



# KENDAL ECONOMIC GROWTH ACTION PLAN 2015 -2025

APPENDICES

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**APPENDICES**

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## APPENDIX 1 WORKSHOPS 3 JUNE & 3 SEPTEMBER 2014

### KENDAL ECONOMIC REGENERATION ACTION PLAN REFRESH: LISTENING WORKSHOP 1

#### Overview

The Listening Workshop brought together 23 businesses, agency representatives and local community organisations at Kendal Town Hall on Tuesday 3 June 2014. The list of attendees is included at the end of this Appendix.

Much of the discussion took place in four informal groups. A record of the points raised in the workshop discussions is outlined below.

#### Workshop Feedback

#### Task 1: Identify significant positive & negative aspects (2014 Overall)

<p><b>Group 1</b></p> <p><b>Positives</b></p> <ul style="list-style-type: none"> <li>• Quality of life</li> <li>• Low unemployment</li> <li>• Diverse economy</li> <li>• Market town</li> <li>• Landscape and location close to Lake District</li> <li>• Strong public centre - Local Authorities and others are active in providing links for voices to be put forward</li> </ul> <p><b>Negatives</b></p> <ul style="list-style-type: none"> <li>• Low wages, lack of high skill wages</li> <li>• Less/no major employees any more</li> <li>• House prices - insufficient stock at an affordable price</li> <li>• Not in my back yard attitude (NIMBY)</li> <li>• Lack of projects ready to go ahead when funds become available</li> </ul>	<p><b>Group 2</b></p> <p><b>Positives</b></p> <ul style="list-style-type: none"> <li>• Proximity to the lakes - good place to live</li> <li>• Connections - M6 &amp; West Coast Main Line</li> <li>• Exceptional cultural offer</li> <li>• Educated workforce</li> <li>• Business Improvement District</li> </ul> <p><b>Negatives</b></p> <ul style="list-style-type: none"> <li>• Cost of housing</li> <li>• Infrastructure links</li> <li>• Narrow valley - geography</li> <li>• Accessibility/car parking</li> <li>• Accessible employment land</li> <li>• Low GVA per head</li> </ul>
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<p><b>Group 3</b></p> <p><b>Positives</b></p> <ul style="list-style-type: none"> <li>• Green/outdoor spaces - parks and the river</li> <li>• Retail offer - mix of independents and brands</li> <li>• Educational offer - schools and Kendal College</li> <li>• Connectivity: rail and road</li> <li>• Quality of life (culture)</li> </ul> <p><b>Negatives</b></p> <ul style="list-style-type: none"> <li>• Lack of vibrancy in the town centre after 5pm</li> <li>• Lack of organised parking (there is enough!)</li> <li>• A591 bypass means people bypass the town centre &amp; public transport lacking in the evening makes people car reliant</li> <li>• Ability to retain/attract younger people</li> <li>• Cultural/leisure offer is very good but not joined up</li> </ul>	<p><b>Group 4</b></p> <p><b>Positives</b></p> <ul style="list-style-type: none"> <li>• Location</li> <li>• Crime-free and safe</li> <li>• Festival feel, friendliness</li> <li>• Food and local produce</li> <li>• Unique shopping offer</li> </ul> <p><b>Negatives</b></p> <ul style="list-style-type: none"> <li>• Local perception of negativity, 'things can't be done'</li> <li>• Lack of social activities for the younger generation (18-30)</li> <li>• Cost of living - very low wages</li> <li>• Access to key retailers</li> </ul>
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**Task 2: Future: What could Kendal be like in 2024?**

<p><b>Economic Activity and Enterprise (Groups 1 &amp; 4)</b></p> <p><b>Group 1</b></p> <ul style="list-style-type: none"> <li>• Lower rent and rates</li> <li>• BID grant ready</li> <li>• Creative cluster e.g a technical site</li> <li>• More of a destination - encourage people to come to Kendal for more than one activity at a time</li> <li>• More people living in the town centre - upper floors and shops returned to residential</li> <li>• Quality broadband</li> <li>• Joined up venues and attractions to make it more convenient for visitors</li> <li>• Good reputation for festivals - make them easier to access, not just by car</li> </ul>	<ul style="list-style-type: none"> <li>• Promote eating more - eg Festival of Food, locally sourced and produced food</li> <li>• Link shopping with attractions so people do both at the same time</li> <li>• Science park at Kendal Fell/Quarry</li> <li>• Greater proportion of affordable homes - more land required</li> <li>• Exploit age related spend and skills</li> <li>• Less dependent on health and Local Authority sectors for income and wealth</li> <li>• Age related transport infrastructure</li> <li>• Cycle friendly access/cycle to school</li> <li>• Supermarkets to embrace online shopping/deliveries</li> <li>• More volunteer co-ordination</li> <li>• Vibrant independent shops and businesses in the town centre</li> <li>• Potential of the river</li> </ul>
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<p><b>Group 4 - Vision</b></p> <ul style="list-style-type: none"> <li>• No empty shops/quality retail offer. 'Vibrant and viable diverse High Street'</li> <li>• Prosperous, sustainable town that is well connected with an attractive environment</li> <li>• A contemporary, thriving trading market town 'comfortable yet edgy'</li> <li>• 'You can do it in Kendal'</li> <li>• 'A thriving market town with a twist'</li> </ul>	<p><b>Group 4 - Key Projects to help achieve this vision</b></p> <ul style="list-style-type: none"> <li>• Skills projects with college, universities and specialists within the workplace</li> <li>• Infrastructure to support business and population growth</li> <li>• Encourage inward investment/new high value business into the town - 'satellite marketing'</li> <li>• Improve business environment visually, including the industrial estates</li> </ul>
<p><b>Place: Buildings &amp; Spaces (Group 2)</b></p> <ul style="list-style-type: none"> <li>• Scroggs Wood development / Quarry / businesses at J36</li> <li>• Kendal ring road completed. Draw haulage away from the town centre</li> <li>• Integrated transport solution: better accessibility /Park and Ride / Ring Road / better public transport</li> <li>• More homes in the town centre - above shops and in unused properties. Link to improved conservation</li> <li>• Hub for creative industries - use suitable buildings</li> <li>• Enhanced use of Market Square and Finkle Street - possible covered roof structure</li> <li>• Explore heritage and make yards more of a feature eg Police and Abbots Yards</li> <li>• New Road - opportunity for high quality space/leisure along the riverside. Narrow to one lane. Skating rink in Winter?</li> <li>• Better building conservation/enforcement/ HLF?</li> <li>• Reuse vacant buildings: BT and Condor buildings; pubs to residential use</li> <li>• Redeveloped Canal Head. Consult young people to identify suitable leisure/recreational opportunities</li> <li>• K Village??</li> </ul>	<p><b>Vision</b></p> <ul style="list-style-type: none"> <li>• Economically diverse, culturally vibrant rural centre</li> </ul> <p><b>Key Projects to help achieve this vision</b></p> <ul style="list-style-type: none"> <li>• Scroggs Wood development / Quarry / businesses at J36</li> <li>• Integrated transport solution: better accessibility /Park and Ride / Ring Road / better public transport</li> <li>• More homes in the town centre - above shops and in unused properties. Link to improved conservation</li> <li>• Hub for creative industries - use suitable buildings</li> </ul>

<p><b>Community &amp; Third Sector (Group 3)</b></p> <ul style="list-style-type: none"> <li>• More balanced population - economic and social</li> <li>• Better connectivity between businesses/local community and the third sector</li> <li>• Changing face of the town centre to become more vibrant attracting more people into the town after 5pm, 7 days a week as Sundays and Bank Holidays are quiet (joined up cultural/leisure offer etc)</li> </ul> <p><b>Key Projects to help achieve this vision</b></p> <ul style="list-style-type: none"> <li>• People engaging cultural/leisure strategy</li> <li>• Transport plan to get people in and out of the town centre</li> <li>• Low cost housing/better jobs/better pay/career prospects/real jobs</li> <li>• Digital and technology hub (community and business) to help people to connect</li> </ul>	<p><b>Other Comments Raised:</b></p> <ul style="list-style-type: none"> <li>• Leisure not mentioned</li> <li>• Community led regeneration important- bottom up rather than top down</li> <li>• Cars/traffic issue in 50 years time. Access required from hinterland so no change OR opposite view - access without cars?</li> <li>• Kendal wasn't planned.</li> </ul>
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**Listening Workshop Attendance:**

Name	Organisation
Derek Jones	Cumbria Chamber of Commerce/North Country Leisure
Peter Hosking	Cumbria County Council Highways
Cllr Geoff Cook	Cumbria County Council/Kendal Town Centre
Cllr Jim Bland	Cumbria County Council/National Farmers Union
Ian Stephens	Cumbria Tourism
Brian Harrison	Federation of Small Businesses
Daniel Morley	Kendal Business Improvement District/Beales
Patricia Hovey	Kendal Civic Society
Paula Scott	Kendal Futures
Austen Robinson	Kendal Futures Board/Kendal Town Council
Liz Richardson	Kendal Town Council

<b>Name</b>	<b>Organisation</b>
Peter Hensman	Lake District Estates
Gordon Watson	Lakeland Arts Trust/Abbot Hall Art Gallery
Caroline Leigh	South Lakeland District Council
Cllr Giles Archibald	South Lakeland District Council
Fiona Clark	South Lakeland District Council
Imelda Winters-Lewis	South Lakeland District Council
Jackie R?	South Lakeland District Council
Joanne Golton	South Lakeland District Council
Michael Keane	South Lakeland District Council
Pete Thomson	South Lakeland District Council
Alan Price	The Quaker Tapestry
Bridget Guest	The Quaker Tapestry

## KENDAL ECONOMIC REGENERATION ACTION PLAN REFRESH: PARTNERS DELIVERY WORKSHOP 2

### Overview

The Partners Delivery Workshop brought together 18 businesses, agency representatives and local community organisations at The Shakespeare Centre on Wednesday 3 September 2014. The list of attendees is included at the end of this Appendix.

Much of the discussion took place in four informal groups to discuss the vision, delivery and four emerging programmes. A record of the points raised in the workshop discussions is outlined below.

### Workshop Feedback

<p><b>Group 1</b></p> <p><b>Views on the Vision &amp; Programmes</b></p> <ul style="list-style-type: none"> <li>• Affordable housing required</li> <li>• Age-friendly housing and town</li> <li>• Workspaces</li> <li>• Vacant space above shops</li> <li>• Business rates on empty properties</li> </ul> <p><b>Programme 1: Business Specialisation &amp; Diversification</b></p> <ul style="list-style-type: none"> <li>• Risk of spiral of decline - units become charity shops</li> <li>• Advocacy</li> <li>• Improve profile of Kendal so it becomes a place to live, shop and visit</li> <li>• Glaxosmithkline in Ulverston - where do employees choose to live?</li> <li>• What size should Kendal be? 29K? 30K? 40K? 100K?</li> <li>• Reinvent Oxenholme and surrounding centres: First impressions and M6 corridor important - 'greater Kendal'</li> <li>• Kendal is <i>in</i> the Lake District - this is not exploited Kendal is just seen as next to the National Park</li> <li>• Northern relief road to improve access</li> <li>• Rethink and change the traffic circulation - need radical suggestions</li> </ul>	<ul style="list-style-type: none"> <li>• Creative and cultural development: <ul style="list-style-type: none"> <li>- impact beyond job creation</li> <li>- USP for town and skills</li> <li>- all year round offer - Abbot Hall and BAC</li> <li>- invest in infrastructure</li> <li>- where is the strategy for festivals? Who is best to lead this?</li> </ul> </li> <li>• Kendal can deliver</li> <li>• Need for agencies to work together to attract new businesses</li> <li>• Cultural destinations project to attract international tourists</li> <li>• Enterprise Centre - is it the right investment?</li> </ul> <p><b>Views on Delivery</b></p> <ul style="list-style-type: none"> <li>• Develop and exploit USP - Factory vision</li> <li>• Put Kendal in the Lake District</li> <li>• Kendal: Centre of Arts &amp; Creativity</li> <li>• Branding required</li> <li>• Enlarge Kendal to become 'Greater Kendal' - include its satellite villages</li> </ul>
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<p><b>Group 2</b></p> <p><b>Views on the Vision &amp; Programmes</b></p> <ul style="list-style-type: none"> <li>• Insufficient emphasis on leisure: health &amp; well being; quality of life; regeneration; young people affected</li> <li>• Develop the night-time economy (Kendal tends to close down in the evening)</li> <li>• Low carbon economy = sustainability. This is a very wide statement - needs more thought</li> </ul> <p><b>Programme 2: Attract &amp; Retain Working Age Talent</b></p> <ul style="list-style-type: none"> <li>• Attract people back to Kendal after they have left to go to College</li> </ul> <p>Strengthen education/business links:</p> <ul style="list-style-type: none"> <li>• Involve businesses strongly             <ul style="list-style-type: none"> <li>- joined up approach from providers</li> <li>- more work opportunities</li> <li>- how do schools learn about new businesses to work with?</li> <li>- should KFB have representation from SLF/KCB and Kendal College?</li> </ul> </li> </ul> <p>Kendal College</p> <ul style="list-style-type: none"> <li>• Other education providers too . . .</li> <li>• Student housing important - need purpose built blocks to attract international students?</li> <li>• Continue to support and need for development/co-ordination of neighbourhood green energy solutions eg Kendal wide biomass boiler?</li> </ul>	<p><b>Working Age People's Housing Needs</b></p> <ul style="list-style-type: none"> <li>• Social/childcare provision</li> <li>• Transport</li> <li>• Outdoors culture</li> <li>• Private landlords grants to cover/improve substandard property</li> <li>• Affordable housing and appropriate housing at all levels up to executives, eg bungalows for elderly</li> <li>•</li> </ul> <p><b>One Key Project</b></p> <ul style="list-style-type: none"> <li>• Transport and access to the town centre including walkers, cyclists and parking</li> </ul> <p><b>Views on Delivery</b></p> <ul style="list-style-type: none"> <li>• The Action Plans <i>has</i> to be owned by all</li> <li>• Kendal Futures is the best vehicle - independent and best representation of all, but has limited resources; is a-political</li> </ul> <p><b>KEAP:</b> Include examples of other town's success stories - similar/inspirational solutions</p>
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<p><b>Group 3</b></p> <p><b>Views on the Vision &amp; Programmes</b></p> <ul style="list-style-type: none"><li>• Markets are important to the town - makes it more of a destination</li></ul> <p><b>Programme 3: Third Sector &amp; Community Assets</b></p> <p>Third sector organisations</p> <ul style="list-style-type: none"><li>• One South Lakeland - what is their role?</li><li>• Need a Kendal body/person (paid) to co-ordinate all 3<sup>rd</sup> sector organisations</li><li>• List of all organisations needed, but Duplication with CVS?</li><li>• How does CVS role fit in with OSL?</li><li>• Engagement and knowledge - working together important</li><li>• Tender requirements - need more flexibility to help smaller companies</li><li>• Support and advice to these groups (CVS role?)</li><li>• Identify projects - make links</li><li>• Signposting - ladder boards for the Yards</li><li>• Sustainability - maintaining volunteers should be possible due to older demographic</li><li>• Capability - training needed</li></ul> <p>Community Assets</p> <ul style="list-style-type: none"><li>• Parish Church Halls - Church looking to find new use(s) for one of the halls</li><li>• Improving the Yards</li><li>• Former Connexions building and other un-used buildings - work with owners</li><li>• Community Development Trust - a good idea. Would need to be in place before a building becomes at risk</li><li>• SLDC have been encouraging others to convert former pubs into affordable housing</li><li>• The Factory is an example</li></ul>	<p><b>One Key Project</b></p> <ul style="list-style-type: none"><li>• Co-ordination role - one person linked to a Community Development Trust</li></ul> <p><b>Views on Delivery</b></p> <ul style="list-style-type: none"><li>• Delivery challenge: Existing organisations all working to capacity</li><li>• Need to raise money to increase capacity/employee(s) - need to be paid!</li><li>• Spread beyond Councils</li><li>• Overlap between One South Lakeland/KFB?</li></ul> <p><b>Other Points</b></p> <ul style="list-style-type: none"><li>• Housing affordability</li><li>• Create new/improved business areas - upgrade current estates which need rebranding, provide green spaces and attractive signage/maps to aid orientation: masterplanning</li></ul>
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<p><b>Group 4</b></p> <p><b>Views on the Vision &amp; Programmes</b></p> <ul style="list-style-type: none"> <li>• Missing from the Vision: Ease of accessibility and technical infrastructure.</li> <li>• Accessibility of the workforce - leakage. A lot of people live in the hinterland - need to be more accessible</li> <li>• Actively engage in digital economy. "leveraging the benefits of digital technology" Don't get left behind</li> <li>• Use of private sector delivery - add private companies to the third sector programme</li> <li>• Kendal as a place - USP. What is unique about Kendal to attract businesses here? Wealth and skill set not fully utilised</li> </ul> <p><b>Programme Priorities</b></p> <ol style="list-style-type: none"> <li>1. high Business specialisation &amp; diversification</li> <li>2. high Attract &amp; retain working age talent</li> <li>2. high Focus on third sector &amp; community assets</li> <li>3. med Deliver economic infrastructure &amp; place making investment</li> </ol> <p><b>Programme 4: Economic Infrastructure &amp; Place Making</b></p> <p><b>Employment Sites</b></p> <ul style="list-style-type: none"> <li>• Kendal Quarry</li> <li>• Site to the north</li> <li>• Science &amp; Business Park idea</li> </ul> <p><b>Town Centre Development Action Plan</b></p> <ul style="list-style-type: none"> <li>• Pedestrianisation of the town centre - and remove old A6?</li> <li>• K Village site. What is its future?</li> <li>• Retail space requirements - brownfield sites and larger units in the town centre</li> <li>• Importance of more quality office space in the town centre</li> <li>• River and parks/greenspace projects (USP)</li> </ul>	<ul style="list-style-type: none"> <li>• Existing Industrial Estates</li> <li>• Need a better mix of offices and industrial - B1/B2/B8</li> <li>• Branding, signage and maintenance</li> <li>• Marketing the areas as future employment sites/business parks (not just industrial)</li> </ul> <p><b>Key Projects</b></p> <ul style="list-style-type: none"> <li>• Kendall Fell</li> <li>• Accessibility - grow customer/employee base. Difficulty/capacity to grow in Kendal will put potential businesses off.</li> <li>• Town centre action plan</li> </ul> <p><b>Views on Delivery</b></p> <ul style="list-style-type: none"> <li>• Kendal Futures - the best delivery vehicle but concern about future funding.</li> <li>• Delivery focus important - not just strategic role</li> </ul> <p><b>Other Comments Raised:</b></p> <ul style="list-style-type: none"> <li>• Kendal has an ageing population. Need more demographic data. <ul style="list-style-type: none"> <li>- Who are they?</li> <li>- High net worth individuals with disposable income</li> <li>- Skilled people - encourage them to spend locally</li> </ul> </li> <li>• There is demand for more offices - mix of sizes/specifications</li> </ul>
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**Partners Delivery Workshop Attendance:**

<b>Name</b>	<b>Organisation</b>
Sarah William	BID
Richard Foster	Brewery Arts Centre
Derek Jones	Cumbria Chamber of Commerce/North Country Leisure
Nick Raymond	Cumbria County Council
Peter Hosking	Cumbria County Council Highways
John McCreesh	Cumbria County Council Local Committee
Cllr Geoff Cook	Cumbria County Council/Kendal Town Centre
Paula Scott	Kendal Futures
Austen Robinson	Kendal Futures Board/Kendal Town Council
Liz Richardson	Kendal Town Council
Sylvia Emmott	Kendal Town Council
Peter Hensman	Lake District Estates
Gary Marshall	Lakeland
Gordon Watson	Lakeland Arts Trust/Abbot Hall Art Gallery
Martyn Nicholson	Russell Armer Homes
Imelda Winters-Lewis	South Lakeland District Council
Joanne Golton	South Lakeland District Council
Paul Proctor	The Factory

**APPENDIX 3      TABLE 3.1 KENDAL EXISTING INDUSTRIAL LOCATIONS: REVIEW**

Estate	Description	Occupier, Ownership & Management	Priority for Improvements
<p><b>1. Shap Road Industrial Area</b></p>	<p>Includes:</p> <ul style="list-style-type: none"> <li>- Shap Road Business Park</li> <li>- Meadowfield Business Park</li> <li>- Chancel Place</li> <li>- Fell View Trading Estate; and</li> <li>- Westmorland Business Park</li> </ul> <p>Area has evolved into a mixture of high quality industrial units, modern offices, good quality car showrooms down to poor quality starter units. Characteristics include no structured landscaping and parking areas with no coordinated signage</p>	<p>Occupiers include: Lakeland, Mardix, Dale Farm Dairy and Grosvenor House Paper, Thomas Graham, Moss Engineering &amp; Menzies Distribution.</p> <p>Mix of owner occupiers with blocks held by private investors</p> <p>Occupancy levels are good with very few voids and strong rents</p>	<p><b>3.</b></p>
<p><b>2. Lake District Business Park (LDBP)</b></p>	<p>LDBP was originally part of the Heinz Food factory site and Heinz retains a much reduced presence. The former Heinz factory space has been broken up into smaller business units in a variety of sizes to accommodate a range of businesses including Kendal Climbing Centre.</p> <p>Estate itself is flanked on one side by Kendal Rugby (subject of recent planning applications) and by a residential estate on the other side. Buildings and landscaping are basic understated but presentable.</p>	<p>Other occupiers include Metroplan.</p> <p>LDBP is privately owned and managed by local developers/ investors Mealbank Properties.</p> <p>Occupancy levels are good.</p>	<p><b>2.</b></p> <p>Includes higher profile occupiers like Kendal Climbing Centre.</p>
<p><b>3. Mintsfeet Road Estate</b></p>	<p>Accessed off Shap Road with non-descript entrance. The estate entrance has a former car showroom that has been converted into a training facility for precision engineering company Furmanite who also occupy extensive adjacent office and production facilities.</p> <p>Mintsfeet Road's characteristics include:</p> <ul style="list-style-type: none"> <li>- Very densely developed estate with every spare SqM of</li> </ul>	<p>Occupiers including offices, car showroom sites, trade counter and builders' merchants, production facilities, vehicle repairs and scrap dealers.</p> <p>Ownership is fragmented.</p>	<p><b>3.</b></p>

Estate	Description	Occupier, Ownership & Management	Priority for Improvements
	<p>external space either built on or used for parking or external storage</p> <ul style="list-style-type: none"> <li>- Sites are developed up to the back of the relatively narrow pavement</li> <li>- No coordinated estate signage</li> <li>- Complete lack of landscaping/parking areas.</li> </ul>		
<p><b>4. Beezon Road Estate</b></p>	<p>Estate is sandwiched between the River Kent and the railway line to the west of Kendal Railway Station. A large Homebase DIY Store was developed in the area using a converted stone built mill building and provides a reasonably attractive feature to the area. The majority of the other buildings in the area are more functional including terraced industrial units in a 4/5 blocks.</p> <p>Dense site coverage, occupied space is starting to look tired and the landscaping is poor. No coordinated signage.</p>	<p>Occupiers include: Ultimate Food Co, Splinters Bespoke Joinery &amp; Soundsmith Ltd.</p> <p>Eric Wright Group is the investor who holds the estate</p> <p>Managing agent NPS report that units are very popular and void periods have remained minimal even through the recession.</p>	<p><b>1.</b> estate is in single ownership</p>
<p><b>5. Dockray Hall Estate</b></p>	<p>Located off Burnside Road estate has virtually no presence to passing traffic and is accessed off a relatively narrow residential street and relatively close to Kendal town centre.</p> <p>The estate is essentially in two parts both of which have been densely developed including a number of new build and refurbished units. Characteristics:</p> <ul style="list-style-type: none"> <li>- Dense site coverage and little in the way of circulation space</li> <li>- Much of the external areas which are not used for access are used for parking</li> <li>- Virtually no landscaping and minimal coordinated signage.</li> </ul>	<p>Occupiers include: Signature Bathrooms, Gerald Davies Auto Repairs &amp; Right 2 Work (recycling furniture etc.)</p> <p>Fragmented ownership</p>	<p><b>3.</b></p>

Source: DWA/Carigiet Cowen Research July 2014

**APPENDIX 4      TABLE 5.1 WIDER KENDAL EMPLOYMENT LAND: TARGET USES & TYPOLOGY**

Site	Area (ha)	Target Uses	Description
1. Scroggs Wood	17.9	Strategic Employment Location: international/national business park with office, R&D - Technology sites  Employment (B1, some B2 & B8)	Prestige gateway site with high quality landscaped campus-style development.  May include one or more large HQ employers and/or multiple smaller offices units.  Will have a limited number of occupiers with between 50 to 200 employees.  Also some multiple employer occupation with a total of up to 100 employees.  Potential for mixed B1C uses and resulting higher employment density.
2. East of Burton Road	6.52	Business Park: national/county with office, R&D - Technology sites  Employment (B1, some B2)	Science/business park in a landscaped setting  Will have a limited number of occupiers with between 50 to 200 employees.  Multiple employer occupation with a total of up to 100 employees.  Potential for mixed B1 uses and resulting higher employment density.
3. Land south of K Shoes Factory, Natland Road	x.y	County/local employment site (B1 and B2)  Could include significant elements of office space.	Smaller units of around 10-20 employees  Could include some multiple employer occupation with a total of up to 100 (?) employees.  Could also support incubator activities

Site	Area (ha)	Target Uses	Description
4. Kendal Fell Quarry & Surrounding Area	8.9	National/county employment site including general industrial & mixed distribution (B1, B2 & B8)  Much of the former quarry area lies within the Lake District National Park. In the adopted Lake District National Park Authority land allocations document, the quarry site is proposed for waste management facilities but there is considerable scope to accommodate additional employment development	General industrial B2 sites serving sub-regional /County level need.  Units may typically be around 20,000 to 60,000 sqft with a significant amount of land (typically about 20% to 40%) being B1, and may include some B2
5. Land North of Meadowbank Business Park	5.15	County/local employment site (B1 and B2)  Natural extension to existing employment areas in the Shap Road area	Suitable for B1 (office, research and development and light industrial) and B2 (general employment use)  Units may typically be broadly around 40,000 to 60,000 sqft
6. Land at Shap Road Industrial Estate	0.34	County/local employment site (B1, B2 and B8)	Suitable for general employment uses with sites serving sub-regional /County level need.  Sites serving local need units typically of about 20,000 ft or less.

Source: DWA Sept. 2014



## APPENDIX 5 ECONOMIC DEVELOPMENT PARTNERSHIPS & AGENCIES REVIEW

### REGENERATION PARTNERS DELIVERY CAPACITY

Agency/ Partnership	Membership	Regular Meetings	Kendal Staff	Recent Kendal Spending	Kendal Budget	Comments
1. Cumbria County Council	Local Committee <ul style="list-style-type: none"> <li>• Officers</li> <li>• Members</li> <li>• Public attend</li> </ul>	6/8 per annum	Area Support Manager (PT)	Highways/Traffic Public Realm Framework: Highgate Kendal Futures/KERAP	2014/15: £TBC	Important core funding source
2. Cumbria LEP	Strategic lead in activities that contribute to the growth & vibrancy of the county's economy	6 Board meetings per annum. Local rep is leader of SLDC	None - PT Senior LEP Post - FT full supporting officer	NA 4 strategic priorities & 4 economic drivers Growth Hub: one stop & The Edge: training	NA	Cumbria wide focus therefore more difficult to engage.
3. Cumbria Tourism	Membership organisation: over 2,600 members. <i>Tourism Strategy</i> guides development of tourism. <i>Destination Management Plan</i> is action plan for partnership organisations delivering the visitor experience in Cumbria.	NA	None	NA	None	Cumbria wide focus.

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<b>4. South Lakeland District Council</b>	People & Places is relevant Directorate	NA	- Director Assistant - Director Strategic Planning - Economic Development Manager - 2 project officers - Town centre officer All South Lakeland wide	Strategy for Economic Growth - Business growth & new enterprise - Flexible & highly skilled workforce - Low carbon sustainable economy - Promote business investment	2014/15 to be confirmed	Important source of core funding & personnel who are delivering projects.
<b>5. Kendal Town Council</b>	28 Councillors	Monthly	- Town Clerk Town - Treasurer & 2 assistants (PT)	Total expenditure in 2012/13 £304K	TBC	Important core funding source & potential for increases though Community Infrastructure Levy/New Homes Bonus.
<b>6. Kendal Futures</b>	Established in 2007 as an outcome of KERAP 14 membership Board Tourism Group meet to improve the visitor experience in Kendal and build on the town's position as a 'Quality Gateway to the Lakes'	6/8 per annum	Project Coordinator (PT)	See Action Plan	TBC	Focal regeneration partnership for Kendal: seeks to facilitate and encourage investment in the local economy.

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<b>7. BID: Business Improvement District</b>	Membership is open to all Kendal BID levy payers 11 Board members	Monthly	Looking to recruit a BID Manager (FT)	Aim to invest up to £1m over the next 5 years on a comprehensive marketing campaign, improvements to the appearance of the town centre, new car parking initiatives, group business initiatives & creating a strong business voice for the town.	2014/15 £195K	BID will play a crucial role in delivering town centre projects.
<b>8. Kendal College</b>	Specialise in Further & Higher Education & Apprenticeships.	NA	800 FT students 2,00 PT students 205 staff  Not all Kendal based	Since 2002 the College has invested over £24 million on capital, equipment & new buildings, both at its main site on Milnthorpe Road and its Arts & Media Campus on Beeson Road. In early 2011, The Box Theatre opened - a purpose built performance and theatre space for students. Later that year, The Castle Dairy also opened - a grade one listed fine dining restaurant and apprenticeship academy. The College also manages Kendal	TBC	Key partner.  College continues to grow with new facilities for Arts & Media, Animal Care, Engineering, Environment Land Management and Medical Science being launched in 2014.

				Museum, in partnership with SLDC.		
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<b>9. North Country Leisure</b>	Not for profit charity, established in 1998 & manage leisure centres and services on behalf of SLDC.	NA	South Lakeland Board Provide local services to local people, managed by local representatives	Kendal Leisure Centre includes 25m swimming pool, indoor sports hall, conference suites and a 900 seat theatre and arts venue.	SLC investing £1m over two years	Could play a more active role in Kendal in the future.
<b>10. Chamber of Commerce and Industry: Kendal Affinity Group</b>	Membership organisation with links to key business-support organisations locally, regionally & nationally. Networking opportunities to enable members to share business experience	TBC	1(?)PT	None	NA	Networking organisation.
<b>11. Kendal Civic Society</b>	Mission is not only to preserve the best of what is left of Kendal's past but also to promote the best of the new	6/8 per annum	Society is governed by President; day-to-day running is done by a Council of 12 members elected annually at the AGM.	Society organises Guided Walks, more than 50 green information plaques have been placed on buildings and other projects have been promoted	TBC	Amenity organisation run by volunteers.
<b>12. Kirkland Partnership</b>	Promote environmental & business initiatives in Kirkland area	TBC	None	Assisted in delivery environmental improvement projects in Highgate.	NA	Less active recently.

DWA/KERAP Refresh/Delivery Capacity/250614

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