

# GRANTHAM PHASE TWO MASTERPLAN

GILLESPIES  
Knight Frank LLP  
MVA Ltd  
GENECON



DRAFT FINAL REPORT  
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South Kesteven District Council  
East Midlands Development Agency

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# introduction

1

# 1.0 Introduction

This report sets out the key issues affecting Grantham along

with a Vision for its future physical and economic prosperity. A strategic framework

is also established containing a series of action plans to ensure the Vision is effectively delivered



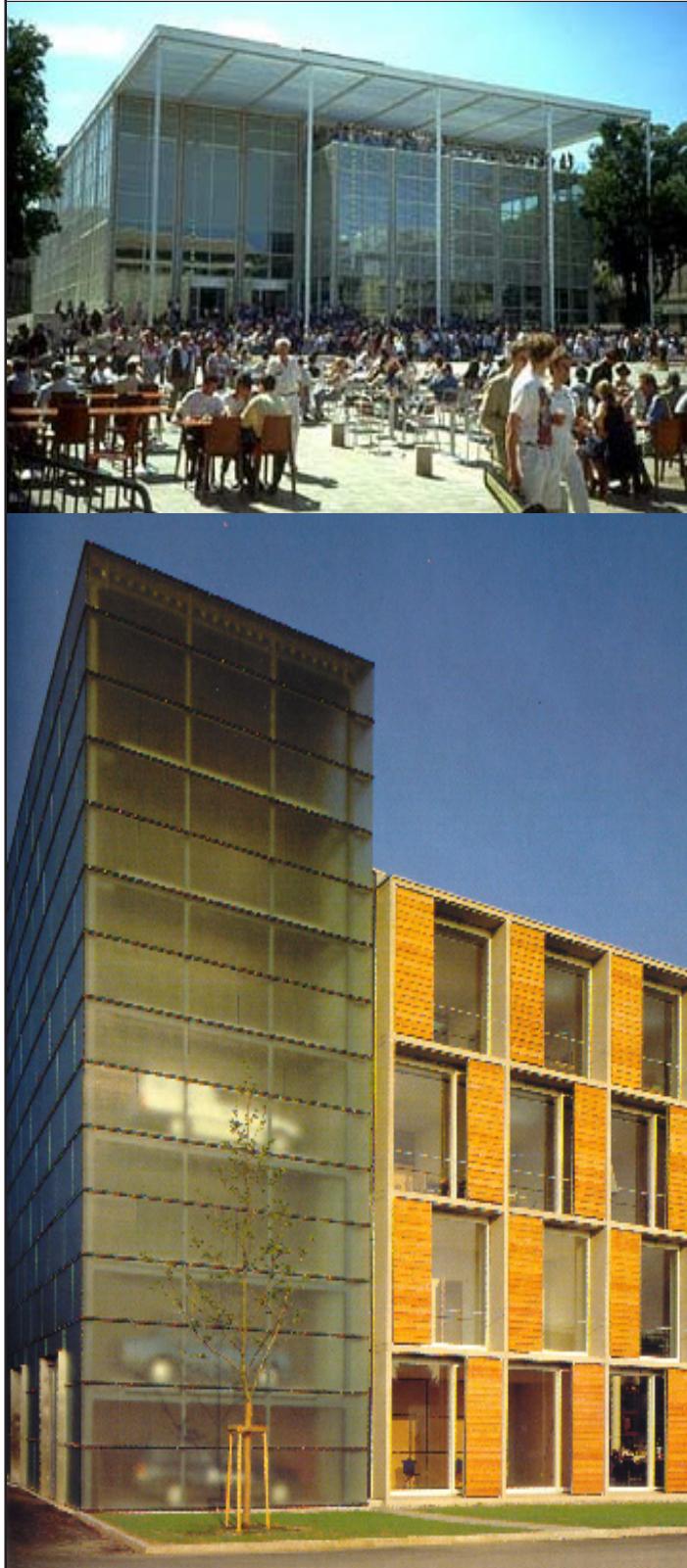
Gillespies LLP supported by Genecon, KnightFrank and MVA have been commissioned by South Kesteven District Council to undertake Phase 2 of the Masterplan for Grantham town centre with the following aims:

- ▶ To review the initial masterplan completed in 2002 and develop a visionary / strategic document with a prioritised, deliverable action plan with key performance indicators and measurable outcomes.
- ▶ To create a comprehensive list of actions to achieve the desired outcomes eg constraints, action required, timescale in months and years, probable funding sources, and approximate project costs.
- ▶ To realise the sub-regional centre potential of the town of Grantham.
- ▶ To prepare detailed assessments of potential core development sites within the town for commercial and mixed retail use which will guide the development of Grantham for the next 10 years.
- ▶ To provide information on likely achievable rentals for commercial and mixed retail uses.
- ▶ To align strategic vision and strategies with the LDF and Local Transport Plan and other regional strategies.
- ▶ To inform the emerging local development framework in terms of providing a broad strategy for the development of the town as a sub-regional centre.

## Key Outputs

- ▶ To complete a Grantham Masterplan:- including the process described in the CABE document "Creating Successful Masterplans" and the three municipal outputs as recognised in that document which are:
  - Strategic Framework
  - Spatial Masterplan
  - Implementation Plan
- ▶ To provide a detailed, prioritised Action Plan for delivery during 2006-2015 that will form the basis of an AAP for inclusion in the LDF.





## 1.1 Aim of the report

In line with the key outputs identified previously this report constitutes the final report comprising all three elements needed in producing a successful masterplan for Grantham. The report is structured as follows:

**PART 1** : Introduction

**PART 2** : A summary of the Baseline Review completed previously identifying the key issues in terms of:

- ▶ an urban design audit and historical review
- ▶ the business case through economic, market and planning analysis
- ▶ a transport and access perspective

**PART 3** : Establishing a vision for Grantham which sets out clearly:

- ▶ the kind of place Grantham needs to become to fulfill its sub regional role
- ▶ what level and type of change is needed
- ▶ objectives for the town physically, economically and socially

**PART 4** : Putting forward a strategic framework and associated projects that aim to deliver the Vision based on high quality design, economic vitality and sustainable movement. Each strategy has an overall objective within which a number of projects have been defined. The projects are underpinned by a clear action plan with information on rationale, policy statement, critical delivery paths, timescale and prioritisation .

**PART 5** : An illustrative masterplan is identified demonstrating one possible spatial illustration of how Grantham could look if the projects are delivered and the Vision achieved.

**PART 6** : This identifies the stakeholders and key interest groups that have been consulted in producing the Phase 2 masterplan .

baseline summary

2

# 2.0 baseline summary

This section aims to summarise the issues identified in

the Baseline Review and Analysis report conducted as

part of Stage 1 of the study



The Baseline Review and Analysis stage of the study revealed a series of key issues affecting Grantham in terms of:

- ▶ Urban Design and Historical Development
- ▶ Economic context
- ▶ Market and Development
- ▶ Planning
- ▶ Transport and access

The following section sets out the key issues providing a reminder of current constraints within the town but also how the Vision has been developed in aiming to respond to these issues and create a future for Grantham that means meeting its sub-regional potential.

The importance of the link between the key issues and the subsequent solutions are an integral part of creating a robust case for the redevelopment and regeneration of Grantham town centre and the wider area of influence.

## 2.1 Key Urban Design Issues

### 1 Aligning with the historic themes of Grantham

There are a number of important historic themes that have influenced Grantham's growth and been noticeable assets in its past development.

**Learning and education** - Grantham is a place that has a strong history of education and learning illustrated by Kings School dating back to the 14th Century. The significance of this place is that Sir Isaac Newton was educated there and the focus on high quality education is still prevalent today.

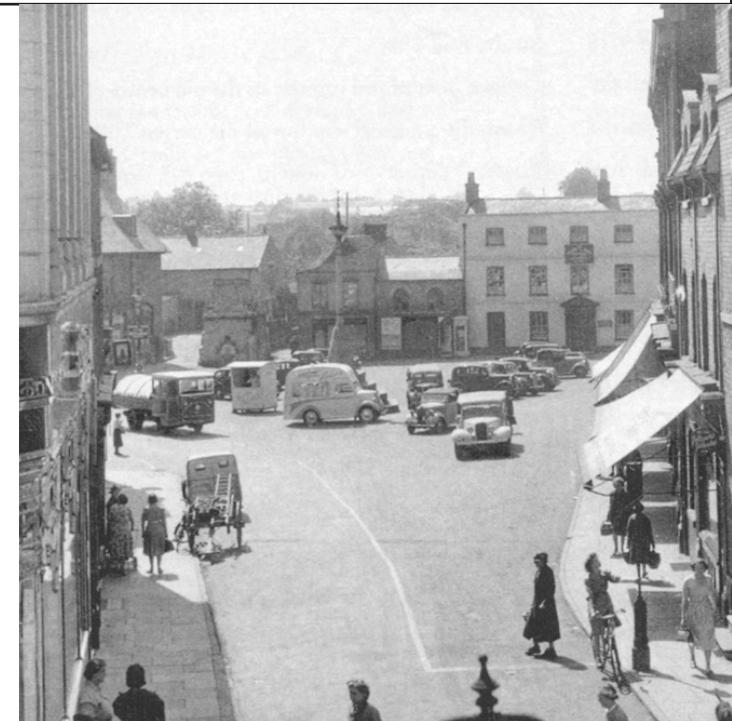
**Hospitality and connectivity** - The Great North Road diverted in the 12th Century came through Grantham and Newark. This resulted in many travellers coming into the town having left the Roman Ermine Street at or near Colsterworth about eight miles outside the town. This meant that important cities such as Lincoln and York were no longer on the main road between the capitals of England and Scotland. This important diversion put Grantham firmly on the road map of England.

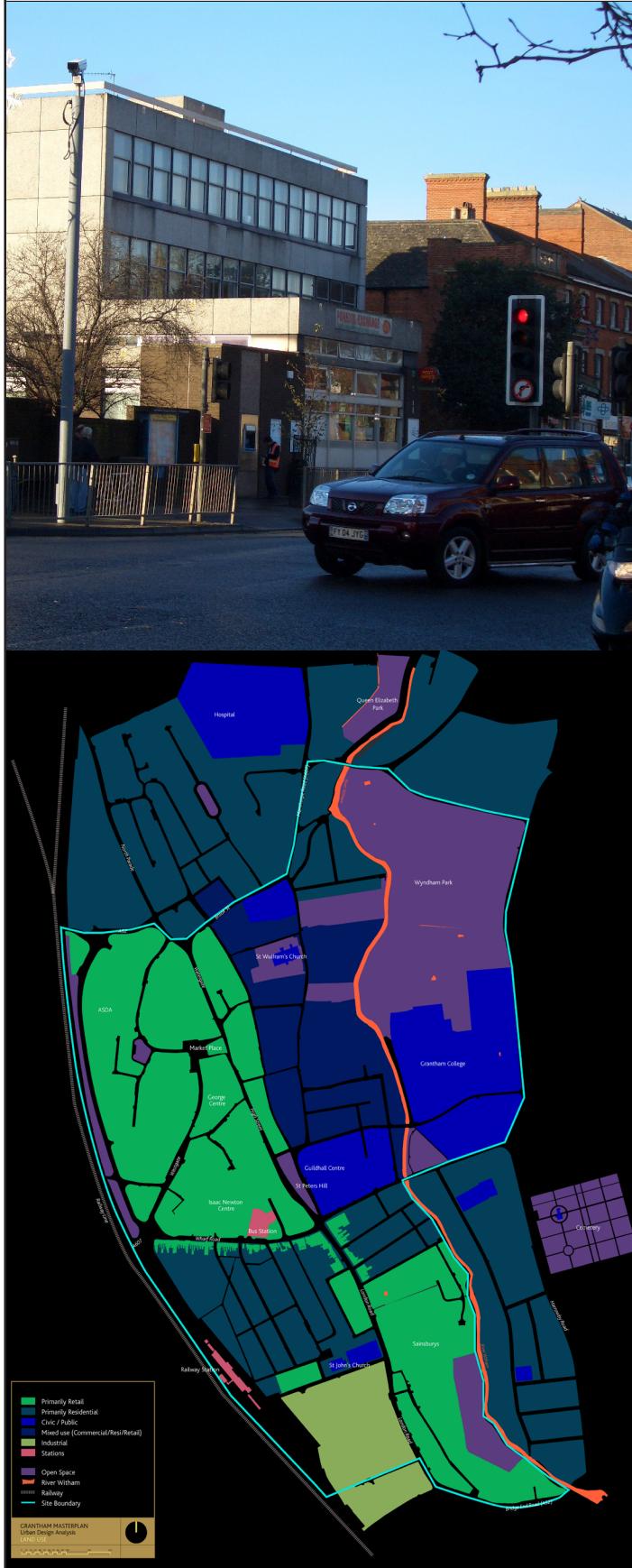
**Trade and retailing** - Clearly Grantham has always had a role as a trading centre because of its connectivity within the national route network and position relative to other locations. High Street, in particular, has been defined by the appearance of traders and retailers through the centuries perhaps more prevalently in the 20th century serving a catchment area around the town.

**Principles of good urban design** - Grantham has many of the attributes that define good urban design supported by an historic form that remains largely intact albeit with a number of exceptions. The important spaces within the town are linked by a series of well defined streets many of which are animated by entrances and views demonstrating best practice in the application of good urban design

### 2 Poor arrival points and gateways

The rail station – this is an important part of the past and future of Grantham. Despite being functional, the station lacks visual impact or the necessary connections or enticements for people to access the town centre. The bus station – this is a visually and physically unattractive arrival point for people coming into the town centre including the journey along Wharf Road which is beset by the blank walls of the MSCP. People are additionally disoriented by the lack of signage.





The main vehicular gateways to the town centre are at the convergence of Wharf Road, Sankt Augustine Way and Westgate via the railway bridge. In addition, further gateways occur where Barrowby Road meets North Street adjacent to ASDA, the northern end of Watergate, north of Wyndham Park and to the south at the junction of London Road and Wharf Road.

Each of these gateways is dominated by traffic or road related activities including the large car park at ASDA which represents a poor initial impression of the town and the character and interest it has to offer.

### 3 Coarse grain of existing development

A much coarser grain of development is evident east and west of Westgate where more recent interventions have meant a loss of the original street pattern and a more monolithic approach, a good example of this is the Sir Isaac Newton Shopping Centre. This has restricted the choice of routes through these areas to other routes making the town centre less easy to travel through and around.

### 4 Poor connectivity between key locations

There are a number of key locations within the town some of which are well served by the north to south orientation by way of High Street and Westgate, in particular. Although these routes, along with a number of more peripheral routes such as Wharf Road, do present a barrier effect to pedestrians crossing to key activity zones. However, there are in addition poor east to west linkages connecting the River and Wyndham Park to the west of the town. There are also poor connections from the rail station to the town which is a critical link in drawing more people into the town centre.

### 5 Clear character areas but often dominated by single use

Retail uses dominate the core of the town which means it is relatively inactive after 5.30pm with little to draw people back into the centre or keep them there following the closure of the main shops.

The east of the centre, including Castlegate and Swinegate, have a subtle mix of uses including mainly residential, some office development and recreation through pubs and private clubs. These uses and the nature of the built environment means this area is markedly different from the more commercial character of the core. It has all the qualities of a village set within an urban context including a sense of community despite the close association it has with the centre of the town

## 6 Poor frontages and enclosure

The retention of many of the older building forms and plots have helped in maintaining frontages onto the street even as they have changed use. The modern interventions along Wharf Road and a number of the minor streets within the core, however, have produced a poor visual and pedestrian experience. The back of the Sir Isaac Newton Shopping Centre and the MSCP have created a series of blank walls along the southern edge of the town centre making it an insecure and unattractive route detracting from the quality of the town centre beyond. There are numerous other smaller examples within the town centre where blank walls are positioned adjacent to public routes and access ways.

## 7 Over dominance of traffic

High Street and Westgate, in particular, are dominated by traffic and the poor environmental conditions associated with it. Pavements are often inadequate with road space given importance over the pedestrian experience.

Market Place and St Peters Hill are the only real spaces within the town centre that provide the opportunity for people to rest, congregate and people watch. These spaces, however, are equally dominated by traffic. Market Place currently functions as a car park which detracts from the quality of the space and obscures the splendour of the surrounding facades.

In addition, there is a clear lack of those elements that constitute a successful public realm that people want to use. These are notably clear and frequent signage, creative public art and lighting and useable street furniture. Many of these elements are missing in Grantham or misrepresented by location and quality. Some public art does exist through statues – of Sir Isaac Newton in particular and arguably the Market Cross which pay service to the history of the town.

## 2.2 economic context

### 1 Economic decline at County level

Lincolnshire Enterprise has undertaken a recent review of the County economy where skills are considered relatively poor, with about one third of working adults either unqualified or with qualifications below level 2. This picture of severe competitiveness constraints in the County are not necessarily reflective, however, of Grantham and South Kesteven's position with the District experiencing high levels





of population growth between 1991-2001, up 14%, well ahead of County and national rates. However, this is not to suggest that Grantham and its district is not without economic issues, but it is clear the town has the potential to be a strong economic driver for the County and indeed the region

## 2 Unfulfilling sub-regional role with clear constraints

Grantham's core shopping catchment is limited to a 10 mile radius around the town. This is inconsistent with a town required to play a sub-regional role. The relatively poor offer in comparison shopping terms is a critical barrier to extending this catchment and thus securing sub-regional influence. To extend its reach, it is the quality and not necessarily the quantity of comparison provision that needs to be enhanced. That said, the lack of a quality department store is a key gap in the town's potential to deliver a genuine sub-regional offer.

The lack of a night time economy is significant for a sub-regional centre. Grantham needs to develop this offer to re-position itself as an appealing centre for knowledge workers, potentially relocating from London.

Recent office developments have been dispersed, including the Springfield development. This has taken economic opportunity away from the town centre. Given the town's strategic accessibility it is all too easy for the potential spending power of office workers to be lost given the lack of a modern office market offer in or on the edge of the town centre.

## 2.3 Market and development

The purpose of the baseline market analysis was to provide an overview of the market associated with retail, leisure, residential and office uses and provide an indication of current market demand and interest. The results clearly showed:

### 1 Shortage of high quality town centre development opportunities

The Baseline analysis shows a lack of modern office accommodation to meet demand and a lack of higher quality retailers or opportunities for this type of occupier. Associated with this was a demonstrated lack of a quality and properly located leisure offer to improve the evening economy of Grantham. This included a quality focus for this type of use around which more intensive activity would take place.

## 2 Bouyant residential market

The agents report that traditional housing stock is selling well, however the apartment market needs to be established. The first time buyers and investment markets show potential for growth especially if the town centre could be made more attractive to visitors and shoppers.

It is considered that there is also potential for growth in the commuter market especially as Nottingham's City Living market is experiencing affordability issues.

## 3 A number of development sites identified

The Baseline Review, as well as considering the analysis of development markets, also considered a review of the relative strengths and weaknesses of the sites identified across the town centre within the masterplan produced by DTZ in 2002. The key issues were that the sites were fragmented both locationally and across ownerships with many owned by multiple landowners.

However, a small number of the sites, including the former Kwik Save site and the Eastgate car park, were in Council ownership which could suggest a way forward in bringing development ahead early. A number of additional sites were also identified which offered the potential for significant change, notably the current Post Office Sorting office, land around Greyfriars at the back of Westgate and the area north of the railway station adjacent to Wharf Road.

## 4 Little progress since the 2002 DTZ masterplan on development sites

Apart from the former Cattle Market site, a further key issue was the lack of change and progress since the original masterplan and the inherent danger of an impatient property market developing key sites in isolation without a masterplan offering planning certainty and co-ordination in delivery.





## 2.4 planning

### 1 Grantham identified as a Sub-Regional Centre in the regional hierarchy

Grantham is identified as a sub-regional centre in both the Regional Spatial Strategy and the Lincolnshire Structure Plan. The development of Grantham is intended to support the Principal Urban Area of Lincoln at a regional level and to complement the development and role of other sub-regional centres, particularly Newark and Boston, at a sub-regional level.

### 2 Housing and employment land supply

As priorities the Regional Spatial Strategy and Regional Economic Strategy indicate that the future development of Grantham Town Centre should address identified shortages of housing and employment land to meet both demand and sub regional aspirations, particularly office provision and provide a clear and cohesive town centre by restricting out-of-centre retail and leisure developments. It is also suggested that detailed consideration is given to the provision of a new and/or improved transport interchange and improving the public transport offer. There is also a shortfall of housing provision to accommodate expected demand.

At the sub-regional level planning policies indicate that the future development of Grantham Town Centre needs to improve the mix of retail provision and the general environment, including streetscene and public realm, reduce traffic and identify suitable office based employment sites

### 3 Location of recent planning permissions

A review of the major planning permissions granted over the last 5 years indicates that, contrary to regional and sub-regional policies, there have been significant out-of-centre retail development approvals granted in Grantham to provide for some of this identified floorspace. These out-of-centre approvals have resulted in, and will further affect, the vitality and viability of the existing Grantham Town Centre through the provision of out-of-centre shopping destinations and a reduction in pedestrian footfall in the town centre.

## 2.5 transport and access

### 1 Policy imperative to improve congestion within Grantham

In Grantham the 2001-2006 LTP included £1.5 million of transport improvements for the Grantham area, the key schemes were as follows, the new LTP is being formulated over the next few months;

- ▶ provision of two one-way gyratory systems on the Inner Relief Road to improve capacity and relieve congestion (both implemented);
- ▶ removal of the Westgate / Wharf Road / Sankt Augustin Way roundabout, replacing it with a signal controlled junction (being implemented by Cattle Market Developer);
- ▶ pedestrianisation of the Market Place

### 2 Heavy congestion at peak hours in particular

Routes within the town centre can become severely congested during the peak periods especially the routes that form the Inner Relief Road. This congestion results from both through traffic flows on the A52 and A607 and traffic accessing the town centre car parks and the rail station.

### 3 Poor signage to car parks and destinations

The signage of car parks and destinations within the town centre and the routes out of the town centre are generally poor and requires a significant knowledge of the network and the locations of local facilities to find the most appropriate route to the final destination.

### 4 Poor quality bus station

The main hub for bus based public transport is the bus station which is located on Wharf Road at the Sir Isaac Newton Centre. This facility is the main passenger boarding and alighting area within the town centre, however, it is of generally poor quality and is unappealing for passengers. Access to the facility for buses is also poor as the layout results in a number of manoeuvres being required which increases journey times due to the inefficient layout.





## 5 Poor bus services

Bus services that access the town are experiencing a decline in usage which has resulted in problems with operators on these routes. No buses access the train station at present; this is likely to be due to the significant diversion that is required for buses to obtain access to the facility which would have a significant impact on journey times. Barring two services on the Lincolnshire InterConnect 1 service to Lincoln, there are no evening services within the town, severely diminishing the accessibility of the town centre during this time period and consequently the attractiveness of Grantham's evening entertainment offer.

## 6 Poor pedestrian and cycle access and experience

Pedestrian routes within the town centre mainly utilise footways adjacent to trafficked routes with few pedestrian only routes provided. In addition, pedestrian routes linking the various parts of the town including the rail station are generally indirect and can result in a requirement to cross relatively busy roads and therefore can act as barriers to pedestrian movements around the town.

## 7 Adequate car parking

There are five full time public parking areas within Grantham Town Centre which are spread throughout the town and are easily accessible to the main town centre retail areas along the High Street. In addition, there is a large car park of around 500 spaces associated with the Asda supermarket located in the North West corner of the town centre. Information from the ticket machines indicates that there is spare parking capacity within the town during the week; however, demand exceeds supply on Saturdays when the majority of the parking areas are full between 11am and 5 pm.

## 8 Identification of east-west by-pass in Lincolnshire LTP 2001-6

An east-west bypass of Grantham has been included in the 2001-2006 Lincolnshire LTP; however, it has not received government funding as it had a poor economic performance relative to other schemes in the UK. The scheme is likely to result in the removal of the A52 through traffic from the town centre providing significant relief to the congested town centre road system including the effect of HGV's.

the vision

3

# 3.0 establishing the vision

This section aims to establish the Vision for Grantham

providing 6 clear objectives in response to the issues

identified in the previous section



Grantham clearly needs to fulfill the potential it has as a sub regional centre and develop an offer that is unique and distinctive yet complimentary to the other identified sub-regional centres of Melton Mowbray, Newark and Boston. Part of that unique offer is providing people with different experiences and destinations within the town centre, over longer periods of the day connected by clear, high quality and obvious linkages. This means extensions to cultural, retail and leisure opportunities in the town centre, enjoying the entertainment offer, walking around the quieter more historic parts of the town and experiencing the riverside and Park. These are all parts of an existing and future Grantham that taken collectively have the potential to provide the foundation for the fulfillment of its sub-regional role.

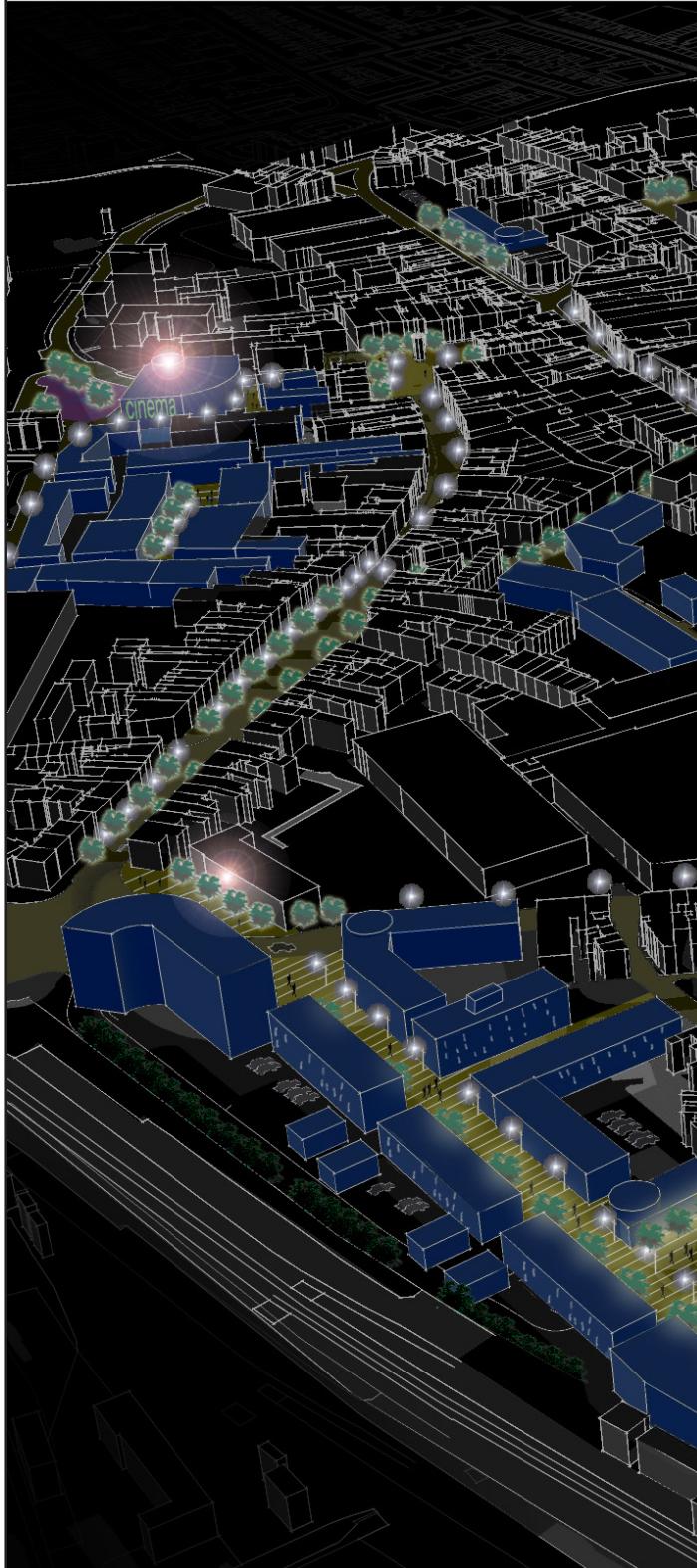
The Baseline report identified the relatively constrained catchment area Grantham has and the need to expand this area if the town is to perform a much stronger role as a sub-regional centre, supporting Lincoln and the major cities of Nottingham and Leicester. However, the town needs to develop in such a way that it does not necessarily compete with the other sub-regional centres but compliments them in providing a different offer to that of Newark, Boston and Melton. The new offer is part of a visioning approach that will create a new appeal to visitors and existing residents in creating a place of reinvigorated civic pride, high quality development and visual delight.

The clear difference between this study compared to the 2002 study, driven by CABE guidance in their document Creating Successful Masterplans CABE 2004, is the necessity to provide an overall Vision for the town setting out quite clearly:

- the kind of place Grantham needs to become in order to flourish in the role it has as a sub-regional centre
- identify the level and type of change needed and
- provide clear objectives for the town physically, economically and socially



**A LIVELY MARKET PLACE**



### 3.1 The Vision

The Vision for Grantham is that of a bustling and vital sub-regional centre which capitalises upon its singular town character and provides a distinctive and complementary retail, visitor, and living and working environment.

In 2020, the lively centre of Grantham will provide an attractive traffic calmed environment which allows the enjoyment of its historic spaces, buildings and streets. Varied shopping opportunities will be on offer associated with larger stores including a new department store and a range of smaller independently owned specialist shops which offer distinctive products and produce associated with the area.

New retail stores meeting contemporary development needs will operate from regenerated sites and be associated with mixed uses which will in particular include opportunities for living in the town centre.

New employment will be focussed on knowledge based and emerging service industries reversing the trends to out-commuting and providing employment within walking distance of the centre. All development will be sustainably developed about an interpreted transport initiative which links development through an enhanced public transport system and fundamentally makes the centre attractive to pedestrians and cyclists.

Grantham will have a much enhanced appeal to visitors encouraging an extended stay and based upon the enhanced and better interpreted town heritage, enhanced role for the town park and riverside setting and the story of notable personalities including Sir Isaac Newton and Margaret Thatcher.





If the Vision is to be achieved the level and type of change needed is notable with the opportunity for significant town centre interventions, a greater mix of experiences and uses and utilising the connections Grantham has physically and economically across the region and even nationally.

A clear set of themes and objectives are needed that draw on the uniqueness of Grantham, how it can fulfil the ambition it has and how it can create a distinctive experience for people that sets it apart from the other sub-regional centres yet forms a collective offer for the whole region.

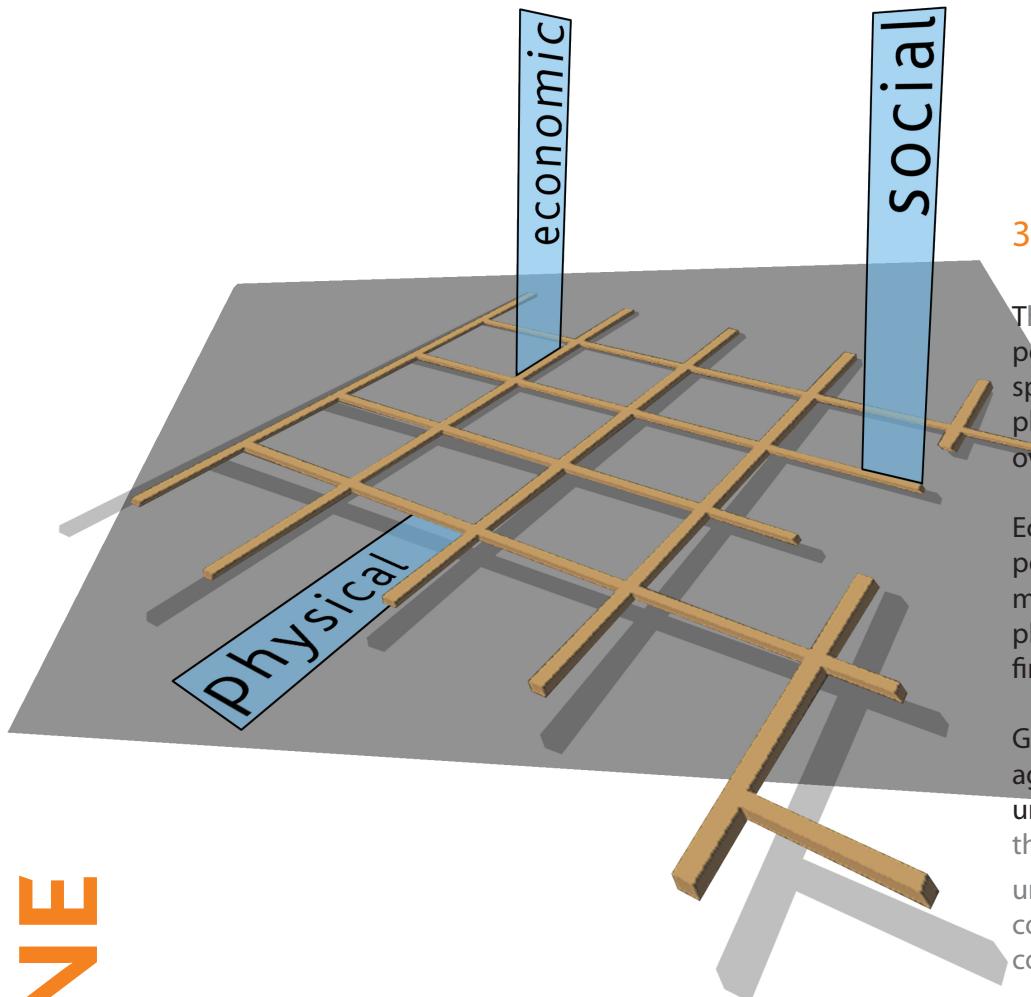
### 3.2 The Vision Objectives

The following 6 Key objectives contribute to the Vision for Grantham that we believe will deliver the distinctive offer it needs in fulfilling the role of a sub-regional centre. We have expressed the Vision objectives through a set of diagrams but also identified potential comparator towns and places that set benchmarks in creating successful environments through high quality design and clear channels of delivery.

Benchmarking is an integral part of understanding where a town wants to be and can help the process of consultation in conveying the success of other places and showing people the kind of environment that can be achieved through a collective and co-ordinated approach.

# OBJECTIVE ONE

## Vision



### 3.2.1 Building on a connected Grantham

Through the Baseline Review and Analysis it is clear that a unique selling point of Grantham is the level of connectivity and linkage it has across a spectrum of different sectors. A central part of understanding the type of place Grantham wants to become is building on this asset so that there is an overriding objective of creating a connected Grantham in terms of:

Economic Development – this means enhancing linkages to existing and potential new markets such as retail, leisure, residential and office development, raising the appeal of Grantham to the development industry as a place worth investing in, in order to bring about added value and significant financial return.

Grantham also needs to enhance the connections it has to regional delivery agencies tapping into potential sources of funding and investment that will underpin the process of regeneration further. The poor level of skills across the County, in particular, with around one third of working adults either unqualified or with qualifications below level 2, also means creating better connections to learning opportunities and education through universities, colleges and wider government schemes.

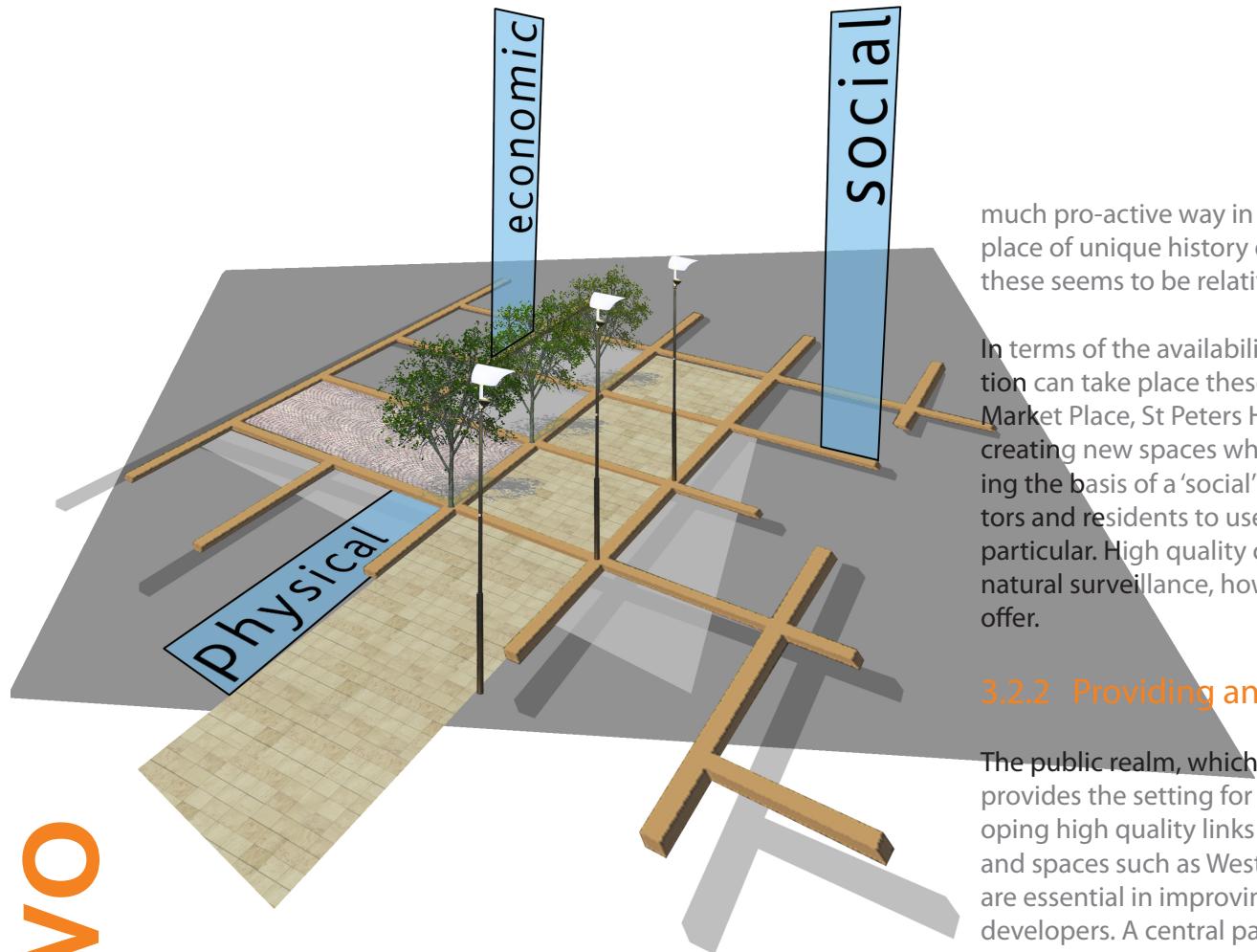
Physically – Grantham is a place well connected through the rail system to London and to markets north and south. Access to the three cities – Nottingham, Leicester and Derby, is also good as are linkages to the east coast ports and nationally important tourism assets such as Stamford, Lincoln and international airports at East Midlands Robin Hood and Doncaster.

Within the town itself, the traffic dominated physical connections between activity areas are relatively weak and poor quality, even though there is a grid of existing streets and connections. However, part of the Vision is to enhance these connections and add to the frequency so that all parts of the town – including the railway, the Park, the river and different character areas are all part of an easily understandable town experience that gives people choice and quality in the journeys they make.

Socially – discussions with stakeholders has revealed the quantity of events that occur in Grantham such as the Fair, the many markets, the emerging Grantham Cup and how much there is an opportunity to market these in a

# OBJECTIVE TWO

## Vision



much pro-active way in order to appeal to a wider audience. Grantham is a place of unique history defined by unique characters yet the celebration of these seems to be relatively low key.

In terms of the availability of places in which active and safe social interaction can take place these are relatively minimal or dominated by traffic. The Market Place, St Peters Hill and Wyndham Park have a key role to play in creating new spaces where people can go to watch and entertain, developing the basis of a 'social' grid. There is a clear objective in encouraging visitors and residents to use the town for longer periods during the evening, in particular. High quality connections between these areas and high levels of natural surveillance, however, are vital to creating a vibrant and safe social offer.

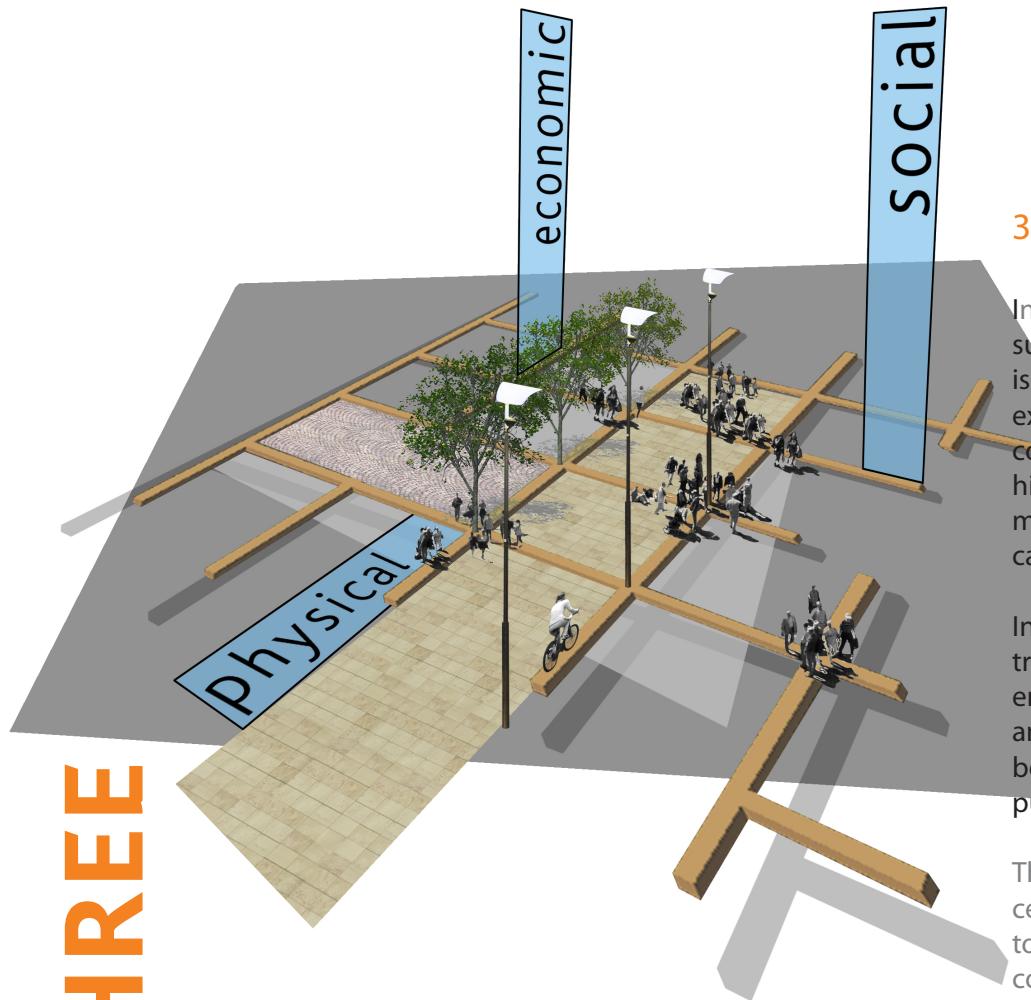
### 3.2.2 Providing an exemplary public realm

The public realm, which includes streets, lanes, squares and park areas, provides the setting for the town and the buildings that comprise it. Developing high quality links across and through the town focussed on streets and spaces such as Westgate, High Street, Wyndham Park and Market Place are essential in improving the attraction of the town centre for people and developers. A central part of the Vision is to provide an exemplary public realm comprised of high quality materials, lighting, street furniture and public art. The emerging Public Art strategy for Grantham shoul seek to compliment this further.

Objective One was about creating high quality links and connections in particular to public transport stops and different parts of the town. Better links to the Park and River Witham should also be part of this and the importance of developing a stronger east-west grid. Wyndham Park, the College and the River corridor are important elements of the town that need to be better integrated with the town. Wyndham Park is an area of great potential and improvement that should be seen as an integral part of the Vision. This should feature highly as an area of added activity, environmental attractiveness and visual delight for Grantham and feature more strongly as part of the visitor experience.

# OBJECTIVE THREE

## Vision



### 3.2..3 Creating a sustainable transport approach

In conjunction with the importance of a high quality public realm a sustainable approach to transport is a key theme upon which the Vision is based. Lessening the impact of the car and improving the pedestrian experience are two elements that underpin this approach. Primarily, this concerns better traffic management and congestion relief with clearer highways and vehicle circulation by way of concentrating traffic flows on the main road network around the town and minimising the need to travel by car across the town centre grid.

In aiming to lessen the impact of the car, a much more efficient public transport system is required and greater incentive to use it. This means encouraging greater use of buses to access the town centre, improved bus and passenger facilities, improved bus movements and priority and far better integration between bus and rail services. As part of an integrated public transport system the role of the rail station is also very significant.

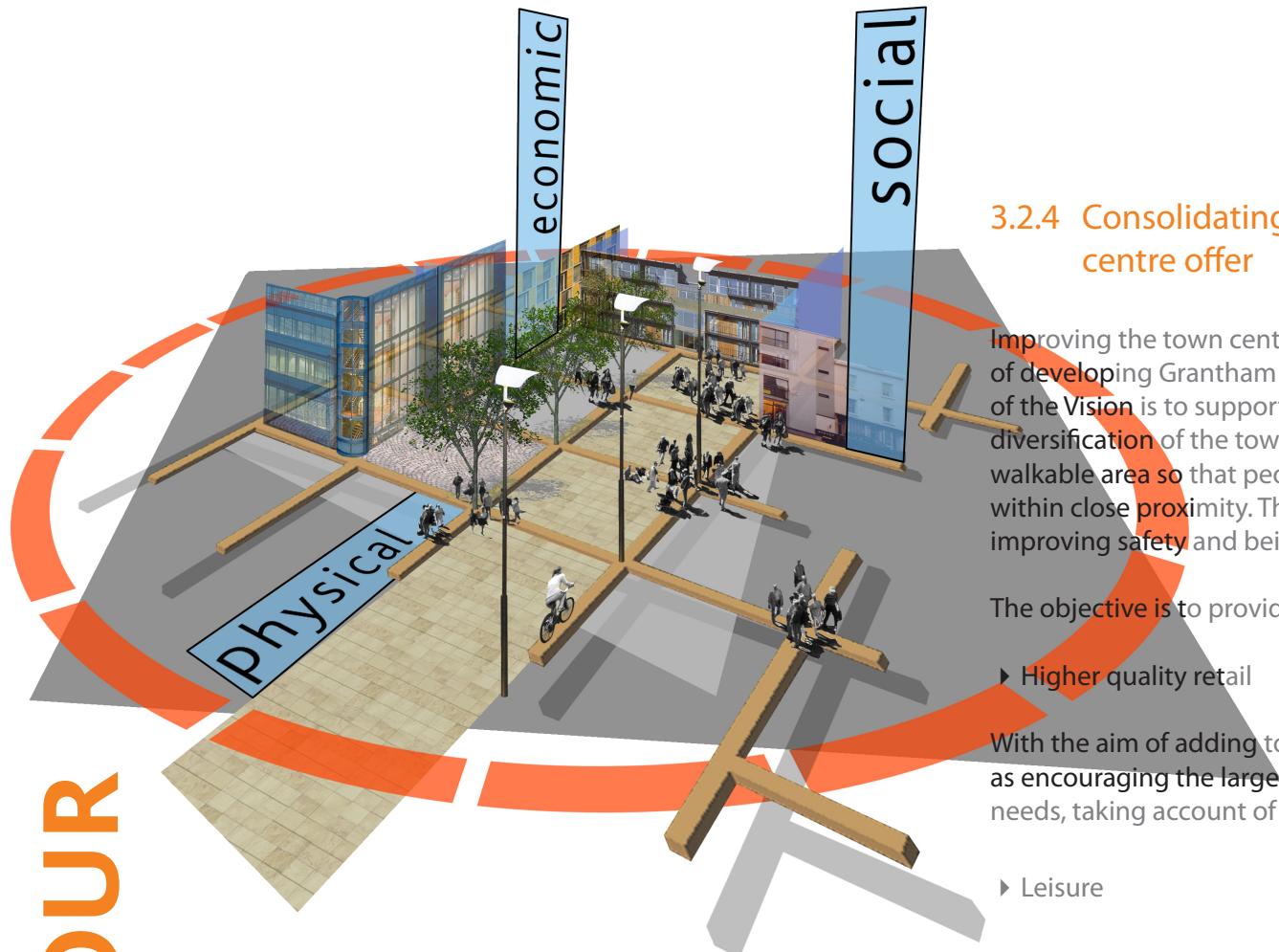
This means encouraging greater use of the railway to access the town centre, improved pedestrian connections between the rail station and the town centre, a high quality station gateway, encouragement of existing commuters to utilise the town centre facilities and make better usage of the car parking areas for weekend town centre parking.

One of the most important elements of a sustainable approach to transport, however, are more attractive and direct pedestrian routes as part of a walkable town centre. This new focus on the pedestrian experience includes improved links between the town centre and edge of centre areas, pedestrian priority areas within the town centre core, improved links between various destinations utilising the town grid and the encouragement of cycle routes through the town centre.

An additional objective of the Vision, is better access to the town centre through greater use of alternative modes of transport and the link this has to parking. Concentrating town centre parking around the periphery of the town centre, reducing the need for vehicles to enter it, and rationalising much of the on-street parking further adds to the concept of a sustainable transport approach and a much more pedestrian oriented grid of streets

# OBJECTIVE FOUR

## Vision



### 3.2.4 Consolidating, improving and diversifying the town centre offer

Improving the town centre to appeal to a wide range of users is a critical part of developing Grantham as a high quality sub-regional centre. A key element of the Vision is to support the objective of consolidation, improvement and diversification of the town centre with a mixed development offer within a walkable area so that people are able to work, live and spend their leisure time within close proximity. This has positive implications for the local economy, improving safety and being part of a sustainable approach.

The objective is to provide a greater mix and quality of uses that includes:

- ▶ Higher quality retail

With the aim of adding to the blend of specialist/independent outlets as well as encouraging the larger retail formats with the right requirements to fit their needs, taking account of the historic fabric of the town.

- ▶ Leisure

People spending more of their leisure time within Grantham is also central to the Vision providing strength to an evening economy that is given the right components to flourish. This means encouraging developments that generate high levels of vitality and activity around a focus or series of linked focal spaces. Having these type of uses within the town centre is essential if it is to thrive as a quality environment that people use and feel safe in, interacting with other people and experiences.

- ▶ Residential: town centre living and commuters

Creating 24 hour towns and cities is a key theme within the new urban agenda where places are vibrant and active for longer periods. The Vision aims to reflect this by encouraging more people to live in the town centre to capitalise on the opportunities this brings for walking to work, to leisure opportunities and contribute to a more sustainable transport approach. Encouraging people to live and spend more of their leisure time in Grantham and commute to neighbouring cities is also an acceptable part of a new role for the town provided the quality of development and public realm creates a new address for contemporary town centre living

# OBJECTIVE FIVE

## Vision



### ► High Quality modern and flexible office space

The Baseline Review and Analysis demonstrated the office market is currently poor within the town centre with very few instances of modern flexible workspace. This is an essential element of a successful 21st century town centre, particularly Grantham that has a well connected transport system, which many businesses would find attractive. A central part of the Vision is to create a quality office development that capitalises on this high level of connectivity but that could also offer important learning and skills improvement opportunities.

### ► Learning, knowledge and cultural industries

Creating opportunities for developing new skills, knowledge based businesses and the cultural industries are the final key elements in developing an improved and diversified town centre offer consolidated within a walkable zone.

### 3.2.5 Creating a town of different parts

Consolidating the town centre is a key objective of the Vision. However, in order to be a place of quality and added vitality the town centre should be connected to other parts of the town in order that people spend longer in Grantham as part of a more comprehensive experience.

Opportunities exist to enhance the natural parts of the town as a contrasting experience to the urbanity of the commercial centre including the Park as a place people can enjoy and feel safe in. This may mean more activities, attractions and general enhancement in order that

the Park is a focus of recreation for Grantham offering a very different experience to the town centre. The Park is a place of natural refuge and appreciation of the environment including the River Witham that runs through it. The River is a key natural asset that could be further improved so that it plays a key role within the attractiveness of the town particularly with regard to ecology and sustainability

St Wulframs Church is a significant attraction in the town and is situated in an historic part of Grantham surrounded by medieval streets and places of historic interest such as Grantham House and Kings School. There is an opportunity to experience the historic tranquility and architectural heritage within this area which also provides a different feel compared to the commercial parts of Grantham and those places of environmental and ecological quality.

This Vision objective is significant if the dwell time within the centre of Grantham is to increase with people linking activities through the course of the day. Further afield than the centre this may also include Belton House to the north and the Canal Basin to the southwest. The Canal Basin, in particular, offers an addition to the attractions of the town centre by providing an environmental asset through the introduction of water as well as a new activity focus.

### 3.2.6 Providing a clear delivery strategy

The future economic success of Grantham will depend on the ability of the town to meet its aspirations and potential as a sub-regional centre in the East Midlands. The delivery of an improved town centre offer, with a step-change in the quality and range of facilities and assets is critical to realising the town's economic potential. There is no short-term 'fix' and the approach to delivery must combine early project development actions with long term strategic planning.

#### ► Robust policy as a delivery tool

The emphasis in the delivery strategy in achieving the Vision and the wider masterplan of which it is a part must be on the application of improved / more robust policy mechanisms to re-enforce the primacy of the town centre as the location for key economic activities – retail, commercial leisure, knowledge-based business, civic service delivery etc.. This provides the foundation on which project delivery activity can be

built. Without a clear policy framework, the ability of the public sector to influence, either directly or indirectly, the scale, nature and location of private sector investment will be limited. It is the policy framework that gives legitimacy to both decisions and actions by the public sector to support delivery.

Critically, the public sector needs to build confidence in the 'investability' of Grantham and to show a genuine commitment to facilitating private sector investment activity across a broad front in the town centre. This requires effective co-ordination of masterplan delivery activity to:

- demonstrate delivery capability in the town centre – short term actions by the public sector to act as a catalyst to long term investment prospects for the town are critical;
- maintain the momentum on current projects which are consistent with the masterplan objectives – the delivery process is already underway through existing projects. These need to be delivered to the highest possible standards to act as 'signals of change' in Grantham's prospects;
- lever increased private sector investment into the town centre and thus create confidence for future private investors.

#### ► Reducing investment risks

Ultimately the aim of the masterplan, which incorporates the Vision, must be to set a framework for increasing the scale, rate and, perhaps most importantly, the quality of private investment in Grantham town centre.

This requires a delivery framework that:

- gives clarity to investors on the spatial/policy emphasis for different uses in different sub-areas of the town centre;
- offers a degree of certainty regarding key public realm investments;
- reduces investment risk by minimising competitive threats, particularly from proposals outside of the town centre;
- demonstrates effective and competent co-ordination of public sector enabling activity.

Developers and investors value policy certainty and credible public sector interface as much as direct financial support.

► **Narrowing the focus for delivery – ‘Doing a few things really well’**

There is a long list of potential projects that could create change and impact in Grantham town centre. But a myriad of initiatives, which dilute discernible impact, should be avoided. The delivery of the masterplan should focus on a clear set of priorities, some of which will take time to deliver, but nonetheless should be identified as the ‘cornerstones’ of the masterplan. Successful strategy delivery requires focus on a narrow range of key projects with best prospects for sustainable impacts and which can be delivered to the highest quality thresholds. ‘Doing a few things really well’ must be the starting point to transformational change in the role and profile of Grantham.

► **Governance and urban management**

The delivery complexity of the key development projects in the masterplan points to the need for a focused and properly co-ordinated delivery effort – a multiplicity of stakeholders are involved (landowners, occupiers, developers, funders), a diverse set of policies will require review /alignment and the enthusiasm of the town centre community needs to be harnessed.

‘Delivery’ in the context of the long-term ambition for Grantham is not a matter of chasing money. The level of change envisaged in terms of public realm and new development clearly comes with a major cost to public and private sectors – but putting a ‘price-tag’ on a vision runs the risk of diminishing its value. Moving forward with fundamental change in the form proposed requires a delivery approach based on ‘strategic management’ not just ‘project management’. The delivery of the masterplan therefore requires an enhanced form of ‘delivery management’ – one that:

- places the vision and masterplan at the heart of local economic, planning, transport and all aspects of public policy making that can support the delivery process;
- is driven by a strong political will and leadership;
- embraces the widest set of stakeholders within and beyond the town;
- gives the highest level of confidence to the private sector and reduces, or at least is perceived to reduce investment risks;
- is led by strategic planning not opportunism.

This does not necessarily imply new delivery mechanisms – Grantham has established governance structures through which effective delivery management could be achieved. Grantham Futures, through an effective partnership with the District Council, provides an organisational basis

through which strategy management and delivery activity could be channelled. Nevertheless, to take forward the masterplan, the role of Grantham Futures, its relationship to the District Council and its ability to act as a focus for delivery co-ordination will require review.

► **Key components of a delivery strategy**

The key components of the delivery strategy are as follows:

- a) achieving status for the Vision and masterplan;
- b) championing and marketing the masterplan principles and key development opportunities;
- c) co-ordinating delivery activity.

**a) Achieving status for the Vision and masterplan**

The masterplan needs to become an embedded feature of local and sub-regional planning and economic development policy. Indeed, ‘policy alignment’ will be the primary delivery tool at the outset – coherent alignment between the masterplan proposals and the Local Development Framework is a pre-requisite for masterplan delivery, including public sector intervention.

Three stages are envisaged for achieving policy status for the masterplan:

- Stage 1 - securing stakeholder support to the principles of the masterplan.
- Stage 2 - achieving materiality and, in time, primacy in decision-making.
- Stage 3 - aligning key policy tools at local, sub-regional and regional level to create a supportive context to masterplan delivery.

**Stakeholder support**

The masterplan has been developed through a consultative process. To this extent there is an understanding of its rationale and objectives, certainly within the project partners. Critically, this level of understanding and in principle support needs to extend beyond the project partners and to include funding agencies including Lincolnshire Enterprise and EMDA. The masterplan has sought to reflect sub-regional and regional economic / spatial policy objectives and to this extent the strategy and proposals are effectively aligned. Following endorsement by Grantham Futures and SKDC, the case for investment prioritisation of projects in Grantham will need to be presented to key agencies in order to secure at least in principle support for the key project proposals. Specific funding bids will need to be worked up at the appropriate time as projects move forward.

In practical terms, it is essential, therefore, that the masterplan becomes the subject of an extended engagement process that leads to widespread understanding of its rationale, implications and potential benefits at local, sub-regional and regional level. Making the regional case is critical if RDA funding is to be sought. As a key component of the East Midlands economy, the competitiveness of Grantham town centre must be positioned as a regional as well as sub-regional delivery cause, aligned to Regional Economic and Regional Spatial Strategy objectives if EMDA support is to be secured.

#### Achieving materiality in decision-making

Long-term plans require more than present day political support. Delivery of the masterplan relies fundamentally on a long-term commitment from the District Council to its principles. This may require difficult decisions to be made – delivery can be as much about proposals that are resisted as well as those that are delivered. The masterplan needs to become a material consideration in decision-making, particularly planning decisions, through formal adoption by the Council, first as Supplementary Planning Guidance and ultimately through incorporation into the Local Development Framework. This ‘materiality’ provides a degree of certainty to other stakeholders and confidence to the private sector about the status of the masterplan. It should ensure that short-term variations in political complexion do not unnecessarily undermine long-term strategy delivery.

#### Aligning key policy tools

In devising the masterplan, full consideration has been given to the wide range of existing policy mechanisms operating to greater or lesser influence in Grantham town centre. The strategy aligns with existing development planning principles and sustainability objectives expressed at national and regional level. This, however, needs to be kept under review. If the masterplan is to sustain its status, then as key policy instruments evolve and are themselves subject to review, links to the masterplan need to be made to ensure ongoing consistency. This is a critical delivery task.

#### b) Championing and marketing the masterplan

Creating ‘status for the strategy’ is principally about ‘internal’ governance arrangements within Grantham and the sub-region. The critical step involves projecting the strategy beyond local interests and promoting its

principles to external private sector investors. This requires a high profile and well co-ordinated approach that highlights priority development opportunities and potential within the town centre.

#### Re-branding the town

An effective ‘branding’ strategy should present a new, dynamic image for Grantham. This should emphasise the ambitions and opportunities being created through the strategy. ‘Place’ branding has become a key feature of many urban strategies. Its importance should not be under-estimated – a poor branding strategy can have long-term negative implications while a successful approach to branding can serve to transform external perceptions of a place. The previous Vision objective of the ‘connected town’ has emerged highlighting Grantham’s key assets of national rail and road connections and high quality of life. This concept should be considered as part of future town branding work.

#### A Grantham ‘champion’

Effective advocacy requires a ‘champion’ to provide drive and focus. Leadership will be crucial in maintaining and increasing momentum on masterplan delivery. This is a high profile, role requiring well developed political and strategy skills as well as core expertise in property development management. Early efforts should be made to confirm an individual with the appropriate seniority, influence and skills to act as the ‘champion’ or Director for the masterplan and acting as the Executive lead for Grantham Futures / SKDC. Subject to resources, it may be necessary to build an executive ‘delivery team’ around the Director as the intensity of delivery activity increases.

#### c) Co-ordinating delivery activity

In the immediate delivery phase the focus of delivery effort should be upon generating momentum and profile for the masterplan and development opportunities. A balance of effort is required between strategic planning / policy alignment and project development – both are critical to securing funding whether public or private sector. 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 a 'delivery team' would be:

ADVOCACY ----- CO-ORDINATION ----- DELIVERY

Specifically, activities will include the following:

- ▶ co-ordinate ongoing stakeholder engagement in the masterplan and act as the principal advocate;
- ▶ define the investment priorities based on a targeted approach towards the town centre;
- ▶ develop a branding and marketing strategy and a prioritised 'development/investment prospectus' for the town centre;
- ▶ refine the level of information on each development site in terms of development capacity, infrastructure requirements and site assembly needs;
- ▶ through representations, ensure the alignment of key policy tools to the town centre masterplan, including planning, transportation, economic and environmental policies, particularly through the LDF;
- ▶ co-ordinate the necessary inputs to work up detailed design proposals for key public realm proposals, including transport and environmental works;
- ▶ prepare preliminary development briefs for each of the priority opportunities;
- ▶ work with owners / occupiers of key sites to advance development projects;
- ▶ engage with private sector developers to promote development opportunities in the town centre, including through competitive processes;
- ▶ co-ordinate bids for public sector resources to advance priority public realm works.

In the medium term delivery phase there may be a case for a bespoke public-private joint venture development vehicle involving increased risk sharing, direct development activity and potentially recycling of development receipts. This may need to be considered on a site-by-site basis or for the entire range of development sites.

In the longer term phase, urban management/governance arrangements for the town centre will evolve through the masterplan delivery process. 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 town centre management services. These functions should be complementary but require very different governance and management resources.

#### ▶ Key project delivery issues and strategy

The project delivery issues and strategy proposals are presented in the strategies and project sheets that follow in Section 4. For the key development sites indicative development appraisals have been undertaken to establish a strategic view on requirements for public sector intervention. A summary of the outcomes of the indicative appraisals is presented with the proformas.

#### ▶ Developer Engagement Strategy

Fundamental to the successful delivery of the overall masterplan will be the use of private finance to bring forward the development opportunities. However, the encouragement of private sector finance will be dependant upon the ability of the masterplan and delivery framework to engender confidence in the private sector by reducing the risks associated with delivery. Private sector investment will be seeking to obtain an adequate return to justify the risk associated with the investment.

It will therefore be of importance that the masterplan provides clarity for the different uses and ability to provide a degree of certainty regarding public realm and infrastructure investments. It will also be important to demonstrate commitment by the public sector to facilitate delivery.

In engaging private finance there will be two primary sources, these will be developers and private landowners. Their involvement will be dependant upon a number of factors, these chiefly being market demand, the commercial viability of the schemes and their ability to fund development

The engagement strategy will be dependant upon site availability and level of return associated with the development. Those sites whose delivery is not encumbered and have the potential to release the level of return required are likely to be brought forward by the private sector with minimal intervention. Whereas those sites whose delivery is encumbered and which are not commercially viable will not be brought forward without some form of public sector intervention or until market demand has improved.

In determining a strategy to encourage private sector finance it will be necessary to confirm the level of public sector intervention required to facilitate development. There will be three distinct categories, which are as follows:

- a) Facilitator
- b) Strategic Partnership
- c) Direct Intervention

**Facilitator** – The level of public sector intervention is likely to be minimal with support being required only to facilitate the process of delivery. This is where the opportunity will be delivered by the private sector, however support could be provided by the allocation of skills and services to give momentum and to 'lubricate' the process.

**Partnership** – In this instance there is a potential financial incentive to engage private sector finance, however, delivery is encumbered. The private sector will deliver the opportunity but would require the public sector to adopt a proactive role to facilitate delivery through the use of its skills, powers and resources. A strategy would require the public sector to work in partnership with the private sector in order to encourage the use of private finance. The opportunities exist to engage with developers/landowners by the creation of strategic partnerships, such as a joint venture arrangement (JVs). A JV provides the opportunity for parties to work together, utilising the collective pool of assets (whether tangible or intangible), in the pursuit of complementary objectives and the delivery

of a successful venture. In terms of strategy the key feature is the ability to optimise the operation's potential by introducing resources that would otherwise not be available to the individuals or parties concerned such as the Compulsory Purchase of sites where ownerships are fragmented and preventing development.

**Direct Intervention** – In this instance there is no incentive for the private sector to intervene in bringing forward development as it would not be commercially viable due to costs. Direct public sector intervention would be necessary to meet the 'gap' if the private sector finance is to be engaged. A strategy would require the public sector taking a lead role in delivery in the absence of the private sector with a view to engaging the private sector in the final delivery.

A strategy involving the intervention of the public sector will be influenced and determined by various rules and guidance, particularly those relating to State Aid, Compulsory Purchase and disposal and acquisition of publicly owned land.

*delivering the vision*

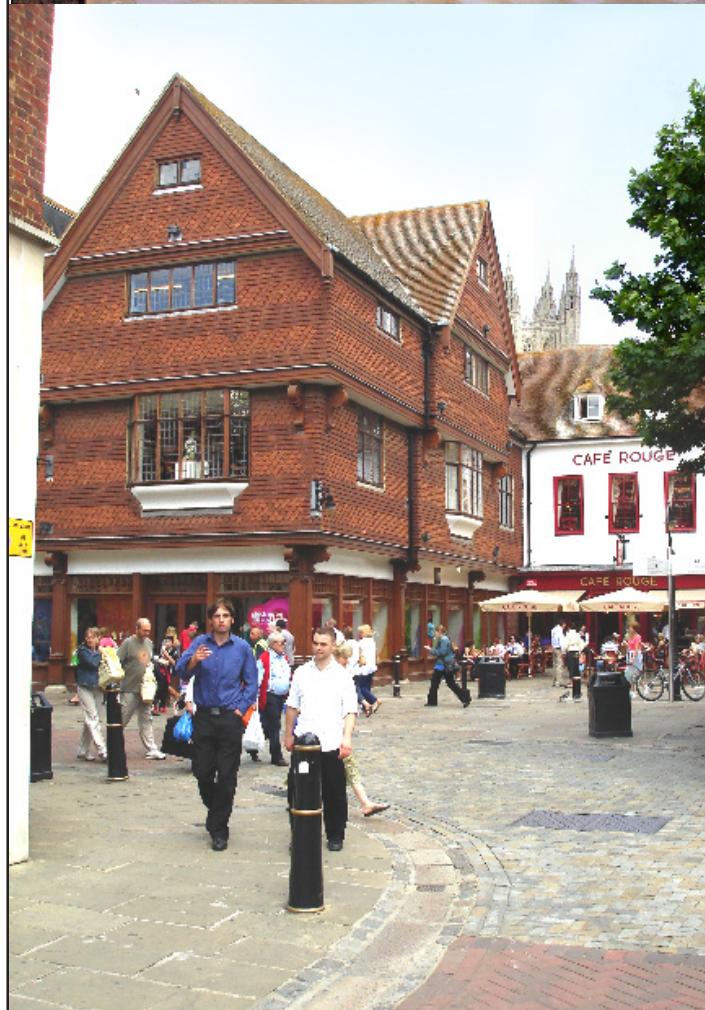
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# 4.0 Delivering the Vision

This section aims to identify the strategies

and action plans necessary to deliver the Vision. Each strategy is

comprised of a number of projects detailing policies, delivery paths and timescales

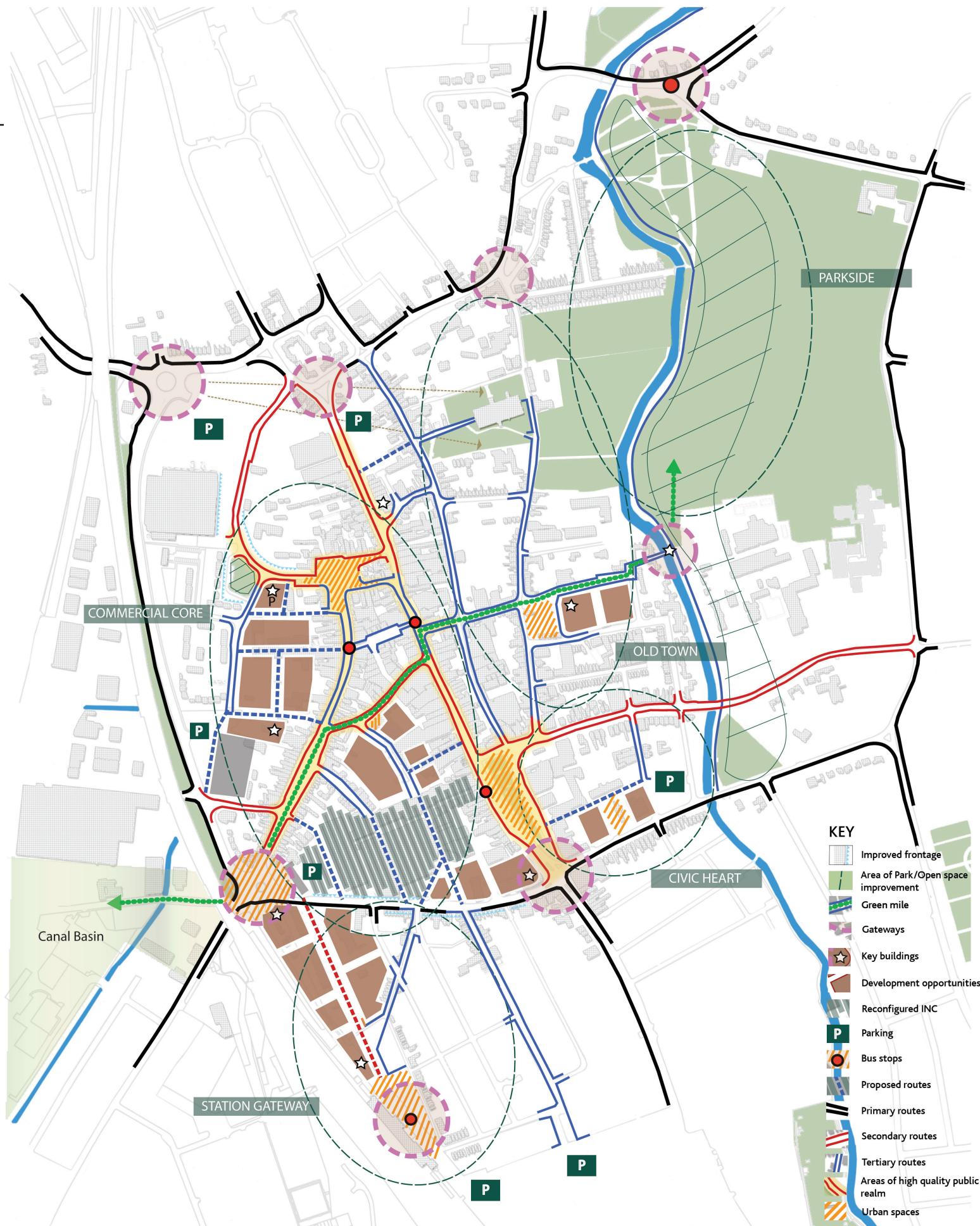


In aiming to deliver the Vision for Grantham we have identified a set of strategies that aim to express in more tangible terms how the objectives identified in the previous section can be fulfilled.

Each strategy is comprised of a number of projects defined within 'Project Sheets' which set out:

- ▶ Description
- ▶ Rationale
- ▶ Policy statement based on design, transport and development
- ▶ Key delivery issues
- ▶ Delivery strategy identifying critical path, funding and timescales

A number of key development projects are also accompanied by illustrations of how new development and areas of enhanced public realm could look if the design policies within the project are applied. However, this is simply one possible outcome.



# THE STRATEGIC FRAMEWORK



## 4.1 The Strategic Framework

The plan opposite sets out the Strategic Framework for Grantham. This is a composite plan that pulls together all the individual strategies and associated projects set out within the following section namely:

- ▶ Redefining the centre
- ▶ Creating character areas
- ▶ Creating clear connections
- ▶ Accessing the centre
- ▶ Developing a spatial network
- ▶ Creating a sustainable business environment
- ▶ Extending and enhancing the role of the Isaac Newton Centre
- ▶ Enhancing Grantham as a destination
- ▶ Reinforcing civic service delivery
- ▶ Encouraging urban living
- ▶ Creating distinctive gateways and arrival points
- ▶ Enhancing key vistas, buildings and frontages





## 4.2 Redefining the centre

The strategic objective is to redefine the town centre in order to create a more concentrated centre to Grantham that is vital and lively and remains the focus for town activity.



# The Strategic Objective



## DESCRIPTION

To produce a redefined town centre boundary that will inform a policy within the Local Development Framework

## RATIONALE

The reason for this defined area is that PPS6 Planning for Town Centres provides guidance on the location of town centre uses. This definition is critical to the determination of planning applications that prevent further out of town development affecting the vitality and viability of the town centre.

## POLICY STATEMENT

- 1 The area defined includes the primary shopping area, areas of leisure, business and other main town centre uses within or adjacent to the primary shopping area.

Development defined as town centre uses by PPS 6 should be encouraged within this area before considering areas of opportunity outside. These include:

- retail (including warehouse clubs, and factory outlet centres),
- leisure
- entertainment
- more intensive sport and recreation uses,
- offices
- arts
- culture and tourism

- 2 None accessing traffic is to be prevented from accessing the town centre core through the implementation of a traffic management and car park strategy that prevents through traffic movements and minimises the need for vehicles to enter the town centre core.

- 3 All streets within the town centre core should be designed as shared pedestrian/vehicle surfaces where priority is given to the pedestrian and vehicle speeds are kept to that of the pedestrian. Vehicle movement areas are to be kept to the minimum possible widths to ensure that manoeuvres can be undertaken safely, these areas are to be designated with roadside features rather than standard highway kerbs.
- 4 Public transport facilities are to be relocated to the core of the town centre to increase the convenience of using public transport to access the retail and leisure facilities.

## KEY DELIVERY ISSUES

The issue of delivering the defined area will be concerned with pressure from developers on the emerging Local Development Framework to push forward sites and town centre uses outside the area. Delivery will also depend on agreeing the defined area in more detail with key stakeholders, public agencies, developers and landowners.

## DELIVERY STRATEGY

**Lead Agency :** South Kesteven District Council

**Critical Path :**

- A more detailed survey of uses within the defined area to meet PPS 6 town centre uses in order to refine the boundary.
- To identify the most effective planning vehicle for adoption

**Funding :** South Kesteven District Council

**Timescale :** Short

**Priority :** High

# Project Sheet 1 : TOWN CENTRE BOUNDARY



# CREATING CHARACTER AREAS

## 3



### 4.3 Creating character areas

In aiming to encourage a town of different experiences the objective is to create a series of distinctive places within Grantham or areas of well defined character which have their own clear identity. These are notably Station Gateway, the Commercial Core, Parkside, Old Town and the Civic Heart.



## The Strategic Objective



## DESCRIPTION

To create a new distinctive character area around Grantham Station by developing and reinforcing distinctive patterns of development, public realm and culture.

## RATIONALE

Creating a new character area will improve the gateway to the town as people arrive at the Station and provide a means for people to better orientate themselves by developing an area that is distinctive from those around it.

## POLICY STATEMENT

- 1 The treatment of new and existing development and the public realm needs to take account of the existing character within the area and aim to reinforce it but in a contemporary and creative way.
- 2 New development should respond to local buildings forms and patterns of development in its detailed layout and design reinforcing the sense of identity.
- 3 Distinctiveness should be encouraged in the application of:
  - Scale, texture and colour
  - Elements of the street scene such as lighting, railings, litter bins, paving, street furniture and public art
- 4 The scale, massing and height of proposed development should be considered in relation to that of adjoining buildings, the topography, the general pattern of heights in the area and views, vistas and landmarks.

## KEY DELIVERY ISSUES

A key delivery issue will be defining the area more clearly and agreeing this with stakeholders including Network Rail and SKDC. In addition, a further issue will be finding the most robust way of representing the character area within local planning policy.

## DELIVERY STRATEGY

**Lead Agency :** South Kesteven District Council

**Critical Path :**

- A more detailed survey to define character including buildings, landscape, public realm, materials and patterns of local life
- To identify the most effective planning vehicle for adoption

**Funding :** South Kesteven District Council

**Timescale :** Short

**Priority :** Low

# Project Sheet 1 : STATION GATEWAY



## DESCRIPTION

To create a new distinctive character area around the Guildhall by developing and reinforcing distinctive patterns of development, public realm and culture.

## RATIONALE

Creating a new character area around the Guildhall that reinforces the area as the civic focus for Grantham and provide a means for people to better orientate themselves by developing an area that is distinctive from those around it.

## POLICY STATEMENT

- 1 The treatment of new and existing development and the public realm needs to take account of the existing character within the area and aim to reinforce it but in a contemporary and creative way.
- 2 New development should respond to local buildings forms and patterns of development in its detailed layout and design reinforcing the sense of identity.
- 3 Distinctiveness should be encouraged in the application of:
  - Scale, texture and colour
  - Elements of the street scene such as lighting, railings, litter bins, paving, street furniture and public art
- 4 The scale, massing and height of proposed development should be considered in relation to that of adjoining buildings, the topography, the general pattern of heights in the area and views, vistas and landmarks.

## KEY DELIVERY ISSUES

A key delivery issue will be defining the area more clearly and agreeing this with stakeholders including the PCT and SKDC. In addition, a further issue will be finding the most robust way of representing the character area within local planning policy.

## DELIVERY STRATEGY

**Lead Agency :** South Kesteven District Council

**Critical Path :**

- A more detailed survey to define character including buildings, landscape, public realm, materials and patterns of local life
- To identify the most effective planning vehicle for adoption

**Funding :** South Kesteven District Council

**Timescale :** Short

**Priority :** Low

# Project Sheet 2 : CIVIC HEART



## DESCRIPTION

To create a new distinctive character area around St Wulframs Church by developing and reinforcing distinctive patterns of development, public realm and culture.

## RATIONALE

Creating a new character area around St Wulframs Church that reinforces the area as the historic part of Grantham and provide a means for people to better orientate themselves by developing an area that is distinctive from those around it.

## POLICY STATEMENT

- 1 The treatment of new and existing development and the public realm needs to take account of the existing character within the area and aim to reinforce it but in a contemporary and creative way.
- 2 New development should respond to local buildings forms and patterns of development in its detailed layout and design reinforcing the sense of identity.
- 3 Distinctiveness should be encouraged in the application of:
  - Scale, texture and colour
  - Elements of the street scene such as lighting, railings, litter bins, paving, street furniture and public art
- 4 The scale, massing and height of any proposed development should be considered in relation to that of adjoining buildings, the topography, the general pattern of heights in the area and views, vistas and landmarks.

## KEY DELIVERY ISSUES

A key delivery issue will be defining the area more clearly and agreeing this with stakeholders including the Church, National Trust and SKDC. In addition, a further issue will be the finding the most robust way of ensconcing the character area within local planning policy.

## DELIVERY STRATEGY

**Lead Agency :** South Kesteven District Council

**Critical Path :**

- A more detailed survey to define character including buildings, landscape, public realm, materials and patterns of local life
- To identify the most effective planning vehicle for adoption

**Funding :** South Kesteven District Council

**Timescale :** Short

**Priority :** Low

# Project Sheet 3 : OLD TOWN



## DESCRIPTION

To create a new distinctive character area around the Park including Wyndham Park and Sedgewick Meadows by developing and reinforcing distinctive patterns of landscape, public realm and culture.

## RATIONALE

Creating a new character area around the Park that reinforces the area as the main green space within Grantham and provide a means for people to better orientate themselves by providing an area that is distinctive from those around it.

## POLICY STATEMENT

- 1 Any enhancement of the Park should protect and reinforce the natural and environmental aspects including the River Witham
- 2 Any enhancement should respond to the natural qualities of the Park including planting, water bodies, topography and areas of activity.
- 3 Distinctiveness should be encouraged in the application of:
  - Scale, texture and colour
  - Elements of the Park such as lighting, railings, litter bins, planting, furniture and public art
- 4 The scale, massing and height of any proposed development should be considered in relation to that of adjoining buildings, the topography, the general pattern of heights in the area and views, vistas and landmarks.

## KEY DELIVERY ISSUES

A key delivery issue will be defining the area more clearly and agreeing this with stakeholders including the National Trust and SKDC. In addition, a further issue will be the finding the most robust way of representing the character area within local planning policy.

## DELIVERY STRATEGY

**Lead Agency :** South Kesteven District Council

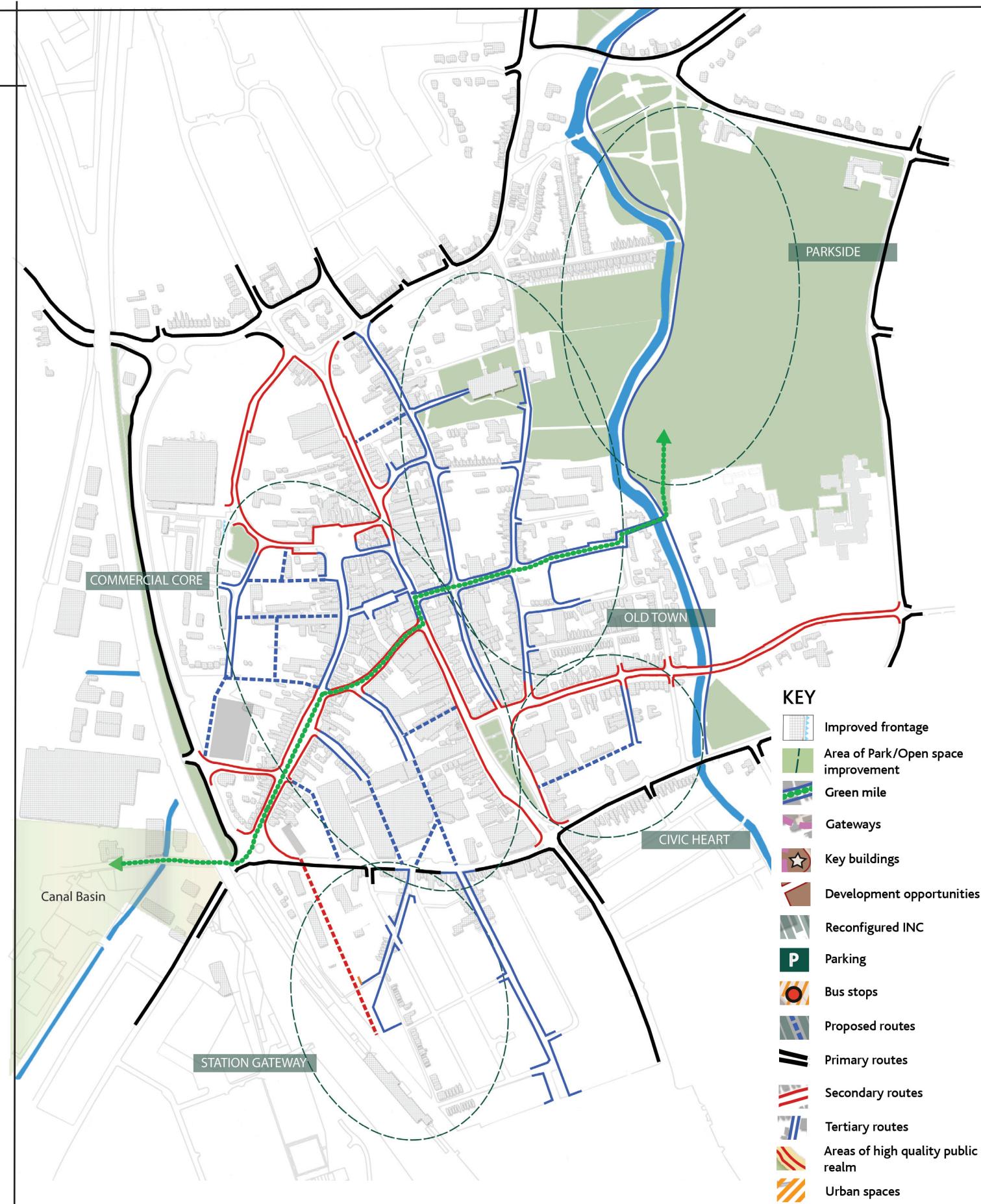
**Critical Path :**

- A more detailed survey to define character including topography, landscape, public realm, materials and patterns of local life
- To identify the most effective planning vehicle for adoption

**Funding :** South Kesteven District Council

**Timescale :** Short

**Priority :** Low



# CREATING CLEAR CONNECTIONS

# 4



#### 4.4 Creating clear connections

The objective is to provide a clear and hierarchical series of connections between key destinations both those existing and those proposed. The hierarchy is based on the balance of pedestrians to vehicles. Main routes should be vehicle oriented, secondary routes an equal balance but weighted in favour of pedestrians and tertiary routes completely pedestrian focused.



# The Strategic Objective



## DESCRIPTION

Produce a safe direct pedestrian and cycle link between the town centre core and the railway station.

## RATIONALE

Encourage rail users into the town centre core to utilise the retail and leisure facilities and to increase the potential rail access to the town centre.

## POLICY STATEMENT

- 1 Implement a high quality direct pedestrian/cycle route between the Railway Station and the Market Place.
- 2 The route should be addressed by active frontages including windows, entrances and doors
- 3 The route should include high quality and contemporary public realm treatment including:
  - ▶ street furniture
  - ▶ lighting
  - ▶ public art
  - ▶ signage
  - ▶ paving and planting
- 4 The route should minimise the visual and environmental impact of parking and street clutter
- 5 Develop an improvement scheme which would include
  - ▶ widening to allow segregated cycle and pedestrian movements where possible
  - ▶ implementation of traffic management to provide shared surfaces on the residential routes adjacent to the station

▶ relocation and redesign of the crossing of Wharf road to provide a raised direct link for pedestrian and cyclists;

▶ development of improved routes through the bus station and retail areas to the Market Square

▶ improvements to lighting and personal security through CCTV and natural surveillance.

## KEY DELIVERY ISSUES

▶ Identify preferred route and safeguard it against future development.

▶ Implement a promotional campaign to rail users to encourage them to visit the town centre..

## DELIVERY STRATEGY

**Lead Agency** : Lincolnshire County Council, South Kesteven District Council, Local Developers, Network Rail.

**Critical Path** : 

- ▶ Identify preferred route for the pedestrian/cycle link.
- ▶ Detailed design of pedestrian/cycle link.
- ▶ Scheme implementation

**Funding** : LTP, Other Council Grants, Network Rail, Developer.

**Timescale** : Short

**Priority** : Medium

# Project Sheet 1: STATION BOULEVARD



## DESCRIPTION

Provision of high quality pedestrian routes into and through the proposed development in the Greyfriars area to the rear of the premises on Westgate

## RATIONALE

To provide excellent and attractive pedestrian routes to the premises to be developed to the rear of Westgate and raise the amount of footfall to this area.

## POLICY STATEMENT

- 1 Implement at least three high quality direct pedestrian routes between Westgate and Greyfriars penetrating the proposed development site utilising new and existing pedestrian routes through the Westgate frontages.
- 2 Create an additional route through the proposed development at Greyfriars that runs parallel to Westgate connecting the proposed development to Union Street.
- 3 Ensure that any development proposals on the land between Greyfriars and the rear of the properties on Westgate includes the provision of pedestrian routes and does not prohibit the implementation of the proposed network of routes.
- 4 The routes should include high quality and contemporary public realm treatment including:
  - street furniture
  - lighting
  - public art
  - signage
  - paving and planting
- 5 The routes should be pedestrian oriented or even car free

## KEY DELIVERY ISSUES

- Investigate opportunities to provide pedestrian routes through the Westgate frontage properties set against aspirations of current land owners
- Design the pedestrian routes as part of the overall site masterplan for the Greyfriars development.

## DELIVERY STRATEGY

**Lead Agency :** South Kesteven District Council, Land Owners

**Critical Path :**

- Masterplan the redevelopment of the Greyfriars Area
- Ensure that any development schemes allow the implementation of the network of pedestrian routes through the area.

**Funding :** Developer.

**Timescale :** Medium

**Priority :** High

# Project Sheet 2 : GRANTHAM LANES



## DESCRIPTION

Produce a safe and direct pedestrian and cycle link between the Park and the Canal Basin, which links the National Cycle Network and also improves cross town pedestrian and cycle linkages

## RATIONALE

Encourage greater access to the town centre and the park from the adjacent residential areas using pedestrian and cycle modes. Provides a link between 2 environmentally significant areas.

## POLICY STATEMENT

- 1 Implement a high quality direct pedestrian/cycle route between the Canal Basin and the Park linking two sections of the National Cycle route that pass through the town centre and creating a ecologically and visually interesting route through the town centre.
- 2 The route should capitalise on eco-design opportunities associated with public realm treatment, adjacent new development and public art such as:
  - ▶ cycle paths and parking
  - ▶ traffic free streets
  - ▶ sustainable building design - solar and PV Panels, micro-renewables, grey water recycling and high insulation
  - ▶ use of water and natural materials
- 3 The routes should include high quality and contemporary public realm treatment including:
  - ▶ street furniture
  - ▶ lighting
  - ▶ public art
  - ▶ signage
  - ▶ paving and planting
- 4 Ensure the route is addressed by active frontages such as entrances, windows, spill out activites from buildings

## KEY DELIVERY ISSUES

- ▶ Implement the improvement scheme for the Wharf Road/Sankt Augustine Way junction to include high quality pedestrian/cycle crossing facilities.
- ▶ Identify preferred route and safeguard it against future development.
- ▶ Integrate the route into the masterplan for the Kwik Save development.
- ▶ Produce a detailed design of the route to allow segregated cycle and pedestrian movements, high levels of personal security, segregation from general vehicles, areas of public art and high townscape interest.
- ▶ Develop the river crossing and route through the park.
- ▶ Implement a promotional campaign to visitors and residents to encourage them to use the Green Mile.

## DELIVERY STRATEGY

**Lead Agency** : Lincolnshire County Council, South Kesteven District Council

**Critical Path** : 

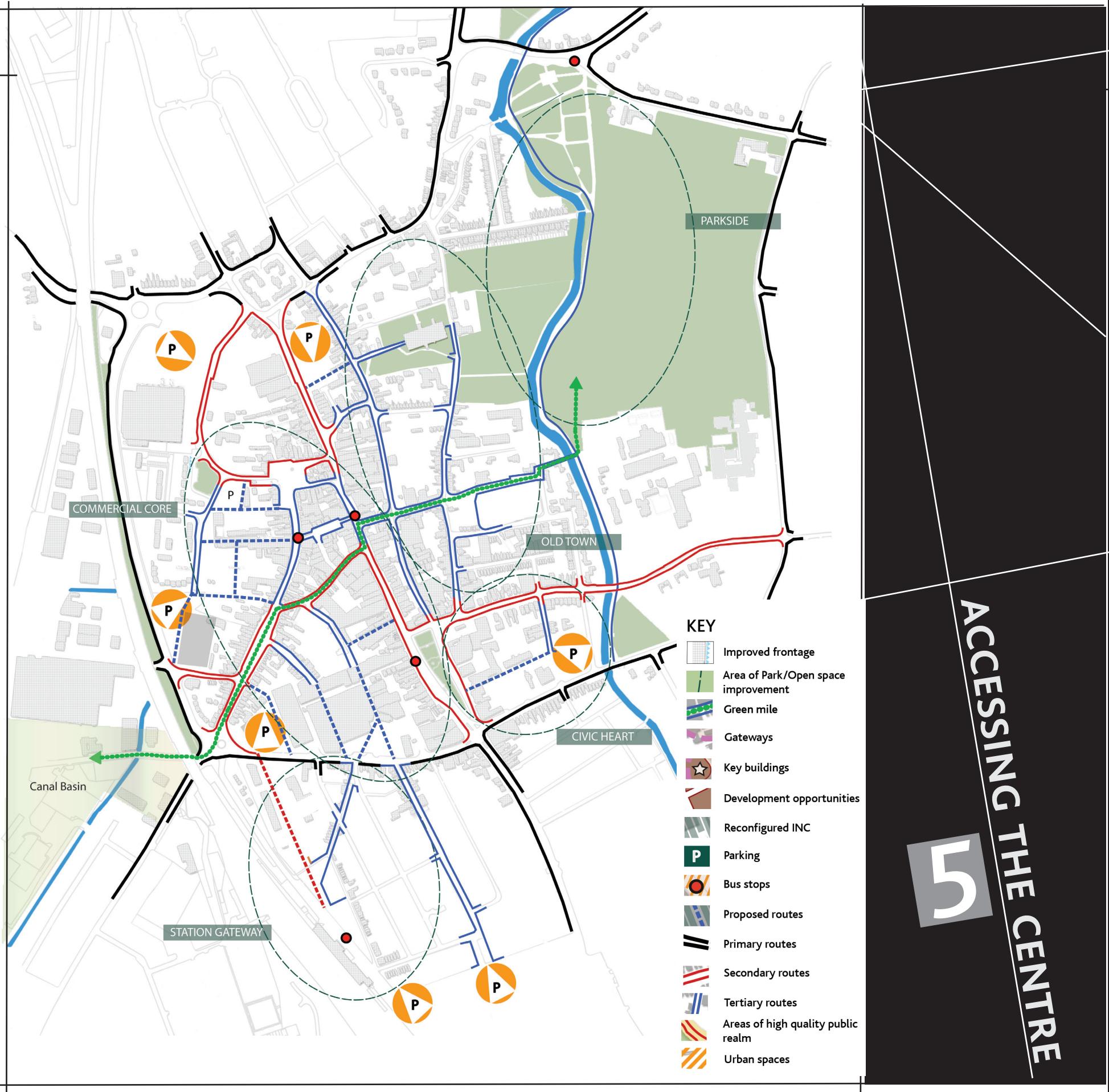
- ▶ Identify preferred route for the pedestrian/cycle link.
- ▶ Detailed design of pedestrian/cycle link.
- ▶ Scheme implementation

**Funding** : LTP, Other Council Grants, Developer

**Timescale** : Short

**Priority** : High

# Project Sheet 3 : GREEN MILE



## ACCESSING THE CENTRE

# 5

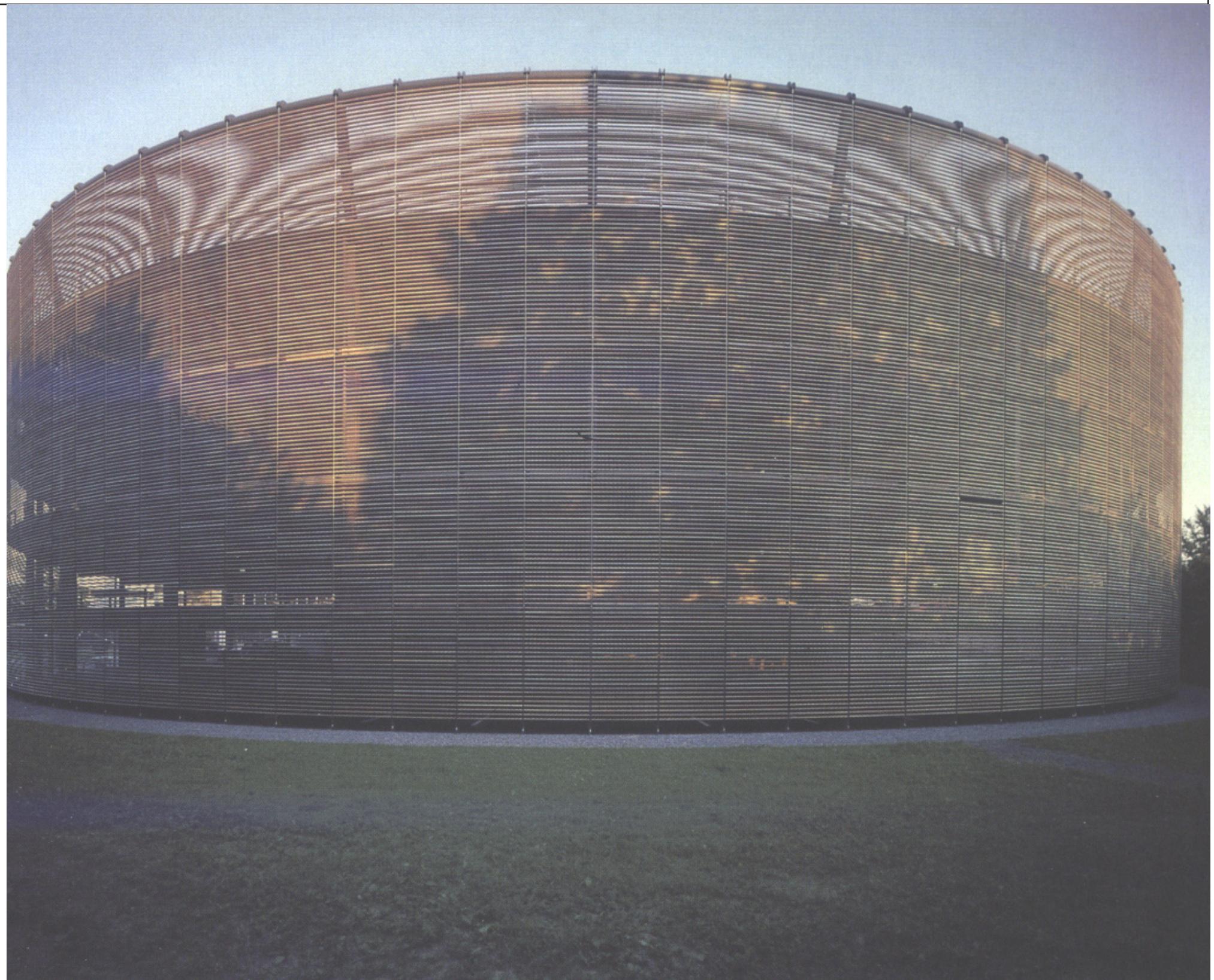


## 4.5 Accessing the centre

The objective of this strategy is to restrict vehicle movements into the town centre to people that require to do it as a necessity and encourage the use of alternative modes of transport such as cycling, walking and public transport.



# The Strategic Objective



## DESCRIPTION

Development and implementation of an integrated car park strategy for the town centre aimed at improving the efficiency of the available parking and minimising the need for non-essential vehicle movements.

## RATIONALE

Improve the efficiency and usage of the parking areas, minimise non-essential vehicle movements within the town centre and remove the need for private vehicles to enter the town centre core.

## POLICY STATEMENT

- 1 Concentrate all public town centre parking on specifically identified sites located on the edge of the town centre core close to the entry points to the town centre. Utilise the station car park for shopper and evening parking outside core station parking periods
- 2 Implementation of parking decriminalisation for the town centre.
- 3 Implementation of Residential Controlled Parking Zones for the residential areas surrounding the town centre core.
- 4 Maintain/reduce the existing car parking levels within the town centre to those provided in the main public car parks at the present time (excluding the station car park) with more areas being made available for short stay parking through the conversion of long term parking spaces.
- 5 Provision of allocated disabled spaces within the core of the town centre.
- 6 Redevelopment of existing car parking areas that do not form part of this core parking strategy.

- 7 Design and implementation of a signage and car park management strategy/system that directs drivers to the nearest available parking spaces at their initial entry corridor to the town centre.
- 8 Implement a car parking policy for development sites that minimises non public parking for non residential developments

## KEY DELIVERY ISSUES

- ▶ Undertake a review of existing car park demand and capacity and existing car park policies.
- ▶ Develop a detailed car parking strategy.
- ▶ Implement a car park management system utilising both static and Variable Message Signs.
- ▶ Develop a car parking policy for Town Centre developments.

## DELIVERY STRATEGY

**Lead Agency** : South Kesteven District Council, Lincolnshire County Council

**Critical Path** : 

- ▶ Development of specific parking policies;
- ▶ Undertake a detailed review of existing parking
- ▶ Identification and detailed development of car park ing strategy;
- ▶ Design and implement a car park management system

**Funding** : LTP and Local Authority Funding for strategy development and car park management system; Development funding for car park improvements/development.

**Timescale** : Short

**Priority** : Medium

# Project Sheet 1 : CAR PARK MANAGEMENT



## DESCRIPTION

Implementation of a traffic management strategy within the town centre core that prevents the movement of through traffic and restricts vehicle access to servicing and essential access only..

## RATIONALE

Minimise the traffic movements within the town centre core real-locating road space to pedestrian, cycle and public transport modes. Improves the pedestrian safety and quality of the townscape within the centre and improves pedestrian circulation.

## POLICY STATEMENT

- 1 Develop and implement a traffic management system within the town centre core that prevents through traffic movements and reallocates the road space to pedestrian, cycle and public transport modes. This could include vehicular access to the town centre be provided by one way loops serving the northern and southern areas of the town as follows;
  - **Northern Loop (clockwise)** – Watergate Street, Market Square, Union Street with the northern section of Watergate Street to the car park entrance and the section of Union Street between Brook Street and Greyfriars remaining two-way.
  - **Southern Loop (anticlockwise)** – St Peters Hill, High Street, Guildhall Street, Wide Westgate.

Sections of High Street and Westgate between these two loops become restricted for buses only and will be where bus stops are located within the town centre. Access to these areas for the servicing of properties should be restricted to early in the morning before the main retail periods or late in the evening after the main leisure periods if alternative servicing arrangements are not available.

It is suggested that buses be allowed to move in a northbound direction along High Street and southbound along Westgate. Changes to the High Street market Square junction will be required to ensure that buses can turn from High Street to Westgate.

Allowing buses to use these routes will provide a level of priority to bus movements through the town centre and will ensure that buses will continue to penetrate the town centre.

## KEY DELIVERY ISSUES

- ▶ Develop options for a traffic management strategy for the entire town centre;
- ▶ Model the traffic effects of the transport strategy;
- ▶ Produce detailed designs of preferred strategy;
- ▶ Implement the preferred strategy on a phased basis.

## DELIVERY STRATEGY

**Lead Agency** : South Kesteven District Council, Lincolnshire County Council

**Critical Path** : 

- ▶ Identify and test potential strategies;
- ▶ Undertake a detailed design of preferred strategy;
- ▶ Prepare and consult on Highway Orders
- ▶ Implement Scheme

**Funding** : LTP and Local Authority Funding for strategy development and developer funding for the implementation of the scheme to come from all town centre developments.

**Timescale** : Short

**Priority** : High

# Project Sheet 2 : TRAFFIC MANAGEMENT



## DESCRIPTION

Reduce the levels of through traffic that enter the town centre especially HGV and general traffic using the A52.

## RATIONALE

Reducing the levels of traffic passing through the town centre will relieve congestion and also reduce the incidences of bridge strikes at the railway bridges on the approaches to the town centre.

## POLICY STATEMENT

- 1 Promote the implementation of the Southern A52 bypass through developer funding to remove through traffic from the town centre

## KEY DELIVERY ISSUES

- ▶ Identify potential routes for the bypass scheme.
- ▶ Identify potential development sites along the route and potential funding sources.
- ▶ Discuss rail crossing with Network Rail together with implementation and funding potential.
- ▶ Implement scheme as the first stage of a comprehensive development programme along the route.

## DELIVERY STRATEGY

**Lead Agency** : Lincolnshire County Council, South Kesteven District Council, Local Developers, Network Rail.

**Critical Path** :

- ▶ Identification of a preferred route for the bypass.
- ▶ Preparation of a development masterplan around the preferred route.
- ▶ Investigate rail crossings with Network Rail
- ▶ Identification of potential funding sources.
- ▶ Scheme detailed development and implementation

**Funding** : Network Rail, Developer

**Timescale** : Medium

**Priority** : Medium

# Project Sheet 3 : REDUCTION OF THROUGH TRAFFIC



## DESCRIPTION

Increase the role of bus and rail public transport as convenient and attractive travel modes to access the town centre area reducing the reliance on the use of the private car.

## RATIONALE

Increased usage of public transport modes will result in a reduction in car traffic in the town centre thus reducing congestion and demand for car parking. Improvements to public transport will also improve the accessibility of the town centre to those people without access to a car for the journey purpose.

## POLICY STATEMENT

- 1 Move the town centre bus stops and passenger facilities including passenger information and rest facilities into the core of the town centre on High Street and Westgate.
- 2 Improve the town centre passenger facilities with better waiting areas, improved security and real time passenger information.
- 3 Development of bus only streets within the town centre core along Westgate and High Street to allow through bus movements and provide buses with priority over the car within the town centre.
- 4 Redevelopment of the bus station for non-transport uses.
- 5 Extend bus services to the rail station to allow interchange with rail services.
- 6 Improve pedestrian connectivity between the rail station and the town centre core.
- 7 Improve the passenger facilities within the rail station and provide areas for bus interchange and layover immediately outside the rail station access.

## KEY DELIVERY ISSUES

- ▶ Develop options for a traffic management strategy for the entire town centre integrating the bus facilities and priority measures.
- ▶ Relocate passenger facilities into the core of the town centre.
- ▶ Identify opportunities for integrating bus and rail services with the operators.
- ▶ Undertake a study considering the role of the rail station developing a strategy for improving the facilities and bus interchange.
- ▶ Introduce real time passenger information on all routes.
- ▶ Increased promotion of the bus and rail services.

## DELIVERY STRATEGY

**Lead Agency** : South Kesteven District Council, Bus Operators, Network Rail

**Critical Path** :

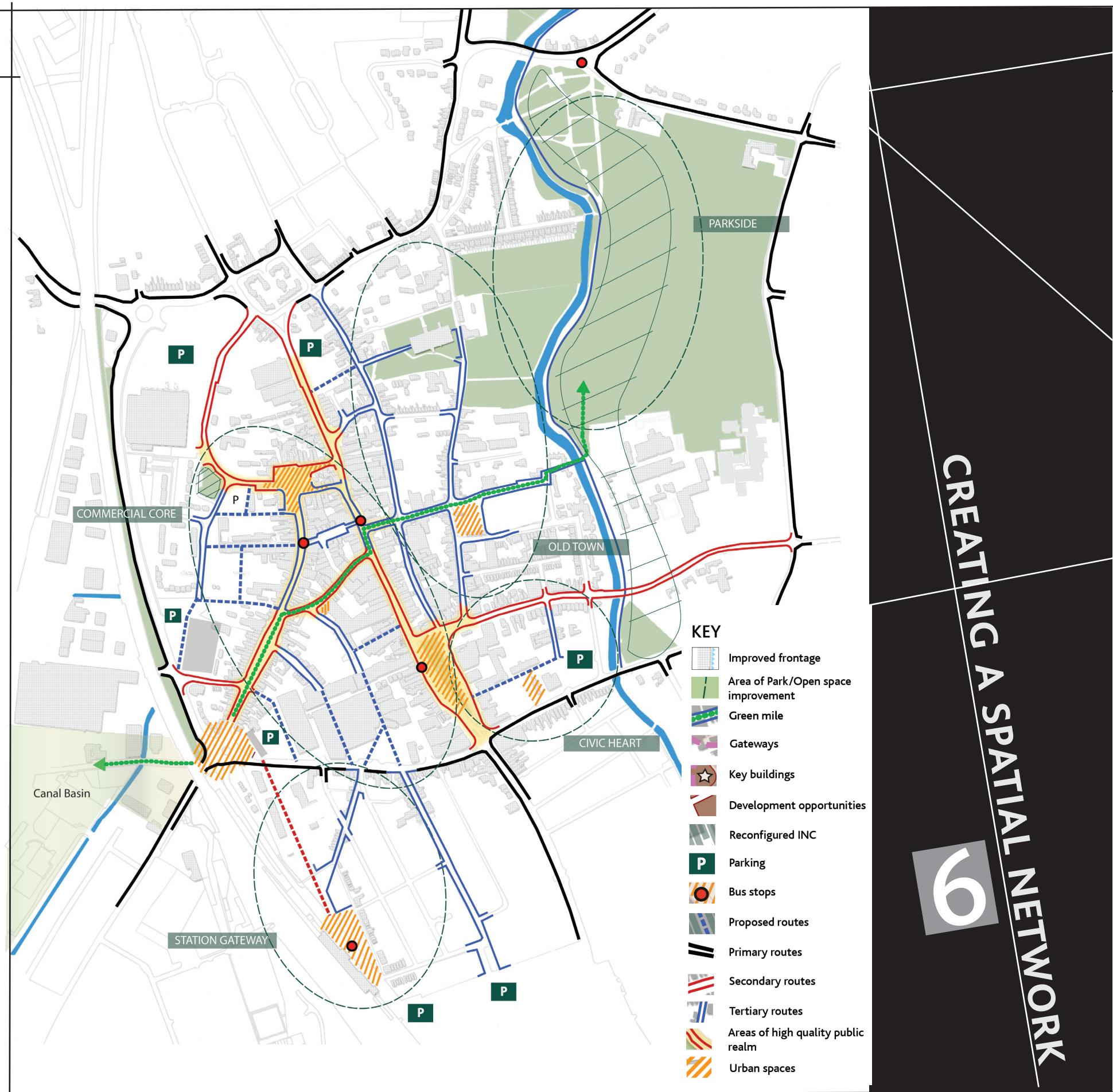
- ▶ Relocation of bus facilities and the implementation of priority routes and bus only areas within the town centre core.
- ▶ Extension of bus services to interchange with the railway station.
- ▶ Removal of the bus station.
- ▶ Study to identify improvements to the rail station and its environs.
- ▶ Improvements to pedestrian links between the rail station and the town centre.
- ▶ Implementation of real time passenger information system.

**Funding** : LTP, Local Authority Funding, Network Rail, Developer.

**Timescale** : Short to medium

**Priority** : High

# Project Sheet 4 : PUBLIC TRANSPORT



# CREATING A SPATIAL NETWORK

# 6



## 4.6 Developing a spatial network

This objective is a combination of proposing the improvement of existing streets and spaces such as Market Place, St Peters Hill, High Street and Westgate, whilst proposing new spaces along key routes and arrival points



# The Strategic Objective



## DESCRIPTION

To improve, enhance and re-invigorate St Peters Hill open space as a high quality public space and a place of congregation linked to the Guildhall and the Isaac Newton Centre.

## RATIONALE

To reclaim St Peters Hill for pedestrians in order for it to be a place that people can enjoy, use for recreation and social interaction

## POLICY STATEMENT

- 1 This space is intended as a recreational urban space for people to relax in and people watch which should include a high quality, co-ordinated and contemporary set of elements notably:
  - ▶ street furniture
  - ▶ planting
  - ▶ lighting
  - ▶ signage
- 2 Improve the link between the Guildhall and St Peters Hill for pedestrians which may include new surface treatment, planting or removal of the existing access road
- 3 Improve the connection to the Isaac Newton Centre which may include surface changes on High Street and the re-orientation of footpaths through St Peters Hill
- 4 Encourage the provision of a kiosk or small pavilion within the space to further invigorate and encourage active use.

## KEY DELIVERY ISSUES

- ▶ Consider any detrimental highway and access issues related to removing the access road adjacent to Guildhall
- ▶ Encourage the re-use of the Guildhall front entrance in order to have direct spill out of people onto the open space
- ▶ A public realm strategy is required to establish overall design treatments for key spaces and linkages in Grantham. The strategy should be distinctive and reinforce Grantham's character and cover elements which include paving, seating, signage, lighting and public arts.

## DELIVERY STRATEGY

**Lead Agency :** South Kesteven District Council

**Critical Path :**

- ▶ Establish design brief to reflect spatial history, issues, intended design functions and appearance.
- ▶ Establish strategic costs
- ▶ Establish sources of funding and likely implementation, programme and phasing
- ▶ Carry out detailed survey of external elements, environmental conditions and underlying services
- ▶ Preliminary consultation with key stakeholders, traders to establish functional requirements and design aims
- ▶ Develop sketch design solutions and consult on emerging proposals
- ▶ Consider inter-relationship with traffic management and other associated issues
- ▶ Develop preferred scheme
- ▶ Establish implementation programme and liaise with stakeholders on potential disruption issues

**Funding :** Local or Regional Authority

**Timescale :** Medium

**Priority :** Medium

# Project Sheet 1 : ST PETERS HILL



## DESCRIPTION

To improve, enhance and reclaim the Market Place for pedestrians as a high quality focal space for the town

## RATIONALE

The town needs a central space that is aimed at pedestrians and a place where people can congregate for social and community interaction

## POLICY STATEMENT

1 This space is intended as a lively and active urban space for people to interact in and people watch which should include a high quality, co-ordinated and contemporary set of elements notably:

- ▶ street furniture
- ▶ planting
- ▶ lighting
- ▶ signage
- ▶ public art

Reference should be made to the Conduit and its historic role within the town

2 Rationalise the amount of parking to meet just the needs of essential users such as the disabled

3 Make the space more pedestrian oriented through changes in surface treatment, planting and highway design

4 Maintain active frontages and spill out from uses around the periphery of the space

5 Maintain simple, direct and obvious pedestrian links to Greyfriars and High Street

## KEY DELIVERY ISSUES

- ▶ Consider the current scheme for the Market Place being promoted by Lincolnshire County Council and South Kesteven District Council
- ▶ Impact of any redesign on the Market Place traders and the Mid Lent Fair
- ▶ The removal of parking and the affect on traders

## DELIVERY STRATEGY

**Lead Agency** : South Kesteven District Council and LCC

**Critical Path** :

- ▶ Establish design brief to reflect spatial history, issues, intended design functions and appearance.
- ▶ Establish strategic costs
- ▶ Establish sources of funding and likely implementation, programme and phasing
- ▶ Carry out detailed survey of external elements, environmental conditions and underlying services
- ▶ Preliminary consultation with key stakeholders and traders to establish functional requirements and design aims
- ▶ Develop sketch design solutions and consult on emerging proposals
- ▶ Consider inter-relationship with traffic management and other associated issues
- ▶ Develop preferred scheme
- ▶ Establish implementation programme and liaise with stakeholders on potential disruption issues

**Funding** : Local, Regional Authority or developer

**Timescale** : Short

**Priority** : High

# Project Sheet 2 : MARKET PLACE



## DESCRIPTION

To improve, enhance and reclaim High Street, Guildhall Street and Westgate for pedestrian activity

## RATIONALE

To encourage the greater use of central streets by people and to create a healthier, safer, creative and more comfortable street experience.

## POLICY STATEMENT

- 1 These streets are intended as lively and active streets for people to interact in and people watch which should include a high quality, co-ordinated and contemporary set of elements notably:
  - ▶ street furniture
  - ▶ planting
  - ▶ lighting
  - ▶ signage
  - ▶ public art
  - ▶ paving
- 2 Make the space more pedestrian oriented through changes in surface treatment, planting and highway design
- 3 Rationalise parking in Westgate and Wide Westgate to essential users only such as the disabled
- 4 Ensure active frontages and spill out from uses around the street edges
- 5 Maintain simple, direct and obvious pedestrian links from Westgate to Greyfriars

## KEY DELIVERY ISSUES

- ▶ Consider the current scheme for the High Street and Westgate being promoted by Lincolnshire County Council and South Kesteven District Council
- ▶ Impact of any redesign of Westgate on the Market Place traders and the Mid Lent Fair
- ▶ The removal of parking and the affect on traders

## DELIVERY STRATEGY

**Lead Agency :** South Kesteven District Council

**Critical Path :**

- ▶ Establish design brief to reflect spatial history, issues, intended design functions and appearance.
- ▶ Establish strategic costs
- ▶ Establish sources of funding and likely implementation, programme and phasing
- ▶ Carry out detailed survey of external elements, environmental conditions and underlying services
- ▶ Preliminary consultation with key stakeholders and traders to establish functional requirements and design aims
- ▶ Develop sketch design solutions and consult on emerging proposals
- ▶ Consider inter-relationship with traffic management and other associated issues
- ▶ Develop preferred scheme
- ▶ Establish implementation programme and liaise with stakeholders on potential disruption issues

**Funding :** Local, Regional Authority and developers

**Timescale :** Short

**Priority :** High

# Project Sheet 3 : GUILDHALL, HIGH STREET AND WESTGATE



## DESCRIPTION

A new local square at the convergence of Finkin Street and Castlegate

## RATIONALE

To provide a new space at a key intersection of two main routes related to new development at the former Kwik Save site as well as providing an additional space along the Green Mile to become part of a sequence running from the Park to the Canal Basin.

## POLICY STATEMENT

1 This square is intended as a low key semi-active urban space where people can sit and people watch. The square should include a high quality, contemporary and co-ordinated set of elements notably:

- ▶ street furniture
- ▶ planting
- ▶ lighting
- ▶ signage
- ▶ public art
- ▶ paving

2 Sustainable materials should be used in the treatment of all public realm elements

4 Ensure active frontages and spill out from uses around the edges of the space

## KEY DELIVERY ISSUES

- ▶ The need to maximise the development potential of the former Kwik Save site
- ▶ Access to existing properties and buildings

## DELIVERY STRATEGY

**Lead Agency** : South Kesteven District Council and developer

**Critical Path** :

- ▶ Develop aspirational site and open space brief
- ▶ Seek competitive submission from developers and design teams
- ▶ Appoint winning team
- ▶ Agree detailed brief
- ▶ Proceed to planning application and approval process

**Funding** : Developer

**Timescale** : Medium

**Priority** : Medium

# Project Sheet 4 : CASTLEGATE SQUARE



## DESCRIPTION

A new square outside Grantham Station

## RATIONALE

To create a positive arrival experience outside the station and a place people can utilise in waiting for departing and arriving trains.

## POLICY STATEMENT

- 1 This square is intended as an active urban space where people can meet, interact and people watch. The square should include a high quality, contemporary and co-ordinated set of elements notably:
  - ▶ street furniture
  - ▶ planting
  - ▶ lighting
  - ▶ signage
  - ▶ public art
  - ▶ paving
- 2 Inclusion of a kiosk or pavilion for the provision of refreshments and to activate the space more
- 3 Ensure active frontages and spill out from uses around the edges of the space
- 4 Minimise the intrusion of car parking and vehicle access

## KEY DELIVERY ISSUES

- ▶ The willingness of landowners to include a new space as part of a redevelopment scheme
- ▶ Access to existing properties and buildings
- ▶ The loss of parking

## DELIVERY STRATEGY

**Lead Agency** : Network Rail and developer

**Critical Path** :

- ▶ Develop aspirational site and open space brief
- ▶ Seek competitive submission from developers and design teams
- ▶ Appoint winning team
- ▶ Agree detailed brief
- ▶ Proceed to planning application and approval process

**Funding** : Developer and Network Rail

**Timescale** : Long

**Priority** : Medium

# Project Sheet 5 : STATION SQUARE



## DESCRIPTION

Enhance, revitalise and improve Wyndham Park and Sedgewick Meadows.

## RATIONALE

To increase the usage and activities within the Park making it a further attraction in the overall offer of Grantham

## POLICY STATEMENT

- 1 Any enhancement should respect the environmental and landscape qualities of the Park
- 2 Comprise additional attractions that could include:
  - ▶ Urban Farm
  - ▶ Extended water body or river widening
  - ▶ Town Gardens
  - ▶ Outdoor performance space
  - ▶ A3 retail
- 3 Enhancements should include creative and innovative:
  - ▶ lighting
  - ▶ public art
  - ▶ furniture
- 4 Additional and improved cycleways and footways complementing the riverwalk
- 5 The inclusion of interpretative signage at key intersections and destinations

## KEY DELIVERY ISSUES

- ▶ The willingness of landowners to invest in the Park
- ▶ The continuance of the tenant farmer at Sedgewick Meadows and the future aspirations of the National Trust

## DELIVERY STRATEGY

**Lead Agency :** South Kesteven District Council and National Trust

**Critical Path :**

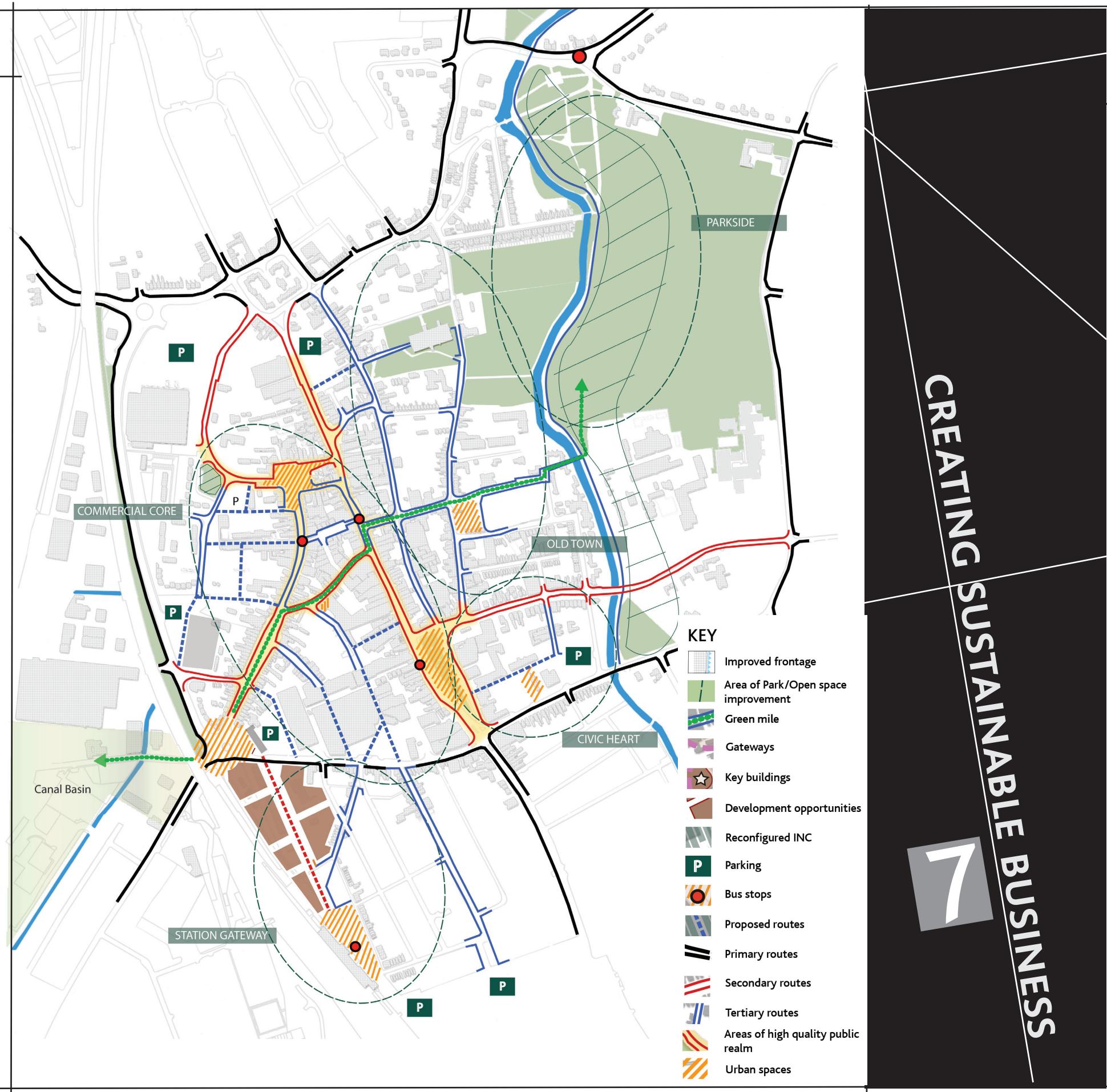
- ▶ Establish design brief to reflect spatial history, issues, intended design functions and appearance.
- ▶ Establish strategic costs
- ▶ Establish sources of funding and likely implementation, programme and phasing
- ▶ Carry out detailed survey of external elements, environmental conditions and underlying services
- ▶ Preliminary consultation with key stakeholders to establish functional requirements and design aims
- ▶ Develop sketch design solutions and consult on emerging proposals
- ▶ Consider inter-relationship with traffic management and other associated issues
- ▶ Develop preferred scheme
- ▶ Establish implementation programme and liaise with stakeholders on potential disruption issues

**Funding :** South Kesteven District Council

**Timescale :** Long

**Priority :** Low

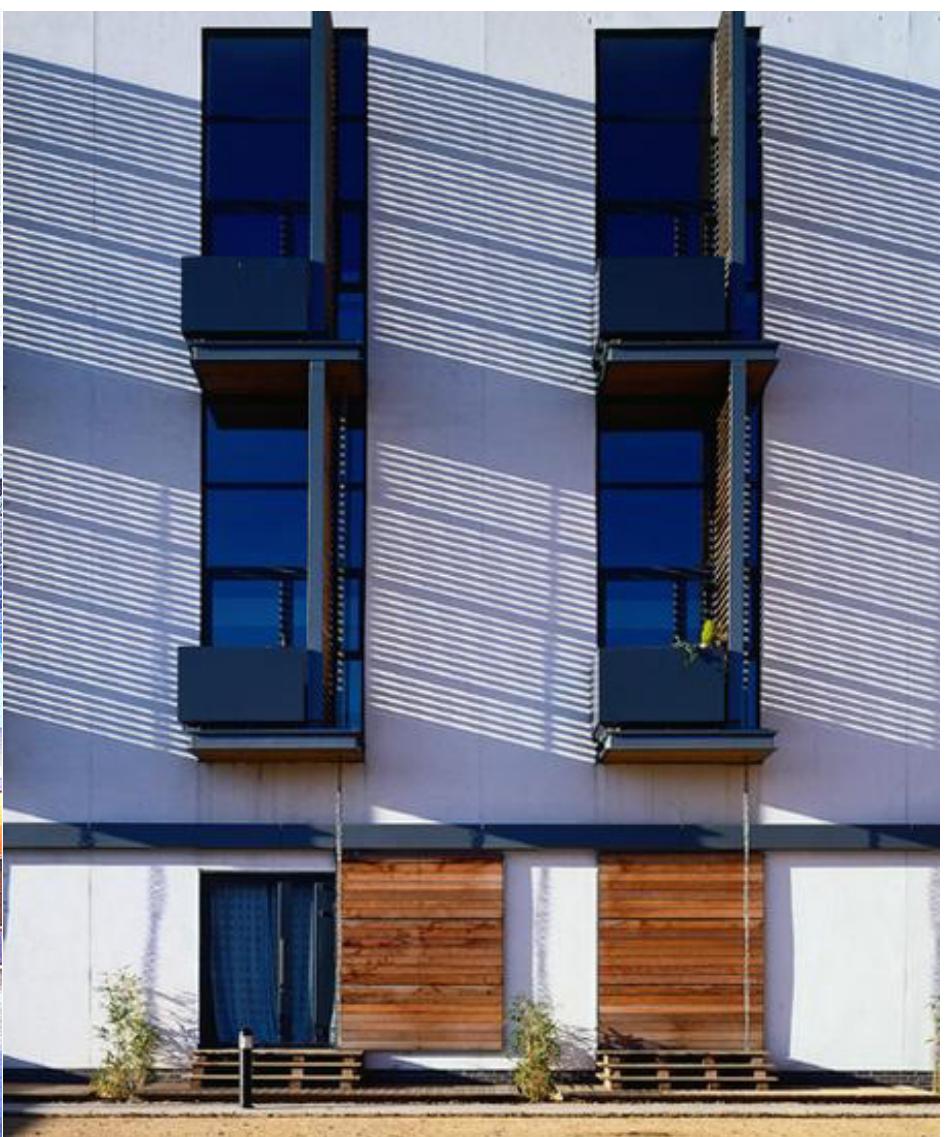
# Project Sheet 6 : GRANTHAM PARK





## 4.7 Creating a sustainable business environment

This objective is to create a new business quarter within Grantham to provide quality floorspace in order to bring forward employment and provide the potential for developing new learning and skills



# The Strategic Objective



**VIEW ALONG STATION BOULEVARD TOWARDS GRANTHAM STATION**

## DESCRIPTION

Development of a new mixed-use business quarter (including residential considered later in the report) linked to the rail station and town centre, targeting regional businesses requiring strategic access to London and regional markets.

## RATIONALE

### Strategic

- ▶ To enhance Grantham's sub-regional potential as a business location and stimulate creation of a sustainable office market in the town. The lack of quality office accommodation limits Grantham's potential economic role and constrains the potential of the rail connection as an economic driver.

### Local

- ▶ To make better use of this strategic site linking the station and town centre in enhancing the town centre vitality and viability.
- ▶ To increase local economic development potential and increase town centre footfall.

## POLICY STATEMENT

- 1 To provide a mix of uses that may include:

- ▶ Offices for sale freehold – 20,000 sq ft net
- ▶ Offices for rent/investment sale – 20,000 sq ft net
- ▶ A c. 80 bed hotel with integral pub

- 2 Comprise ground floor units designed to be suitable for either residential or retail/commercial uses and capable of conversion to respond to market demand

- 3 Make provision for active retail uses at ground floor especially around public spaces such as cafes, restaurants and specialist shops (subject to market demand)

- 4 On site parking for all uses, including multi-storey solutions, should be concealed behind building frontages or below buildings in such a way that active frontages are maintained at street level. Car parking for the disabled should also be included on site
- 5 Provide for servicing by goods vehicles either on side streets or in rear courts.
- 6 Development should be divided into blocks that allow frequent visual, pedestrian and servicing connections particularly between Station Boulevard and Railway Terrace and Queen Street
- 7 Any new development should have variety in height and form to create a more interesting street scene. Corner blocks should be generally of a higher scale. Include buildings up to 3 storeys in height allowing for key buildings of up to 5 storeys
- 8 Building frontages should generally stand at the front of plots, defining the full extent of blocks and enclosing each public street or route
- 9 Buildings should achieve high standards of environmental design. Material specification and energy management should demonstrate responsible environmental design principles
- 10 Materials for buildings and the public realm should be of natural or high quality. The use of glass maybe more appropriate around public spaces in particular, to help with achieving transparency between the public realm and internal building activity . A more detailed palette of materials and colours should be agreed jointly between developers and the District Council.
- 11 Provide balconies, verandahs and roof terraces to help articulate frontages and promote surveillance around public spaces and streets

# Project Sheet 1 : STATION POINT



**ILLUSTRATIVE LAYOUT FOR STATION POINT**

## KEY DELIVERY ISSUES

- The site is in mixed ownership (principally Tanvic Tyres and Jewsons timber merchants). Redevelopment would necessitate relocating existing uses and sufficient incentive for current landowners to participate in a development project – the provision of an acceptable level of rail user car parking will also be required. Existing residential properties add to the complexity of the local assembly requirements.
- There is potential market demand for freehold high quality office units in Grantham, with good take-up prospects if speculative development could be achieved. Securing a major public sector pre-let could support leasehold provision and would provide an important catalyst to the scheme. Existing access arrangements to the site will require re-configuration, and the proposals include a new access/spine road through the site.

## DELIVERY STRATEGY

**Lead Agency** : This is a complex scheme which is likely to require a public sector led delivery approach to address strategic constraints such as land assembly, preferably in partnership with a lead private sector development partner. Given the land ownership pattern, piecemeal development is unlikely to be achievable and will require a comprehensive approach, led by a detailed development brief. While development will come forward in phases, in response to market demand, site assembly, preparation and servicing is likely to be required in advance. This will be a critical role for the public sector, with a view to a public/private partnership approach to on-site development delivery and sharing of any development returns.

**Financial Appraisal** : Indicative development appraisal suggests a significant potential viability gap based on current development mix and values (see opposite). This could be reduced through refinement of the scheme, but points to the need for strong commitment from the public sector to deliver this important proposal for Grantham's future

**Policy alignment** : Alignment of planning policy is required to confirm the mixed-use proposals and support future land assembly processes. Given the expressed resistance of current landowners, a clear planning policy position will be required to support any potential requirement to resort to compulsory purchase.

**Prioritisation** : This project is considered to be a high priority for masterplan delivery, requiring early commitment of project management resources to move the project forward. The scale and complexity of the scheme, however, points to a long-term delivery strategy.

## DEVELOPMENT APPRAISAL INFORMATION

- **Phasing**
  - Start on site and hotel land sale at month 6
  - 3 phases of offices/residential
  - 9 months to build each phase
  - Each phase sold (12 months after completion of construction) before subsequent phase starts
  - Site works overlap phases 1 and 2
  - LH office investment sold on completion (ie pre-let assumed)
- **Values**
  - FH offices - £150 psf
  - LH offices - £12 psf with 12 month rent free period and 8% net investment yield
  - Town houses - £270,000 each (£180 psf)
  - Flats - £130,000 each (£200 psf)
  - Hotel – Land sale at £500,000
- **Costs**
  - Fixed build costs (demolition, groundworks, new road and infrastructure) - £740,000
  - Unit build costs:-
  - FH offices and residential - £85 psf gross
  - LH offices - £95 psf gross
- **Outcome**
  - Scheme overall requires c. £1.25m of gap funding plus funding for site purchase
- **Comments**
  - Viability is adversely effected by high level of infrastructure cost and 25% affordable housing assumptions
  - Residential element alone should be viable
  - Office values are relatively untested in Grantham and may be conservative. In particular:
    - If early office phase sold well higher values could be established for subsequent phases
    - Value of FH offices is very sensitive to yield adopted. If a tenant of good covenant (eg the "back office" function of a London based company or government department could be attracted on a lease of acceptable length (10 years plus) then a significantly lower yield and higher value could result
    - At least initially, the scheme will require public sector intervention and subsidy to bring it forward.



# ENHANCING THE ROLE OF THE INC

# 8



## 4.8 Extending and enhancing the role of the Isaac Newton Centre

The objective is to both enhance the existing Centre which may be through internal reconfiguration or refurbishment but also to extend its role around the retail heart of the town.



# The Strategic Objective



## DESCRIPTION

Redevelopment of existing car parking/ service areas to extend INC and intensify town centre retail use in the prime area.

## RATIONALE

### Strategic

- ▶ To extend the range and quality of retail provision at INC and improve linkage to the wider town centre retail offer, increasing potential attractiveness of Grantham as a sub-regional destination.

### Local

- ▶ To re-enforce retail provision in the centre and make effective use of under-utilised back-land in the prime area

## POLICY STATEMENT

- 1 To provide a mix of uses that may include:

- ▶ 27,500 sq ft of retail
- ▶ 90 two bed flats of 650 sq ft each

- 2 Comprise ground floor units designed to be suitable for either residential or retail/commercial uses and capable of conversion to respond to market demand

- 3 Make provision for buildings to have a vertical mix of uses to achieve storey heights. Make provision for active retail uses at ground floor especially around public spaces such as cafes, restaurants and specialist shops

- 4 Include parking for residential units which is adequate for their needs but which does not adversely affect the urban form and character of the area. Car parking provision at less than one space per unit will be appropriate where good quality alternatives are integrated and where there is good access to public transport. On site parking for all uses, including multi-storey solutions, should be concealed behind building frontages or below buildings in such a way that active frontages are maintained at street level. Car parking for the disabled should also be included on site
- 5 Provide for servicing by goods vehicles either on side streets or in rear courts.
- 6 Development should be divided into blocks that allow frequent visual, pedestrian and servicing connections particularly between Greenwood Row, High Street and the existing INC.
- 7 Any new development should have variety in height and form to create a more interesting street scene. Corner blocks should be generally of a higher scale. Include buildings up to 3 storeys in height.
- 8 Building frontages should generally stand at the front of plots, defining the full extent of blocks and enclosing each public street or route
- 9 Buildings should achieve high standards of environmental design. Material specification and energy management should demonstrate responsible environmental design principles
- 10 Materials for buildings and the public realm should be of natural or high quality. The use of glass maybe more appropriate around public spaces in particular, to help with achieving transparency between the public realm and internal building activity . A more detailed palette of materials and colours should be agreed jointly between developers and the District Council.
- 11 Provide balconies, verandahs and roof terraces to help articulate frontages and promote surveillance around public spaces and streets

# Project Sheet 1 : GREENWOOD ROW



## KEY DELIVERY ISSUES

- ▶ The site is in multiple ownership and has no current profile, lying at the rear of the High Street. The configuration of future development is constrained by the restricted site area, adjacent uses and access limitations. The principal owner, Morrison's Supermarkets, are unlikely to promote early redevelopment given delivery complexities and this is likely to be a long-term proposition to cater for future expansion of retail use following growth of the town's economy in line with master-plan strategies.
- ▶ The market response to the site is likely to be limited in the short-term given more deliverable projects, such as Greyfriars.

## DELIVERY STRATEGY

This site is a longer-term opportunity for the town centre, which should be reflected in planning policy provisions at this stage. Project management resources should not be diverted to this opportunity until other key sites, including Greyfriars and Wharf Place (the Post Office site) have been advanced to the point of development delivery. Greenwood Row will represent a future phase of town centre redevelopment beyond the current proposals.



## DESCRIPTION

Redevelopment of Post Office / sorting office and Bus Station site for mixed retail/residential use to extend town centre retail offer and intensify retail use in the prime area..

## RATIONALE

### Strategic

- ▶ To extend the range and quality of retail provision in the prime area and increase Grantham's attractiveness as a sub-regional destination.

### Local

- ▶ To create an improved 'gateway' at a key entry point to the town centre in a prominent location.
- ▶ To make beneficial use of the Bus Station site

## POLICY STATEMENT

1 To provide a mix of uses that may include:

- ▶ 28,500 sq ft of retail
- ▶ 95 two bed flats of 650 sq ft each
- ▶ 95 integral parking spaces

2 Comprise ground floor units designed to be suitable for either residential or retail/commercial uses and capable of conversion to respond to market demand

3 Make provision for buildings to have a vertical mix of uses to achieve storey heights. Make provision for active retail uses at ground floor especially around public spaces such as cafes and restaurants

- 4 Include parking for residential units which is adequate for their needs but which does not adversely affect the urban form and character of the area. Car parking provision at less than one space per unit will be appropriate where good quality alternatives are integrated and where there is good access to public transport. On site parking for all uses, including multi-storey solutions, should be concealed behind building frontages or below buildings in such a way that active frontages are maintained at street level. Car parking for the disabled should also be included on site
- 5 Provide for servicing by goods vehicles either on side streets or in rear courts.
- 6 Development should be divided into blocks that allow frequent visual, pedestrian and servicing connections particularly between Wharf Road and the existing INC
- 7 Any new development should have variety in height and form to create a more interesting street scene. Corner blocks should be generally of a higher scale. Include buildings up to 3 storeys in height allowing for key buildings of up to 4 storeys
- 8 Building frontages should generally stand at the front of plots, defining the full extent of blocks and enclosing each public street or route
- 9 Buildings should achieve high standards of environmental design. Material specification and energy management should demonstrate responsible environmental design principles
- 10 Materials for buildings and the public realm should be of natural or high quality. The use of glass maybe more appropriate around public spaces in particular, to help with achieving transparency between the public realm and internal building activity . A more detailed palette of materials and colours should be agreed jointly between developers and the District Council.
- 11 Provide balconies, verandahs and roof terraces to help articulate frontages and promote surveillance around public spaces and streets

# Project Sheet 2 : WHARF PLACE



## KEY DELIVERY ISSUES

- ▶ The Post Office and Bus Station sites have high profile and represent important opportunities to enhance the town's retail offer in the short-medium term. While in mixed ownership overall, key blocks are in single ownership, e.g. Post Office, Baptist Church and Morrison's (Bus Station) creating potential for a phased approach in discrete parcels, rather than requiring a comprehensive approach.
- ▶ Relocation of existing uses will need to be resolved, including the Sorting Office, Bus Station and potentially the Church. However, early relocation of the Sorting Office would create a key opportunity to bring forward an important development site capable of attracting early private sector investment.
- ▶ Subject to relocation of existing uses, the critical need is for a clear development brief for these sites to guide future development and the identification of anchor tenants.

## DELIVERY STRATEGY

**Lead Agency** : Given the complexity of bringing forward these sites in combination, the preferred approach is to advance the Post Office site as a discrete opportunity within the context of a wider proposal to extend INC and the prime retail area onto Wharf Road.

Given the constraints associated with relocation of the Baptist Church, which has recently been refurbished, a development scheme should be configured that leaves the Church in-site in the short – medium term.

The public sector needs to take a pro-active role in working with the Post Office to secure a relocation opportunity and work up a redevelopment scheme that can be marketed to attract development/occupier interest. Bus Station redevelopment would be Phase 2 of the scheme and subject to the successful delivery of Phase 1.

**Financial Appraisal** : The Post Office site is of sufficient size to accommodate a larger floorplate retail unit with potential for residential apartments on upper floors, creating a landmark building in this 'gateway' location. Indicative development appraisal suggests a viable scheme can be configured, subject to the cost of relocation of the existing use (see opposite).

**Policy alignment** : The scheme is consistent with current Development Plan policies but will require a detailed planning brief to govern development delivery given the high profile location of the site.

Stronger policies to encourage in-centre development will improve investor confidence and thus enhance delivery prospects.

**Timescale** : This project is considered to be a medium priority for masterplan delivery given the prominence of the Post Office and Bus Station sites in this area of the town, but the scheme is of lesser importance than Station Point and Greyfriars in terms of enhancing the town's sub-regional role. Delivery is potentially medium term, subject to the timing of relocations, but could be delivered within a short timescale once the site is made available to the market.

## DEVELOPMENT APPRAISAL INFORMATION

- **Phasing**
  - Start on site at month 6
  - Phase 1 Post Office site
  - 12,200 sq ft of retail
  - 45 flats
  - Phase 2 Bus Station site
  - 16,300 sq ft of retail
  - 50 flats
  - 12 months to build each phase
  - 12 months for sale of flats following completion of each phase
  - Retail investments sold on completion (ie pre-lets assumed)
- **Values**
  - Retail - rent of £20 psf overall with 12 month rent free and 6% net investment yield
  - Flats - £130,000 each (£200 psf)
- **Costs**
  - Fixed build costs (demolition and infrastructure) - £90,000
  - Unit build costs:
    - Retail - £60 psf
    - Flats - £90 psf
    - Parking - £7,500 per space
- **Outcome**
  - Scheme overall produces positive site value of c. £2.15m
- **Comments**
  - The significant residual site value and profit margin assumed (20%) indicates that it should be possible for this scheme to be procured by the private sector. However, it will be necessary to evaluate the cost of relocating, in particular, the bus station to establish whether or not the scheme can be entirely procured without public sector subsidy



# ENHANCING GRANTHAM AS A DESTINATION

# 9



## 4.9 Enhancing Grantham as a destination

Further development within the town centre is necessary in order to improve the appeal of Grantham as a place to visit and spend more time in. This needs to be an exciting and attractive development that will draw people from a wide catchment and become part of the towns' distinctive offer.



# The Strategic Objective



**VIEW OF NEW DEVELOPMENT AT GREYFRIARS**

## DESCRIPTION

Development of under-utilised land to the rear of Westgate west, to create a major new retail and leisure destination for Grantham, including residential use, with 'lanes' linking to Westgate and Market Place

## RATIONALE

### Strategic

- ▶ To deliver a 'step change' in the profile of Grantham's town centre retail/leisure offer and secure representation from key operators capable of increasing the town's penetration of sub-regional/ regional catchments. The site is capable of accommodating larger retail/leisure floorplates, attracting regional operators.

### Local

- ▶ To make beneficial use of under-used land close to the town centre, closely integrated with the commercial core and achieve greater concentration of retail/leisure activity in the urban centre.

## POLICY STATEMENT

- 1 To provide a mix of uses that may include:
  - ▶ An uncovered shopping centre containing retail and restaurant units, c. 4 screen cinema, flats and associated car parking – more particularly:
    - ▶ 48,000 sq ft of shops/restaurants
    - ▶ 12,000 sq ft cinema
    - ▶ Car parking – 60 spaces for flats and 100 for public use
- 2 Comprise ground floor units designed to be suitable for either residential or retail/commercial uses and capable of conversion to respond to market demand
- 3 Make provision for buildings to have a vertical mix of uses to achieve storey heights. Make provision for active retail uses at ground floor especially around public spaces such as cafes, restaurants and specialist shops
- 4 Include parking for residential units which is adequate for their needs but which does not adversely affect the urban form and character of the area. Car parking provision at less than one space per unit will be appropriate where good quality alternatives are integrated and where there is good access to public transport. On site parking for all uses, including multi-storey solutions, should be concealed behind building frontages or below buildings in such a way that active frontages are maintained at street level. Car parking for the disabled should also be included on site
- 5 Provide for servicing by goods vehicles either on side streets or in rear courts.
- 6 Development should be divided into blocks that allow frequent visual, pedestrian and servicing connections particularly between Greyfriars, Westgate, Conduit Lane and the former Cattle Market site
- 7 Any new development should have variety in height and form to create a more interesting street scene. Corner blocks should be generally of a higher scale. Include buildings up to 3 storeys in height allowing for key buildings of up to 4 storeys
- 8 Building frontages should generally stand at the front of plots, defining the full extent of blocks and enclosing each public street or route
- 9 Buildings should achieve high standards of environmental design. Material specification and energy management should demonstrate responsible environmental design principles
- 10 Materials for buildings and the public realm should be of natural or high quality. The use of glass maybe more appropriate around public spaces in particular, to help with achieving transparency between the public realm and internal building activity . A more detailed palette of materials and colours should be agreed jointly between developers and the District Council.
- 11 Provide balconies, verandahs and roof terraces to help articulate frontages and promote surveillance around public spaces and streets

# Project Sheet 1 : GREYFRIARS



**VIEW OF MARKET PLACE WITH GREYFRIARS DEVELOPMENT IN THE BACKGROUND**

## KEY DELIVERY ISSUES

- ▶ The site currently lacks profile and linkage and is in multiple ownership. It represents a major delivery challenge, but its impact would be critical in repositioning Grantham's offer. The site falls into two main parcels:
  - Conduit Lane car park, which is in public ownership
  - Greyfriars, to the rear of Westgate in mixed private ownership.
- ▶ The principal landowners have expressed positive interest in achieving redevelopment.
- ▶ Conduit Lane could be brought forward as a free-standing development opportunity given physical separation and public ownership but value could be enhanced through a comprehensive approach linked with Greyfriars.
- ▶ Access issues will need to be fully addressed in terms of vehicular routes from key arrival points and pedestrian routes to Westgate. This may require further strategic acquisitions in line with detailed scheme proposals.
- ▶ The disposition of retail/leisure uses will need to be carefully planned through a detailed masterplan to create an optimum layout and maximise potential values.
- ▶ There is significant potential market interest in this scheme but the scheme will need to attract confirmed end users in advance of delivery commitments, including major leisure /retail occupiers.

## DELIVERY STRATEGY

**Lead Agency** : This is a major and complex scheme, but the willingness of the current owners to advance redevelopment is a very positive starting point. While the public sector will need to engage in pro-active project management, the scheme should be capable of attracting private sector lead developer interest, subject to appropriate landowner agreements to facilitate a comprehensive approach. Joint working between the landowners and SKDC to assemble a detailed development brief is required as a basis for marketing the opportunity to developer/end users. An effective developer engagement strategy is required, possibly through development competition. This could be co-ordinated by the public sector but with a view to a joint venture approach to delivery, integrating the public and private sector inputs.

**Financial Appraisal** : Indicative development appraisal suggests that, on the basis of the assumed retail, leisure and residential mix, a viable scheme could be configured (see over). This is highly sensitive, however, to securing anchor tenants to drive maximum values. The impact of incentives to secure key occupiers, such as a cinema, impacts on viability prospects. However, the appraisal suggests that the public sector could achieve a positive return on any requirement for pump-priming investment, such as land contribution through Conduit Lane car park.

**Policy alignment** : The scheme is consistent with current Development Plan policies but will require a detailed masterplan to govern development delivery. Stronger policies to encourage in-centre and discourage out-of-centre development will improve investor confidence and thus enhance delivery prospects.

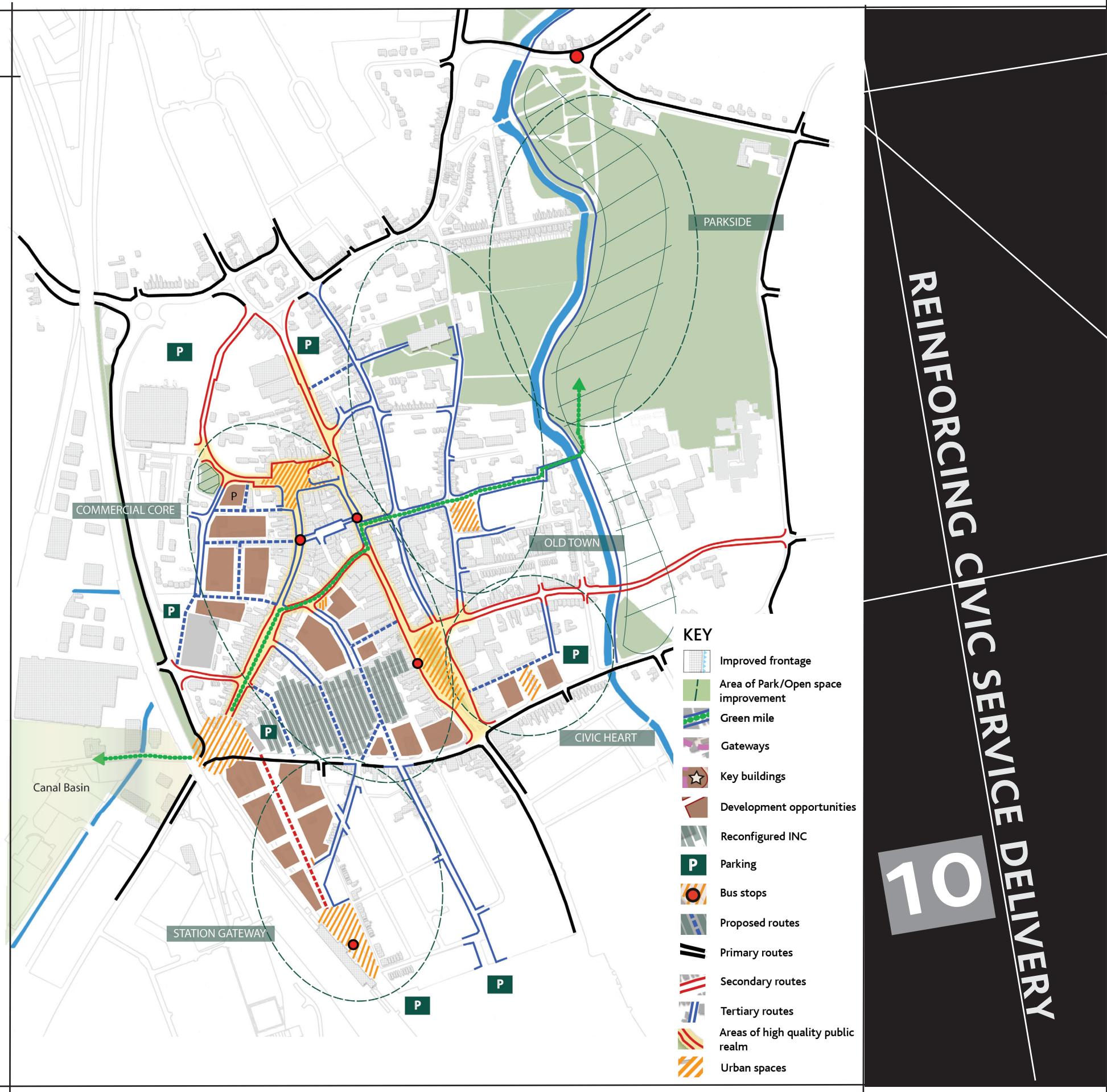
**Timescale** : This project is considered to be a high priority for masterplan delivery given its key role in re-positioning Grantham's retail/leisure offer. While the complexity of the scheme will mitigate against short-term delivery, the co-operation of landowners points to medium-term delivery prospects, subject to effective project management support from the public sector and proactive marketing of the opportunity.



**ILLUSTRATIVE LAYOUT OF GREYFRIARS**

## DEVELOPMENT APPRAISAL INFORMATION

- **Phasing**
  - It is assumed that the scheme would need to be built as one entity
  - Start on site – month 12
  - Build period – 2 years
  - Lettings/sales spread over 12 month period from completion
- **Values**
  - Retail/restaurant – rent of £20 overall with 12 month rent free and net investment yield of 6.5 %
  - Cinema – rent of £11 psf with total incentive (for rent free, fit out contribution etc) of £1m and net investment yield of 6.5%
  - Two bed flats - £130,000 each (£200 psf)
  - One bed flats - £100,000 each (£200 psf)
  - Parking - 100 spaces producing income of £500 per annum per space and net investment yield of 6%
- **Costs**
  - Fixed build costs (demolition, public realm and infrastructure)
    - £500,000
  - Unit build costs:
    - Retail/restaurants - £60 psf
    - Cinema - £100 psf
    - Flats - £90 psf
    - Car parking - £7,500 per space
- **Outcome**
  - Scheme overall produces positive site value of c. £1.8m
- **Comments**
  - The site value, whilst positive, is unlikely to be sufficient to cover the cost of assembling the site and so an element of public sector funding is likely to be required to bring the scheme forward
  - Sensitivity analysis shows that the cinema element creates an appraisal deficit of c. £1m ie roughly equivalent to the cinema incentive. The advantages of having a cinema (magnet for the scheme and the town, enhancement of nighttime economy, possible relocation of existing cinema to facilitate further development etc) will have to be weighed against the cost disadvantage
  - The cost of providing 25 % affordable housing element is estimated at c. £1.4m. A lesser affordable provision would clearly help viability.





## 4.10 Reinforcing civic service delivery

Grantham has a collection of civic buildings focused around the Guildhall that need to be reinforced and enhanced in order to provide the focus for community and public service delivery.



# The Strategic Objective



## DESCRIPTION

Enhancement to the Guildhall to improve its potential as a visitor attraction and civic asset for Grantham

## RATIONALE

### Strategic

- ▶ To enhance a key civic asset to improve the town's sub-regional role.

### Local

- ▶ To improve the image and profile of the town's civic quarter to support town centre regeneration and economic potential

## POLICY STATEMENT

- 1 To provide a mix of uses that may include:

- ▶ Leisure and cultural activities
- ▶ Enhanced Tourist Information Point
- ▶ SKDC Customer Service Point

- 2 Any necessary refurbishment should achieve high standards of environmental design. Material specification and energy management should demonstrate responsible environmental design principles

- 3 Provision for re-using the front entrance to make the use of the building more legible to visitors

## KEY DELIVERY ISSUES

- ▶ The Guildhall represents an important asset for Grantham and has the potential for an enhanced role as a leisure and civic facility. The Council controls the asset and therefore can progress delivery on an enhancement programme without constraint, subject to funding

## DELIVERY STRATEGY

**Lead Agency :** The Council will lead this project. The initial step shall be a detailed review of the form and function of the Guildhall and the development of a masterplan for its enhancement and re-configuration

**Financial Appraisal :** No specific scheme has been devised/appraised at this stage. External funding is likely to be required, including Lottery bodies being the most likely sources, match-funded by Council funding and potentially private sector sponsorship. The long-term revenue implications will need to be fully assessed to ensure long-term sustainability of this important town asset.

**Policy alignment :** No issues

**Timescale :** This is a low priority project, given that the Guildhall performs an acceptable role at present, but has unrealised potential that should be examined. Delivery of an enhancement could be achieved in the short-term, subject to funding being made available. Early work on an enhancement scheme and external funding bids should be progressed.

# Project Sheet 1 : GUILDHALL



## DESCRIPTION

Expansion of civic service and health facilities onto sites fronting St. Catherine's Road, including ancillary residential and retail development

## RATIONALE

### Strategic

- ▶ To strengthen town centre civic service facilities to create a 'hub' of provision and 'one stop' facility reflecting Grantham's enhanced sub-regional role.

### Local

- ▶ To improve the attractiveness of the town's civic quarter, to act as a draw for town centre uses and support town centre vitality and viability.

- 5 Building frontages should generally stand at the front of plots, defining the full extent of blocks and enclosing each public street or route
- 6 Buildings should achieve high standards of environmental design. Material specification and energy management should demonstrate responsible environmental design principles
- 7 Materials for buildings and the public realm should be of natural or high quality. The use of glass maybe more appropriate around public spaces in particular, to help with achieving transparency between the public realm and internal building activity . A more detailed palette of materials and colours should be agreed jointly between developers and the District Council.
- 8 Provide balconies, verandahs and roof terraces to help articulate frontages and promote surveillance around public spaces and streets

## POLICY STATEMENT

- 1 To provide a mix of uses that may include:
  - ▶ Community facilities
  - ▶ Health services + associated retail
  - ▶ Residential
  - ▶ Library
- 2 Provide for servicing by goods vehicles either on side streets or in rear courts.
- 3 Development should be divided into blocks that allow frequent visual, pedestrian and servicing connections particularly between St Peters Hill and Welham Street
- 4 Any new development should have variety in height and form to create a more interesting street scene. Corner blocks should be generally of a higher scale. Include buildings up to 3 storeys in height.

# Project Sheet 2 : COMMUNITY AND WELL BEING CENTRE



## KEY DELIVERY ISSUES

- ▶ This area comprises a mix of uses unrelated to the core function of this area as a civic quarter. Existing leisure uses, such as the cinema, while of local significance, do not provide the level of sub-regional offer that is required. The focus for such uses in the masterplan will be Greyfriars.
- ▶ Delivery will require a clear definition of the mix of additional public sector service functions that could be accommodated on the sites through a review of existing town centre provision. Options could include relocation of the existing library and expansion of health care provision.
- ▶ Existing uses, such as the cinema, would need to be relocated. Subject to the quality of the operation, this could potentially be relocated to Greyfriars, but it is important to ensure that a new cinema is of the quality to act as a sub-regional attraction. The existing car park site could offer opportunity for mixed use including civic uses and residential

## DELIVERY STRATEGY

**Lead Agency** : The concept of the civic quarter will require further development and master planning to determine a precise mix of activity for future expansion. The Council should take the lead, in conjunction with other public sector agencies such as the County Council and PCT. The Council will need to review its own accommodation strategy as part of this process.

**Financial Appraisal** : A detailed scheme will need to be devised prior to any meaningful financial appraisal

**Policy alignment** : No issues

**Timescale** : This is a low priority project given that it is not fundamental to the masterplan. However, in the short-term clear planning policies are required to confirm the range of uses to be promoted in the future. This will restrict any further retail or leisure use, which could conflict with the enhancement of the town centre. Delivery timescales are likely to be medium-term, pending a full assessment of civic service delivery in the town centre



11

ENCOURAGING URBAN LIVING



## 4.11 Encouraging urban living

People living within the town centre will encourage more activity at different times of the day and provide the opportunity for people to live and work within a walkable distance



# The Strategic Objective



**VIEW ALONG STATION BOULEVARD TOWARDS GRANTHAM STATION**

## DESCRIPTION

Development of new urban housing as part of new mixed use quarter linked to rail station and town centre. Residential use will be ancillary to the principal role of the site as a new business quarter for Grantham.

## RATIONALE

### Strategic

- ▶ To enhance Grantham's urban housing offer by improving the quality and choice of housing in close proximity to the town centre, seeking to attract and retain higher skilled labour to support economic diversification.

### Local

- ▶ To ensure a mixed used approach to Station Point and improve the potential viability of the proposed office component.

## POLICY STATEMENT

- 1 To provide a mix of uses that may include:

- ▶ 50 town houses of 1,500 sq ft net each
- ▶ 60 two bed flats of 650 sq ft each

- 2 Comprise ground floor units designed to be suitable for either residential or retail/commercial uses and capable of conversion to respond to market demand

- 3 Make provision for buildings to have a vertical mix of uses to achieve storey heights. Make provision for active retail uses at ground floor especially around public spaces such as cafes, restaurants and specialist shops (subject to market demand)

- 4 Include parking for residential units which is adequate for their needs but which does not adversely affect the urban form and character of the area. Car parking provision at less than one space per unit will be appropriate where good quality alternatives are integrated and where there is good access to public transport. On site parking for all uses, including multi-storey solutions, should be concealed behind building frontages or below buildings in such a way that active frontages are maintained at street level. Car parking for the disabled should also be included on site
- 5 Development should be divided into blocks that allow frequent visual, pedestrian and servicing connections particularly between Station boulevard and Railway Terrace and Queen Street
- 6 Any new development should have variety in height and form to create a more interesting street scene. Corner blocks should be generally of a higher scale. Include buildings up to 3 storeys in height allowing for key buildings of up to 5 storeys
- 7 Building frontages should generally stand at the front of plots, defining the full extent of blocks and enclosing each public street or route
- 8 Buildings should achieve high standards of environmental design. Material specification and energy management should demonstrate responsible environmental design principles
- 9 Materials for buildings and the public realm should be of natural or high quality. The use of glass maybe more appropriate around public spaces in particular, to help with achieving transparency between the public realm and internal building activity . A more detailed palette of materials and colours should be agreed jointly between developers and the District Council.
- 10 Provide balconies, verandahs and roof terraces to help articulate frontages and promote surveillance around public spaces and streets

# Project Sheet 1 : STATION POINT



**ILLUSTRATIVE LAYOUT FOR STATION POINT**

## KEY DELIVERY ISSUES

- ▶ The site is in mixed ownership (principally Tanvic Tyres and Jewsons timber merchants). Redevelopment would necessitate relocating existing uses and sufficient incentive for current landowners to participate in a development project – the provision of an acceptable level of rail user car parking will also be required. Existing residential properties add to the complexity of the local assembly requirements.
- ▶ There is potential market demand for residential apartments in Grantham, with proximity to rail services and an improving town centre being key market drivers. It will be important to bring forward development in mixed phases of residential and employment use to maximise cross funding opportunities between these uses.
- ▶ Existing access arrangements to the site will require re-configuration and the proposals include a new access/spine road through the site.

## DELIVERY STRATEGY

**Lead Agency** : This is a complex scheme which is likely to require a public sector led delivery approach to address strategic constraints such as land assembly, preferably in partnership with a lead private sector development partner. Given the land ownership pattern, piecemeal development is unlikely to be achievable and will require a comprehensive approach, led by a detailed development brief. While development will come forward in phases, in response to market demand, site assembly, preparation and servicing is likely to be required in advance. This will be a critical role for the public sector, with a view to a public/private partnership approach to on-site development delivery and sharing of any development returns.

**Financial Appraisal** : Indicative development appraisal suggests a significant potential viability gap based on current development mix and values (see opposite). This could be reduced through refinement of the scheme, including the potential to reduce affordable housing requirements but points to the need for strong commitment from the public sector to deliver this important proposal for Grantham's future.

**Policy alignment** : Alignment of planning policy is required to confirm the mixed-use proposals and support future land assembly processes. Given the expressed resistance of current landowners, a clear planning policy position will be required to support any potential requirement to resort to compulsory purchase.

**Prioritisation** : This project is considered to be a high priority for masterplan delivery, requiring early commitment of project management resources to move the project forward. The scale and complexity of the scheme, however, points to a long-term delivery strategy.

## DEVELOPMENT APPRAISAL INFORMATION

- **Phasing**
  - Start on site and hotel land sale at month 6
  - 3 phases of offices/residential
  - 9 months to build each phase
  - Each phase sold (12 months after completion of construction) before subsequent phase starts
  - Site works overlap phases 1 and 2
  - LH office investment sold on completion (ie pre-let assumed)
- **Values**
  - FH offices - £150 psf
  - LH offices - £12 psf with 12 month rent free period and 8% net investment yield
  - Town houses - £270,000 each (£180 psf)
  - Flats - £130,000 each (£200 psf)
  - Hotel – Land sale at £500,000
- **Costs**
  - Fixed build costs (demolition, groundworks, new road and infrastructure) - £740,000
  - Unit build costs:-
  - FH offices and residential - £85 psf gross
  - LH offices - £95 psf gross
- **Outcome**
  - Scheme overall requires c. £1.25m of gap funding plus funding for site purchase
- **Comments**
  - Viability is adversely effected by high level of infrastructure cost and 25% affordable housing assumptions
  - Residential element alone should be viable
  - Office values are relatively untested in Grantham and may be conservative. In particular:
  - If early office phase sold well higher values could be established for subsequent phases
  - Value of FH offices is very sensitive to yield adopted. If a tenant of good covenant (eg the "back office" function of a London based company or government department could be attracted on a lease of acceptable length (10 years plus) then a significantly lower yield and higher value could result
  - At least initially, the scheme will require public sector intervention and subsidy to bring it forward.



**VIEW ALONG GREEN MILE AND NEW DEVELOPMENT AT CASTLEGATE**

## DESCRIPTION

Redevelopment of former Kwik Save site for urban housing in the historic core of the town. The scheme potentially forms a key element within the project referred to previously as the Green Mile.

## RATIONALE

### Strategic

- ▶ Enhanced diversity and choice in residential offer within the town centre, to attract and retain higher skilled labour to support economic diversity.

### Local

- ▶ Early redevelopment of key site in the centre of the town, enhancing urban form and supporting the ongoing enhancement of the historic core of Grantham, well integrated with the town centre, including Green Mile proposal

## POLICY STATEMENT

- 1 To provide a mix of uses that may include:
  - ▶ 30 town houses of 1,500 sq ft net each
  - ▶ 18 two bed flats of 650 sq ft each
- 2 Comprise ground floor units designed to be suitable for either residential or retail/commercial uses and capable of conversion to respond to market demand
- 3 Make provision for active retail uses at ground floor especially around public spaces such as cafes, restaurants and specialist shops
- 4 Provide for servicing by goods vehicles either on side streets or in rear courts.
- 5 Include parking for residential units which is adequate for their needs but which does not adversely affect the urban form and character of the area. Car parking provision at less than one space per unit will be appropriate where good quality alternatives are integrated and where there is good access to public transport. On site parking for all uses, including multi-storey solutions, should be concealed behind building frontages or below buildings in such a way that active frontages are maintained at street level. Car parking for the disabled should also be included on site
- 6 Development should be divided into blocks that allow frequent visual, pedestrian and servicing connections particularly between Finkin Street and the Park
- 7 Any new development should have variety in height and form to create a more interesting street scene. Corner blocks should be generally of a higher scale. Include buildings up to 2 storeys in height allowing for key buildings of up to 3 storeys
- 8 Building frontages should generally stand at the front of plots, defining the full extent of blocks and enclosing each public street or route
- 9 Buildings should achieve high standards of environmental design. Material specification and energy management should demonstrate responsible environmental design principles
- 10 Materials for buildings and the public realm should be of natural or high quality. The use of glass maybe more appropriate around public spaces in particular, to help with achieving transparency between the public realm and internal building activity . A more detailed palette of materials and colours should be agreed jointly between developers and the District Council.
- 11 Provide balconies, verandahs and roof terraces to help articulate frontages and promote surveillance around public spaces and streets

# Project Sheet 2 : CASTLEGATE



**ILLUSTRATIVE LAYOUT FOR CASTLEGATE**

## KEY DELIVERY ISSUES

- ▶ The Kwik Save site is being advanced as an early project in Grantham's regeneration through disposal for residential development. An effective development brief is required to ensure that the scheme delivers maximum benefit in terms of masterplan principles.
- ▶ There is strong market demand from regional/national housebuilders for the site and there are no significant delivery constraints.

## DELIVERY STRATEGY

**Lead Agency** : An effective redevelopment scheme can be delivered, with the public sector role being to establish a clear development brief based on masterplan principles.

**Financial Appraisal** : The site is being disposed of at open market value. There are no viability issues..

**Policy alignment** : No issues.

**Prioritisation** : This is a low priority scheme in terms of masterplan delivery, other than the benefits of securing early redevelopment of the site for beneficial use. Delivery will be achieved in the short-term.



**VIEW OF NEW DEVELOPMENT AT GREYFRIARS**

## DESCRIPTION

Provision of residential uses as part of the retail/leisure 'destination' scheme west of Watergate

## RATIONALE

### Strategic

- ▶ To enhance the diversity and choice in urban living within the town centre to attract and retain higher skilled labour to support economic diversification.

### Local

- ▶ To deliver an effective mixed used outcome on this key town centre development site and to support scheme viability.
- ▶ To achieve development compatibility with adjoining uses.

## POLICY STATEMENT

- 1 To provide a mix of uses that may include:
  - ▶ 50 two bed flats of 650 sq ft each
  - ▶ 50 one bed flats of 500 sq ft each
- 2 Comprise ground floor units designed to be suitable for either residential or retail/commercial uses and capable of conversion to respond to market demand
- 3 Make provision for buildings to have a vertical mix of uses to achieve storey heights. Make provision for active retail uses at ground floor especially around public spaces such as cafes, restaurants and specialist shops
- 4 Provide for servicing by goods vehicles either on side streets or in rear courts.
- 5 Include parking for residential units which is adequate for their needs but which does not adversely affect the urban form and character of the area. Car parking provision at less than one space per unit will be appropriate where good quality alternatives are integrated and where there is good access to public transport. On site parking for all uses, including multi-storey solutions, should be concealed behind building frontages or below buildings in such a way that active frontages are maintained at street level. Car parking for the disabled should also be included on site
- 6 Development should be divided into blocks that allow frequent visual, pedestrian and servicing connections particularly between Greyfriars, Westgate, Cnduit Lane and the former Cattle Market site.
- 7 Any new development should have variety in height and form to create a more interesting street scene. Corner blocks should be generally of a higher scale. Include buildings up to 3 storeys in height allowing for key buildings of up to 5 storeys
- 8 Building frontages should generally stand at the front of plots, defining the full extent of blocks and enclosing each public street or route
- 9 Buildings should achieve high standards of environmental design. Material specification and energy management should demonstrate responsible environmental design principles
- 10 Materials for buildings and the public realm should be of natural or high quality. The use of glass maybe more appropriate around public spaces in particular, to help with achieving transparency between the public realm and internal building activity . A more detailed palette of materials and colours should be agreed jointly between developers and the District Council.
- 11 Provide balconies, verandahs and roof terraces to help articulate frontages and promote surveillance around public spaces and streets

# Project Sheet 3 : GREYFRIARS



**VIEW OF MARKET PLACE WITH GREYFRIARS DEVELOPMENT IN THE BACKGROUND**

## KEY DELIVERY ISSUES

- ▶ The delivery of residential use on the site could be achieved on a market led basis (ref. existing planning permission within the site). However, a comprehensive approach will achieve better integration of residential and commercial uses with the scheme, including provision of a residential 'edge' to reflect existing housing to the west. Residential use proposed is part of mixed use of the Conduit Road car park redevelopment and integrated with the rest of the scheme.
- ▶ The principal landowners have expressed positive interest in the overall Greyfriars project.
- ▶ There is likely to be significant market interest in this scheme and the residential element will need to be carefully planned as part of a detailed site masterplan to optimise mix and development values.

## DELIVERY STRATEGY

**Lead Agency** : This is a major and complex scheme, but the willingness of the current owners to advance redevelopment is a very positive starting point. While the public sector will need to engage in pro-active project management, the scheme should be capable of attracting private sector lead developer interest, subject to appropriate landowner agreements to facilitate a comprehensive approach. Joint working between the landowners and SKDC to assemble a detailed development brief is required as a basis for marketing the opportunity to developer/end users. An effective developer engagement strategy is required, possibly through development competition. This could be co-ordinated by the public sector but with a view to a joint venture approach to delivery, integrating the public and private sector inputs.

**Financial Appraisal** : A freestanding residential project is likely to be viable and deliverable by the private sector in isolation. Indicative development appraisal of the comprehensive scheme suggests that, on the basis of the assumed retail, leisure and residential mix, a viable scheme could be configured. (see over). This is highly sensitive, however, to securing anchor tenants to drive maximum values. The impact of incentives to secure key occupiers, such as a cinema, impacts on viability prospects. However, the appraisal suggests that the public sector could achieve a positive return on any requirement for pump-priming investment, such as land contribution through Conduit Lane car park.

**Policy alignment** : The scheme is consistent with current Development Plan policies but will require a detailed masterplan to govern development delivery. Stronger policies to encourage in-centre and discourage out-of-centre development will improve investor confidence and thus enhance delivery prospects.

**Timescale** : This project is considered to be a high priority for masterplan delivery given its key role in re-positioning Grantham's retail/leisure offer. While the complexity of the scheme will mitigate against short-term delivery, the co-operation of landowners points to medium-term delivery prospects, subject to effective project management support from the public sector and proactive marketing of the opportunity.



## DEVELOPMENT APPRAISAL INFORMATION

- **Phasing**

- It is assumed that the scheme would need to be built as one entity
- Start on site – month 12
- Build period – 2 years
- Lettings/sales spread over 12 month period from completion

- **Values**

- Retail/restaurant – rent of £20 overall with 12 month rent free and net investment yield of 6.5 %
- Cinema – rent of £11 psf with total incentive (for rent free, fit out contribution etc) of £1m and net investment yield of 6.5%
- Two bed flats - £130,000 each (£200 psf)
- One bed flats - £100,000 each (£200 psf)
- Parking - 100 spaces producing income of £500 per annum per space and net investment yield of 6%

- **Costs**

- Fixed build costs (demolition, public realm and infrastructure)
  - £500,000
- Unit build costs:-
- Retail/restaurants - £60 psf
- Cinema - £100 psf
- Flats - £90 psf
- Multi-storey car park - £7,500 per space

- **Outcome**

- Scheme overall produces positive site value of c. £1.8m

- **Comments**

- The site value, whilst positive, is unlikely to be sufficient to cover the cost of assembling the site and so an element of public sector funding is likely to be required to bring the scheme forward
- Sensitivity analysis shows that the cinema element creates an appraisal deficit of c. £1m ie roughly equivalent to the cinema incentive. The advantages of having a cinema (magnet for the scheme and the town, enhancement of nighttime economy, possible relocation of existing cinema to facilitate further development etc) will have to be weighed against the cost disadvantage
- The cost of providing 25 % affordable housing element is estimated at c. £1.4m. A lesser affordable provision would clearly help viability.



# CREATING DISTINCTIVE GATEWAYS

## 12



#### 4.12 Creating distinctive gateways and arrival points

The objective is to ensure key gateways and arrival points into Grantham are distinctive and memorable and provide a clear indication of the quality of environment behind them.



## The Strategic Objective



## DESCRIPTION

Creating high quality gateways at:

- ▶ the rail station
- ▶ Harlaxton and Wharf Road
- ▶ A52 and A607 at the ASDA junction
- ▶ top of Watergate
- ▶ top of Castlegate
- ▶ northern end of Wyndham Park
- ▶ Bridge close to Agnes Street
- ▶ London Road and Wharf Road

## RATIONALE

For visitors and residents to realise they are entering a different and distinctive place based on high quality development and public realm design. It also supports the legibility of a place and defining different character areas

## POLICY STATEMENT

- 1 Ensure the inclusion of bespoke public art at the A52 and A607 junction at ASDA, top of Watergate, top of Castlegate and the northern end of Wyndham Park
- 2 Encourage the development of a new contemporary landmark bridge over the River Witham behind Agnes Street.
- 3 Build distinctive buildings and spaces at the rail station, Harlaxton and Wharf Road and London and Wharf Road at the former Post Office site in particular.

## KEY DELIVERY ISSUES

- ▶ Aligning with the Public Art Strategy produced by South Kesteven District Council
- ▶ Negotiating with Third Party landowners
- ▶ Funding for public art projects

## DELIVERY STRATEGY

**Lead Agency** : South Kesteven District Council and landowners

**Critical Path** : 

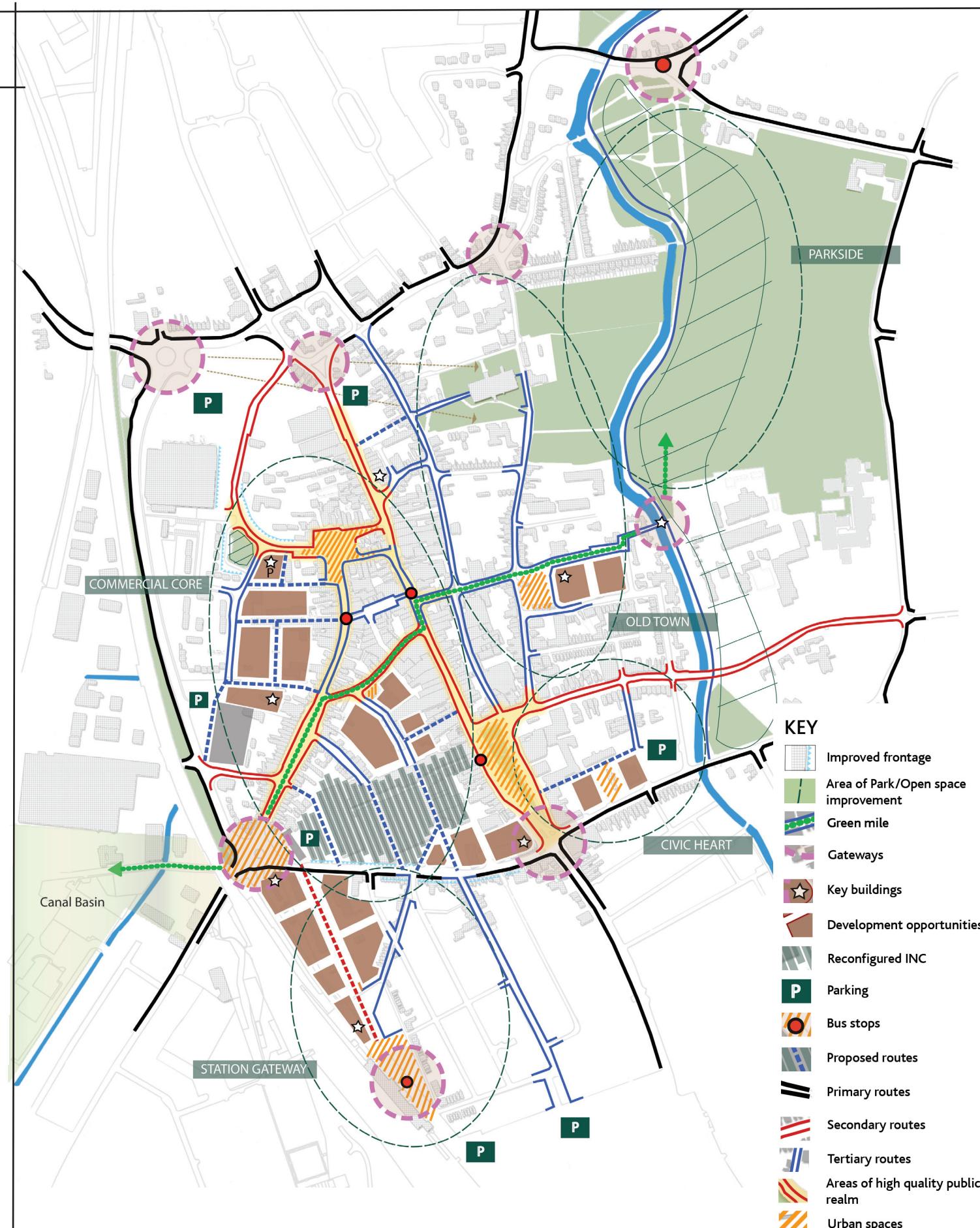
- ▶ Undertake more detailed survey of landownership
- ▶ Review public art strategy
- ▶ Commission artist

**Funding** : South Kesteven District Council, developers, Arts Council

**Timescale** : Medium

**Priority** : Low

# Project Sheet 1 : **EIGHT GATEWAYS**



## KEY VISTAS, BUILDINGS AND FRONTAGES

# 13



#### 4.13 Enhancing key vistas, buildings and frontages

The objective is to protect key views to St Wulframs Church in particular, enhance and improve key frontages and provide key buildings at important locations



## The Strategic Objective



## DESCRIPTION

Identifying important visual corridors especially to St Wulframs, highlighting areas of frontage improvement and the location of key buildings

## RATIONALE

The importance of protecting visual corridors and identifying key buildings adds to the way people orientate themselves around town by using them as visual reference points. St Wulframs Church is also a defining building within Grantham where its setting and importance should be protected

## POLICY STATEMENT

- ▶ All new development should have active frontages on to public streets, lanes and footpaths including windows, entrances and doors
- ▶ Improved frontages through better aesthetic quality, public realm treatment and new development should be considered along Wharf Road and Union Street in particular.
- ▶ No new development should occur that will obscure views of St Wulframs Church especially looking east from the A52/A607 ASDA junction
- ▶ Key buildings to be located at Wharf Place (the former Post Office site), at the corner of Conduit Lane and Greyfriars, outside the rail station, at the corner of Wharf Road and Harlaxton Road and as part of the new development at Castlegate.

## KEY DELIVERY ISSUES

- ▶ Development pressure along key visual corridors
- ▶ Negotiating with Third Party landowners

## DELIVERY STRATEGY

**Lead Agency :** South Kesteven District Council and developers

**Critical Path :**

- ▶ Undertake a Tall Buildings Study
- ▶ Development of site schemes

**Funding :** South Kesteven District Council, developers and landowners

**Timescale :** Dependant on development projects for key buildings. Improved frontages medium timescale

**Priority :** Medium

illustrative masterplan

5

# 5.0 Illustrative masterplan

This section identifies an illustrative masterplan

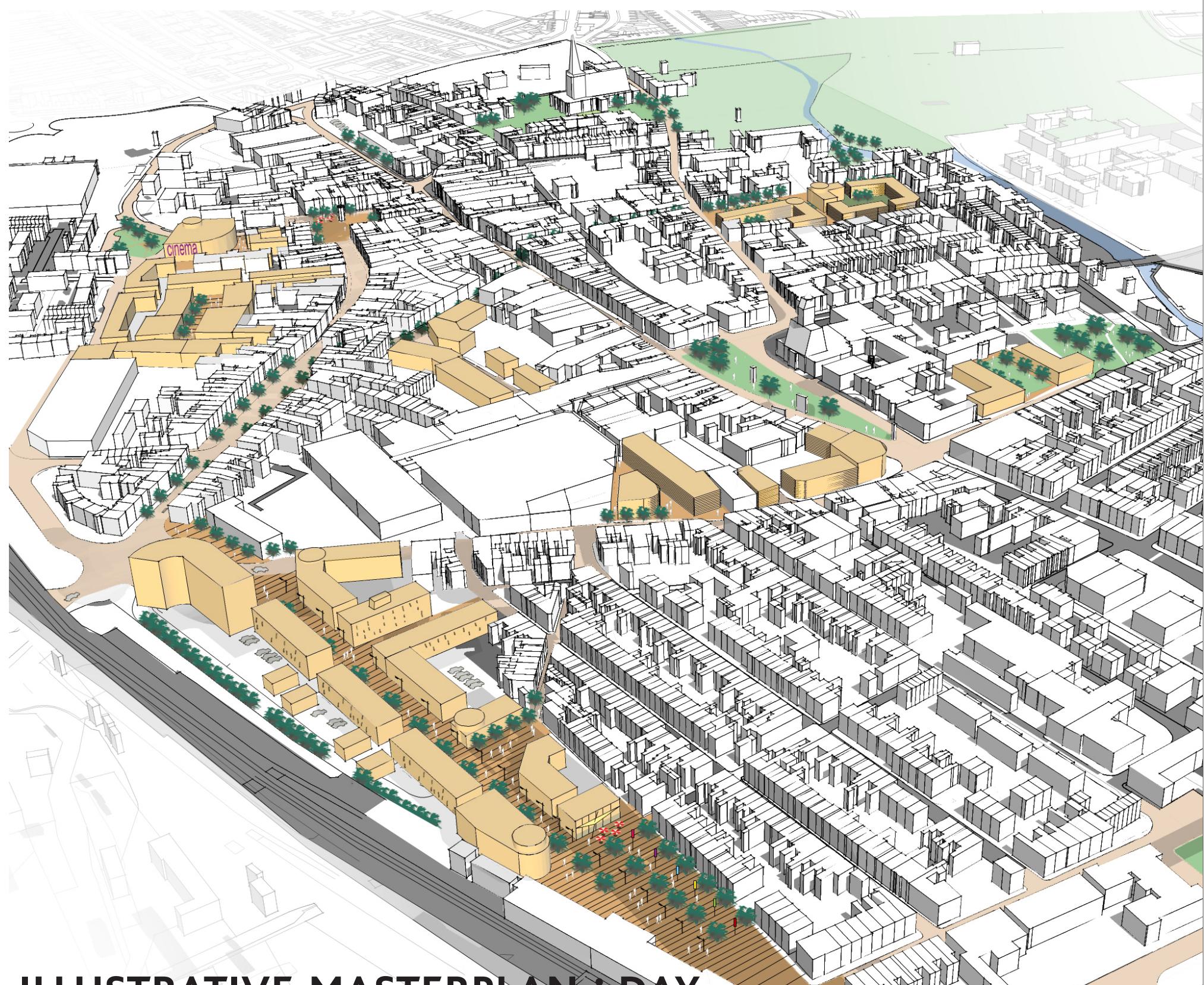
that demonstrates one possible illustration of how Grantham will look

if the level of development proposed is delivered and the changes in public realm are realised

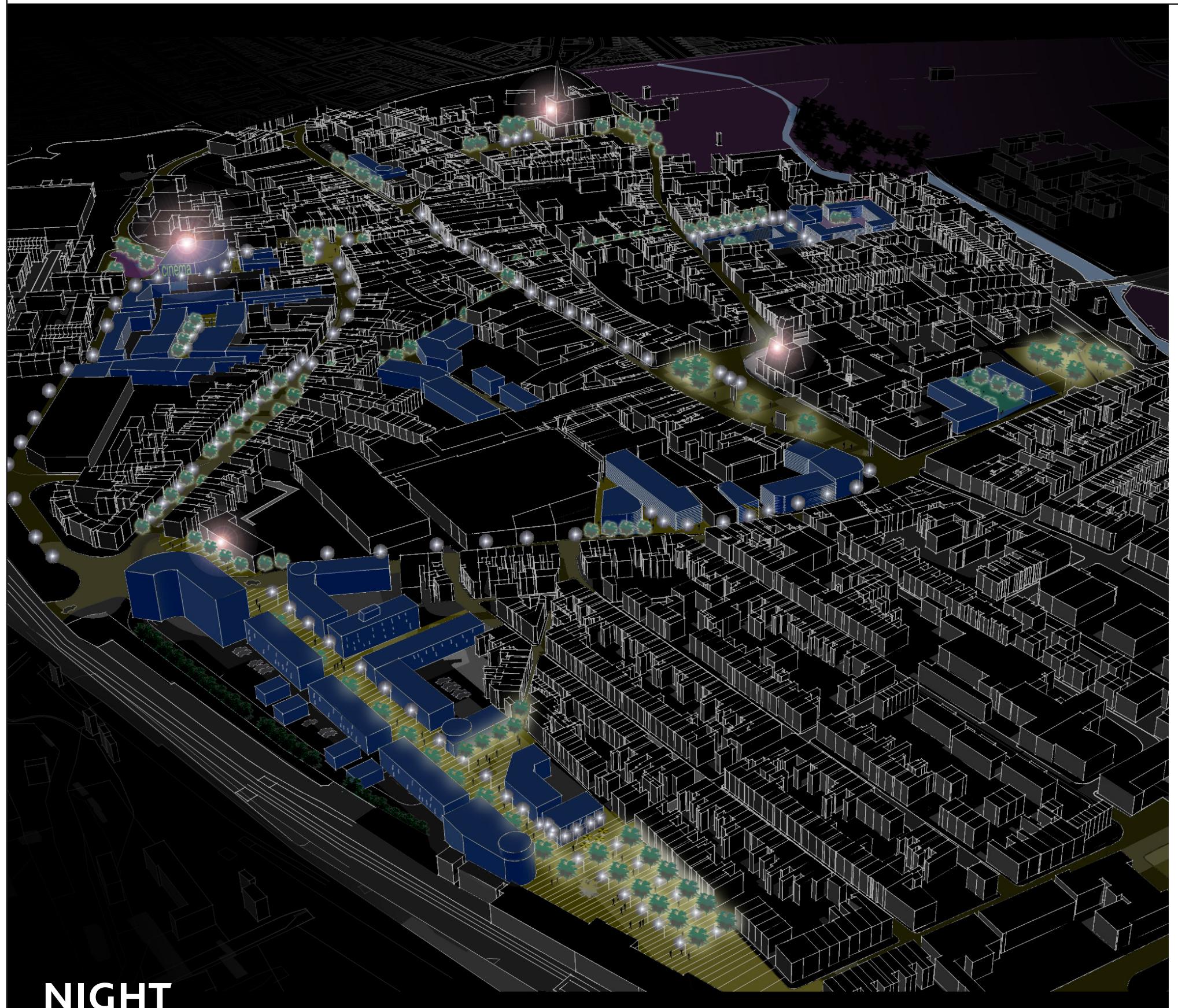


The illustrative masterplan on the following page shows how Grantham can be developed in the future with high quality interventions within the town. These include:

- ▶ New development at the Station through mainly office and residential uses with a consideration to new opportunities for learning and skills development
- ▶ New retail, leisure and cultural opportunities at Greyfriars as part of a major addition to the town that will hope to attract major new retailers and boost the evening economy
- ▶ New and Innovative development at the junction of Wharf Road and London Road which will be a building of landmark quality at a key gateway and intersection.
- ▶ A Green Mile through the town which will encourage the use of sustainable materials, buildings and modes of travel connecting the Park with the Canal Basin
- ▶ Major improvements to key public spaces and streets such as St Peters Hill, Market Place and High Street reclaiming them for pedestrians



## ILLUSTRATIVE MASTERPLAN : DAY



**NIGHT**

# Consultation

6

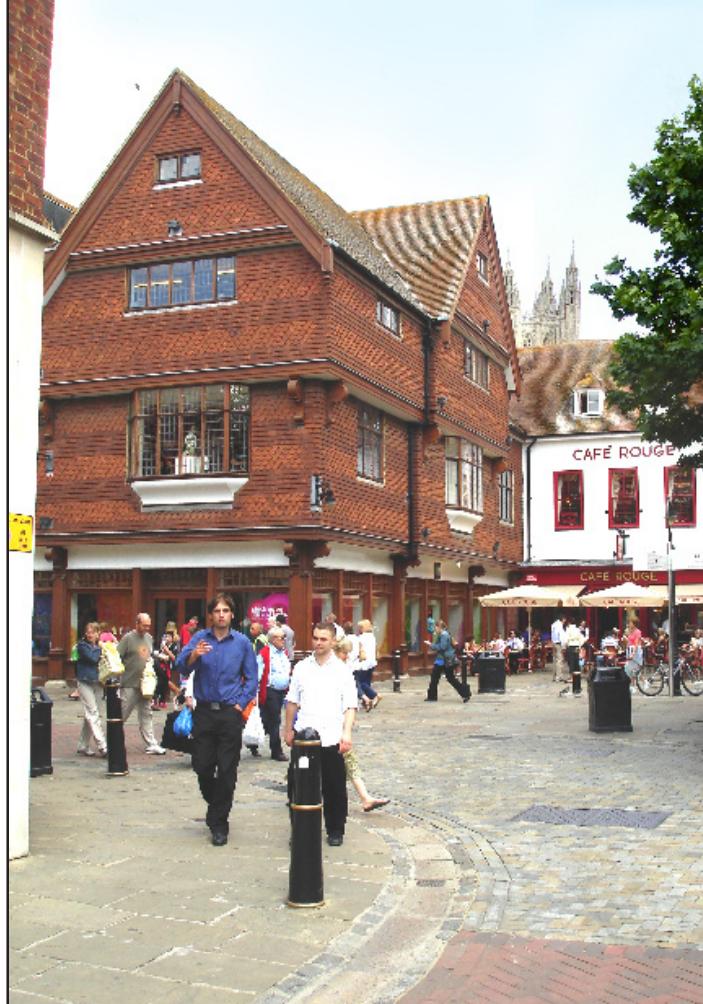
# 6.0 Consultation

## With people

This section identifies those key stakeholders,

agencies and organisations that were consulted during the preparation

of the report and the development of proposals within it



Springfield Investments  
Buckminster Trust  
Grantham Estates  
Autumn Park / Lindpet Holdings  
Grantham Journal  
Duncan & Toplis Accountants

SKDC  
Town Charter Trustees  
Cabinet Portfolio Holder - Economic  
Head of Policy Planning and Economic Regeneration  
Team Leader - Economic Development  
Town Centre Manager

SKDC & Local Business  
Civic Society  
Tenants and Residents Association

Morrisons (Isaac Newton Centre)  
Woolworths (Chair Grantham Business Club)  
Marks and Spencers  
Lincs County Highways  
Lincs County Highways  
Lincs County Highways

Post Office -

Pulfreys Coaches  
Centrebus  
Lincs Roadcar Co Ltd

Network Rail

National Trust

Jacky Smith - Chair GTCMC  
Roger Stafford  
John Hindmarch  
Peter Burrows  
Nick Woodhead - Editor  
Duncan Andrew

Cllr Alan Parkin  
Cllr Mary Wheat  
Cllr John Smith  
Mike Sibthorpe  
Neil Cuttell  
Nick Vass

Cllr Nick Craft  
John Knowles - Chairman

Robert Nuttall

Brian Thompson  
Martin Clark  
Phil Oldfield

Strategic Planning

# Appendix A

## COMMENTARY OF INDICATIVE APPRAISALS

Indicative appraisals have been undertaken on the key strategic sites to test commercial viability and to ascertain whether there is likely to be sufficient incentive for the sites to be brought forward by the private sector or whether there would be a need for public sector intervention (the exception being the former Kwiksave site as its commercial viability has been pre-determined).

The appraisals are based on a number of assumptions and are only designed to provide a broad indication of how they could potentially be brought forward.

### Standard Assumptions

- Net floor areas 85% of gross areas
- Net initial investment yields calculated assuming purchaser's costs estimated at 5.75%
- Developer's bank fees calculated as 0.75% of borrowings of 70% of total development cost
- Cost of finance calculated at 6.5% per annum
- Professional fees estimated at 10% of build cost
- Contingency – 3% of build cost
- Agents' fees:
  - Letting 10% of one year's rent
  - Investment/direct sale – 1% of sale price
- Legal fees:
  - Site purchase and investment/direct sale – 0.5%
  - Letting – 5% of one year's rent
  - Promotion - £75,000 per scheme
- Affordable Housing – for residential elements of schemes, affordable housing requirement reflected as a commuted sum calculated as half the value of 25% of the residential units i.e. 12.5% of the total residential value
- S.106 payments (to cover contributions to eg roadworks, public realm, education) estimated at a flat rate of £5 psf net
- Developer's profit – 20% of cost

### NB

- Advice on scheme mix, phasing and values from Knight Frank
- Costs and build periods adopted are indicative benchmark figures
- The indicative results of the appraisals should be treated as being for 'Illustrative purposes only'.

## MARKET COMMENTARY

### ► RETAIL

The principal development opportunities that have been identified as part of the masterplanning exercise have a potential capacity to accommodate 7,292 sq m (76,500 sq ft) of retail space primarily for bulky and non-bulky goods with some A3 uses. The total figure comprises 2,647 sq m (28,500 sq ft) that would be accommodated on the Post Office/Bus Station site and 4,459 sq m (48,000 sq ft) that would be accommodated on the Greyfriars site. Both sites are located within the town centre.

The total figure falls short of the total floor space capacity identified by White Young Green, who undertook a retail floor space capacity and calculated that there was potential capacity for 20,347 sq m (200,00 sq ft) of non-bulky and bulky goods to the year 2016.

Whilst there have been numerous out of town developments over recent years, that have contributed to the fragmentation of the retail offer, the market for new development within the town centre has not been tested due to the constraints effecting development. There are currently no available opportunities for large retail floor plates (c2500-3000sqft +) in the town centre. This has been further evidenced by the decision of Laura Ashley to position themselves in an edge of town location on London road.

We consider that the proposed total capacity of 7,292 sq m is a reasonable assumption providing there is a catalytic effect that will encourage development of the sites within Grantham. The Post Office site would attract considerable developer and occupier interest due to its prominent location, particularly if a high profile occupier could be attracted to this site. This would set the precedent for further developments with a greater incentive to develop the Bus Station and Greyfriars. There is current interest by retailers in Grantham but the opportunities have not been forthcoming. One particular strong requirement by a high quality retailer is for approximately 2,000 sq m of floor space within the town centre. If an occupier of this nature can be accommodated within the town centre then it is likely to give confidence to the market and encourage further retailers.

The attraction of Greyfriars to occupiers is currently constrained by its limited profile. To attract retailers significant improvements to access and linkage would have to be made all of which would involve considerable up front costs to developers. Developer and retailer confidence would be enhanced by the attraction of a key high profile anchor tenant, who in turn in turn is likely to be encouraged by other occupiers interest in the town centre, such as an investment by a high profile retailer on the Post Office site.

Examples of other similar successful town centre developments include Pescod Square in Boston and the Vancouver Shopping Centre in King's Lynn. Occupiers interest will also be enhanced by other factors such as an improved infrastructure and greater number of people living and working in and around the town centre.

### ► LEISURE

The proposed capacity is for a 1,114 sq m (12,000 sq ft) cinema/leisure attraction, an 80 bed room hotel and various A3/A4 uses. The cinema/leisure attraction is proposed on the Greyfriars site with the intention of enhancing the site as a destination location. There is interest in the town centre from leisure operators, however, there are limited opportunities and their commitment is uncertain until opportunities start to materialise. There is also an existing cinema in Grantham as well as a bowling facility. The existing cinema could potentially be attracted to the Greyfriars site but would need some form of incentive. If, in the worst case scenario, a leisure operator could not be attracted to the site there is potential to substitute it with retail or residential development, which would enhance the viability of the overall development.

The principal A3/A4 uses would be located in and around Greyfriars. Interest from these type of occupiers would be dependant upon the retail and leisure uses committing to the site first. There are a number of operators that are interested in Grantham but would need an incentive before committing to locating in the town centre.

An 80 bed room hotel is proposed for the Station Gateway site. The location would be attractive to developers and hotel operators but would likely require development of the site first before being attracted to the site first. Development of the site would also be dependant upon improvements in visitor numbers to the town centre and the establishment of the adjacent office uses.

#### ► RESIDENTIAL

The principal development opportunities have the potential capacity to accommodate 305 residential units of varying sizes and type (excluding the development of the Kwik-Save site for residential use).

The market for new build residential apartments is generally untested, however we consider there is scope for this market to improve particularly as there is a shortage of residential land combined with the affordability of prices within Grantham in comparison to other urban locations. Developers are keen to secure large scale residential development opportunities to maintain a pipeline of developments. The market will be enhanced by improvements to the town centre and its environment. However, development and take-up will be dependant upon prevailing market conditions.

#### ► OFFICES

The proposed capacity is for 3,700 sq m of office space located on the Station Gateway site in 2 phases. The current market for new build office space within Grantham is untested and has been constrained by market uncertainty. However, we consider that there is potential to attract occupiers by creating the right environment (a business park) to stimulate interest. There have been a number of successful developments in competing centres, which has been in part due to sites being made available.

Demand is likely to be strongest for freehold self contained opportunities suitable for small to medium enterprises with a requirement for 92 to 185 sq m units (1,000 to 2,000 sq ft units). Developers are unlikely to be interested in bringing forward initial office developments until the market has been tested. If successful the remaining phases are likely to be brought forward by the market.

