transport	<ul style="list-style-type: none"> <li>Planning and transport officers to undertake local modelling to test the impacts of the proposed investments. This can build on the existing Thornton/Switch Island Modelling, where appropriate</li> </ul>	Short Term
	<ul style="list-style-type: none"> <li>Maintain awareness of emerging funding proposals from wider schemes to improve access to the Port of Liverpool. Look to ensure that the relevant section of the Dunnings Bridge benefits from investment – Schemes which make better use of the underused space on either side of the main carriageway should be particularly supported.</li> </ul>	Ongoing
	<ul style="list-style-type: none"> <li>Consider undertaking a local public realm and landscaping strategy, looking at small scale improvements to the local streetscape which could be implemented as part of the individual site developments. Recommendations of that study would need to split the proposed changes by site and consider funding and the level of developer contributions necessary to implement change.</li> </ul>	Short Term
	<ul style="list-style-type: none"> <li>The future BID or similar partnership (see below) should consider the scope, and funding options,</li> </ul>	Medium Term

		Timescale
	for improving access to Park Lane West Industrial Estate, including road resurfacing and possible pedestrian access onto the greenspace to the north	
Area Partnership	<ul style="list-style-type: none"> <li>Economic development officers to engage with key local businesses to assess the appetite for a BID. Survey the wider business community</li> </ul>	Immediate
	<ul style="list-style-type: none"> <li>If judged viable, launch the BID process and undertake open consultation with the Business Community to identify significant issues to be addressed by the BID.</li> </ul>	Short Term
	<ul style="list-style-type: none"> <li>Production of a consultation report, business and marketing plans by economic development officers, supported by other partners</li> </ul>	Short Term
	<ul style="list-style-type: none"> <li>Implementation of a postal vote amongst affected property owners</li> </ul>	Short Term
	<ul style="list-style-type: none"> <li>If the BID process fails at any point consider if a more informal partnership could achieve the same goals</li> </ul>	Ongoing
	<ul style="list-style-type: none"> <li>Work with the partnership to identify and address needs for refurbishment, streetscape, etc. improvements. Also to look at any blocks on small scale infill development.</li> </ul>	Ongoing
	<ul style="list-style-type: none"> <li>Change to proceed with BID funds and/or any other funds which can be levered in</li> </ul>	Ongoing
Small Business Workspace	<ul style="list-style-type: none"> <li>Economic development officers to explore the potential for small business workspace development on the main development sites 1A-1E. If necessary, approach recognised workspace developers such as Evans Easyspace</li> </ul>	Ongoing
	<ul style="list-style-type: none"> <li>Economic development officers to approach relevant owners to determine if they would be interested in a sub-division to provide workspace, e.g. offices or workshops of less than 100 sqm. Sub-division of premises still felt capable of meeting larger property needs should not be encouraged</li> </ul>	Immediate/Short Term
	<ul style="list-style-type: none"> <li>Subject to clear identification of owner interest, commission a feasibility study which will:                             <ul style="list-style-type: none"> <li>Identify any constraints (physical, financial, etc.) that may prevent the provision of workspace, and how those constraints can be overcome. Sub-division of premises still felt capable of meeting larger property needs should not be encouraged</li> <li>Identify what public sector interventions may be required to overcome any constraints and what funding options are available to support those interventions</li> <li>Consider what services and business support packages can be provided within any workspace scheme, who would be responsible for delivering those services and</li> </ul> </li> </ul>	Short Term

		Timescale
	undertaking day-to-day scheme management	Short Term
	<ul style="list-style-type: none"> <li>○ How private and public sector stakeholders can work together to market the workspace.</li> <li>● Work with the owners to identify an appropriate operator, marketing the proposal as required.</li> <li>● Proceed with scheme delivery as agreed in the feasibility study.</li> </ul>	Medium Term

Source: BE Group, 2014

## Site Summaries – Atlantic Park and Bridle Road/Bridle Way

**Table ES5 – Site 1A**

		Timescale
Local Authority Actions	<ul style="list-style-type: none"> <li>● Support and develop investment opportunities and enquiry generation. Planning officers to provide ongoing support through the planning process, identifying any issues which may emerge if a large scale logistics development is completed here</li> </ul>	Immediate
Planning	<ul style="list-style-type: none"> <li>● Planning application should include a transport strategy for opening up and enhancing current access arrangements.</li> </ul>	Immediate
Site Assembly	<ul style="list-style-type: none"> <li>● Not required</li> </ul>	Immediate
Public Realm and Transport	<ul style="list-style-type: none"> <li>● Main access road in place, but officers to consider options for opening this up with new access points at Bridle Road (linking to the proposed car parking in the south of the site), and Farriers Way. Options to be discussed with Royal London, amending the existing Masterplan if appropriate and be reflected in subsequent planning applications</li> <li>● Options for pedestrian access to adjacent housing (Chester Avenue and Hereford Drive) should also be considered</li> </ul>	Immediate  Short Term
Development Proposals	<ul style="list-style-type: none"> <li>● Development will be private sector led and focused on meeting logistics needs</li> </ul>	Short Term

Source: BE Group, 2014

**Table ES6 – Site 1C**

		Timescale
Local Authority Actions	<ul style="list-style-type: none"> <li>● Economic development officers to undertake a formal marketing and tendering process, if this has not already begun</li> <li>● Officers and members to clarify the Council's role in development, e.g. as direct developer, joint venture partner, or more distant facilitator</li> <li>● Scheme design, including landscaping and</li> </ul>	Immediate  Immediate/Short Term

		Timescale
	access, to be masterplanned reflecting design guidance. Planning consent to be sought	Short Term
	<ul style="list-style-type: none"> <li>Subject to sufficient demand, Council to proceed with the preferred development route tendering for a development partner and/or contractors as required.</li> </ul>	Short Term
Planning	<ul style="list-style-type: none"> <li>Standards of design, landscaping and access for this gateway location should be agreed in advance of the submission of a planning application.</li> </ul>	Immediate
Site Assembly	<ul style="list-style-type: none"> <li>Not required</li> </ul>	Immediate
Public Realm and Transport	<ul style="list-style-type: none"> <li>Create active frontages to Bridle Way, opening up the site and also improving visibility for those in the lower floors of the Santander building</li> </ul>	Immediate
	<ul style="list-style-type: none"> <li>Officers should explore the financial viability of a Gateway Feature' (sculpture, landscaping, etc.) fronting Bridle Road. If felt to be viable, officers should negotiate on this point with the preferred developer.</li> </ul>	Immediate
	<ul style="list-style-type: none"> <li>Standards of design, landscaping and access for this gateway location should be agreed in advance of the submission of a planning application</li> </ul>	Immediate
Development Proposals	<ul style="list-style-type: none"> <li>Development will be for a mix of B1, B2, B8 uses with a likely focus on smaller logistics options. Development to be Council led, either with the Council as developer or with the Council acting as a Joint Venture partner with a private developer.</li> </ul>	Short Term

Source: BE Group, 2014

**Table ES7 – Site 1D**

		Timescale
Local Authority Actions	<ul style="list-style-type: none"> <li>Support and development investment opportunities and enquiry generation</li> </ul>	Immediate
	<ul style="list-style-type: none"> <li>Economic Development/Planning officers to approach Royal London and clarify if and under what circumstances revised mix of uses might improve development prospects here.</li> </ul>	Immediate/Short Term
	<ul style="list-style-type: none"> <li>Subject to an agreement, officers, Royal London and its agents to agree a revised marketing strategy for this site</li> </ul>	Short Term
	<ul style="list-style-type: none"> <li>Officers and Royal London to agree an appropriate design and landscaping scheme for this area, which could include developer funded improvements across the relevant stretch of Dunnings Bridge Road</li> </ul>	
Planning	<ul style="list-style-type: none"> <li>Planning officers should identify, in advance of engagement, what planning consents,</li> </ul>	Immediate

		Timescale
	masterplan changes and design requirements are needed to secure the above changes.	
Site Assembly	<ul style="list-style-type: none"> <li>Not required</li> </ul>	Immediate
Public Realm and Transport	<ul style="list-style-type: none"> <li>Access largely complete</li> <li>Design standards, appropriate to this frontage site to be agreed</li> <li>Landscaping strategy to extend across Dunnings Bridge Road and consider options for opening up views into Bootle Golf Course</li> </ul>	<p>Immediate</p> <p>Short Term</p>
Development Proposals	<ul style="list-style-type: none"> <li>Development will be private sector led and provide a mix of B1, B2 and A1-A4 uses to be determined by agreement and by market demand</li> </ul>	Short Term/Medium Term

Source: BE Group, 2014

## Site Summaries – Heysham Road

**Table ES8 – Site 1B**

		Timescale
Local Authority Actions	<ul style="list-style-type: none"> <li>Economic development and planning officers to maintain a dialogue with Chancerygate and be ready to support any bid for reclamation funding which is required. Also to review the mix of uses on the site to secure a viable scheme.</li> </ul>	Immediate/Short Term
Planning	<ul style="list-style-type: none"> <li>The nature of the planning application will be determined by the above discussions.</li> </ul>	Immediate
Site Assembly	<ul style="list-style-type: none"> <li>Not required.</li> </ul>	Immediate
Public Realm and Transport	<ul style="list-style-type: none"> <li>Access arrangements need to be planned strategically to allow future connections to be made with Site 1E to the east. It is suggested that a transport strategy be commissioned for Heysham Road at an early stage. Considering the impacts of opening up both 1B and 1E and setting out a preferred access arrangement that can, in time, serve developments on both sides of Heysham Road</li> <li>Options for pedestrian access into nearby housing to be considered – specifically a new route linking Heysham Road to Lunt Avenue and the adjacent housing</li> <li>Opportunity exists to provide a prominent gateway feature at the corner of Heysham Road and Dunnings Bridge Road, which could be in the form of a landscape feature or sculpture.</li> </ul>	<p>Short Term</p> <p>Short/Medium Term</p> <p>Medium Term</p>
Development Proposals	<ul style="list-style-type: none"> <li>Development will be for a mix of B1, B2, B8 uses and private sector led.</li> </ul>	Short Term

Source: BE Group, 2014

**Table ES9 – Site 1E/Site 3A**

		<b>Timescale</b>
Local Authority Actions	<ul style="list-style-type: none"> <li>• Council steering group, working with the Executive and members to clarify what role the Council will take in delivering this site and specifically if the Council can act as a financial investor in any partnership</li> </ul>	Immediate
	<ul style="list-style-type: none"> <li>• Economic development officers to contact the landowners and other potential development partners, including Orbit to introduce the full project and (where possible) gain initial commitments to participate. Initial assumption is that site 3A could be included within a wider scheme.</li> </ul>	Immediate
	<ul style="list-style-type: none"> <li>• Economic development officers to review what other pots of public funding could be unlocked to support this. Officers to engage with the HCA and LEP and clarify if, and under what circumstances, their funding streams could be utilised here. Funding bids to be written as required</li> </ul>	Immediate/Ongoing
	<ul style="list-style-type: none"> <li>• Subject to the above decisions, the Council should look to form a development partnership, identifying the lead partner and developer(s) and drawing up the appropriate legal agreements</li> </ul>	Immediate/Short Term
	<ul style="list-style-type: none"> <li>• A scheme masterplan should be produced and agreed by all parties. A strategy for scheme marketing, both before and after development needs to be agreed.</li> </ul>	Short Term
	<ul style="list-style-type: none"> <li>• If still on the market, acquisition of the North West Training Council property should be an early partnership priority. As discussed, this could be a useful Council action – giving the Council a stronger role in the scheme and supporting a key local skills/training provider</li> </ul>	Short Term
	<ul style="list-style-type: none"> <li>• A strategy for other site acquisitions should be drawn up, determining who and at what time these should occur. Partners to proceed with other site acquisitions, as agreed</li> </ul>	Medium/Long Term
	<ul style="list-style-type: none"> <li>• Development to be undertaken on a phased basis. Assuming access can be secured then the Switch Car site will be the logical first phase of development. The delivery of higher value uses here could provide funds to support subsequent, more difficult phases of development.</li> </ul>	Medium/Long Term
Planning	<p>Planning officer support will be required at all stages of the project, specifically:</p> <ul style="list-style-type: none"> <li>• Amending policy, as required to allow a more diverse range of uses here</li> </ul>	Immediate
	<ul style="list-style-type: none"> <li>• Supporting masterplan development and particularly agreeing a viable new access scheme for the site</li> </ul>	Short Term
	<ul style="list-style-type: none"> <li>• Agreeing design options, particularly on the Canal frontage.</li> </ul>	Short Term

		<b>Timescale</b>
Site Assembly	<p>Consider the inclusion of Site 3A as part of a wider scheme.</p> <p>Likely order of acquisitions:</p> <ul style="list-style-type: none"> <li>• North West Training Council</li> <li>• 10 Dunnings Bridge Road (IDR Logistics)</li> <li>• Wakefield Road Units (EEC Properties own)</li> <li>• Alternative Housing</li> <li>• George Roberts (North West) – A large and relatively modern property on a backland site. It has not been possible to contact this owner and determine their willingness to sell. It is suggested that this ownership could be excluded if acquisition proves prohibitively difficult or expensive.</li> </ul> <p>It is assumed that the Switch Car site will not have to be acquired, rather owner UK Car Group will participate as a partner.</p>	<p>Medium/Long Term</p> <p>Short Term</p> <p>Medium Term</p> <p>Medium Term</p> <p>Long Term</p> <p>Long Term</p>
Public Realm and Transport	<ul style="list-style-type: none"> <li>• Development partners to draw up a site access strategy, identifying: <ul style="list-style-type: none"> <li>○ The route of the access road through the site and the nature of the road junction with Heysham Road (that junction should allow for a second access point to the west, serving the Former Peerless Refinery Site).</li> <li>○ Options for a pedestrian footbridge linking Heysham Road with Switch Island Retail and Leisure Park</li> <li>○ The revised junction arrangements at the Heysham Road/Dunnings Bridge Road Junction. N.b. large scale changes, which could disrupt flows along Dunnings Bridge Road, are not envisaged here</li> <li>○ Options for more limited accesses, which could open up the Switch Car site as an early phase of development (however, a further signalised junction on this busy stretch of Dunnings Bridge Road is not encouraged)</li> <li>○ Pedestrian access onto the Canal, including an additional canal bridge to link this site to the Canal towpath on the northern side.</li> </ul> </li> <li>• Development of design and landscaping strategies that open up the Canal frontage, protecting existing trees while enhancing the surrounding landscape.</li> </ul>	<p>Medium/Long Term</p> <p>Medium/Long Term</p>
Development Proposals	<ul style="list-style-type: none"> <li>• Development will be for a mix of B1, B2, B8 uses plus retail and hot food options on the Dunnings Bridge Road frontage. Development likely to be private sector led but possibly with a strong local authority role.</li> </ul>	<p>Medium/Long Term</p>

Source: BE Group, 2014

**Table ES10 – Decant Zone**

		<b>Timescale</b>
Local Authority Actions	<ul style="list-style-type: none"> <li>Discussions between officers and development partners for Site 1E should extend to include this site. Is there an appetite to include this land as part of a wider development scheme? And if so with what exact role? Further financial appraisal work may be required to determine the viability of an expanded scheme</li> </ul>	Short Term
	<ul style="list-style-type: none"> <li>Engage with William Rainford Holdings as dominant landowner, identifying if they are willing to release land and under what circumstances. Other landowners also to be approached.</li> </ul>	Short Term
	<ul style="list-style-type: none"> <li>Ongoing discussions with the Peel Ports should also highlight this land. Could it be used to relocate some users displaced by Port expansion and if so, when and under what circumstances might it be needed?</li> </ul>	Short Term
	<ul style="list-style-type: none"> <li>Based on the responses to the above, determine a development strategy for this location. If site can be included within 1E then development can proceed through that partnership. If not, then there may be a need to tender for a secondary development partner</li> </ul>	Medium Term
	<ul style="list-style-type: none"> <li>Create a masterplan and agree the nature of the development. Will change be limited to clearance and the provision of serviced development plots, for design and build for set occupiers, or will a more comprehensive development be required</li> </ul>	Medium/Long Term
	<ul style="list-style-type: none"> <li>Subject to the above decisions, the Council should look to form a development partnership, identifying the lead partner and developer(s) and drawing up the appropriate legal agreements</li> </ul>	Medium/Long Term
	<ul style="list-style-type: none"> <li>Land assembly – Who purchases the required land will be determined by the tasks above. Again the Council should consider if it has the desire and ability to have a role in this.</li> </ul>	Long Term
	<ul style="list-style-type: none"> <li>Development to be undertaken on a phased basis.</li> </ul>	Long Term
Planning	Planning consents required for the redevelopment options	Medium/Long Term
Site Assembly	William Rainford land should be the focus for development activity as a first phase. Other holdings should be brought in when and if need supports their inclusion. These are:	Medium/Long Term
	<ul style="list-style-type: none"> <li>George Roberts</li> </ul>	Long Term
	<ul style="list-style-type: none"> <li>A Plant</li> </ul>	Long Term
	<ul style="list-style-type: none"> <li>Temple Motor Services (Haulage)</li> </ul>	Long Term
	<ul style="list-style-type: none"> <li>Rand Asphalt (Aggregate Industries)</li> </ul>	Long Term
<ul style="list-style-type: none"> <li>Plus one unknown occupier.</li> </ul>	Long Term	
Public Realm and Transport	<ul style="list-style-type: none"> <li>A stronger screened and developed frontage with Leckwith Road is needed to reduce the current</li> </ul>	Long Term



		<b>Timescale</b>
	derelict appearance of this area. <ul style="list-style-type: none"> <li>• Transport modelling required to determine the implications of a higher density of development on this backland site and its cumulative impacts with the development programmed for the north of Heysham Road</li> <li>• Indicative transport strategy to be created outlining any necessary road junction changes required to bring this site forward.</li> </ul>	Long Term  Long Term
Development Proposals	Development will be for a mix of B1, B2, B8 uses Development likely to be private sector led but possibly with a strong local authority role.	Long Term

Source: BE Group, 2014

## 1.0 INTRODUCTION

1.1 Sefton Metropolitan Borough Council (the Council) commissioned BE Group and AECOM to develop an Economic Investment Strategy for the Dunnings Bridge Road Corridor area. The Economic Investment Strategy will provide a single coherent way forward that will be a basis for delivering economic growth and inward investment to this important employment location within Sefton.

1.2 The Dunnings Bridge Road Corridor Area (A5036 Dunnings Bridge Road, the study area) comprises 193.32 ha of (developed and undeveloped) urban land in South Sefton. It extends from the Leeds and Liverpool Canal in the east to the Santander offices in the west and includes the intervening section of the Dunnings Bridge Road. The study area includes three established employment locations – Park Lane West (including Switch Island Retail and Leisure Park and Allied Bakeries) in the north east, Heysham Road Industrial Estate in the east and Bridle Road/Deltic Way in the south west. These surround a large area of housing, and associated community facilities, which is centered along Park Lane.

1.3 In addition to developed employment land, the study area also includes four key development opportunity sites:

- Atlantic Park
- Former Peerless Refinery Site
- Former Switch Car Site
- Senate Business Park.

1.4 The key objectives of this study are to:

- To understand the current role of the area in delivering employment within Sefton Borough through an analysis of the property market and the business sectors established in the area
- To understand the area's relationship with the Port of Liverpool and how it can satisfy demand that may arise from the growth of the Port
- To explore the potential for the area to attract inward investment building on its past success to attract major employers and the ongoing development there, particularly along the main road frontage
- To develop a strategy to bring the less attractive and underused backlands (i.e. sites away from the Dunnings Bridge Road Corridor) into economic use,

recognising the potential that collectively these sites can deliver large scale development

- To create a development framework that will maximise capacity, remodel sites to meet modern business and developers requirements, address the constraints and issues that are currently a barrier to development and which will set the standards for physical, environmental, and economic improvements to the area
- To develop a delivery strategy that is commercial and realistic, which will make proposals for a mechanism to unlock those constraints and drive forward development.

1.5 This Economic Investment Strategy Report presents the overall findings of the research, sets out strategic options for change and presents an investment strategy and delivery plan for how that change could be achieved. The strategy is presented within the context of local and regional policy, the demands of the market and of other on-going developments in and around Sefton and Merseyside at this time. It builds upon the findings of the Baseline Report which provided a detailed survey of the land ownership profile of the study area, physical conditions, the policy framework and recorded the findings of a programme of stakeholder engagement.

1.6 Financial appraisals of the main projects are undertaken. However, it is not possible to cost other elements of the delivery strategy, particularly the partnership working. This reflects the fact that the final costs, to the Council at least, will not be known until Sefton Council formally determines the degree and type of partnership arrangement it wishes to enter into. In particular, the likely level of officer resourcing required is something the Council will need to determine early on in the programme.

## 2.0 POLICY BACKGROUND

### Introduction

- 2.1 The Baseline Report considered in detail the national, sub regional and local reports and strategies that have a relevance to the Economic Investment Strategy. Accordingly, this section focuses only on the planning policy framework that has direct influence on options for change in the Dunnings Bridge Road study area

### National Policy

- 2.2 National guidance is provided through National Planning Policy Framework (NPPF) and Planning Practice Guidance. NPPF establishes high-level planning principles for England and requirements for the planning system, covering the full range of land use topics from sustainable development, to the historic environment, to flood risk. NPPF provides the policy basis for local Councils to produce their own local plans which respond to the specific needs of their communities. National policy statements on topics relating to strategic infrastructure such as energy, transport and water also form part of the overall framework and are a material consideration in determining planning applications.

### Local Policy

#### **Sefton Unitary Development Plan – Sefton Metropolitan Borough Council (2006)**

- 2.3 The Sefton Unitary Development Plan (UDP) was adopted in June 2006. From June 2009, most UDP policies (including all employment policies) will be saved until they are replaced by adopted Local Plan policies.
- 2.4 Policy CS3 sets out a number of general development principles which will be applied in the consideration of all development proposals:
- *“Development will provide for a choice of means of transport to and within the site, giving priority to pedestrians, cyclists and public transport users.*
  - *Development would not be permitted if it would:*
    - *Compromise road safety by site access or internal circulation issues*
    - *Cause significant harm to amenity, or to the character or appearance of the surrounding area*

- *Create risk to people and property as a result of flooding, air or water pollution, land contamination, or noise or light nuisance*
  - *Prejudice the comprehensive development of the area.”*
- 2.5 *“Significant weight will be attached to the quality of building and site design and layout, in particular for development which would be prominent because of its scale or location. The design of development shall have regard to:*
- *The needs of people who have disabilities*
  - *The need for efficiency in the use of water, land and of non-renewable resources, including natural resources and energy*
  - *The need to make the proposal as sustainable as practicable.*
  - *Planning conditions and legal agreements will be used where appropriate to make the most of the social, economic and environmental benefits of development.”*
- 2.6 Policy EDT1 Strategic Employment Locations, identifies six Strategic Employment Locations that are priority areas for development and regeneration funding to support key economic sectors and safeguard local employment. These include the Dunnings Bridge Road Corridor and Netherton Industrial Areas which are a priority for large-scale light and general industrial and office development
- 2.7 Policy EDT2 Provision of Employment Land sets the framework for employment land provision (both strategic and local employment) for the period 2002-2017. Within the Strategic Employment Locations, provision is made for up to 83 ha of land. A further 5.1 ha of land is allocated in Primarily Industrial Areas.
- 2.8 42.7 ha of land comprises three sites in the Dunnings Bridge Road Corridor – Former Peerless Refinery Site, Atlantic Park and Senate Business Park. Although the gross area of these three sites totals 42.7 ha, this is netted down in Policy EDT2 to 30.8 ha to reflect areas currently occupied.
- 2.9 Policy EDT2 refers to 28.3 ha of allocated sites within the Primarily Industrial Areas identified in Policy EDT6. Eight of these sites also fall within the Dunnings Bridge Road and Netherton Industrial Areas, which formed part of the Atlantic Gateway Strategic Investment Area (see Table 2).

2.10 Policy EDT5 refers to designated Primary Industrial Areas, which are seen to be continuing as the main focus for new business, light and general industry in Sefton. They include the Strategic Employment Locations. Many are in need of comprehensive redevelopment, playing a key role in aiding regeneration, particularly in the south of the Borough.

**Table 2 – Relevant Sefton Strategic Employment Locations Sites**

Site	Site Ref	Area, ha
Former Peerless Refinery Site, Dunnings Bridge Road	EDT3.1	6.8*
Atlantic Park, Dunnings Bridge Road	EDT3.2	18.2*
Senate Business Park/Girobank	EDT3.3	15.6*
Land South of Deltic Way, Aintree	EDT6.3	0.9
Former Vesty site, Netherton	EDT6.4	6.8
Rear, Atlantic Industrial Estate, Netherton	EDT6.5	2.6
Farriers Way, Netherton	EDT6.7	0.5
Norwest Holst, Netherton	EDT6.8	5.3
Land, South of Heysham Road, Netherton	EDT6.9	1.8
<b>TOTAL</b>		<b>58.5</b>

Source: Sefton Metropolitan Borough Council, 2006.

\* These areas netted down to total of 30.8 ha for inclusion in 82.0 ha total

2.11 Policy EDT7 Improvement of Primarily Industrial Areas notes that “*development within the Primarily Industrial Areas, other than minor alterations to existing premises, will only be permitted:*

- *Where the proposal does not harm the amenity of any nearby residential area*
- *Where, if the opportunity arises, the proposal helps to improve the general environment of the area.”*

2.12 Proposals to extend or change the use of existing business and industrial premises outside the Primarily Industrial Areas will only be permitted where they “*will not significantly harm the amenity of the surrounding area*” (Policy EDT8).

2.13 Policy EDT18 Retention of Local Employment Opportunities notes that proposals for non-employment uses which involve the loss of employment land and/or buildings will only be permitted where it can be demonstrated that the proposal:

- *“Would not result in the loss of employment or buildings of a type for which there are insufficient alternatives available locally*
- *Would fully compensate for the permanent loss of the site for employment generating uses*
- *Would replace an employment use that is seriously detrimental to local amenity and the local environment.”*

2.14 In addition, the following policies have been noted and will be borne in mind when considering an investment strategy for Dunnings Bridge Road, for as long as they remain active planning policies in Sefton:

- Policy G1: Protection of Urban Greenspace
- Policy G2: Improving Public Access to Urban Greenspace
- Policy G3: Urban Greenspace Systems
- Policy G4: Development Adjacent to the Leeds and Liverpool Canal
- Policy G5: Protection of Recreational Open Space
- Policy AD1: Location of Development
- Policy AD2: Ensuring Choice of Travel
- Policy AD3: Transport Assessments
- Policy AD4: Green Travel Plans
- Policy AD5: Access onto the Primary Route Network
- Policy DQ1: Design
- Policy DQ2: Renewable Energy in Development
- Policy DQ3: Trees and Development
- Policy DQ4: Public Greenspace and Development
- Policy DQ5: Sustainable Drainage Systems
- Policy EP1: Managing Environmental Risk
- Policy EP2: Pollution
- Policy EP3: Development of Contaminated Land
- Policy EP5: Development and Hazardous Substances
- Policy EP6: Noise and Vibration
- Policy EP7: Light Nuisance
- Policy EP8: Flood Risk.

***A Local Plan for Sefton: Publication Draft – Sefton Metropolitan Borough Council (2015)***

2.15 The emerging Sefton Local Plan contains a number of policies which, when adopted,

will guide development in the Dunnings Bridge Road Corridor.

- 2.16 Reflecting the NPPF, Strategic Policy SD1 identifies a 'Presumption in favour of sustainable development'. Specifically, *"Planning applications that accord with the policies in this Local Plan (and, where relevant, with policies in Neighbourhood Plans) will be approved, unless material considerations indicate otherwise.*
- 2.17 *Where there are no policies relevant to the proposed development, or relevant policies are out of date at the time of making the decision, the Council will grant permission unless material considerations indicate otherwise, taking into account whether:*
- *Any adverse impacts of granting permission would significantly and demonstrably outweigh the benefits, when assessed against the policies in the National Planning Policy Framework taken as a whole*
  - *Specific policies in the Framework indicate that development should be restricted."*
- 2.18 Policy MN1: Housing and Employment Requirements Locations sets a Borough-wide employment land target of 84.5 ha for the period 2012-2030. New employment development will be delivered on the following types of land:
- a) *"Strategic Employment Locations*
  - b) *Employment Allocations*
  - c) *Land within Primarily Industrial Areas*
  - d) *Sites with planning permission for employment development*
  - e) *Other suitable sites in Sefton."*
- 2.19 Policy MN2: Housing, Employment, and Mixed Use Allocations identifies five Strategic Employment Locations, including three sites along the Dunnings Bridge Road Corridor, Netherton (Policy Designation MN2.47) – Senate Business Park, Atlantic Business Park, and the Former Peerless Refinery Site – which total 26.8 ha. *"These sites will be the focus for major new employment development in Bootle and Netherton. It is particularly important that these sites provide high quality frontages onto Dunnings Bridge Road."*
- 2.20 *"Other uses will only be permitted on these sites where they are:*
- *Necessary to cross subsidise the provision of B1, B2 and B8 uses on the*



*majority of the site; or*

- *Small scale and intended primarily to serve other businesses operating on the Business Park.”*

2.21 The Switch Car Site (MN2.51), Wakefield Road, Netherton (4.7 ha) and Land at Farriers Way (MN2.52), Netherton (0.5 ha) are also identified as employment allocations within the defined ‘Primarily Industrial Areas’ of Dunnings Bridge Road.

2.22 Policy ED3: Primarily Industrial Areas identifies that Sefton’s Primarily Industrial Areas (which include Bridle Road, Heysham Road and Park Lane West) are “*suitable for the following types of uses:*

- *Office and light industrial uses*
- *General Industrial uses*
- *Storage and distribution uses.*

2.23 *Other uses will only be permitted where they:*

- *Are small scale or ancillary to the above uses*
- *Maximise job outputs and are compatible with the character and function of the area and with adjacent uses.*

2.24 *Development within the Primarily Industrial Areas must not:*

- *Significantly harm the amenity of any nearby residents*
- *Significantly harm the general environment.”*

2.25 Policy ED6: Regeneration Areas identifies the Council’s priorities for regeneration. The Dunnings Bridge Road Corridor will be the focus for major new employment investment in South Sefton. The regeneration priorities for this area are:

- *“ The development of the 3 Strategic Employment Sites within the Corridor*
- *The redevelopment of the Heysham Road Industrial Estate to provide modern employment premises and environmental enhancements.*
- *The development of land to support the expanded Port.*

2.26 Policy EQ2 Design, indicates the key design principles which will be considered when new development is assessed:

- *Scale, density, massing, height, landscape, layout, alignment, orientation,*

*materials, access, active frontages, townscape, architecture and amenity*

- *Retaining or creating good quality landmark and gateway features*
- *Ease and safety of movement and circulation of walkers, cyclists, vehicles and people with limited mobility, both within and into the site*
- *Safety and security of those within and outside the development*
- *Preservation and enhancement of views towards, within and out of the development*
- *Flexibility and adaptability to change in order to be sustainable*
- *The delivery of high quality, well-connected and well-maintained public space.”*

2.27 In addition, the following policies have been noted and will be borne in mind when considering an investment strategy for Dunnings Bridge Road:

- IN1: Infrastructure and Developer Contributions
- IN2: Transport
- IN3: Managing Waste
- EQ1: Planning for a Healthy Sefton
- EQ3: Accessibility
- EQ4: Pollution and Hazards
- EQ5: Air Quality
- EQ6: Land Affected By Contamination
- EQ7: Energy Efficient And Low Carbon Design
- EQ8: Managing Flood Risk And Surface Water
- NH6: Urban Golf Courses.

### **3.0 SPATIAL ANALYSIS AND OPTIONS FOR ENHANCEMENT**

#### **Introduction**

- 3.1 The spatial context of the Dunnings Bridge Road study area was reviewed in Section 3.0 of the Baseline Report. This section summarises the findings of that study and sets out options for enhancement of the spatial characteristics of the area, specifically the local landscape and non-strategic transport network. It should be noted that large scale infrastructure changes are not proposed in this Strategy, rather options which will complement and enhance existing and proposed development are set out.

#### **Site Analysis**

- 3.2 The Study Area occupies approximately 193 ha comprising a mix of new build commercial space, vacant brownfield land, lower quality industrial units and existing residential dwellings. Figure 1 illustrates the following spatial features of the Dunnings Bridge Road Corridor:

- Landuse
- Green space
- Movement and Connectivity
- Route Hierarchy
- Edges and Barriers
- Transport.

#### **Green Space**

- 3.3 Current green space within the Study Area is limited, largely due to the predominant industrial and commercial land uses present. There are however, a number of small and important public open spaces associated with the residential areas. There are also a number of greenspaces located just outside of the study area, mainly to the north, south and west. These spaces provide opportunities to extend green corridors into the site and introduce new open spaces as part of the redevelopment.

Figure 1 – Spatial Analysis



Source: AECOM, 2014

- 3.4 It is also important to note the contribution of informal greenspace throughout the study area, such as road verges and screening. At present, most informal green areas are not maintained to a high enough standard, therefore conveying a negative image and deterring prospective investment and business. These can largely be improved upon and will ultimately encourage greater use of pedestrian linkages as well as boosting the overall appeal of the site.
- 3.5 Dunnings Bridge Road for example offers a lengthy gateway for vehicles, pedestrians and cyclists along the western boundary of the site. The addition of avenue tree planting would greatly improve the aesthetic of the road. Additional verges and shrub planting can improve a number of routes throughout the body of the site also, such as Heysham Road and Park Lane creating enjoyable walking routes as well as enticing entrance points. These improvements would help create a sense of arrival and sense of place.
- 3.6 In relation to other green spaces throughout the site, such as the park located at Park Lane, and open spaces dotted among the residential areas, simple measures such as improved street lighting, adequate seating and additional planting will encourage greater use. These areas can be reclaimed by the residents in the local community providing a play space for children and an enjoyable break out space for workers in the neighbouring industrial sites.
- 3.7 The study area also neighbours Aintree racecourse, as well as Aintree Golf Club and Bootle Golf Course.

### ***Options for Change***

- 3.8 Of particular interest in this regard is the edge of the Leeds and Liverpool Canal, which forms the northern boundary of the site. There are options to reclaim an area of trees on the Switch Car site, giving a new high quality frontage to this development location. High quality planting and landscape design could transform this small area into a linear landscape feature, providing valuable green infrastructure which would both improve the quality and value of development and also provide a modest enhancement to the wider Leeds and Liverpool Canal Corridor as it passes through South Sefton. Improvements should logically include a canal bridge to link this landscape area to the main Canal towpath which is on the northern bank.

- 3.9 Many of the sites along Dunnings Bridge Road are currently separated from the highway by heavy security fencing. As part of re-developing these sites, use of such fencing should be minimised in order to strengthen the frontage onto the main road. In their place, low level landscaping with thorny shrubs such as pyracantha and small trees would retain the green aspect of the route and improve visual amenity into the area whilst continuing to provide a barrier to entry into the sites.

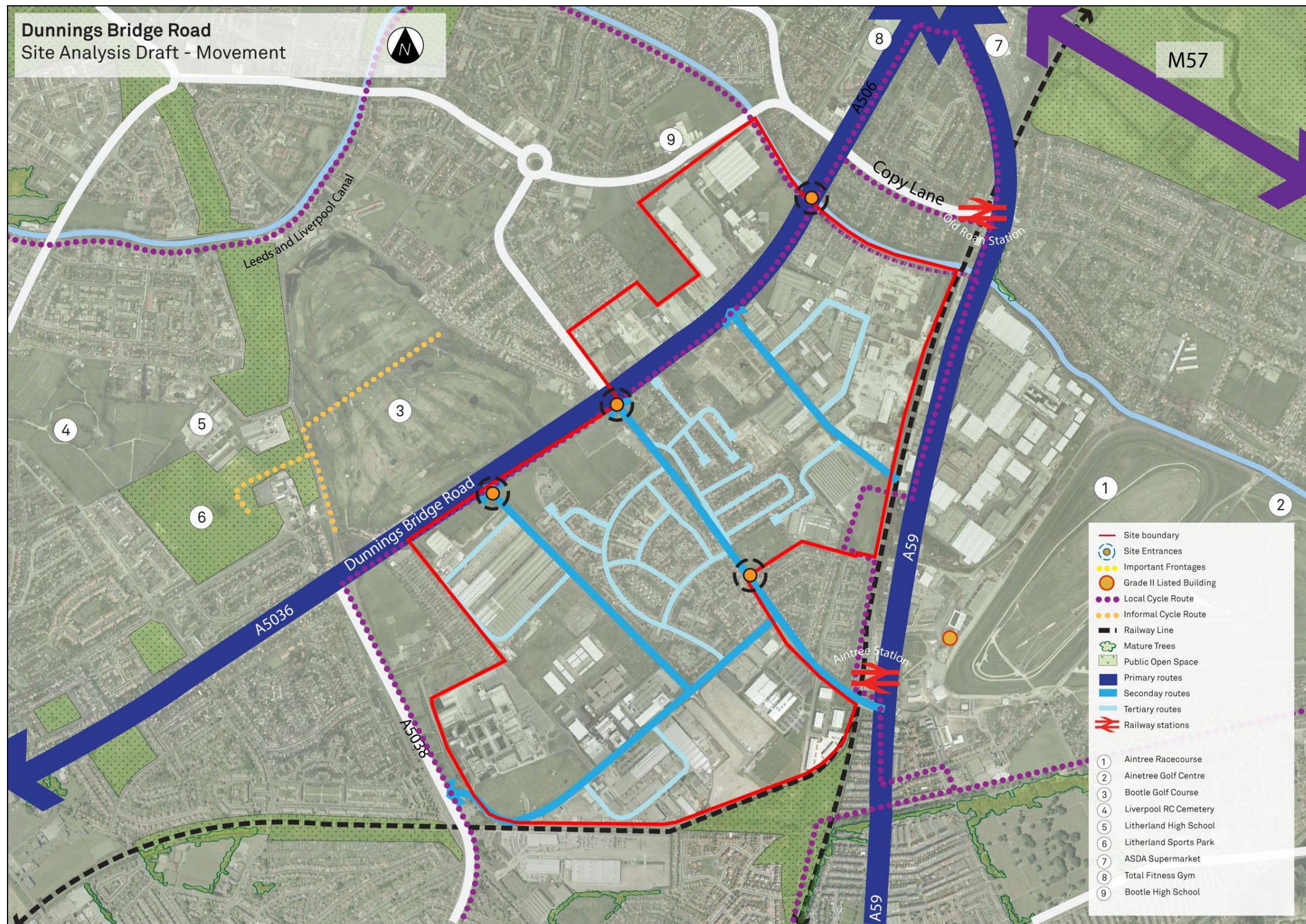
### **Movement and Connectivity**

- 3.10 The site is bounded by the Dunnings Bridge Road and the A59 Ormskirk Road, two main transport corridors connecting the area to the Port of Liverpool, Bootle and Liverpool (see Figure 2). The M57 and M58 also lie within close proximity to the northern edge of the site and are easily accessible from both Dunnings Bridge Road and Ormskirk Road.
- 3.11 The Merseyrail Northern Line also runs along the boundary of the site from north to south, with both Old Roan Station and Aintree Station located along the line. This rail line provides links to Liverpool Central as well as neighbouring towns to the north. However, with regards to pedestrian/cycle movement, the railway also forms a potential barrier as movement from the site towards Ormskirk Road is restricted to one entrance point via Park Lane on the eastern boundary.
- 3.12 There are currently limited crossing points along Dunnings Bridge Road for pedestrians and cyclists which compromise connectivity across the site. At present there are just two points to cross Dunnings Bridge Road via signalised junctions at Netherton way and Atlantic Park plus a pedestrian footbridge located at the Park Lane Junction.

### **Options for Change**

- 3.13 This Strategy does not propose large scale change on Dunnings Bridge Road itself and it is also recognised that there is a need to balance the needs of pedestrians with a desire not to further impede traffic flow along this congested strategic transport corridor. For this reason a significant increase in pedestrian crossing points along Dunnings Bridge Road is not encouraged. The local transport network is discussed further in later sections of this document.

Figure 2 – Movement



Source: AECOM, 2014

- 3.14 However, one possible option for change could be the provision of a new pedestrian footbridge across Dunnings Bridge Road, close to the Switch Car site. This would provide greater access for the businesses of Heysham Road to Switch Island Retail and Leisure Park without impeding traffic on Dunnings Bridge Road.

### **Edges and Barriers**

- 3.15 Dunnings Bridge Road provides a prominent gateway along the western edge of the site, hosting three main points of access to and from the site. This presents an opportunity to create strong active frontage onto Dunnings Bridge Road, highlighting the significance of the road.
- 3.16 The eastern and southern edges will have a less active frontage, with development having to back into the edge due to the Merseryrail Northern Line bounding the site. This also creates a barrier for the site as it makes it difficult to connect development into neighbouring areas to the east and south.
- 3.17 To the north of the site, the Leeds/Liverpool Canal poses a boundary to expansion of the site, as well as providing a defining edge between the industrial and commercial edge of the designated study area, and the residential area on the northern side of the water. In this sense, connectivity across the canal is limited to the bridges on Dunnings Bridge Road, Ormskirk Road and Browns Lane.

### **Transport**

- 3.18 Dunnings Bridge Road is a major arterial route from the Port of Liverpool to the motorway network via Switch Island to the M57/M58 Junction. The site itself benefits from a strong location close to the strategic road network, within 500 metres of the junctions with the M57 and M58. The main highways access into the site is from the north via Dunnings Bridge Road. To the south, access is limited and the site is largely impermeable, segregated by the railway line which offers only a restricted height and width tunnel from Heysham Road towards Ormskirk Road.
- 3.19 Due to its proximity to the Port of Liverpool and the M57/M58 there are high volumes of traffic on Dunnings Bridge Road. Currently, there are 350 HGVs making two-way movements into and out of the port every hour, and approximately 70 percent of these use Dunnings Bridge Road as their access route. The expansion plans for the port may increase the number of HGVs to more than 800 per hour. Dunnings Bridge Road is a key access corridor to the Port of Liverpool and carries 70 percent of



external road traffic to the Port (*Third Local Transport Plan for Merseyside Annex 4 Freight Strategy*).

- 3.20 In terms of public transport provision, the site is located equidistant between Aintree and Old Roan Railway Stations, located on the Northern Line of the Merseyrail network. Both stations provide southbound services to Moorfields and Liverpool Central Stations, as well as northbound services to Ormskirk Station. Unfortunately, despite the relative proximity of both stations, pedestrian connections to and from the site for rail passengers is limited.
- 3.21 In the case of Old Roan Bus Rail Interchange, pedestrian connections are somewhat severed by the presence of the Leeds-Liverpool Canal. Existing pedestrian access / egress to the station is provided via Copy Lane only, there is a controlled surface crossing point adjacent to the station. With Aintree Station, the railway line itself serves to sever the most convenient pedestrian desire line from the station to the site. Existing pedestrian access / egress to the station is via Ormskirk Road only, one directly adjacent to the existing bus stop and one combined with a vehicular access opposite Grand National Avenue.
- 3.22 There are a number of Merseytravel bus services provided along Dunnings Bridge Road, notably services 159, 209, 259 and 831 provide direct connections to Bootle, Litherland, Netherton, Old Roan, Fazakerly Hospital, Walton Everton Valley and Liverpool City Centre. Other than the 159, which runs every 30mins, the frequencies of these services are low. Bus service provision on Ormskirk Road is good, with service, 210, 250, 300, 310, 311, 345 and 831 being available within close proximity to the site. These services provide connections to Maghull, Lydiate, Ormskirk, Skelmersdale, Walton Hospital, Huyton and Liverpool City Centre. Frequencies of these services vary from every 30mins to every 60mins.
- 3.23 A combination of off-road cycle tracks and advisory cycle routes are provided along Dunnings Bridge Road. On-road signed cycle routes exist along Ormskirk Road at the north eastern end of the site and also at the southern end of Park Lane and within close proximity to Aintree rail station. National Cycle Route 62 which is part of the Trans Pennine Trail runs on the eastern side of the site along Ormskirk Road and also along the Leeds – Liverpool Canal at the northern end of the site to Copy Lane. Cycle Route 62 is fully open and signed.

### ***Options for Change***

- 3.24 Possibilities for improvements on Dunnings Bridge Road do exist, with large verges separating the carriageway from the footways, notably on the northern side. In the long term these could be used to increase general highway capacity or implement bus priority measures. However, such options would require substantial public investment at the sub-regional and Highways Agency level.
- 3.25 It is worth noting that major investment in the A5036, to improve access to the Port of Liverpool (a central element of the Liverpool Local Growth Deal) was announced in Parliament in December 2014. Options for change here are being considered in the Port Access Options Study. Proposed modelling for road based Port access options are being considered. These options will likely impact on this area of Dunnings Bridge Road.
- 3.26 Investment, which could be made available (in part at least) through developer contributions (i.e. Section 106 agreements), would include avenue like tree planting, and an enhanced cycle route to reduce the impact of the extensive areas of grey asphalt. This would deliver a more attractive east-west pedestrian route, particularly for workers in the Atlantic Park area walking east to Switch Island Retail and Leisure Park.
- 3.27 Elsewhere, large new pedestrian/cycle routes are not proposed within this Strategy, although it is assumed that any new transport routes will include appropriate footpath and cycle path provision. There may be, however, be modest options to create new foot and cycle routes as part of individual new developments. For example, opening up the Former Peerless Refinery Site could include a new route from Heysham Road to Lunt Avenue and the adjacent housing. Opening up a route through Atlantic Park could provide links through to Chester Avenue and Hereford Drive. In the north, refurbishment options for the Park Lane West could include a new route along the industrial estate access road from Park Lane West to the adjacent greenspace.
- 3.28 Improving the permeability of the area to traffic will open up opportunities for development. A through road is already available at Atlantic Park, extending from a signalised junction on Dunnings Bridge Road south to Bridle Road at the junction with Vesty Road. A junction could also be created off this thoroughfare to link to Farriers Way, offering multiple points of access to businesses in both these locations.

The bulk of this infrastructure is now in place and opening up this road should be a condition of allowing further development on Atlantic Park.

- 3.29 Opening up the Switch Car site and neighbouring developed parcels will require some investment in new infrastructure as these plots are presently accessed via a low capacity slip road from Dunnings Bridge Road and a backland route from Wakefield Road. While it would be possible to create a new signalised junction on Dunnings Bridge Road, to access Switch Car, this may not be desirable. In addition to the financial cost, creating an additional junction, between two existing junctions (Dunnings Bridge Road/Heysham Road and Dunnings Bridge Road/Copy Lane) would further impede traffic flow down this already busy strategic route, in an area of substantial peak time congestion.
- 3.30 A preferable alternative would be to create a new access off Heysham Road, via the current North West Training Council site. Access back onto Dunnings Bridge Road would then be via the existing Dunnings Bridge Road/Heysham Road junction which may need some modest upgrading. This new access junction could be in the form of a roundabout to encourage smooth traffic flow and try and avoid any queues back onto Dunnings Bridge Road. The same junction could also open up the Former Peerless Refinery Site to the west. Again it is worth noting that Options for change along the whole A5036 route are being considered in the Port Access Options Study.

## 4.0 MARKET APPRAISAL AND STAKEHOLDER CONSULTATIONS

4.1 This section summarises the findings of a market appraisal undertaken for baseline research (Sections 4.0-5.0 of the Baseline Report) and looks at different property market sectors. An understanding of current and potential future levels of demand and provision of property to meet needs is important to ensure that any development options proposed are sound and deliverable. Relevant consultations with key landowners and developers are also summarised. Commentary is provided on rents and values, and other factors that will have an effect on future demand.

### *Industrial Demand*

4.2 Property market stakeholders are confident about demand for industrial premises in the Dunnings Bridge Road Corridor. In the industrial market at least, recovery from recession is well underway and agents report significant growth in enquiries from local, sub-regional and national firms. More importantly requirements are being translated into sales and lettings, including the take up of a number large properties in the area such as the former Dams International and MMP units.

4.3 Local demand is strongest for start-up units of around 50 sqm, available for short term lettings on easy-in, easy-out terms. Self-contained premises of this type are only available in Farriers Way Industrial Estate, while business centre workshop space can also be found at Bechers Business Park, Wakefield Trade Park and the Box Works. Established local firms want leasehold units of up to 500 sqm.

4.4 Demand will also be generated from the expansion of the Port of Liverpool. The latest research (Liverpool City Region Superport: Market Analysis Land and Property Study (2014)) suggests that Port expansion and associated growth in logistics and manufacturing demand will generate the need for a further 400-500 ha of employment land in locations within a one hour drive time of the Port. No split of this land need, by local authority area, has been researched and agreed. However, it is assumed that locations as close to the Port as possible will be most favoured.

4.5 Stakeholders report that larger manufacturers are already constrained in the Port area. It is suggested that such manufacturers are (or are considering) moving subcontractors and suppliers out from the Docks, to create more space for themselves, and they will need locations to move them to. Dunnings Bridge Road and Senate Business Park could provide a supply of such space.

- 4.6 The consensus from stakeholders consulted in the Baseline Study is that demand now exceeds supply and supports the development of further light industrial space in this area. This reflects the fact that the main modern schemes in the area (Farriers Way Industrial Estate, Sefton Industrial Estate and Vesty Business Park) are performing well. It also reflects the fact that there has been no new development around Dunnings Bridge Road (or elsewhere in South Sefton) since the completion of Vesty Business Park in 2009.
- 4.7 At the larger end of the market there is significant demand, including unfilled requirements from local businesses, and lack of a supply of larger units for manufacturing uses. These requirements can extend up to 10,000 sqm and overlap with local and sub-regional requirements for B8 warehousing. Against this need, there is currently little provision above 2,000 sqm and no 'quality' provision above this point. As of July 2015, the largest unit in the Borough is the 8,431 sqm Unit A, Big Ft2, Atlantic Park, Dunnings Bridge Road (recycled former Rolls Royce Factory). This is followed by the 6,133 sqm North West Training Council building at Heysham Road Industrial Estate. Together these two properties accounted for almost a quarter of the available premises supply in South Sefton at the time of writing.
- 4.8 Industrial rents are around £10-20/sqm for secondary space while more modern accommodation is achieving £50-60/sqm. The freehold values of £750/sqm to £1,200/sqm were achieved at Vesty Business Park, while around £630/sqm is more likely for older accommodation. Stakeholders estimate that land values of around £370,000-£500,000/hectare can be achieved for industrial uses here.
- 4.9 It is expected that, alongside the identified light industrial demand, there will be continued requirements for trade uses. This is unsurprising given the prominence of much of the employment land here. The development of trade uses here would also reflect the present situation which sees trade occupiers such as A Plant located alongside regular B1(c)/B2/B8 industrial and warehouse uses. There is also one Trade Park (Wakefield Park) on Wakefield Road while Bechers Business Park and the Boxworks also accommodate a range of trade uses.

### ***Logistics Demand***

- 4.10 Agents also report a growing market for logistics and larger industrial uses in the area fuelled, in part at least, by the expanding Port. Most enquiries are from Merseyside industrial/warehouse companies looking for 2,000-10,000 sqm, along

with more occasional interest from national firms looking for 10,000-50,000 sqm. Since this is effectively a 'new' market for the area there is little space presently available to meet such needs, beyond the recycling of the occasional older industrial property.

- 4.11 Developers Orbit, for example, see a growing market for warehousing and distribution uses within Dunnings Bridge Road as well as growth and spin off opportunities from its adjacent retail, trade, light industrial and office scheme in Aintree.
- 4.12 The Liverpool City Region Local Enterprise Partnership (LEP) considers Dunnings Bridge Road to be a strong location for logistics and service businesses associated with the Port and this option should be developed further in any strategy for growth. Multi-use warehouses, possibly an urban delivery centre of some 10,000 sqm would be an appropriate use for the area, delivered to high quality design principles. However, traffic congestion, historically low rents in this area and the likely need for land assembly are all barriers to achieving viable developments here.

#### ***Office Demand***

- 4.13 During consultations undertaken in spring/summer 2014 agents were far less confident about demand for offices and argued that the recovery of this market from recession has been slow compared to the industrial market. Demand is primarily local and for suites of up to 200 sqm. Rents are £50-100/sqm.
- 4.14 However, more recent property market consultations, undertaken in late 2014/early 2015, suggest an improving picture. In Atlantic Park there has been recent interest in both Alaska House and Caspian House, with the latter being subject to a requirement that would see it extended to 5,000 sqm (see Table 1). Further demand has been reported (by the landlord/agent to the Council) for large scale office development on land in the north of the site. Although none of these requirements has yet been converted into any occupancy, they all point to a level of demand for larger office suites that was not visible 12 months ago.

#### **Retail and Hot Food**

- 4.15 Stakeholders did not highlight any specific requirements for alternative uses such as retail or leisure within the main employment areas of Dunnings Bridge Road. However, the general consensus of stakeholder consultation is that retail and hot

food options on the Dunnings Bridge Road frontage would be viable if they were marketed towards meeting needs for 'roadside services' along Dunnings Bridge Road, rather than the shopping needs of local residents. How such services would differ from those already available at Switch Island Retail and Leisure Park was not clarified.

- 4.16 It was also noted by a number of developers and landowners that an element of such 'higher value' uses would be key to the financial viability of any wider employment development within Dunnings Bridge Road, particularly any development which needed to acquire multiple other landholdings.
- 4.17 Several developers also argued that any new employment scheme would have to include ancillary services, such as hot food outlets, pub/restaurant and convenience retail, to support the businesses. This would be particularly important at Atlantic Park and on Bridle Road where employment uses are not within easy walking distance of existing retail and food options.
- 4.18 Greene King, which operates ten pub/restaurant brands nationwide, has (through its agents) expressed interest in Dunnings Bridge Road as a pub/restaurant development site for its Farmhouse Inns brand, which is not well represented locally.
- 4.19 Greene King's requirement would be for a development site of 0.4-0.49 ha with Dunnings Bridge Road frontage. Ideally, any pub/restaurant would be linked to a hotel. The new pub/restaurant would employ some 70 people on a full or part time basis.

### **Leisure**

- 4.20 In terms of leisure options, a cinema and gym already exist at Switch Island Retail and Leisure Park (with a second gym to the east, close to the Copy Lane/Dunnings Bridge Road Junction). There is also the Rampworx indoor skate and cycle park on Leckwith Road. There are also two Petrol Filling Stations in the area although the Park Lane Filling Station may be redeveloped as a Tesco Express.
- 4.21 The Park Hotel is performing well and seeking to expand. However, of the other hotel operators contacted for this study, none had Netherpton or Aintree as a targeted destination. Most have recently invested in new hotels in central Merseyside and do not have further requirements. However, one operator, Accor (owner of the Ibis,

Novotel, Mercure, Formule 1 and Adagio brands) do accept that Dunnings Bridge Road is a major transport corridor in North Merseyside and that a hotel in this location would be well placed to serve the Port of Liverpool, Aintree Racecourse and existing businesses. Thus if an independent hotel developer and operator approached them with a viable scheme, probably a budget or moderate quality hotel of some 100 rooms, Accor might be willing to accept it as an Accor franchise.

4.22 Table 1 summarises the positions and aspirations of the major landowners in the area, as identified in discussions in the Baseline research.

**Table 1 – Key Landowner Comments**

Owner	Ownership	Comments
UK Car Group	Switch Car site	<p>Site access is constrained, with present access to the rear at the back via Wakefield Road. Site also contains derelict buildings (although the asbestos has been removed). Owner feels this is a significant barrier to development and has argued in the past about the need for some higher value uses here to make any scheme work.</p> <p>Site has been on the market for 5 years, with a headline value of £2 million. It has attracted interest from a supermarket and several industrial occupiers looking for land on short term lets. However, site issues have meant that a deal could not be reached.</p> <p>UK Car Group has access to funds to support a redevelopment scheme and may have some (confidential) interests. However, would still wish it see an element of higher value uses within any development.</p> <p>UK Car Group indicated a willingness to participate in a wider development scheme, incorporating other plots within Heysham Road, while Chancerygate wish to pursue an independent scheme on its landholdings.</p>
Pensioner Trustees Limited and Barry Scott, Christine Scott and Ian Douglas Hamilton-Burke (Dawpool)	IDR Logistics	<p>10 Dunnings Bridge Road was formally occupied by Dams International. It has been vacant and on the market for some time (with a number of short term lets), but recently let to IDR Logistics (which were 5 months into a 5 year lease as of May 2014). The property is some 11,613 sqm in size.</p> <p>In the longer term the owners expressed a willingness to sell, at the right price, as part of a wider scheme.</p>
North West Training Council	North West Training Council	<p>The training facility is on the market, for sale at a headline price of £1.2 million. Facility extends to some 6,132 sqm, comprising older premises at the front (a Second World War munitions facility) and more modern metal framed units at the back. Includes parking for 120 cars The building longer meets the (NWTC's</p>



Owner	Ownership	Comments
		<p>needs and has constrained access.</p> <p>NWTC require more modern office/training space. This must allow parking for 120 cars, but only half the floorspace they have at present is needed – some 3,000 sqm, which could be on two floors.</p> <p>NWTC must remain in South Sefton or North Liverpool, have previously looked at a property near Old Roan Train Station and Vesty Business Park (but would need two units here). Will also consider Aintree Retail/Office Park.</p> <p>Flexible about the nature of any deal. Are willing to consider either a straight freehold sale or an investment purchase. However, NWTC will need the capital from any sale to fund relocation.</p>
Chancerygate (Aintree) Limited	Former Peerless Site	<p>A former soap and edible oils factory which is heavily contaminated. Chancerygate have commissioned testing on the total level of contamination and hope to have the site remediated within 6 months of commencing works. Will then be seeking outline consent for B1/B2/B8 employment.</p> <p>Chancerygate's goal is to remediate and seek outline consent for B1/B2/B8 employment uses. The owner has received a number of enquiries for the land from various potential occupiers. Chancerygate would look to release land on a design and build basis.</p> <p>Development may include the relocation of existing businesses onto the site alongside some enabling developments. It is expected that the scale of non B1/B2/B8 enabling development should represent no more than 25-30 percent of the total development. Chancerygate is currently in confidential negotiations with the Council about the scale and nature of development here.</p>
Royal London Asset Management	Atlantic Park (long leaseholder)	<p>Royal London report a significant increase in interest at Atlantic Park since the announcement of the 'Superport' proposals, primarily as Atlantic Park is the closest strategic development site to the Port of Liverpool. Royal London has been in negotiations with a logistics operator for 12 months who have a requirement for a modern 46,000 sqm logistics building. This would be developed, by Royal London, on the site of the Big F2 building and available land to the south. However, Royal London has also received a number of equally promising enquiries from Merseyside industrial/warehouse companies looking for 4,500-5,500 sqm. These could be accommodated within the existing Big F2 building. This is a significant improvement on the experience of recent years, were Royal London and its agents have struggled to convert interest into occupancy.</p>

Owner	Ownership	Comments
		<p>The majority (some 20,000 sqm) of the Big F2 is now let to Peel on a 3 year lease. The units on the western edge have been vacated and Royal London are exploring the option of demolishing this portion of the building to create a service yard and refurbishing and re-cladding the remainder. To an extent this is dependent on the site to the rear of this proceeding with the development of a 20,000 sqm manufacturing facility (ongoing negotiations with end user).</p> <p>Royal London report a flexibility as to how the site is ultimately brought forward for development (i.e. with the retention or demolition of the Big F2), depending on who they can ultimately secure as occupiers.</p> <p>There may be a need for more office space on the Dunnings Bridge Road frontage (which could accommodate another 9,000 sqm (approx.) of space). There has been recent interest in both Alaska House and Caspian House, with the latter being subject to interest that would see it extended to 5,000 sqm.</p> <p>Land to north of the existing Big F2 building is subject to interest for large scale office development. If this doesn't proceed it is likely that the developer will bring this forward for manufacturing/distribution and logistics uses.</p> <p>To the south of Big F2, heading towards Bridle Road the intention is to retain the portion of site fronting onto the access road for the creation of a decked parking facility.</p>
Sefton Metropolitan Borough Council	Senate Business Park	<p>Senate Business Park is fully reclaimed, with an access point in place. All land is now under Council ownership thanks to Homes and Communities Agency (HCA) funding. As a result the HCA now has a clawback option on the value generated from any development, indeed the HCA may recover all capital receipt for Senate Business Park. However discussions with the HCA are indicating a willingness to examine the possibilities of creating a local investment fund.</p> <p>The Council were intending to tender the site out to the open market when an (confidential) enquiry for some 2,787 sqm of warehouse space. This enquiry remains promising and the Council is willing to work with the occupier to deliver the premises as required. However, in the interim the site has been tendered to the open market. The Council has received offers for the site under that formal tendering process and as at July 2015 is considering the options that the tenders offered.</p>

Owner	Ownership	Comments
		Based on an average developer ratio of 3,900 sqm/ha the site could accommodate a single B2 or B8 property of up to 16,000 sqm, i.e. a small to mid-sized logistics or general industrial property.
Santander	Santander	<p>Employ 2,700 and also have two tenants IPSL and Swils as separate suppliers.</p> <p>Happy with its present location which is one of Santander's biggest call centres, and houses a range of different Santander Divisions. Santander Bootle is also a substantial centre for the Bank's international transactions.</p> <p>Santander aim to retain their Bootle premises for the long term, but are not proposing any major expansions that will require more land. Any further investment will take place within the existing site area.</p>

Source: BE Group and AECOM, 2014

## 5.0 STRATEGIC FRAMEWORK OPTIONS

### Introduction

- 5.1 The strategic framework for Dunnings Bridge Road must be manageable, realistic and deliverable. This means that any proposals need to be based on what is achievable, taking account of current market conditions and the constraints that could be barriers to development, with solutions to remove those barriers. That does not mean that there should not be a vision for the area. Through the market assessment a number of opportunities have been identified that, if delivered, will act as catalysts to improvements across the area. Some are long-term aspirations, but achievable, whereas some could be delivered in the short-term to create an early impact in the area.
- 5.2 This section sets out options for the improvement of the Dunnings Bridge Road based on the findings of the market assessment. The framework breaks the area into a number of different zones, which are capable of being progressed on their own or as part of the wider strategic plan. These zones are further sub-divided into specific phased development sites, and for each of these specific suggestions are made for potential developments (see Appendix 1, Phasing Plan and Appendix 2, Phasing and Density Schedules). The area schedule in Table 2 below relates to these site descriptions.

**Table 2 – Area Schedule for Dunnings Bridge Road**

Site	Gross Area		Net Developable Area*	
	Ha	Ac	Ha	Ac
1A – Atlantic Park	14.30	35.34	12.16	30.04
1B – Former Peerless Refinery Site	6.83	16.88	5.81	14.35
1C – Senate Business Park	4.23	10.45	3.60	8.88
1D – Atlantic Park Frontage	1.80	4.45	1.53	3.78
1E – Heysham Road Industrial Estate (Dunnings Bridge Road Frontage, including Switch Car Site)	9.44	23.32	8.02	19.82
2A – Park Lane West	7.90	19.53	6.72	16.60
2B – Heysham Road Industrial Estate (Heysham	3.23	7.97	2.75	6.77

Road/Wakefield Road)				
3A – Heysham Road Industrial Estate (Heysham Road/Leckwith Road)	0.49	1.21	0.42	1.03
3B – Heysham Road Industrial Estate (Grange Road/Leckwith Road)	1.37	3.38	1.16	2.87
4 – Bridle Road	9.35	23.11	7.95	19.64
Decant Zone – Heysham Road Industrial Estate (Rear)	12.14	30.00	10.32	25.50

Source: BE Group and AECOM, 2014

\*minus 15 percent of gross area

### Areas of No Change

- 5.3 Before considering where change will take place it is important to note that large scale redevelopment, which would result in significant changes to the nature and appearance of the area, is not proposed. This reflects the fact that large parts of the three main employment areas of Dunnings Bridge Road are well occupied and comprise modern, moderate or good quality premises which remain fit for purpose. There is no need to invest in these locations.
- 5.4 Areas of 'no change' which cover some 62.19 ha of land within the parts of the study area in retail/leisure and B1, B2, B8 use, include:
- Switch Island Retail and Leisure Park – Successful local retail centre, offering a mix of comparison retail, leisure and hot food/roadside service options. The Park continues to meet an identified retail need on the Dunnings Bridge Road Corridor and has no issues with vacancy or low quality premises. The two factory complexes to the east are also in active use by large employers
  - Santander - In consultation, Santander highlighted that it is happy in this location, which is one of Santander's biggest call centres, and houses a range of different Santander Divisions. Santander aim to retain their Bootle premises for the long term, but are not proposing any major expansions that will require more land. Any further investment will take place within the existing site area for Santander's purposes only
  - Farriers Way – This area comprises, to the north, a modern light industrial park. Owned by Hansteen, Farriers Way Industrial Estate seen as a valuable and 'strategic' part of that investor's portfolio which it is expected to retain over the long term. To the South and east of Farriers Way, land is occupied

by the Merseyside Fire and Rescue Authority HQ building and by the multi-let office building Essex House. Much of the remaining land comprises a 9,290 sqm office and production complex, held on a long lease to HM Revenue and Customs (HMRC), which is 60 percent occupied by Fujitsu and 40 percent by the HMRC as a Tax Credit Office, employing some 144 people as of 2013. Again these are generally modern, good quality properties with occupiers looking to remain in the area over the long term. One exception here may be the HSBC premises in the west of the site, fronting the Santander entrance roundabout where a programme of redevelopment is proposed. The first phase of this redevelopment was consented in April 2015, with a proposal for a 320 sqm office on 0.2 ha. The new property will extend the existing and sit within its undercroft. This phase will also include the creation of a new car park accessed from Farriers Way on a currently derelict piece of land within the development site boundary.

- Bridle Road – Premises in the east of Bridle Road (around the junction with Park Road) and, to a lesser extent, in the west, comprise modern industrial and office premises where again there is no need for investment. This area includes Vesty Business Park which was only completed in 2009
- In the south west of Heysham Road are two large factory/depot complexes plus the Box Works multi-occupancy scheme. Again all are well occupied and present no urgent need for change.

## **Areas of Change**

### ***Atlantic Park and Bridle Road/Bridle Way***

- 5.5 This area includes sites 1A, 1C, 1D and 4, as identified on the Potential Phasing Plan diagram and the area schedule, in Table 2. A separate Phasing Diagram, for this area is provided at Appendix 3.
- 5.6 Site 1A comprises the bulk of the undeveloped land at Atlantic Park, including the 27,000 sqm former Rolls Royce manufacturing facility now marketed as 'Big F2'. The majority (some 20,000 sqm) of the Big F2 is now let to Peel on a 3 year lease. The units on the western edge have been vacated and Royal London are exploring the option of demolishing this portion of the building to create a service yard and refurbishing and re-cladding the remainder. To an extent this is dependent on the site to the rear of this proceeding with the development of a 20,000 sqm manufacturing facility (ongoing negotiations with end user).

- 5.7 What occupiers are secured on the main marketed site will dictate how the land is ultimately brought forward for development. It should also be noted that land to north of the existing Big Ft2 building is subject to interest for large scale office development. If this doesn't proceed it is likely that the developer will bring this forward for manufacturing/distribution and logistics uses. To the south of Big Ft2, heading towards Bridle Road the intention is to retain the portion of site fronting onto the access road for the creation of a decked parking facility.
- 5.8 Based on the current requirements there are two options for change:
- Option A: A single new build warehouse premises of some 46,000 sqm (replacing the existing Big Ft2 building) to meet the requirements of a specific occupier
  - Option B: Retention of the existing 27,000 sqm former Rolls Royce manufacturing building. Refurbishment and sub-division of the property to accommodate occupiers of 4,500-5,500 sqm. Development of other land for industrial/warehouse units of 4,500-5,500 sqm. The most recent consultations suggest that this is the most likely option to be realised
- 5.9 Site 1C comprises a 4.19 ha development site 'Senate Business Park'. The land is fully reclaimed, with an access point in place, and all land is under Council ownership. The land has received interest from one large occupier prior to formal tendering and a range of tenders now that process is complete. Reflecting current market demand there are two options for change here:
- Option A: A single manufacturing or logistics property of up to 16,000 sqm to meet the identified demand for logistics/B2 manufacturing options resulting, at least in part, from Port growth
  - Option B: Mix of light industrial units of up to 500 sqm, or larger B2 industrial premises of 5,000-6,000 sqm to meet current needs for smaller premises, for local firms.
- 5.10 Site 1D comprises the undeveloped frontage land to Atlantic Park which is on the market for design and build office uses, similar to the three buildings already delivered or refurbished here. Development here is dependent on how the various options on 1A proceeds. There has been recent interest in both Alaska House and Caspian House, with the latter being subject to interest that would see it extended to 5,000 sqm. Royal London has also expressed wider ambitions for the Dunnings

Bridge Road corridor. With this in mind Royal London's current intention is to reserve this portion of the site for office development, with some potential scope to develop ancillary facilities and/or hotel. With this in mind the following options are considered

- Option A: Good quality offices of 1,000-3,000 sqm each
- Option B: Good quality offices of 1,000-3,000 sqm each plus retail on 20-30 percent of the site. Retail would be small scale convenience and/or hot food. The addition of an element of higher value uses here will boost development values and also provide services in the west of the study area, a location with few existing retail and food options
- Option C: Mix of light industrial units of up to 500 sqm each, or larger B2 industrial premises of 5,000-6,000 sqm to meet current needs for smaller premises, for local firms. Although a departure from the current masterplan for the site, this range of uses better reflects local demand and could still be delivered to a high built quality.

5.11 Site 4 comprises the Bridle Way industrial area. Although built quality can vary across this site, the area as a whole is well occupied by a number of established small and mid-sized businesses. In the east one large industrial property has been sub-divided and again, the divided space is in full use. For this reason intervention here is considered to be a lower priority and a longer term option. When it occurs, intervention should focus on the Hy Ten building which presently provides a low quality frontage to this area.

### ***Heysham Road***

5.12 Heysham Road is an established industrial estate accessed directly off Dunnings Bridge Road and providing a range of mostly budget or moderate quality industrial premises. This area encompasses the sites designated on the Potential Phasing Plan diagram as 1B, 1E, 2B, 3A and 3B. It also includes an area referred to as the Decant Zone, which is discussed further below. A separate Phasing Diagram, for this area is provided at Appendix 4.

5.13 Site 1B, the Former Peerless Refinery Site, is owned by developer/investor Chancerygate that is actively pursuing development here. Chancerygate's goal is to remediate the site and seek outline consent for B1/B2/B8 employment uses. The owner has received a number of enquiries for the land from various potential occupiers. The latest proposals from Chancerygate support the relocation of existing



businesses onto the site alongside some enabling developments. It is expected that the scale of non B1/B2/B8 enabling development should represent no more than 25-30 percent of the total development. Chancerygate is currently in confidential negotiations with the Council about the scale and nature of development here. However, in advance of the conclusion of those negotiations an indicative development mix is put forward here which could meet a broad range of identified needs:

- Light industrial units of up to 500 sqm each (on the frontage). Could include multi-let small business scheme(s)
- An element of trade/wholesale use here (20-40 percent) to increase values, and help overcome site constraints. This also reflects existing uses, both on the site (i.e. Bestway Wholesale) and on the northern side of Dunnings Bridge Road
- Larger B2 industrial premises of 5,000-6,000 sqm each to rear

5.14 Site 1E includes the 4.71 ha Switch Car development site and adjacent industrial properties accommodating eight occupiers in five ownerships. The owners of the Switch Car site, UK Car Group, have been actively seeking to sell the land to a developer/occupier for some five years. However, past deals have been held back by site constraints including access and derelict buildings on site. Three of the other five owners in 1E have been contacted for this study and have expressed a willingness to sell their properties, for the right price. One, North West Training Council, is actively seeking to move at present.

5.15 The opportunity therefore exists to deliver a larger development opportunity here, redeveloping premises to open up the Switch Car site, addressing its access constraints, and providing a new high quality frontage for this gateway site. However, the costs associated with such a scheme are high, given the range of ownerships and tenancies that would need to be brought in. A purely industrial/office scheme will not deliver the necessary values to make the scheme viable. It is therefore recommended that any scheme include a strong element of higher value retail/leisure uses. In addition to boosting site specific values, such uses would better serve the Dunnings Bridge Road area and meet the suggested need for a greater roadside services along this strategic road corridor. The mix of uses is likely to include:

- Petrol Filling Station
- Hot food outlets

- Pub-restaurant
- Convenience retail (e.g. mini-mart).

5.16 Such uses should be focused on the Dunnings Bridge Road frontage, with access from Heysham Road. Ideally, such premises should also make use of the site's canalside frontage. Development further back (i.e. Wakefield Road, Grange Road) is likely to be for light industrial units of up to 500 sqm each.

5.17 Sites 2B and 3B comprise the core of Heysham Road Industrial Estate and are densely developed and well occupied, with uses including Bechers Business Park (14 units) and Wakefield Trade Park (eight units). Premises here are of budget quality but there appears to be no urgent need for intervention, rather a longer term programme of refurbishment and improvement is more appropriate.

5.18 Site 3A is vacant and on the market, for sale/or let. Developing this small plot is not a high priority when compared to other sites, but the location could still support a modest development of light industrial units of up to 500 sqm each.

5.19 Land between Leckwith Road and the railway line (the Decant Zone) comprises a number of low density industrial and open storage sites, with large areas of vacant and underused land, particularly with the William Rainford site to the south. There is little demand for the redevelopment of this backland location, however, underused land here could be utilised to provide relocation plots for business displaced from elsewhere in the study, as required.

### **Park Lane West**

5.20 Site 2A comprises the Park Lane West Industrial Estate, a densely developed employment area with trade uses extending east along the Dunnings Bridge Road frontage and light industrial uses to the rear (see Appendix 5). The Park Hotel and an Aldi Foodstore are located at the Park Lane West/Dunnings Bridge Road junction. Although the quality of accommodation here is not high, the area is well occupied while local businesses such as Dowhigh and the Park Hotel are seeking to expand within the area. There is therefore no justification for large scale redevelopment here. However, issues to be addressed include:

- Pressure for diversification and intensification of uses along Dunnings Bridge Road – There has been interest in the sub-division of one large property here

to provide a retail 'flea market', while the Park Hotel is seeking to expand into a 100 bed facility

- The need to unlock infill sites – Dowhigh is seeking to expand onto a vacant site to the east, but has been unable to reach an agreement with the landowner. Another small derelict site is also available to the south of Dowhigh
- Many buildings are of a low built quality and appear to have received little recent investment. While there is a demand for such budget quality space locally, there is also a need to ensure that properties are maintained and do not fall into dereliction.

## 6.0 FINANCIAL APPRAISAL

### Introduction

- 6.1 Financial appraisals have been prepared for the different options which draw on the market evidence gathered for the Baseline Report, using high level costs for redevelopment drawn from recent projects of a comparable scale and type. The approach is to provide a single development appraisal for each development site which assumes that the site can be delivered within a normal period for a development of that scale.
- 6.2 Each appraisal makes assumptions regarding site preparation and servicing, but the figures provided are not based on a detailed cost appraisal, rather they are provided to give a guide to viability or the level of gap funding that may be needed. In each case the appraisal shows the land value as a residual figure to demonstrate viability.
- 6.3 The appraisals relate to those site which have been identified for redevelopment only (Sites 1A-1E), the remainder would be a mix of refurbishment and retention for relocating occupiers.

### Assumptions

- 6.4 The following assumptions have been made:
- Value – the capital value of a completed development is calculated taking account of market rent and investment yield that we consider is achievable in the current market, and also accounting for normal costs including legal fees, agents fees, rent free periods and a letting void between completion of the development and occupation
  - Construction costs – normal building costs based on figures recently provided by cost consultants for commercial development of this nature, and takes account of professional and design team fees.
  - Site clearance and preparation – This figure can vary greatly depending on the need for demolition and clearance, remediation and servicing of a site. Determining these costs is beyond the scope of this study and will require individual site appraisals. A provisional sum is included to allow for a reasonable level of site preparation
  - Land acquisition – There may be a need for site acquisition, and this is recommended within the Section 7.0 below. However, as the appraisals are

showing a residual land value, the cost of acquisition would need to be derived from that figure.

- Finance costs –The appraisal assumes that the development needs to be financed ahead of achieving the development value and an element for this is included
- Developers profit – this can typically range from 10 -20 per cent of the cost of development, depending on the level of risk a developer faces. For the purpose of this appraisal, 15 per cent is assumed.

### **Financial Appraisals**

6.5 The table below shows the potential return or loss from each of the site development options.

**Table 3 – Appraisals (£) – Options A or B or C**

Costs	1A			1B			1C			1D			1E		
	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C
Capital Value	46,786,000	27,526,000	-	17,990,000	-	-	11,367,000	-	-	9,888,000	10,167,000	4,840,000	17,918,000	-	-
Construction Costs	26,200,000	13,600,000	-	14,125,000	-	-	7,750,000	-	-	7,537,000	6,106,000	3,960,000	11,905,000	-	-
Site Preparation Costs	900,000	900,000	-	200,000	-	-	200,000	-	-	200,000	200,000	200,000	1,000,000	-	-
Fees, Finance, Profit	13,673,000	8,735,000	-	5,253,000	-	-	3,099,000	-	-	2,773,000	2,694,000	1,387,000	5,045,000	-	-
Total Development Costs	40,773,000	23,235,000	-	19,578,000	-	-	11,049,000	-	-	10,510,000	9,000,000	5,547,000	17,950,000	-	-
<b>Residual Value (Loss)</b>	<b>6,013,000</b>	<b>4,291,000</b>	<b>-</b>	<b>-1,588,000</b>	<b>-</b>	<b>-</b>	<b>318,000</b>	<b>-</b>	<b>-</b>	<b>-622,000</b>	<b>1,167,000</b>	<b>-707,000</b>	<b>-320,000</b>	<b>-</b>	<b>-</b>

Source: BE Group, 2014

- 6.6 Site 1A – Atlantic Park is the most readily developable site within the study area based on the potential financial returns. This reflects the current demand for, and financial viability of, large-scale warehouse development where a combination of long lease terms, strong rental levels, strong yield and relatively low build cost generate a high return. The development of this site should be able to deliver a profit for the developer, if developed as large B8 unit for appropriate leasehold. This leads to a conclusion that Royal London will continue to actively market this site, and that the public sector input is likely to be restricted to promotion and assistance delivering planning. The Council should be ready to support any funding bids to the LEP which emerge.
- 6.7 The second option for the site is to retain the existing building and refurbish it, with a smaller new development. This option is also considered viable.
- 6.8 Site 1B – The Former Peerless Refinery Site is currently showing a loss if developed for light industrial and warehousing. The unit build costs (per sqm) are considerably higher than site 1A as the assumption is that the provision will here be a series of much smaller buildings rather than one large warehouse. This type of development is more costly due to the level of servicing, more complex building designs and separate office areas, etc. Chancerygate may therefore vary the proposed use set out in this Strategy slightly, to pursue larger warehouse space which would show a positive return, indeed evidence from ongoing negotiations suggests this may be an option that is being pursued. A development of a single large scale warehouse could show a residual land value of around £3 million.
- 6.9 Alternatively, trade uses in the smaller units could generate a higher level of rental return which could also deliver a profit. An uplift of rent to around £70.00/sqm would show a residual land value of around £2 million.
- 6.10 Site 1C - The valuation assumes that the units delivered at Senate Business Park will be larger than those proposed for Site 1B. These will have a correspondingly lower unit cost. This lower unit cost is shown and demonstrates the marginal nature of industrial development at the present time.

- 6.11 Site 1D – The current proposed use for the frontage area at Atlantic park is offices. As the figures show it is extremely unlikely that office development will be financially viable in the short term. Even with a rental level pushed to £150.00/sqm which is substantially higher than the second hand levels, the development is not viable.
- 6.12 Two alternative options have been tested. A mix of retail with office development could show a positive return with the retail element cross subsidising a smaller office element. The third option is light industrial. Again, the nature and size of the industrial space will affect viability, with high cost smaller space, as demonstrated, currently being unviable.
- 6.13 Site 1E – The introduction of leisure, retail and petrol filling station will raise values on this site to cross-subsidise marginal light industrial space. However, whilst the capacity exercise suggests that up to 7,000 sqm of commercial space could be delivered, in reality, demand may be much more limited. The appraisal shown assumes 1,850 sqm of retail, if this is increased by another 1,500 sqm, the residual value rises to around £1.5 million
- 6.14 The sensitivity of the appraisals is demonstrated through the alternative options and also where the nature of the development alters. Industrial development is marginal at the present time. Larger warehouse type space, which all sites could accommodate, would deliver a better return. Larger B8 options would support Port-related activity but would not of course meet the requirements of South Sefton's micro and small businesses.



## 7.0 INVESTMENT STRATEGY AND DELIVERY PLAN

### Investment Strategy

- 7.1 Economic conditions in the North West of England, together with constraints on local authority budgets imposed by austerity measures, mean that investment in the Borough will require a partnership approach, bringing in private developers and entrepreneurs to work with the Council. This approach has already been adopted in other parts of Merseyside and appears to be working well. A number of potential investment partners are named in this section.
- 7.2 In the first instance it is important to recognise that Dunnings Bridge Road is not a single, clearly defined zone, nor is it in any way uniform in the quality of its infrastructure or its architecture. The area is further divided by Dunnings Bridge Road itself and by the housing and community facilities of the Park Lane area. Given this diversity of setting, a 'one size fits all' approach to regeneration here seems inappropriate. For this reason, the recommendations for change are broken down into specific zones.
- 7.3 Dunnings Bridge Road is already a busy and congested strategic route as it moves east through the study area towards the M57/M58, and traffic flow will only increase as Port traffic (and other traffic) grows over the next few decades. As all development in this area will ultimately link through to Dunnings Bridge Road it is important to ensure that it does not create new or expanded congestion points and any new transport arrangements are sympathetic to current flows. Proposed modelling for road based Port access options are being considered. These options will likely impact on this area of Dunnings Bridge Road.
- 7.4 One advantage that the area does have is the relatively cohesive pattern of land ownerships. All but one of the development opportunity sites (Site 1E, discussed below) are in single ownership, and owned by parties with strong aspirations for development in the short and medium term. Developed land around Bridle Road/Bridle Way is also under a comparatively small number of landholdings. Only in the Park Lane West industrial area and the core areas of Heysham Road Industrial Estate is the stock of buildings divided up amongst a complex range of landowners and occupiers.

- 7.5 Developed premises are comparatively well occupied with Bridle Road/Bridle Way accommodating a range of larger occupiers while Heysham Road and Park Lane West provide mostly budget and moderate quality premises to a range of local businesses, primarily in the industrial and trade sectors. Aside from the development sites, the Leckwith Road area appears to be the only location where land is being significantly underused at this time.
- 7.6 For this reason, the Investment Strategy does not recommend large scale clearance and redevelopment when existing development sites are available, and most property is in use. Rather options for change around Bridle Road/Bridle Way and Park Lane West need to focus on refurbishment and infill. Heysham Road does provide longer term redevelopment opportunities if land assembly can be completed, the right mix of development options identified and development partners secured.
- 7.7 Delivery of the strategy will be overseen by Sefton Metropolitan Borough Council, and the strategy will guide the Council in achieving the recommended outcomes. The Council will need to take an early lead in delivering this Strategy and dedicate appropriate resources to this. It is recommended that an initial steering group is set up, comprising officers, members and other relevant partners to take actions forward immediately, as set out below.

### **Budget Planning**

- 7.8 One of the first tasks for the Council is to set out the level of resources it is willing and able to commit to the below projects and any partnerships set out below. This means financial resources, but also staffing, etc. The role which the Council takes in future proposals, and in any partnership, will ultimately be determined by the level of resources it is willing to commit. As an early step therefore, Sefton Council personnel (economic development, planning, legal, finance officers, the Council Executive and members) should decide internally what level of capital investment it could provide and what level of borrowing would be acceptable under internal and external regulations. Realistic options for bringing in other public sector funding should also be identified to establish the overall pot of public sector finance achievable.
- 7.9 Budgeting should seek to clarify what monies will ultimately be gained, by the Council, from development at Senate Business Park and what funds might be available to reinvest in there wider area. It is understood that the HCA may recover all of the capital receipt for Senate Business Park through its clawback option.

However, in discussions with Council officers the HCA are also indicating a willingness to examine the possibilities of creating a local investment fund.

- 7.10 Budgeting should also consider where other asset sales may generate income. In the Heysham Road area, particularly Site 1E, this Strategy has suggested that the Council could have a role in land assembly and site acquisition (see below). While this will require initial capital investment, it should be recognised that all projects will ultimately generate returns for the Council and that there are also options for provisional revenue generation by letting sites and properties on short term leases.
- 7.11 Funding programmes are becoming more target specific. Funding such as the Local Growth Fund is accessed via the Local Enterprise Partnership (LEP), and will need to align with the priorities set out in its Strategic Economic Plan (SEP). For the Liverpool City Region, priorities are the knowledge economy, the Superport (which does link to the Dunnings Bridge Road area) and skills and employment. Generally programmes are moving to a loan type arrangement rather than grants. They also have specific priorities against which funding will be determined, and require significant levels of match funding. However the Liverpool City Region continues to recognise the need for gap funding.
- 7.12 The Homes and Communities Agency are looking to develop a single funding pot for the 2015-2020 period, combining ERDF and Chrysalis monies to be delivered through the LEP, who will prioritise projects accordingly. Funding will take the form of recoverable investments rather than grants, so supported schemes must be viable over the long term. It is not envisaged that funding loans will be large enough to facilitate large scale land acquisitions and site assembly for development, but they could still make contributions into a common pot supporting, for example, infrastructure investment.
- 7.13 Community Infrastructure Levy (CIL) is replacing an element of funding previously raised through Section 106 arrangements, although this may, in reality, be more much more limited as its unlikely a levy on employment development will be viable following recent discussions with local planners. CIL viability work is currently underway in Sefton and this should consider the expected level of funding that may be raised in this area and the priorities where the levy may be applied. More generally, Council investment could not take place on the main (Highways Agency controlled) Dunnings Bridge Road carriageway but the Council could invest on adjoining sites.

- 7.14 Business rate uplifts are being considered by authorities as a repayment source for prudential borrowing. Where development is BREAAAM Excellent, something readily achievable at Atlantic Park and at least possible in the other development locations, 100 per cent of business rate levied can now be retained by the council.
- 7.15 Section 106 agreements can still provide localised contributions linked to development.
- 7.16 To summarise the above there exists the potential for local funding solutions such as prudential borrowing supported by the Community Infrastructure Levy, New Homes Bonus and Business Rates uplift, for the Council to consider.
- 7.17 Recently the Liverpool City Region has made a commitment to a common 'investment approach' in respect to several funds in its City Deal and Growth Deal, with the potential of creating a £100 million fund with which to invest. These include:
- A financial instrument for loan funding in the ESIF strategy
  - The existing Growing Places Fund
  - A capital grant ask in the Growth Deal
  - Capital grant allocated in the future EU Programme
  - Existing chrysalis Fund allocation (potential transfer into the common 'investment approach' from HCA).
- 7.18 Promoting Dunnings Bridge Corridor as a strategic City Region priority for employment is therefore import from the perspective of the 'City Region Investment Fund' and a strategic narrative back to Government involving port access and jobs.

### **Partnership Arrangements**

- 7.19 In the context of Dunnings Bridge Road there is a need for partnership working at two levels, an area wide partnership, incorporating local businesses, to agree and support refurbishment based changes and more site specific development partnership(s).

### ***Area Wide Partnership – Business Improvement District***

- 7.20 Sefton Council has previous experience of Business Improvement Districts (BIDs) having successfully established one in Southport Town Centre. It is suggested that

the BID model could also support refurbishment in the developed parts of Dunnings Bridge Road providing a forum to identify what specific improvements businesses would like to see, to help raise the area's profile and to secure an income stream to tackle the issues identified as priorities.

- 7.21 While development of a BID here is ambitious it would be a good way to emphasise the importance of this area to the Sefton economy and bring together its somewhat disconnected parts. Dunnings Bridge Road also includes a number of large and high profile businesses that, if they can be persuaded to become involved, would provide a strong core to the new partnership. There are already around 150 businesses trading in the area and new development is likely to increase this to closer to 200, a reasonable constituency of firms for a BID. BIDs have been successfully established in primarily industrial locations such as Astmoor Industrial Estate in Runcorn and Winsford Industrial Estate in Cheshire West, locations less prominently located than Dunnings Bridge Road, with less potential for growth and, in some cases at least, a smaller stock of existing firms.
- 7.22 The process for establishing a BID here would be essentially the same as for establishing one in Southport. Generally, it should begin with a programme of consultation with major businesses (possibly including a business survey) to introduce the BID process, the opportunities and obligations it would bring, and to gauge the appetite for such a partnership here.
- 7.23 If judged viable, the Council would launch the BID process and undertake open consultation with the Business Community to identify significant issues to be addressed by the BID. Subsequent stages in the BID creation process include the production of a consultation report, business and marketing plans; and the implementation of a postal vote amongst affected property owners. If the BID proposal was approved by a majority (50 percent or more), the BID body could then be established and projects undertaken.

#### **Development Partnership**

- 7.24 At Atlantic Park and at the Former Peerless Refinery Site developers, who have full ownership of the land, are actively proceeding with development options. While both parties may seek public sector engagement, advice and support at times there is no need for a more comprehensive partnership here.

- 7.25 At Senate Business Park, where land is Council-owned, and in Site 1E Heysham Road, where land assembly is needed, there is a stronger case for a more direct private public partnership. The public sector (primarily the Council, but with support from the LEP where possible) would provide leadership, support through masterplanning and planning processes, marketing and, ideally, would have a financial role in land assembly. The private sector would provide other investment and develop the property. Profits would be shared accordingly.
- 7.26 Such a 'Joint Venture' partnership can take a number of forms as outlined in Table 4.

**Table 4 – Joint Venture Arrangements**

Type of Partnership	Description
Contractual Partnership	Normally a short term arrangement where the parties enter into a contractual arrangement where one party, usually the developer, will deliver. It would relate to the most straightforward developments.
Joint venture through formation of a limited company formed through share issue	A common arrangement where each party will put in an element of cost and risk, and the return reflects the share. The Council may put in land and/or capital, the developer will often meet development costs. The arrangement may see proceeds distributed in different ways. This could be a revenue share, or a share on sale of the investment. The party taking the greater level of risk will normally have first call on the profit
Company limited by guarantee	Tends to be more for non profit making arrangements, and can introduce a number of partners to the company. This arrangement is more likely to be suitable for marketing and promotion of regeneration schemes rather than a joint venture to deliver development

- 7.27 Three examples of Joint Venture Partnerships are shown below.

<p><b>Example 1</b></p> <p><b>Knowsley Business Park (2008)</b> A joint venture between Caddick Developments and Knowsley Metropolitan Borough Council (MBC) delivered nearly 100,000 sqm of speculative, high-quality, light-industrial accommodation for local and regional occupiers.</p> <p>Knowsley MBC contributed land, planning support and worked to lever in European ERDF Objective One funding. As principal development partner, Caddick's role was to secure occupiers, take the development risk and provide the necessary development finance and construction expertise</p> <p>The partnership has regenerated substantial areas of undeveloped land, and is one of the few grant-assisted projects that have met all floor space and job-creation targets.</p>
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## **Example 2**

### **Bournemouth Development Company (2011)**

Bournemouth Development Company was incorporated in February 2011, and is a 50:50 joint venture partnership between Morgan Sindall Investments Limited (MSIL) and Bournemouth Borough Council. The partnership structure is that of a Local Asset Backed Vehicle.

The partnership has a 20 year concession period and its purpose is to deliver the Town Centre Regeneration Vision for Bournemouth through the development of 17 initial sites, all Council-owned, with a maximum development value of £500 million.

The Council's principal investment to the partnership is land, which is matched in value with a cash injection from MSIL. The Partnership is based on a 50/50 share in the assets, the partnership and the profits arising.

The partnership starts with one development, profits from that enable the next and so the chain continues. By capturing profit through development rather than pure land transfer, The Bournemouth Development Company works to deliver an appropriate financial return to its partners. The Council intends to use its share of that profit to bring public space and infrastructure improvements.

#### *Process for Establishing the Partnership*

The Council appointed a team of professional advisers in 2009 to consider how it could best use its land assets and attract investment into the town. From this early engagement the Council decided to proceed with a public/private sector joint venture called a Local Asset Backed Vehicle.

Following widespread publicity 46 major private organisations attended a bidder's day to learn more about Bournemouth's plans for improvement.

30 percent of those companies put themselves forward as potential partners; their proposals and ability to deliver were scrutinised and a shortlist of six was drawn up. Those six took part in a thorough competitive dialogue, regulated by European Procurement procedures, and were whittled down to three before MSIL was appointed.

### **Example 3**

#### **Weavers' Triangle, Burnley (2010)**

A joint venture between Burnley Borough Council and developer Barnfield Construction which has brought the major buildings back into use for education and training.

In 2010, the Council bought 2.9 ha of the 3.9 ha site, with support from the now defunct Northwest Regional Development Agency, which enabled it to set up the joint venture with the developer. Further funding was obtained.

The Council then tendered for a development partner with the financial backing to design and deliver a viable development. The initial term of the development partnership agreement was for a period of 144 months with the opportunity for the Council at its discretion to extend this period for up to a further 96 months depending upon circumstances at the relevant time.

The first step for the joint venture was to demolish the buildings and deliver greater accessibility across the canal. Access to the nearby Manchester Road railway station was improved, with help from a £10 million grant from the government's Regional Growth Fund.

The development received a fillip in 2011 when University Technical College Lancashire opted to locate in the largest disused mill.

### **Planning**

- 7.28 The Investment Strategy has been prepared within the wider planning framework set out by the Local Plan. The proposals in general meet with the aspirations and policies of the Council, but where there is a divergence from policy, for example the possible the creation of small retail areas at Atlantic Park and Heysham Road, the Council should seek to address this.
- 7.29 It is not envisaged that the Council needs to undertake significant additional policy planning activities in Dunnings Bridge Road. An Area Action Plan (AAP) could be developed for this location, to give the Investment Strategy plans more force in planning terms. However, an AAP is a formal planning document and needs to go through a full consultation process, which would lead to an Examination in Public before adoption. This may be considered to be too long a process, particularly as development may commence at Atlantic Park and at the Former Peerless Refinery Site within a year.



- 7.30 Council planning officers could, however, support change through the provision of design guidance, both for individual sites and for the area as a whole. Providing a view on what level of building quality, access, landscaping, etc. is required, in advance of individual planning application negotiations, would give developers greater certainty on the investments they are making into the area.
- 7.31 Officers should also agree, as early as possible in the development process, the level of financial contributions that will be required from developers. For the most part this should be completed through a CIL Strategy.

### **Transport Planning**

- 7.32 This Strategy does not propose large scale change on Dunnings Bridge Road itself and it is also recognised that there is a need to balance the needs of pedestrians with a desire not to further impede traffic flow along this congested strategic transport corridor. The impetus for strategic level transport investment is coming from the Liverpool Local Growth Deal and the Port Access Options Study, which will consider how the whole length of the A5036 can be upgraded. Proposed modelling for road based Port access options are being considered. These options will likely impact on this area of Dunnings Bridge Road.
- 7.33 Transport options considered in this study are of a local scale only and primarily concerned with opening up sites for development. However, there will still be a need for transport modelling to understand the likely transport impacts (individual and cumulative) of the proposed developments. This can build on the existing Thornton/Switch Island Modelling, where appropriate.
- 7.34 At the level of individual sites, the following actions are recommended regarding transport:
- Atlantic Park (1A/1D) – The main access road into Atlantic Park is in place, but officers still need to consider options for further opening this route up with new access points at Bridle Road (linking to the proposed car parking in the south of the site), and Farriers Way. There may also be opportunities to provide pedestrian linkages to the adjacent housing estates via Chester Avenue and Hereford Drive
  - Heysham Road (1B/1E) – Opening up both the Former Peerless Refinery and Site 1E will require investment in local transport infrastructure. As a first step

therefore it is recommended that relevant development partners to draw up a site access strategy, identifying:

- The route of the access road through site 1E and the nature of the road junction with Heysham Road. That junction should allow for a second access point to the west, serving the Former Peerless Refinery Site, which will likely be delivered before work commences on Site 1E
  - Options for a pedestrian footbridge linking Heysham Road with Switch Island Retail and Leisure Park (however, not a high priority given the likely high cost of such a bridge and the marginal development values identified here)
  - The revised junction arrangements at the Heysham Road/Dunnings Bridge Road Junction. N.B. large scale changes, which could disrupt flows along Dunnings Bridge Road, are not envisaged here
  - Options for more limited accesses, which could open up the Switch Car site as an early phase of development (however, a further signalised junction on this busy stretch of Dunnings Bridge Road is not encouraged)
  - Pedestrian access onto the Leeds and Liverpool Canal, including an additional canal bridge to link this site to the Canal towpath on the northern side.
- Transport modelling is also required to determine the implications of a higher density of development in the Decant Zone and its cumulative impacts with the development programmed for the north of Heysham Road.

7.35 Finally, a future BID or similar partnership (see above) should consider the scope, and funding options, for improving access to Park Lane West Industrial Estate. This could include road resurfacing and possible pedestrian access onto the greenspace to the north

### **Small Business Workspace**

7.36 Whilst a range of development proposals are outlined in this section, particular regard is had for small business workspace. The view of many stakeholders was that a strong local market was for start-up units of around 50 sqm from local businesses (this is distinct from Borough/sub-region-wide demand for larger premises linked, at least in part, to Port expansion). Self contained premises of this type available in Farriers Way Industrial Estate, while business centre workshop space can also be found at Bechers Business Park, Wakefield Trade Park and the Box Works.

- 7.37 However, it was felt that there remains further demand for such space in the area in the form of an additional managed workspace scheme. Initial attempts to identify a party willing to deliver such space have not been successful but there remains a need to provide such premises.
- 7.38 It is considered that the new build development schemes set out below should include some such space and throughout the development of sites 1A-1E, options should be explored where small scale space could be delivered alongside other uses. However, it must also be recognised that new build options can demand higher rents which may not be affordable to new businesses with tight budgets.
- 7.39 With this in mind the simplest way to provide such workspace in the Dunnings Bridge Road area would be through the sub-division of an existing property. Most large units in the study area are occupied at this time, however, within Park Lane West, owners/occupiers of large properties fronting Dunnings Bridge Road have recently expressed the desire to diversify their uses. Sub-division of a building would be a good way for a property owner to fill a building which, they may struggle to sell/let to a single occupier. Property owners may not have considered this option and it is therefore recommended that the Council approach some of the owners, who appear to be looking for new uses for their property, to determine if they would be interested in a sub-division to provide workspace, and what services they may be willing to provide for that workspace. Also to identify any constraints that may prevent this from taking place and how public sector organisations could support both the scheme and the new businesses that would reside within it. A number of operators do exist, including self storage operators, who may be interested in working with owners if the market is proving buoyant and there may be opportunities for Council officers, working through partnerships, or independently to bring the two together.
- 7.40 This should mainly be a goal for mid-sized units, up to 2,000 sqm or more complex premises that do not lend themselves to single occupation. Given the strong local demand for manufacturing and logistics properties of up to 10,000 sqm, sub-division (and still larger regional/national requirements) of premises that can meet these larger requirements should not be encouraged in as this would dilute the main source of larger property options in Sefton.

## **Recommendations by Site**

### **Site 1: *Atlantic Park and Bridle Road/Bridle Way***

- 7.41 The main Atlantic Park site (Site 1A) is a well established development site with servicing and infrastructure in place. After a period of delay during the recession Atlantic Park is attracting interest from larger industrial and logistics occupiers, drawn to the location, at least in part, by prospects of a growing market for logistics uses in areas around the Port of Liverpool. The high level appraisal undertaken in Section 6.0 suggests that such a development is fully viable, with the right uses, and can generate a reasonable return.
- 7.42 To facilitate development here, the Council should continue its dialogue with Royal London and other stakeholders to address any issues that emerge and explore whether it needs to have a role in joint marketing and inward investment activity. Options for development may include the demolition of the former Rolls Royce building and its replacement with a single large logistics building. If subsequent engagement identifies that this is the preferred development option for change then the Council needs to actively work with the developers, owners and occupiers during the planning stage to ensure a viable scheme can be moved through the planning process quickly and efficiently.
- 7.43 Current masterplanning identifies the Atlantic Park frontage (Site 1D) as a location for major office development. Royal London remains committed to this and recent marketing experience is identifying some requirements for offices here (discussed previously). If it does not prove possible to secure viable office occupiers for the whole site then alternatives, to be explored between the Council and Royal London, could include manufacturing/storage uses on the site or an element of ancillary service uses. The Council would need to work with Royal London and its agents to market the location to a more diverse range of occupiers. This study has already identified one pub/restaurant operator, Greene King, with a potential interest in the area.
- 7.44 Site 1C 'Senate Business Park' is wholly Council owned and it is therefore for the Council to determine the way forward. The Council has received offers for the site under that formal tendering process and as at July 2015 is considering the options that the tenders offered. However, the Council still needs to agree, internally, how delivery will take place. The general options are:

- Direct development of premises by the Council – If the Council can justify the initial capital expenditure then this should be the preferred option as it would ensure that 100 percent of development profits return to the Council. Monies generated here could be reinvested elsewhere in the area
- Joint Venture – As discussed, the Council would partner with a developer, providing the land and technical assistance during the planning and development processes. In exchange, it would receive an appropriate share of the profits
- A more ‘hands off’ approach in which land is sold to developers and occupiers, who will assume responsibility for development, but with the Council setting development requirements through the tendering process. It is assumed this was the approach the Council was considering before it received the enquiry for space here.

7.45 The Financial Appraisal in Section 6.0 suggests a comparatively low level of value generated from a development of small and mid-sized industrial space, although it accepted that the Council has undertaken separate and more detailed valuation work here which may come to a different conclusion. However, developing the site for larger B8 warehouse options would reduce costs and increase values without significantly deviating from this Strategy.

7.46 Within Site 4 (Bridle Road/Bridle Way) options for change focus on refurbishment. Within the wider partnership there is a need to directly engage with Hy Ten to discuss options for the improvement of their frontage property.

### **Spatial Design Principles**

7.47 Site 1A: The scale and massing of a large new logistics property in this area will be substantial, far larger than the current Big F2 building. Such a property could be 15-20 metres tall, making it the second tallest building in the area after the Santander office. Design work should be undertaken both in advance and during the planning process should seek to understand the relationship between such a property and the surrounding environment, particularly nearby housing.

7.48 Site 1C: create active frontages to Bridle Way, opening up the site and also improving visibility for those in the lower floors of the Santander building. The Council should use its authority, both as landowner and Local Planning Authority, to ensure

that the quality of both premises and landscaping is high as appropriate for this gateway location on Bridle Road.

- 7.49 Site 1D: negotiations for change and (potentially) a mixed use development here should include the agreement of design standards, both for premises and landscaping. Agreed standards will need to be of a quality appropriate for this key frontage location. If considered appropriate, the design agreement should extend across Dunnings Bridge Road to the frontage of Bootle Golf Course. A present, Atlantic Park faces a dense row of trees, shrubbery and banking. It would be desirable to open up this frontage, with more dispersed landscaping and boundary treatments giving Atlantic Park occupiers views into the Golf Course and improving the visual quality of this stretch of Dunnings Bridge Road. CIL/s.106 financing from Atlantic Park could support improvement here.
- 7.50 Site 4: There are grassed areas, under Hy Ten ownership, at the north eastern junction of Bridle Road and Bridle Way which could be improved to provide stronger and more dynamic landscape features while improvements to the Hy Ten property generally would improve views into this area.

### ***Heysham Road***

- 7.51 In Site 1B Former Peerless Refinery Site, developer Chancerygate is committed to delivery of a scheme of B1/B2/B8 premises and is not looking for development partners in this. However, the Council can still support development here in a number of ways:
- Supporting site remediation and viability – Site 1B is contaminated and remediation costs are expected to impact on scheme viability. Even the high level appraisal, completed in Section 6.0, suggests that a scheme purely comprising smaller B-Class space would probably not be viable here. The landowner has engaged consultants to consider gap funding options and the Council should be ready to support any funding bids which emerge from this. The Council should also be ready to show a degree of flexibility on the mix of uses to be brought forward here. If viability proves a major issue here there may be a need to introduce higher value options here to boost values. This Strategy has argued that trade uses could readily be supported here, given the existing Bestway Wholesale premises on the site and other surrounding trade uses. B8 warehouse options would also be more viable here, as they would be in other locations in the study area

- Agreeing access arrangements – There will be a need to agree a full access scheme here. Such a scheme will likely need to provide a new access point, probably including a roundabout, onto Heysham Road with associated improvements onto Dunnings Bridge Road. It could also provide pedestrian routes from Heysham Road to Lunt Avenue. However, such a scheme will need to be realistic and affordable, given that development viability on this site is likely to remain marginal. It should also be planned strategically to allow future connections to be made with Site 1E to the east.

7.52 Site 1E is will be the most complex option to deliver and realistically is will take five years or more to bring forward. However, there are tasks which can begin in the short and medium term to progress change here:

- Identify the Council's role – As a first step, the Council needs to decide what role it is willing to take here. As a minimum it will need to work as a facilitator, reaching out to potential partners, confirming interest and bringing them together. It will also need to provide advice and support on matters of funding, planning and design. However, its influence would be greatly strengthened if it could make a direct investment and therefore join the partnership as an equal partner
- Identify development partners and the form of any partnership – The Switch Car site is owned by a developer who would be a necessary partner in any scheme. Baseline Research has also identified one major developer, Orbit who may be willing to take a strong role and potentially lead the partnership. Other developers such as Langtree have also expressed modest interest and may be persuaded to engage as the programme gathers momentum
- Design and masterplanning – Partners should work to design a viable scheme, which includes access and landscaping options, which is both acceptable in planning terms and suitable for initial marketing to potential occupiers and other possible partners. Partners, including the Council, will need to agree a marketing programme for the proposals
- Land assembly – It is envisaged that land assembly will be a gradual process, with properties acquired at the end of lease terms to minimise the costs of buying out occupiers. As all of the major landowners have indicated an in principle willingness to sell it is not likely that Compulsory Purchase Orders will be required here. Land assembly may be the responsibility of the lead developer(s) but the Council may also wish to take a role here acquiring sites

which it could later contribute to a wider Joint Venture scheme, receiving appropriate profits for this investment. The North West Training Council property is on the market, for sale, now and its rapid purchase would both kick start the development process and help support the relocation of a key Merseyside training and skills provider. 10 Dunnings Bridge Road is likely to be the next property to become available, in just over four years when the current lease comes to an end. Properties, once purchased, could be let out on short term tenancies, to generate an initial return on investment and avoid the blight associated with leaving buildings empty over long periods. Alternatively, the Council may wish to use properties for its own uses.

- 7.53 2A and 3A are considered as refurbishment options only. Change here will be delivered as part of a wider partnership agreement, discussed above.
- 7.54 2B is a small development opportunity site which could meet the needs of a single occupier or provide a small scheme of B1(c) light industrial space. It is recommended that this site be included in the programme for Site 1E as an ancillary development site and option for change
- 7.55 It is more difficult to provide strong recommendations for the Decant Zone as it is not possible, at this stage, to establish exactly what land will be needed for business relocation here and what, if any, land may be required for new development options. However, there are a number of actions which could be taken by the Council and other partners, to promote change here:
- Clarify the need for this land – If development is to proceed here there is a need to clarify exactly what it will be used for. Relocation of displaced occupiers from the north is one clear use, but other options may include accommodating businesses displaced by Port expansion, meeting the needs of specific occupiers, providing sites for open storage or meeting public sector property requirements, e.g. for highways uses
  - Engage with William Rainford Holdings – William Rainford Holdings is the largest landowner in the Decant Zone and its ownership appears to include areas of underused and vacant land. This is therefore where redevelopment is more likely to be focused and the owner's willingness to release land needs to be established. Other landowners should also be engaged with at this stage



- Engage with development partners – Assuming the response of William Rainford is not wholly negative then the land should be brought to the attention of the Joint Venture partners for Site 1E to clarify what appetite exists to include this land as part of a wider development programme for Heysham Road. There may be a need to commission further development appraisal work at this stage to determine the effect that expanding the scheme away from Dunnings Bridge Road has on values
- Establish a development approach – If the land can be included in a wider development scheme then site delivery can be progressed through the partnership. If the partners cannot be persuaded to include this land then the Council may need to undertake a secondary marketing/tendering exercise to identify another development partner or occupiers with the capacity to engage in their own development activities. Again the Council needs to identify what role it is willing to take in this
- Land assembly – Who purchases the required land will be determined by the tasks above. Again the Council should consider if it has the desire and ability to have a role in this.

### **Spatial Design Principles**

- 7.56 Site 1B: emphasise the important edge along Heysham Road and Dunnings Bridge Road. A curve in Dunnings Bridge Road means that this site is highly visible to those entering the area from the east. An opportunity therefore exists to provide a prominent gateway feature at the corner of Heysham Road and Dunnings Bridge Road, which could be in the form of a landscape feature or sculpture. Generally, landscape and design options should be of a quality appropriate to this gateway site. They should also be of a type that could be recreated on the opposite side of Heysham Road (Site 1E) when development occurs here. Access options should likewise be compatible with development in Site 1E and also provide options for pedestrian access to the housing to the west.
- 7.57 Site 1E: Detailed design options will need to be agreed by partners and ultimately be determined by what land is included within the development. Options should include revised access arrangements via Heysham Road. In considering this it should be recognised that uses here will include retail and food uses, likely to generate higher numbers of trips than industrial uses. They should also make strong use of the Canal frontage, seeking improved landscaping options here.

- 7.58 Sites 2A, 3A, 3B form a defined and dense block in the heart of the Heysham Road Industrial Estate. Refurbishment options should focus on providing improved business signage and building frontages to give a more uniform and coherent feel to the area. Yards and open storage areas could be better concealed with improved fencing. Options for parking need to be reviewed, particularly where trade uses dominate.
- 7.59 Spatial design in the Decant Zone will be determined by what this site is used for. Generally, there will be a need to break the area up into plots of less than 0.5 ha which could be used for development or open storage, providing appropriate access. A stronger screened and developed frontage with Leckwith Road is needed to reduce the current derelict appearance of this area.

#### **Park Lane West**

- 7.60 Change within Site 2A will focus on refurbishment and infill development. Change will follow the proposed design strategy and be led through the wider refurbishment partnership which may take the form of a BID. The Site specific issues that this partnership will need to address include:
- Accommodating the needs of growing businesses – firms such as Dowhigh need local expansion space. Infill sites do exist but landowners appear unwilling or unable to release them. Partnership, and Council, authority is required to bring businesses and owners together, address issues and facilitate deals
  - Managing area growth and diversification – Trends are for growth and diversification in this area, with current proposals including development of a Tesco Express, expansion of the Park Hotel and sub-division of at least one unit for retail/trade uses (a flea market). Other large units could potentially be sub-divided to provide smaller business space, possibly including a serviced workspace scheme. There is a need to manage this change, providing a liaison with the Council to address the planning, highways and design issues emerging. However, there is also a need to encourage innovation and entrepreneurship in this area and provide a forum in which owners and occupier can bring forward their ideas for change and gain advice/support on how their aspirations can be realised
  - Establish a common approach to refurbishment – There is a need for common frontage improvements here which will likely include new signage,

fencing and improvements to visible building surfaces. However, it is unclear if there are more fundamental internal and structural issues here that also need to be addressed. Further partnership engagement is therefore needed to understand the full range of small scale issues here and, most importantly, what local businesses feel are the real issues which need to be addressed. A plan to address these issues needs to be developed and implemented.

### **Spatial Design Principles**

- 7.61 While the area is of low visual quality, it is also well occupied and continues to serve a purpose, meeting local needs. This is further evidenced by the fact that local landowners are investing in improving and diversifying individual units. Several businesses and landowners, consulted in Baseline Research, highlighted the need for budget space here and in Heysham Road. If older industrial space around Regent Road and Derby Road is redeveloped for Port uses there will be a real need for cheap space locally and the dynamics of this location should not be changed to the degree that local businesses are priced out of South Sefton. It is therefore important to allow local companies to define what they feel are the needs of this area.
- 7.62 However, there is an opportunity to make better use of the wide pavements along the northern side of Dunnings Bridge Road. This could include improved landscaping, options for cycleways and potentially some small scale carriageway alterations along this stretch of Dunnings Bridge Road. The service roads alongside various parts of Dunnings Bridge Road are now being improved and repaired and this will have some local impact on the area.

### **Delivery Plan**

- 7.63 This sets out the actions that are recommended for the Investment Strategy. The geographic focus is on the main development sites. Refurbishment could be delivered through the BID, or equivalent partnership, and the exact refurbishment activities will be decided by that partnership as a more general area wide action (also considered below).
- 7.64 The Investment Strategy sets out a range of interventions and development proposals, some of which could be delivered in the short term whilst other are dependent on a number of factors including planning, site acquisition, site clearance, and also market conditions. Not all proposals will be seen as short term gains and a phasing of activities is recommended.

7.65 The Delivery Plan seeks to outline the key factors that will affect implementation and set a realistic timetable for delivery. These key factors are:

- Development partnership and funding
- Planning
- Site assembly and constraints
- Market conditions, costs and values
- Phasing.

7.66 In terms phasing the relevant categories are:

- Immediate - 0-1 Years
- Short Term - 1-3 Years
- Medium Term - 3-5 Years
- Long Term - 5+ Years
- Ongoing.

**Table 5 – Initial Actions, Area Wide Partnership and Planning Actions**

		<b>Timescale</b>
Initial Local Authority Actions	<ul style="list-style-type: none"> <li>• Creation of a initial officer/member steering group, including economic development and planning officers, to drive forward actions emerging from this Strategy</li> </ul>	Immediate
	<ul style="list-style-type: none"> <li>• Economic development, planning, legal, finance officers, the Council Executive and members to undertake a budgeting exercise to identify and plan resource options for the Council's role in future change. Budget commitments to be made wherever possible</li> </ul>	Immediate
	<ul style="list-style-type: none"> <li>• Engagement with the LEP and HCA to identify other options for public funding and realistic options for drawing in that funding</li> </ul>	Immediate
	<ul style="list-style-type: none"> <li>• Funding bids to be made at appropriate times.</li> </ul>	Ongoing
Planning	<ul style="list-style-type: none"> <li>• Planning officers to review current Policy in regards to this Investment Strategy. Any inconsistencies to be addressed with Draft Local Plan amendments if needed</li> </ul>	Immediate
	<ul style="list-style-type: none"> <li>• Development of a CIL Strategy which reflects the needs of Dunnings Bridge Road</li> </ul>	Immediate
	<ul style="list-style-type: none"> <li>• Production of area specific design guidance which will guide future development actions.</li> </ul>	Short Term
Public Realm and Transport	<ul style="list-style-type: none"> <li>• Planning and transport officers to undertake local modelling to test the impacts of the proposed investments. This can build on the existing Thornton/Switch Island Modelling, where appropriate</li> </ul>	Short Term
	<ul style="list-style-type: none"> <li>• Maintain awareness of emerging funding proposals from wider schemes to improve access to the Port of Liverpool. Look to ensure that the relevant section of the Dunnings Bridge benefits from investment – Schemes which make better use of the underused space on either side of the main carriageway should be particularly supported.</li> </ul>	Ongoing
	<ul style="list-style-type: none"> <li>• Consider undertaking a local public realm and landscaping strategy, looking at small scale improvements to the local streetscape which could be implemented as part of the individual site developments. Recommendations of that study would need to split the proposed changes by site and consider funding and the level of developer contributions necessary to implement change.</li> <li>• The future BID or similar partnership (see below) should consider the scope, and funding options, for improving access to Park Lane West Industrial Estate, including road resurfacing and possible pedestrian access onto the greenspace to the north</li> </ul>	Short Term  Medium Term
Area Partnership	<ul style="list-style-type: none"> <li>• Economic development officers to engage with key local businesses to assess the appetite for a</li> </ul>	Immediate

		<b>Timescale</b>
	<p>BID. Survey the wider business community</p> <ul style="list-style-type: none"> <li>• If judged viable, launch the BID process and undertake open consultation with the Business Community to identify significant issues to be addressed by the BID.</li> <li>• Production of a consultation report, business and marketing plans by economic development officers, supported by other partners</li> <li>• Implementation of a postal vote amongst affected property owners</li> <li>• If the BID process fails at any point consider if a more informal partnership could achieve the same goals</li> <li>• Work with the partnership to identify and address needs for refurbishment, streetscape, etc. improvements. Also to look at any blocks on small scale infill development.</li> <li>• Change to proceed with BID funds and/or any other funds which can be levered in</li> </ul>	<p>Short Term</p> <p>Short Term</p> <p>Short Term</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
Small Business Workspace	<ul style="list-style-type: none"> <li>• Economic development officers to explore the potential for small business workspace development on the main development sites 1A-1E. If necessary, approach recognised workspace developers such as Evans Easyspace</li> <li>• Economic development officers to approach relevant owners to determine if they would be interested in a sub-division to provide workspace, e.g. offices or workshops of less than 100 sqm. Sub-division of premises still felt capable of meeting larger property needs should not be encouraged</li> <li>• Subject to clear identification of owner interest, commission a feasibility study which will: <ul style="list-style-type: none"> <li>○ Identify any constraints (physical, financial, etc.) that may prevent the provision of workspace, and how those constraints can be overcome. Identify what public sector interventions may be required to overcome any constraints and what funding options are available to support those interventions</li> <li>○ Consider what services and business support packages can be provided within any workspace scheme, who would be responsible for delivering those services and undertaking day-to-day scheme management</li> <li>○ How private and public sector stakeholders can work together to market the workspace.</li> </ul> </li> <li>• Work with the owners to identify an appropriate operator, marketing the proposal as required.</li> <li>• Proceed with scheme delivery as agreed in the feasibility study.</li> </ul>	<p>Ongoing</p> <p>Immediate/Short Term</p> <p>Short Term</p> <p>Short Term</p> <p>Medium Term</p>

Source: BE Group, 2014

## Site Summaries – Atlantic Park and Bridle Road/Bridle Way

**Table 6 – Site 1A**

		<b>Timescale</b>
Local Authority Actions	<ul style="list-style-type: none"> <li>Support and develop investment opportunities and enquiry generation. Planning officers to provide ongoing support through the planning process, identifying any issues which may emerge if a large scale logistics development is completed here</li> </ul>	Immediate
Planning	<ul style="list-style-type: none"> <li>Planning application should include a transport strategy for opening up and enhancing current access arrangements.</li> </ul>	Immediate
Site Assembly	<ul style="list-style-type: none"> <li>Not required</li> </ul>	Immediate
Public Realm and Transport	<ul style="list-style-type: none"> <li>Main access road in place, but officers to consider options for opening this up with new access points at Bridle Road (linking to the proposed car parking in the south of the site), and Farriers Way. Options to be discussed with Royal London, amending the existing Masterplan if appropriate and be reflected in subsequent planning applications</li> <li>Options for pedestrian access to adjacent housing (Chester Avenue and Hereford Drive) should also be considered</li> </ul>	Immediate  Short Term
Development Proposals	<ul style="list-style-type: none"> <li>Development will be private sector led and focused on meeting logistics needs</li> </ul>	Short Term

Source: BE Group, 2014

**Table 7 – Site 1C**

		<b>Timescale</b>
Local Authority Actions	<ul style="list-style-type: none"> <li>Economic development officers to undertake a formal marketing and tendering process, if this has not already begun</li> <li>Officers and members to clarify the Councils role in development, e.g. as direct developer, joint venture partner, or more distant facilitator</li> <li>Scheme design, including landscaping and access, to be masterplanned reflecting design guidance. Planning consent to be sought</li> <li>Subject to sufficient demand, Council to proceed with the preferred development route tendering for a development partner and/or contractors as required.</li> </ul>	Immediate  Immediate/Short Term  Short Term  Short Term
Planning	<ul style="list-style-type: none"> <li>Standards of design, landscaping and access for this gateway location should be agreed in advance of the submission of a planning application.</li> </ul>	Immediate
Site Assembly	<ul style="list-style-type: none"> <li>Not required</li> </ul>	Immediate

		Timescale
Public Realm and Transport	<ul style="list-style-type: none"> <li>• Create active frontages to Bridle Way, opening up the site and also improving visibility for those in the lower floors of the Santander building</li> </ul>	Immediate
	<ul style="list-style-type: none"> <li>• Officers should explore the financial viability of a Gateway Feature' (sculpture, landscaping, etc.) fronting Bridle Road. If felt to be viable, officers should negotiate on this point with the preferred developer.</li> </ul>	Immediate
	<ul style="list-style-type: none"> <li>• Standards of design, landscaping and access for this gateway location should be agreed in advance of the submission of a planning application</li> </ul>	Immediate
Development Proposals	<ul style="list-style-type: none"> <li>• Development will be for a mix of B1, B2, B8 uses with a likely focus on smaller logistics options. Development to be Council led, either with the Council as developer or with the Council acting as a Joint Venture partner with a private developer.</li> </ul>	Short Term

Source: BE Group, 2014

**Table 8 – Site 1D**

		Timescale
Local Authority Actions	<ul style="list-style-type: none"> <li>• Support and development investment opportunities and enquiry generation</li> </ul>	Immediate
	<ul style="list-style-type: none"> <li>• Economic Development/Planning officers to approach Royal London and clarify if and under what circumstances revised mix of uses might improve development prospects here.</li> </ul>	Immediate/Short Term
	<ul style="list-style-type: none"> <li>• Subject to an agreement, officers, Royal London and its agents to agree a revised marketing strategy for this site</li> </ul>	Short Term
	<ul style="list-style-type: none"> <li>• Officers and Royal London to agree an appropriate design and landscaping scheme for this area, which could include developer funded improvements across the relevant stretch of Dunnings Bridge Road</li> </ul>	
Planning	<ul style="list-style-type: none"> <li>• Planning officers should identify, in advance of engagement, what planning consents, masterplan changes and design requirements are needed to secure the above changes.</li> </ul>	Immediate
Site Assembly	<ul style="list-style-type: none"> <li>• Not required</li> </ul>	Immediate
Public Realm and Transport	<ul style="list-style-type: none"> <li>• Access largely complete</li> <li>• Design standards, appropriate to this frontage site to be agreed</li> </ul>	Immediate
	<ul style="list-style-type: none"> <li>• Landscaping strategy to extend across Dunnings Bridge Road and consider options for opening up views into Bootle Golf Course</li> </ul>	Short Term
Development	<ul style="list-style-type: none"> <li>• Development will be private sector led and</li> </ul>	Short



		Timescale
Proposals	provide a mix of B1, B2 and A1-A4 uses to be determined by agreement and by market demand	Term/Medium Term

Source: BE Group, 2014

## Site Summaries – Heysham Road

**Table 9 – Site 1B**

		Timescale
Local Authority Actions	<ul style="list-style-type: none"> <li>Economic development and planning officers to maintain a dialogue with Chancerygate and be ready to support any bid for reclamation funding which is required. Also to review the mix of uses on the site to secure a viable scheme.</li> </ul>	Immediate/Short Term
Planning	<ul style="list-style-type: none"> <li>The nature of the planning application will be determined by the above discussions</li> </ul>	Immediate
Site Assembly	<ul style="list-style-type: none"> <li>Not required</li> </ul>	Immediate
Public Realm and Transport	<ul style="list-style-type: none"> <li>Access arrangements need to be planned strategically to allow future connections to be made with Site 1E to the east. It is suggested that a transport strategy be commissioned for Heysham Road at an early stage. Considering the impacts of opening up both 1B and 1E and setting out a preferred access arrangement that can, in time, serve developments on both sides of Heysham Road</li> <li>Options for pedestrian access into nearby housing to be considered – specifically a new route linking Heysham Road to Lunt Avenue and the adjacent housing</li> <li>Opportunity exists to provide a prominent gateway feature at the corner of Heysham Road and Dunnings Bridge Road, which could be in the form of a landscape feature or sculpture.</li> </ul>	<p>Short Term</p> <p>Short/Medium Term</p> <p>Medium Term</p>
Development Proposals	<ul style="list-style-type: none"> <li>Development will be for a mix of B1, B2, B8 uses and private sector led.</li> </ul>	Short Term

Source: BE Group, 2014

**Table 10 – Site 1E/Site 3A**

		Timescale
Local Authority Actions	<ul style="list-style-type: none"> <li>Council steering group, working with the Executive and members to clarify what role the Council will take in delivering this site and specifically if the Council can act as a financial</li> </ul>	Immediate

		<b>Timescale</b>
	<p>investor in any partnership</p> <ul style="list-style-type: none"> <li>• Economic development officers to contact the landowners and other potential development partners, including Orbit to introduce the full project and (where possible) gain initial commitments to participate. Initial assumption is that site 3A could be included within a wider scheme.</li> <li>• Economic development officers to review what other pots of public funding could be unlocked to support this. Officers to engage with the HCA and LEP and clarify if, and under what circumstances, their funding streams could be utilised here. Funding bids to be written as required</li> <li>• Subject to the above decisions, the Council should look to form a development partnership, identifying the lead partner and developer(s) and drawing up the appropriate legal agreements</li> <li>• A scheme masterplan should be produced and agreed by all parties. A strategy for scheme marketing, both before and after development needs to be agreed.</li> <li>• If still on the market, acquisition of the North West Training Council property should be an early partnership priority. As discussed, this could be a useful Council action – giving the Council a stronger role in the scheme and supporting a key local skills/training provider</li> <li>• A strategy for other site acquisitions should be drawn up, determining who and at what time these should occur. Partners to proceed with other site acquisitions, as agreed</li> <li>• Development to be undertaken on a phased basis. Assuming access can be secured then the Switch Car site will be the logical first phase of development. The delivery of higher value uses here could provide funds to support subsequent, more difficult phases of development</li> </ul>	<p>Immediate</p> <p>Immediate/Ongoing</p> <p>Immediate/Short Term</p> <p>Short Term</p> <p>Short Term</p> <p>Medium/Long Term</p> <p>Medium/Long Term</p>
Planning	<p>Planning officer support will be required at all stages of the project, specifically:</p> <ul style="list-style-type: none"> <li>• Amending policy, as required to allow a more diverse range of uses here</li> <li>• Supporting masterplan development and particularly agreeing a viable new access scheme for the site</li> <li>• Agreeing design options, particularly on the Canal frontage</li> </ul>	<p>Immediate</p> <p>Short Term</p> <p>Short Term</p>
Site Assembly	<p>Consider the inclusion of Site 3A as part of a wider scheme.</p>	<p>Medium/Long Term</p>



**Table 11 – Decant Zone**

		<b>Timescale</b>
Local Authority Actions	<ul style="list-style-type: none"> <li>Discussions between officers and development partners for Site 1E should extend to include this site. Is there an appetite to include this land as part of a wider development scheme? And if so with what exact role? Further financial appraisal work may be required to determine the viability of an expanded scheme</li> </ul>	Short Term
	<ul style="list-style-type: none"> <li>Engage with William Rainford Holdings as dominant landowner, identifying if they are willing to release land and under what circumstances. Other landowners also to be approached.</li> </ul>	Short Term
	<ul style="list-style-type: none"> <li>Ongoing discussions with the Peel Ports should also highlight this land. Could it be used to relocate some users displaced by Port expansion and if so, when and under what circumstances might it be needed?</li> </ul>	Short Term
	<ul style="list-style-type: none"> <li>Based on the responses to the above, determine a development strategy for this location. If site can be included within 1E then development can proceed through that partnership. If not, then there may be a need to tender for a secondary development partner</li> </ul>	Medium Term
	<ul style="list-style-type: none"> <li>Create a masterplan and agree the nature of the development. Will change be limited to clearance and the provision of serviced development plots, for design and build for set occupiers, or will a more comprehensive development be required</li> </ul>	Medium/Long Term
	<ul style="list-style-type: none"> <li>Subject to the above decisions, the Council should look to form a development partnership, identifying the lead partner and developer(s) and drawing up the appropriate legal agreements</li> </ul>	Medium/Long Term
	<ul style="list-style-type: none"> <li>Land assembly – Who purchases the required land will be determined by the tasks above. Again the Council should consider if it has the desire and ability to have a role in this.</li> </ul>	Long Term
	<ul style="list-style-type: none"> <li>Development to be undertaken on a phased basis.</li> </ul>	Long Term
Planning	Planning consents required for the redevelopment options	Medium/Long Term
Site Assembly	William Rainford land should be the focus for development activity as a first phase. Other holdings should be brought in when and if need supports their inclusion. These are:	Medium/Long Term
	<ul style="list-style-type: none"> <li>George Roberts</li> <li>A Plant</li> <li>Temple Motor Services (Haulage)</li> <li>Rand Asphalt (Aggregate Industries)</li> <li>Plus one unknown occupier.</li> </ul>	Long Term Long Term Long Term Long Term Long Term
Public Realm and Transport	<ul style="list-style-type: none"> <li>A stronger screened and developed frontage with Leckwith Road is needed to reduce the current</li> </ul>	Long Term

		<b>Timescale</b>
	<p>derelict appearance of this area.</p> <ul style="list-style-type: none"> <li>• Transport modelling required to determine the implications of a higher density of development on this backland site and its cumulative impacts with the development programmed for the north of Heysham Road</li> <li>• Indicative transport strategy to be created outlining any necessary road junction changes required to bring this site forward.</li> </ul>	<p>Long Term</p> <p>Long Term</p>
Development Proposals	Development will be for a mix of B1, B2, B8 uses Development likely to be private sector led but possibly with a strong local authority role.	Long Term

Source: BE Group, 2014

Appendices for this document are saved as separate pdfs:

Appendix 1 – Dunnings Bridge Road Phasing Plan

Appendix 2 – Phasing and Density Schedules

Appendix 3 – Area 1, Atlantic Park Bridle Road

Appendix 4 – Area 2, Heysham Road

Appendix 5 – Area 3, Park Lane West