

# REPORT TO CABINET

REPORT OF: Economic Development Portfolio Holder

REPORT NO: PLA611

DATE: 4<sup>th</sup> September 2006

<b>TITLE:</b>	Final Draft Grantham Masterplan
<b>FORWARD PLAN ITEM:</b>	Not applicable
<b>DATE WHEN FIRST APPEARED IN FORWARD PLAN:</b>	Not applicable
<b>KEY DECISION OR POLICY FRAMEWORK PROPOSAL:</b>	Key Decision

<b>COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:</b>	Councillor John Smith (Portfolio Holder Economic Regeneration)
<b>CORPORATE PRIORITY:</b>	Town Centres (A Priority)
<b>CRIME AND DISORDER IMPLICATIONS:</b>	None
<b>FREEDOM OF INFORMATION ACT IMPLICATIONS:</b>	None
<b>BACKGROUND PAPERS:</b>	Grantham Masterplan 2002

## **1. PURPOSE OF REPORT AND SUMMARY**

This report sets out the new updated Grantham Masterplan for 2006-2015. The Masterplan reviews the initial Masterplan completed in 2002 and develops a visionary / strategic document with a prioritised, deliverable action plan with key performance indicators and measurable outcomes. The key outputs of this Grantham Masterplan are: the strategic framework, spatial Masterplan and the implementation plan. This will provide a detailed, prioritised action plan for delivery during 2006-2015 that will form the basis of an AAP for inclusion in the LDF.

## **2. RECOMMENDATIONS**

Cabinet are recommended to note and make comments on the final draft Grantham Masterplan.

## **3. DETAILS OF REPORT**

The Masterplan is created in six parts: -

- The introduction & context
- A summary of the baseline review including issues on urban design, audit and historical review, a business case through economic, market and planning analysis, and a transport and access perspective.
- Establishes a vision for Grantham
- Putting forward a strategic framework and associated projects that aim to deliver the vision
- An illustrative Masterplan is identified demonstrating one possible spatial illustration of how Grantham could look if the projects are delivered
- Identification of stakeholders and key interest groups.

A key issue is that of providing a clear delivery strategy for Grantham to meet its aspiration of being a sub regional centre. The key components for achieving the delivery strategy are: -

- Achieving status for the vision and Masterplan
- Championing and marketing the Masterplan principles and key development opportunities
- Co-ordinating delivery activity

Achieving the status and vision for the Masterplan can be done within three stages; securing stakeholder support, achieving materiality, and aligning key policy tools at local, sub regional, and regional levels. The Masterplan indicates a requirement for a Grantham champion to provide drive and focus. This role is identified as needing well developed political and strategy skills as well as core expertise in property development management. The Masterplanners suggest that early efforts should be made to confirm an individual with the appropriate seniority, influence and skills to act as a champion or director for the Masterplan and acting as the lead for Grantham Futures and SKDC. They also suggest that subject to resources, it may be necessary to build an effective 'delivery team' around the director as the intensity of delivery action increases. Co-ordinating this delivery will require a balance between strategic planning & policy alignment with project development, both are critical to securing funding whether public or private. Certainly, the skill set required in the delivery team in advancing the strategy at the outset will go beyond project management skills only.

The essential initial functions of the delivery team will be, advocacy, co-ordination and delivery. Specific activities for the team will be: -

1. Co-ordinate ongoing stakeholder engagement in the Masterplan and act as a principle advocate;
2. Define the investment priorities based on targeted approach to the town centre
3. Develop a branding and marketing strategy and a prioritised development / investment prospectus for the town centre
4. Refine the level of information on each development site in terms of development capacity, infrastructure requirements and site assembly needs;
5. Through representations ensure the alignment of key policy tools to the town centre Masterplan, including planning, transportation, economic & environmental policies, particularly through the LDF.
6. Co-ordinate the necessary inputs to work up detailed design proposals for key public realm proposals, including transport and environmental works.
7. Prepare preliminary development briefs for each of the priority opportunities.
8. Work with owners / occupiers of key sites to advance development projects
9. Engage the private sector developers to promote development opportunities in the town centre, including through competitive processes
10. Co-ordinate bids for public sector resources to advance priority public realm works.

The present arrangements for town centre management will need to be integrated with the Masterplan delivery team. However it should be recognised that the skills and resources required for the delivery of complex physical development projects are very different to those required to delivery of town centre management services.

In determining the strategy to encourage finance it will be necessary to confirm the level of public sector intervention required to facilitate development. There are three identified categories, which are: Facilitator, Strategic Partnerships and Direct Intervention.

The Masterplan has highlighted over twenty projects with some emphasis being placed on three key ones: these being: -

- Station approach: which aims to transform the approach to Grantham railway station, offering 20,000 square feet for freehold and the same again for leasehold. Office units, town housing, a hotel, café and bus interchange are part of the plan, all of which will provide a more attractive and better link between railway and town.
- Post Office & Bus Station: Linked to the station approach project, the key requirement is to re-house the Post Office's sorting office. The proposals also put forward plans to replace the bus station with a series of strategic interchange and stop on/off points.
- Greyfriars: - The project is designed to attract leading retailers and businesses to fill 10-12 major leisure and retail outlets of a size currently unavailable in the town, as well as providing good linkage through to other adjoining shopping areas particularly Westgate.

It must be emphasised that the design proposals are conceptual and should not be adopted as formal, each development will have to take account of key delivery issues that will be highlighted within the appropriate development brief process and will therefore be subject to some changes.

The Grantham Town Centre Manager has been consulting other local stakeholders to ensure a degree of consensus and advocacy. The draft final Masterplan was presented to Grantham Future on the 5<sup>th</sup> July 2006. A final draft Masterplan presentation was held for Grantham Councillors and the Charter Trustees on the 31<sup>st</sup> August 2006. A presentation was also given to a joint meeting of the Economic & Resources DSP's on the 24<sup>th</sup> August 2006. The Town Centre Manager has also presented the information to Strategic Management Team, and intends to undertake a second presentation to the Grantham Business Club and the Tenants & Residents Association. This will mean that any changes that were made to the existing Masterplan will not be articulated within the copies Cabinet have received.

#### **4. OTHER OPTIONS CONSIDERED AND ASSESSED**

No other options have been considered.

#### **5. COMMENTS OF SECTION 151 OFFICER**

A financial evaluation of the Masterplan has not yet been undertaken as the plan is being presented to Cabinet at this stage for members to consider its contextual basis. Before proceeding to adopt the Masterplan, an evaluation of the financial implications will need to be undertaken. This evaluation will include an assessment of the plan's affordability and fit with the Council's priorities for resource allocation purposes, particularly relating to those projects where a contribution is anticipated from the Council. The evaluation should also take account of the prospects of attracting funding from other public bodies as the affordability of individual schemes is likely to impact on the overall deliverability of the Masterplan.

#### **6. COMMENTS OF MONITORING OFFICER**

I am not aware of any consultation of officers of the Council. If the masterplan includes council owned land, those services affected should be consulted at this stage. Further consultation has been carried out on a "final draft" masterplan. The final draft must be undated as a result of that further consultation before the final draft masterplan is considered for comment.

#### **7. COMMENTS OF OTHER RELEVANT SERVICE MANAGER**

#### **8. CONCLUSION OR SUMMARY**

This report requests that Cabinet note and comment on this final draft copy of the Masterplan, and upon completion of the changes requested the final document will be presented to Cabinet for endorsement in the near future.

#### **9. CONTACT OFFICER**

Mr Neil D Cuttell  
Team Leader (Economic & Community Regeneration)  
[n.cuttell@southkesteven.gov.uk](mailto:n.cuttell@southkesteven.gov.uk)