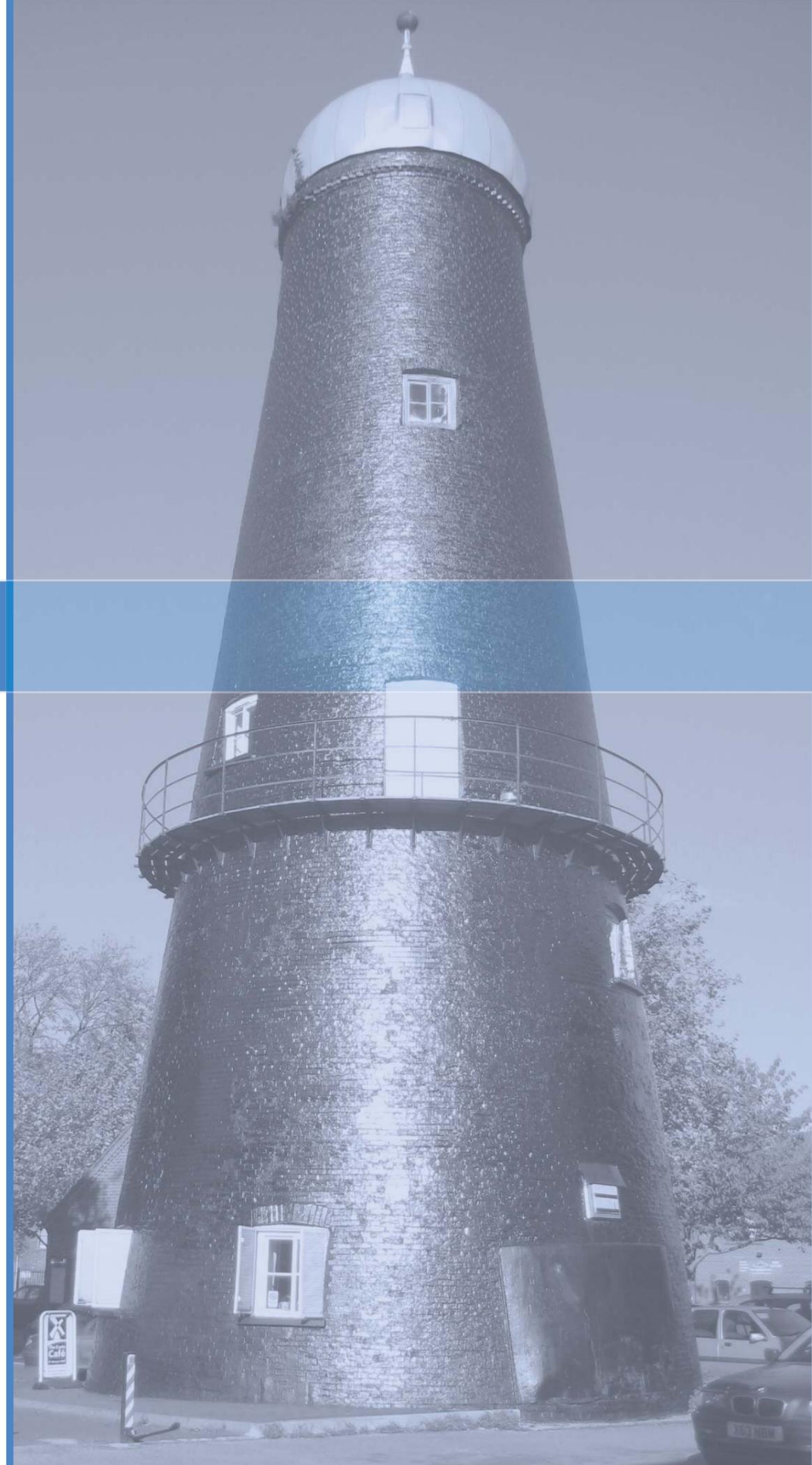




SLEAFORD MASTERPLAN

April 2011 - Final Report

Originated	SH/EK/SR
Checked	SH
Approved	MS

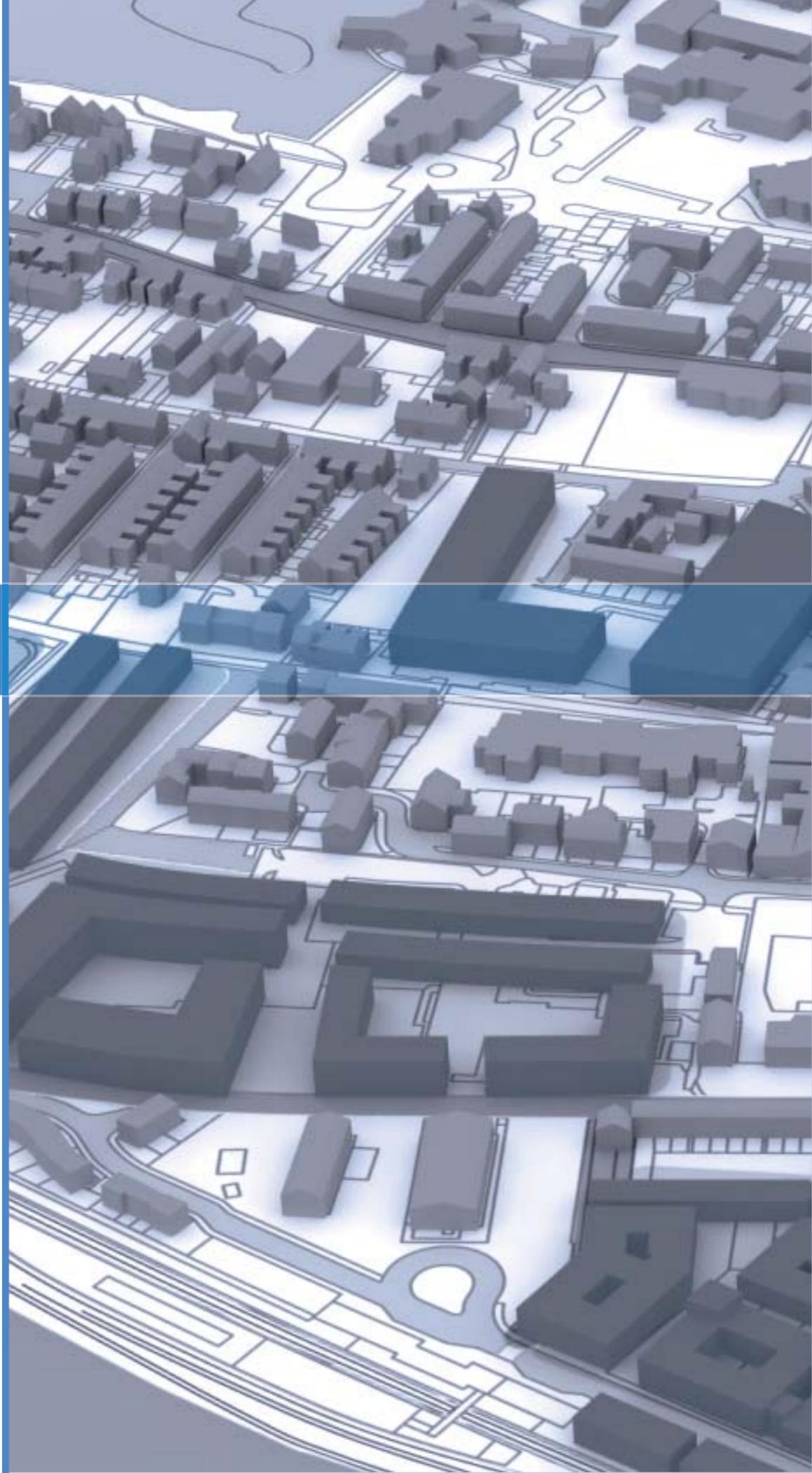


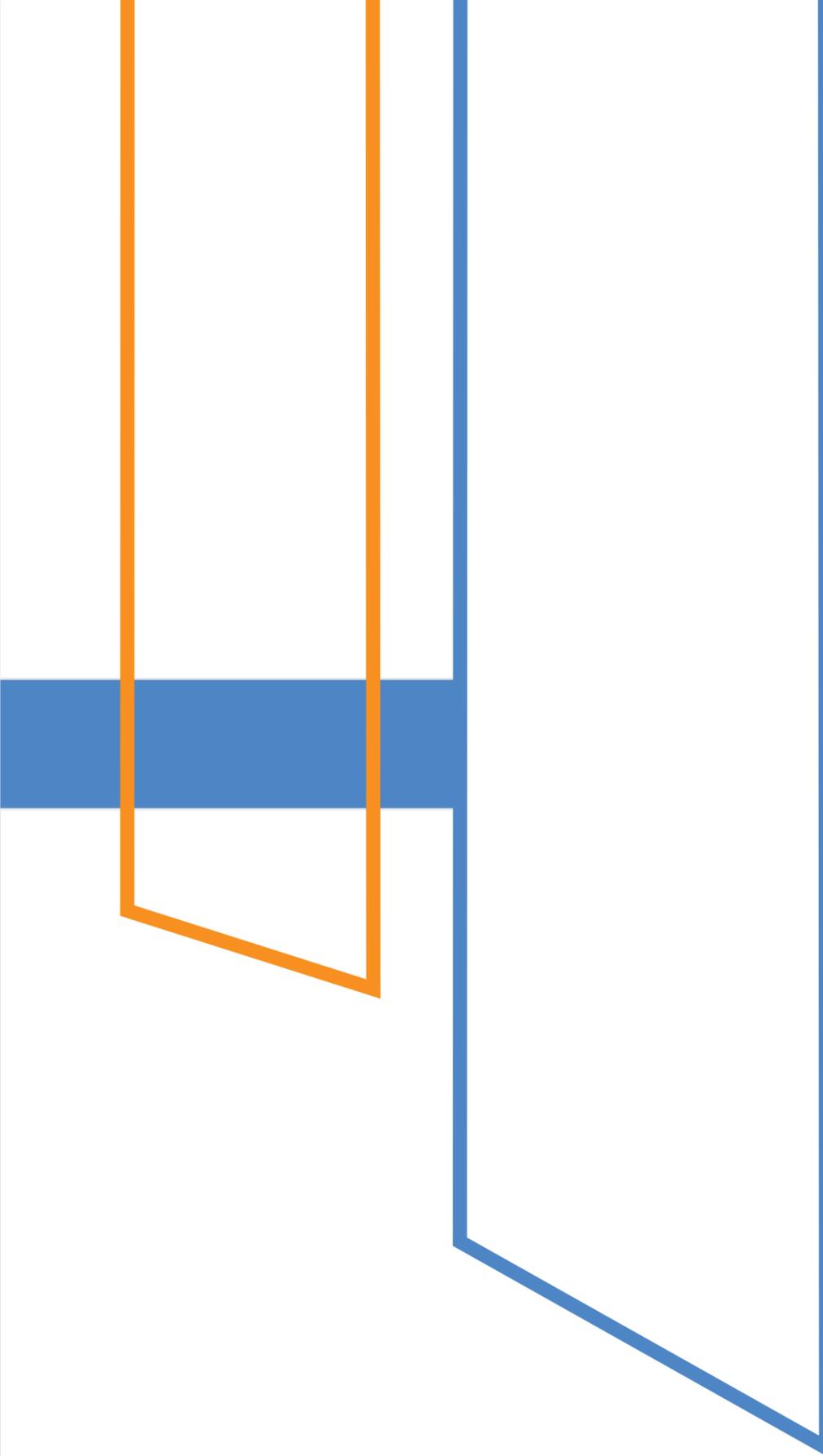
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Executive Summary

Executive Summary

This Executive Summary document explains the process behind the masterplan and summarises the proposals.

1.0 Introduction & Methodology

Gillespies supported by economic regeneration consultants GENECON, transport engineers Martin Stockley Associates, market advisors Savills and community engagement specialists David Potts Associates were commissioned by North Kesteven District Council, Lincolnshire County Council and the Homes and Communities Agency to prepare a 25 year masterplan for Sleaford.

The masterplan team adopted the following methodology:

Stage 1 - Baseline

- Detailed baseline analysis undertaken, building on the work of the Sleaford Masterplan Scoping Study
- Defined the key issues and vision through a stakeholder and community consultation process

Stage 2 - Strategic Proposals

- Developed a series of propositions to address town wide issues
- Tested and developed ideas through a stakeholder and community consultation process
- Market tested and developed a delivery strategy

Stage 3 - Detailed Proposals

- Developed a series of propositions to address town centre issues
- Tested and developed ideas through a stakeholder and community consultation process
- Market tested and developed a delivery strategy

Stage 4 - Public Exhibition & Final Report

- Held a major public exhibition to test the masterplan proposals in tandem with a formal six week consultation period
- Developed a final Masterplan for adoption having considered the views of project partners, stakeholders and the public.

2.0 Baseline

Sleaford is the main Market Town within the North Kesteven District of Lincolnshire, located approximately 30km south of Lincoln. Its population is approximately 18,000 today.

As with many of Lincolnshire's towns, Sleaford developed to serve the surrounding agricultural economy and still maintains an important role as a service centre for its surrounding rural hinterland. The town has undergone significant growth in the past two decades, which has resulted in a population growth rate increase well above national levels. Sleaford is an attractive residential location due to its - good education, pleasant environment, good access to several employment locations, low crime and road/rail links to strategic networks. Subsequently, there is ongoing development pressure for growth to continue.

The Sleaford Masterplan Scoping Report (May 2010), set the framework for the masterplan and identified the key issues to address. In response, the masterplan developed the following issues:

The Role & Scale of Future Growth

- Residential growth is required to create a critical mass for investment in the town centre and community infrastructure throughout the town
- Community infrastructure is lacking and needs to be brought in line with recent and future planned growth
- Sleaford is a popular town and growth should enhance its existing characteristics
- New communities need excellent connections to local services to avoid being disconnected from Sleaford Town Centre
- Strategic contributors to traffic congestion should be considered in tandem with planned residential growth

Accessibility, Movement & Parking

- The town centre needs to be relieved of the pressure placed on it by private cars so that the space can be utilised by pedestrians
- A shift from private vehicles should be encouraged by providing:
 - Improved pedestrian links
 - Improved cycle links
 - Rationalise parking and improve enforcement to allow priority to be given to sustainable transport to the town
 - Improve local transport services making them more efficient and better connected
- There is a need to improve the efficiency and movement opportunities throughout the centre of the town for vehicles
- Shared surfaces should be introduced in Sleaford Town Centre so that it can be enjoyed by people on foot but also be accessed by vehicles

Fulfilling the Town Centre's Potential

- The town centre has many high quality heritage and townscape assets and they need to be celebrated by their settings
- The town centre is currently an intriguing place to explore but the visitor experience should be improved to fulfil its potential
- Sleaford needs to attract a range and quality of shops and facilities that would be expected in a market town of its size
- The town centre fails to engage and serve its population. For every pound spent by residents on comparison goods 85 pence is spent outside of Sleaford
- The number of residents and visitors using the town centre needs to increase along with time spent on each visit by improving leisure, heritage and cultural opportunities

Based on the findings of the masterplan process the following vision emerged:

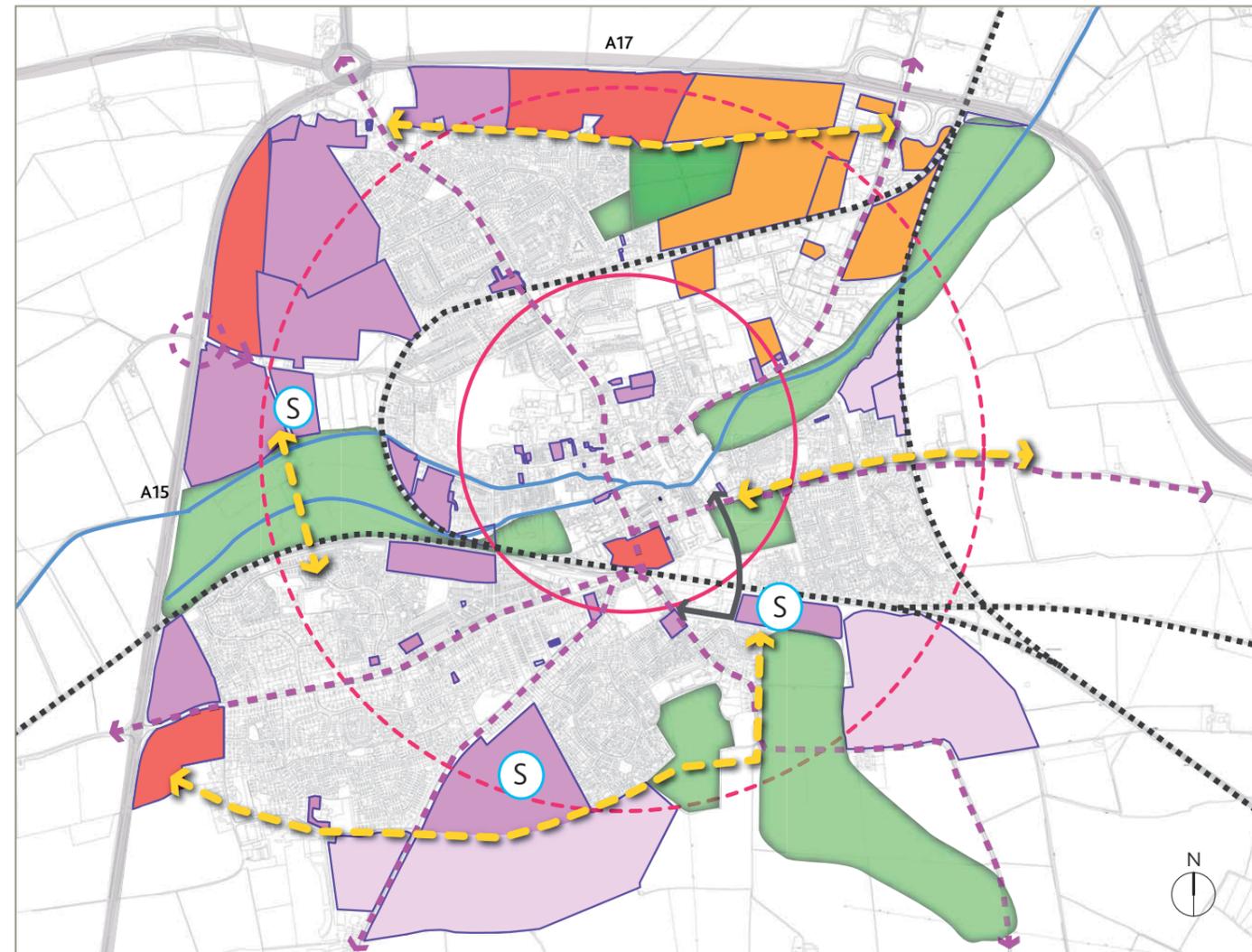
"In 2036 Sleaford is a bigger, better, more confident place with a thriving retail centre, a keen sense of history and a clear idea of where it is going".

3.0 Strategic Proposals

Strategic Aim 1 - Plan positively for future growth by investing in infrastructure and creating well connected communities

The masterplan proposes a comprehensive strategy to meet this aim including:

- A short list of housing sites providing a capacity for circa 3,500 - 4,000 dwellings during the 25 year masterplan period. Developments aim to retain the compact nature of Sleaford and bring forward supporting infrastructure for both new and existing communities
- A series of strategic employment sites have been identified to supplement the existing allocations and to support the proposed residential growth areas. In addition the Masterplan envisages increased employment in the town centre reflecting new retail and service developments also incorporating small business space/managed workspace
- Improve and promote alternatives to private car usage
- Reposition and rationalise parking to strategically locate car parks on the radial approaches to the town so that they are within walking distance of the centre and its retail offer
- Promote the use of the A15 and A17 bypasses as the primary routes when moving around Sleaford
- Introduce a Parking Strategy that prevents parking in inappropriate locations around the town
- Reconfigure the town centre one-way system to two-way where possible
- Introduce access restrictions to the centre of Sleaford
- Introduce a Delivery/Service Strategy for the centre of Sleaford
- A school strategy to accommodate future population growth
- An east-west link across the town to overcome current congestion and to refresh town centre leisure and tourism provision, join the town centre to green wedges and break existing barriers to movement
- A series of measures to improve connections and town centre services with a view to providing a service centre for surrounding villages and communities
- Provision of a range of retail units within the town centre to attract a wider offer



KEY

	Potential housing sites for Masterplan period		Railway line		15 min walk, 7 minute cycle
	Potential long term housing sites (post Masterplan period)		Waterways		Potential new access
	Potential employment opportunities		Potential strategic pedestrian/cycle links		Link road
	Existing employment sites		Key roads		Potential future school site options
	Potential Green wedge/Sustainable corridor		5 min walk, 3 minute cycle		
	Sleaford Wood				

Note - The above plan is indicative.

Site specific masterplanning would be expected, especially for the growth areas, to ensure comprehensive development.

Existing and proposed housing areas will require further detailed analysis during the masterplan period to establish local requirements (including community infrastructure).

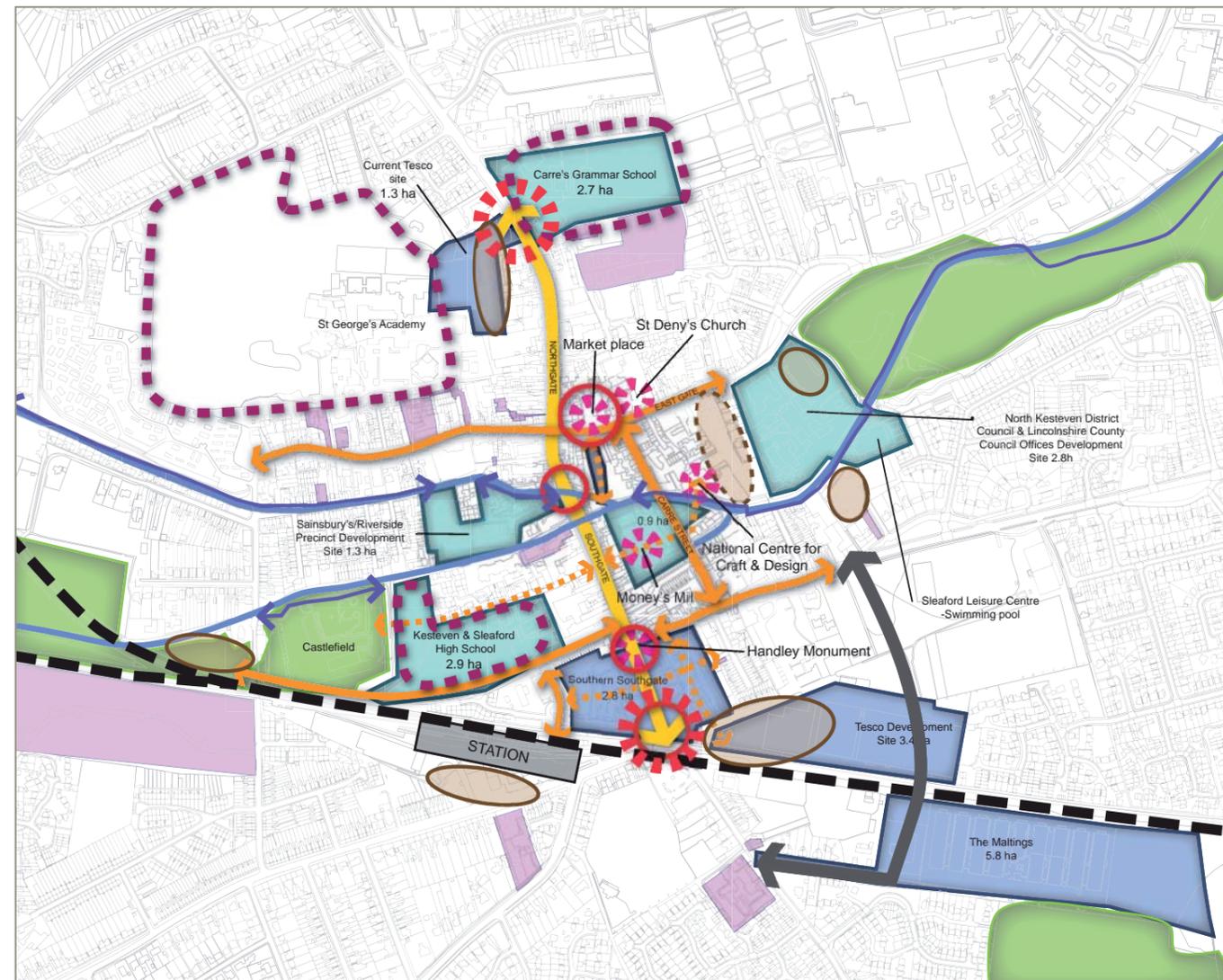
▲ Figure 5 Strategic proposal

4.0 The Town Centre Detailed Proposals

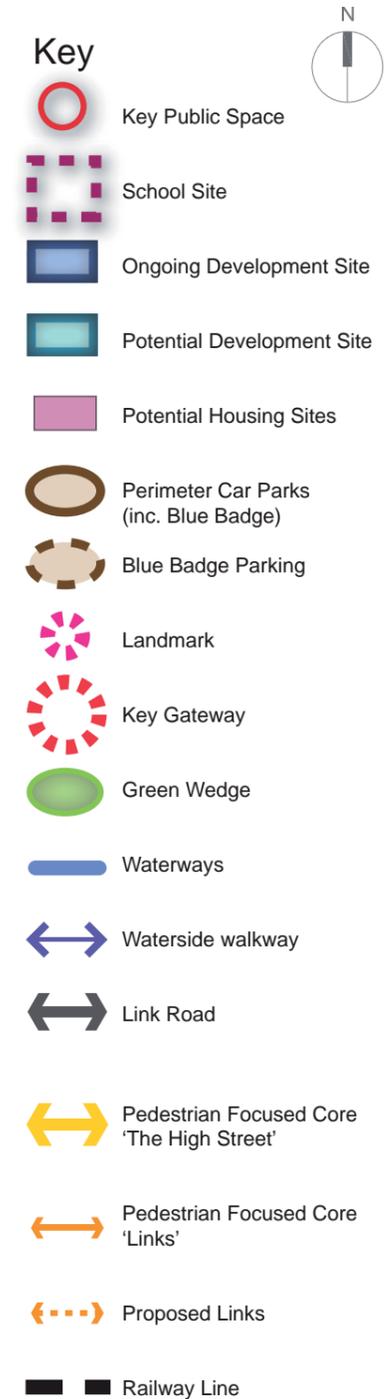
Strategic Aim 2 - Fulfil the town centre's potential by creating a high quality environment and opportunities for new retail and attractions

The masterplan proposes a comprehensive strategy including:

- A series of projects to 'Unlock the town centre's potential':
 - A circle of perimeter car parks with improved pedestrian links to the town centre core
 - Reconfigure the one-way system to two-way where possible
 - A flexible public realm which allows the potential for vehicle access restrictions to the centre of Sleaford
 - Improved bus services with more frequent service making public transport a viable and attractive alternative to the car
 - Pedestrian/Cycle routes that extend to surrounding communities and connect to the town centre
- A series of projects to 'Create a pedestrian focused environment':
 - Transform the street environment and appearance along Southgate and other key streets creating quality links between destinations
 - Improve public spaces and create high quality settings for the town centre's assets starting with Market Place and its' junction with Southgate to create a showpiece project
- Projects to 'Deliver a series of destinations':
 - Deliver Tesco and Southern Southgate regeneration
 - Reinforce the north of the town centre (including Market Place, Money's Yard, the existing Tesco store)
 - Enhance Sleaford's waterside environment creating new leisure destinations
 - Transform Money's Yard into a new attraction that links the town centre to the National Centre for Craft & Design (the Hub)



Note - the above plan is indicative.
Site specific masterplanning/design would be expected to establish site limits and proposed layouts.



▲ Figure 14 Town Centre Proposals

5.0 Community Engagement & Consultation

The Sleaford Masterplan Scoping Study highlighted the need to ensure strong community buy-in to any masterplan that was adopted for Sleaford. Accordingly the primary purpose of the community component in the Sleaford Masterplan Scoping Study was to highlight what currently existed within the town by way of community organisations and community based activity. This was set alongside the current knowledge base, systems and policy framework within NKDC that impact on community consultation, engagement and empowerment. This analysis was used to suggest ways in which the communities that live, work and use Sleaford could be enabled to be strongly involved in the actual masterplanning process in a mutually palatable way.

The analysis also highlighted the potential to establish a local regeneration partnership that could champion the development and implementation of an agreed masterplan for the town.

To meet the requirements of the brief a detailed community engagement plan was prepared and agreed at a very early stage in the masterplan process. A four stage community engagement plan was delivered:

1. Direct contact with key community groups and organisations;
2. An interim workshop to test early ideas and build consensus views;
3. A full, open interactive exhibition of the draft masterplan;
4. Feedback to local people on the completed masterplan (to be carried out post masterplan commission).

The four stages described above were supported and complimented by two additional actions:

5. Preparation of an agreed communications plan that promoted and raised general awareness of the Sleaford Masterplan project and kept local people informed of progress;
6. Support in the formative stages for the Sleaford Regeneration Group (SRG).

The following describes the key outcomes:

- Generally the feedback from the initial 'warm up' workshops was very positive and produced real interest in the process with many sensible suggestions and comments. Also many groups expressed approval for the more intimate opportunities created by this form of approach and engagement strategy. Over 20 workshops provided opportunities for local debate and discussion often with individuals demonstrating a strong interest in the future of Sleaford and a keenness to support actions that would bring change for the better.
- A full open public exhibition was staged at The Source, Southgate, Sleaford on 26th and 27th November 2010. The exhibition was widely advertised and promoted locally and was open to visitors from 10.00am to 8.00pm on the Friday and 10.00am to 4.00pm on the Saturday. In total just under 400 people visited the exhibition over the two days and 192 completed response questionnaires were collected and analysed:
 - Analysis of the questionnaire responses indicate a very high degree of agreement with the key issues identified for the town.
 - In terms of the freeform responses captured through the written and online consultations, most replicate and repeat what has already been recorded via the initial 'warm up' workshops. This suggests that overall the engagement and consultation process has been successful in capturing views from a wide cross section of citizens and groups.
- The newly formed Sleaford Regeneration Group (SRG) has developed into a strong masterplan partner. We have noted in particular:
 - it has a strong, inclusive and respected chair, well supported by NKDC and LCC council officers.
 - there is a good understanding of the masterplanning process and of the role and requirements of the group at this stage, which has led to a high quality of discussion and exchange of ideas/thoughts.
 - the group is purposeful and task orientated and has worked well to support the masterplan team.
 - the partnership contains a good cross-section of local interests and has to date avoided being compromised by bureaucratic or political baggage.
 - it is receptive to new ideas and generally engaged by the tasks it has been asked to perform.

6.0 Delivery & Next Steps

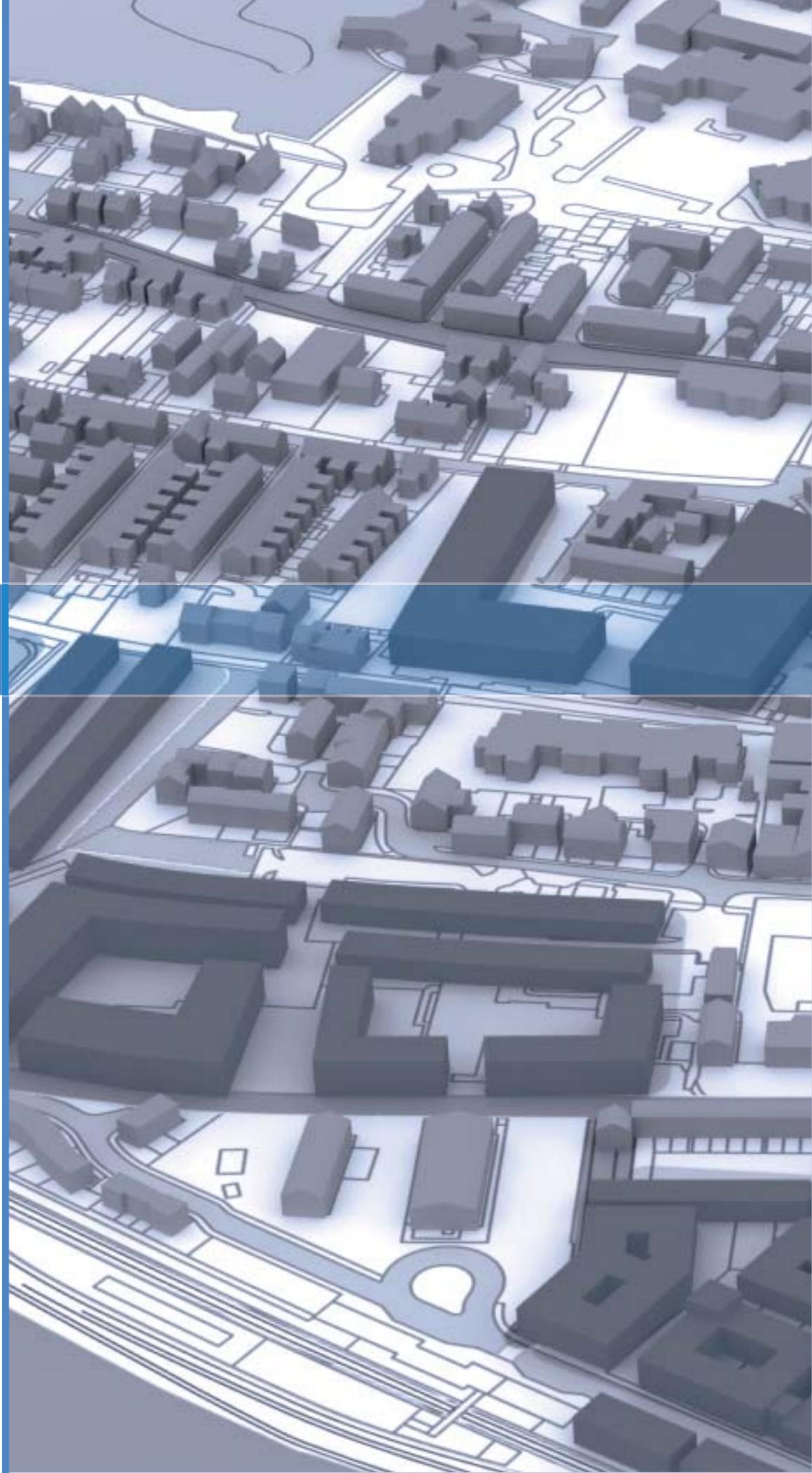
Implementing the Sleaford Masterplan will require a coordinated programme of activity between the public sector partners and the private sector landowners and developers, over the next 25 years. The masterplan sets out not only the strategic direction for the town and the key interventions to achieve the agreed objectives, but also identifies the key priorities and the phasing of activity.

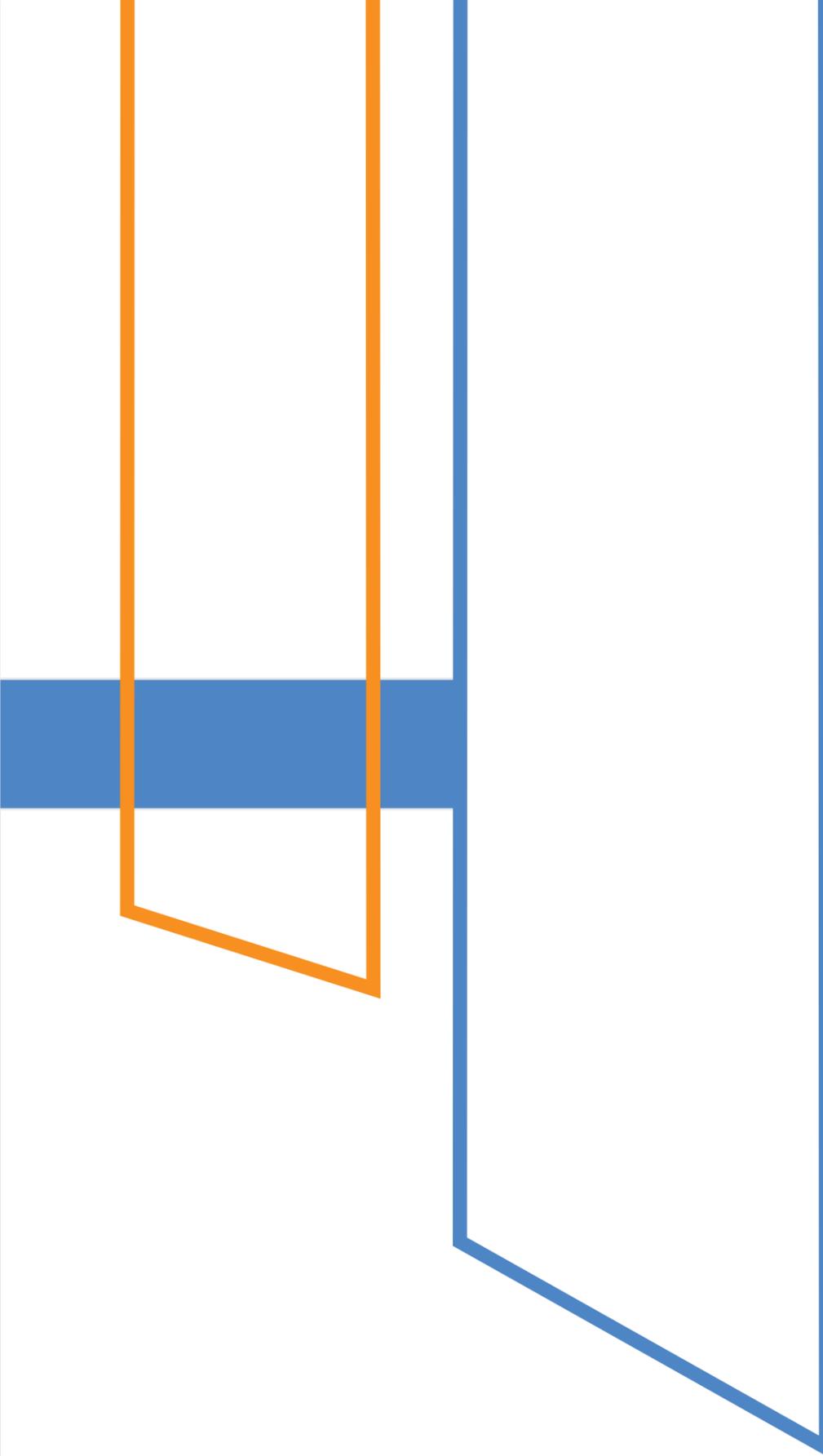
A phasing schedule was developed by the masterplan team to demonstrate the likely delivery of proposals over the 25 year timeframe. It is aimed at maximising the early benefits associated with the Tesco investment and creating a stronger, more functional town centre. Restructuring the traffic flow and car parking is a key early action, and needs to be coordinated with the opening of the new link road bridge across the railway and the opening of the new Tesco site.

The principal source of funding for delivering the masterplan will be from the private sector, with the public sector providing financial support only on a limited scale. In support of this, the masterplan developed a high level cashflow model to consider the scale and timing of potential Section 106 contributions, and their correlation to the delivery of key masterplan projects. The private sector could potentially invest in the region of £700-800m in Sleaford during the lifetime of the masterplan. It has been estimated that the private sector could be required to invest over £100m of this sum in supporting infrastructure enhancements and providing levels of amenity provision appropriate to the scale of new housing and employment proposed. Based on examples elsewhere, it has been estimated that c£6m of this could be made available to support investment in the delivery of the town centre parking and public realm improvements, out of a total cost of c£12m. The Council will therefore need to explore funding sources to invest the balance of this sum.

A series of next steps were proposed:

- The formation of a masterplan delivery group, potentially consisting of senior NKDC, LCC, Sleaford Town Council, HCA and Sleaford Regeneration Group (SRG) representatives, covering the key themes. The development of action plans for key projects would be overseen by this group.
- It is recommended that the SRG establishes theme based sub groups to produce these action plans, with a senior officer from the masterplan delivery group overseeing and providing liaison between them and the masterplan delivery group.
- The masterplan's Key Project Delivery Tables form the basis of the action plans and are intended to be working tools.





1.0: Introduction & Methodology

1.1 Project Context

1.2 Methodology

1.1 Project Context

Gillespies supported by economic regeneration consultants GENECON, transport engineers Martin Stockley Associates, market advisors Savills and community engagement specialists David Potts Associates have been commissioned by North Kesteven District Council, Lincolnshire County Council and the Homes and Communities Agency to prepare a 25 year masterplan for Sleaford.

The Central Lincolnshire Joint Planning Committee are working towards the preparation of a joint Local Development Framework (LDF). The Core Strategy forms part of the LDF and will among other things, establish the overall level of growth to be accommodated in the Sleaford Area and allocate strategic sites (urban extensions). The Core Strategy is scheduled for adoption in 2012. The Sleaford Masterplan proposals are intended to guide this process and a collaborative approach has been undertaken to date.



▲ View of Sleaford Town Centre

1.2 Methodology

The Masterplan team has adopted the following methodology:

Stage 1 - Baseline

- Detailed baseline analysis undertaken, building on the work of the Sleaford Masterplan Scoping Study (refer to section 2)
- Defined the key issues and vision through a stakeholder and community consultation process (refer to section 5)

Stage 2 - Strategic Proposals

- Developed a series of propositions to address town wide issues (housing growth, retail, employment, movement, environment, schools, leisure and wider links)
- Tested and developed ideas through a stakeholder and community consultation process
- Market tested and developed a delivery strategy

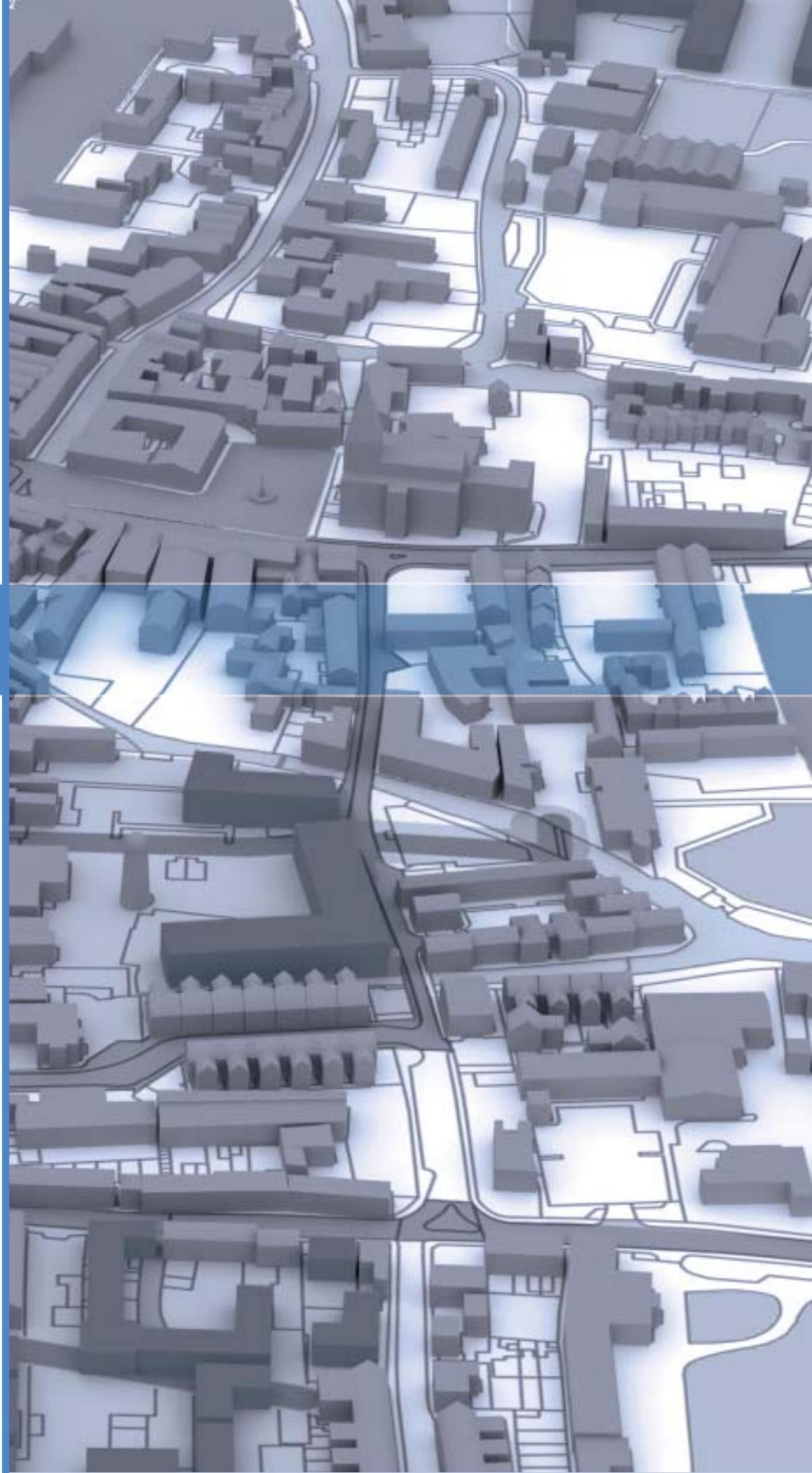
Stage 3 - Detailed Proposals

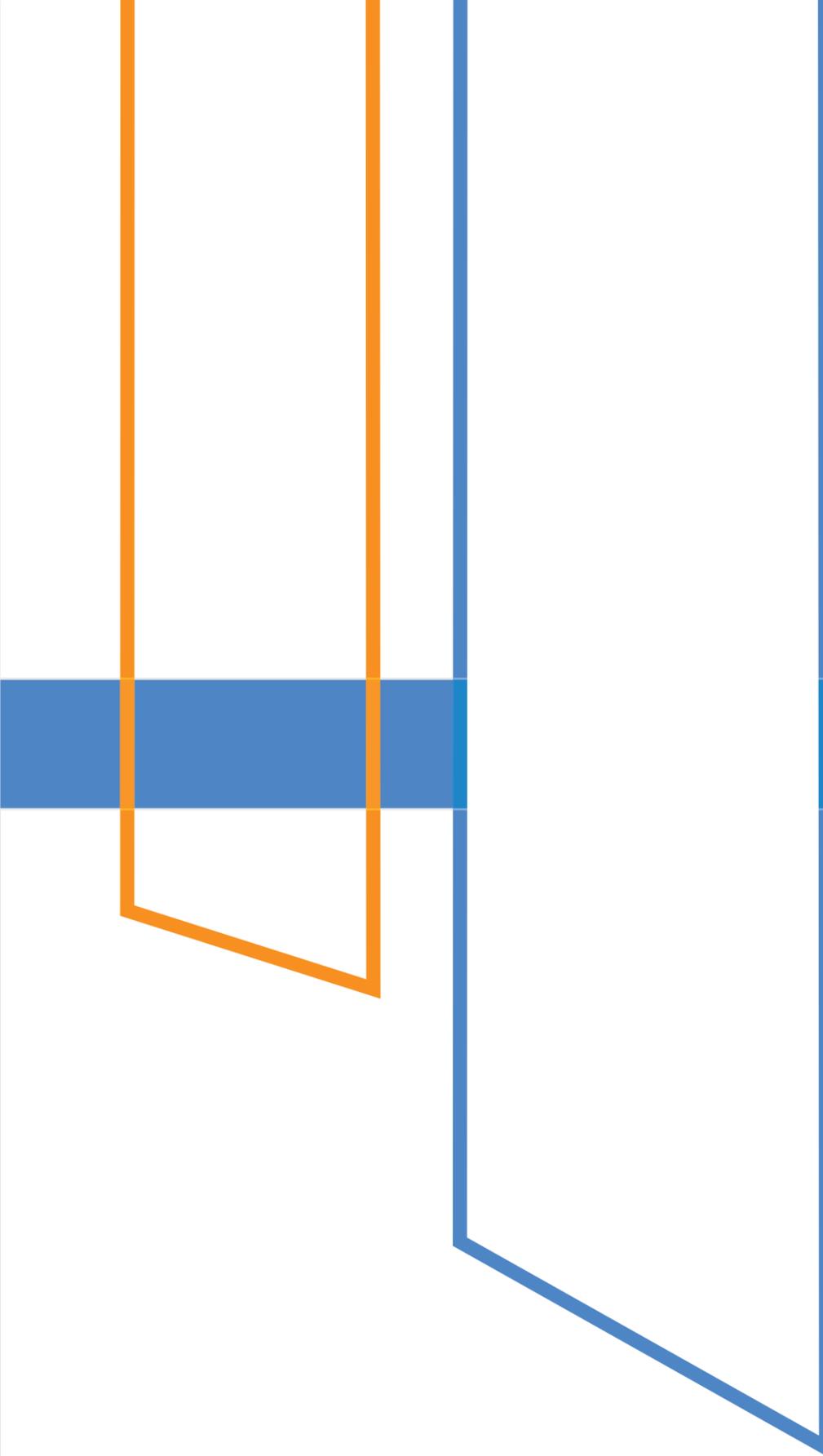
- Developed a series of propositions to address town centre issues (movement and parking, environment, town centre offer)
- Tested and developed ideas through a stakeholder and community consultation process
- Market tested and developed a delivery strategy

Stage 4 - Public Exhibition & Final Report

- Held a major public exhibition to test the masterplan proposals in tandem with a formal six week consultation period
- Developed a final masterplan for adoption having considered the views of project partners, stakeholders and the public.

Note - The spatial plans included in this masterplan are indicative and for the purpose of illustrating proposals. Site specific analysis, masterplanning/design would be expected to develop proposals.





2.0: Baseline

[2.1 Sleaford Context](#)

[2.2 What Makes Sleaford Special](#)

[2.3 Sleaford Masterplan Scoping Study Findings](#)

[2.4 Masterplan Vision & Strategic Aims](#)

[2.5 Big Ideas](#)

2.1 Sleaford Context

Sleaford is the main Market Town within the North Kesteven District of Lincolnshire, located approximately 30km south of Lincoln. Its population is approximately 18,000 today.

As with many of Lincolnshire's towns, Sleaford developed to serve the surrounding agricultural economy, with a particular niche in the seed industry, and still maintains an important role as a service centre for its surrounding rural hinterland. The town has undergone significant growth in the past two decades, which has resulted in a population growth rate increase well above national levels. Sleaford is an attractive residential location due to its - good education, pleasant environment, good access to several employment locations, low crime and road/rail links to strategic networks. Subsequently, there is ongoing development pressure for growth to continue.

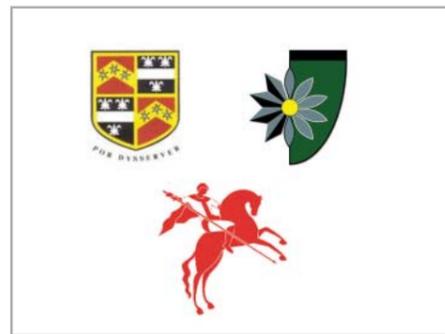


▲ View of Sleaford from the National Centre for Craft & Design roof terrace

2.2 What Makes Sleaford Special

Section 2.2 and 2.3 describes Sleaford Today using the key themes that have been identified by the masterplan team in tandem with stakeholder/public consultation undertaken throughout the development of the scoping study/masterplan (refer to Section 5 for details of the consultation process) . This sets the rationale for the masterplan proposals described later in the report.

A Popular, Attractive, Market Town with Strong Communities and Excellent Schools



▲ Excellent schools



▲ Westgate



▲ Market Place



▲ Sleaford Riverside



▲ Sleaford Riverside



▲ Landmark building

A Surprising Place with Features of National Importance



▲ The Maltings



▲ National Centre for Craft & Design



▲ Castlefield

What you said

“An attractive market town with a wonderful river walk”

“The youth club is brilliant”

“A little haven of the past. People are friendly and helpful and there is a strong sense of community”

2.3 Sleaford Masterplan Scoping Study Findings

A team led by GENECON, prepared a Sleaford Masterplan Scoping Report (May 2010), which identified the key issues for the masterplan to address including:

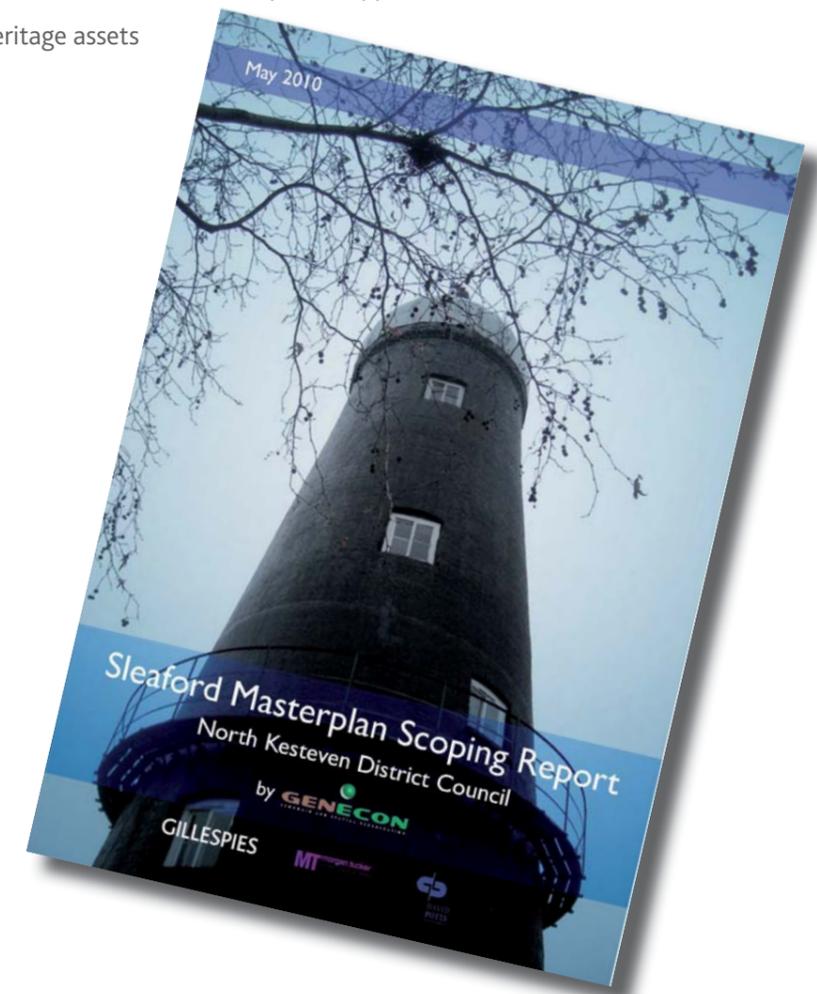
- The role of Sleaford and the scale of future growth - Sleaford will need to cater for further significant population growth. The location of this and how it is integrated into the existing fabric of the town is key.
- Enhancing the town centre - Sleaford Town Centre lacks quality in its retail and commercial provision and therefore is not performing its role as a strong Market Town service centre.
- Accessibility - linked to the above, the town has significant parking, traffic movement and pedestrian accessibility issues. Addressing these are fundamental to the town facing up to its future.
- Local involvement - a masterplan sets out the framework for the long term development of a 'place'. Involving local residents, businesses and local authorities is key to achieving this.

In relation to the town centre the scoping study highlighted the following projects to allow the town centre to fulfil its potential:

- A circle of town centre perimeter car parks to encourage a 'park and walk' culture into the town centre. This not only reduces the dominance of cars, but also releases development opportunities.
- An environmental strategy to improve people's experience, focusing on public realm to create improved links and settings for key attractions and heritage assets
- A series of anchor projects to create stepping stones along Northgate and Southgate.

Refer to Appendix 1 for the full Sleaford Masterplan Scoping Study

The following pages develop the key themes that have been identified by the masterplan team in tandem with stakeholder/public consultation undertaken throughout the development of the scoping study/masterplan:



▲ Sleaford Masterplan Scoping Study

2.3.1 The Role & Scale of Future Growth

In the 1981 Census the population of Sleaford was 8,000, this rose to 14,500 by 2001 and is estimated to be approximately 18,000 today. The town's infrastructure and services have not kept pace with this significant population growth and as a consequence this has led to residents going elsewhere for shopping, jobs and leisure. For example, 85 pence in every pound spent by residents on comparison goods goes outside of the town.



▲ The town has grown fast in the last 20 years



▲ Services and infrastructure need to be improved



▲ Future opportunities for growth need to be planned for

What you said

"Historically there has been 'patchwork' development in Sleaford. I hope the masterplan will address this issue"

"I go to college in Lincoln and will probably have to get a job there"

"There is a real infrastructure issue in Sleaford that needs to be sorted now before any further residential development takes place"

"So far housing being built in Sleaford is good and attractive. Any new housing needs to be built around the edge and as close to the town centre as possible so that we can walk to the shops"

Sleaford sits within the Central Lincolnshire Housing Market Area (HMA). This HMA covers the districts of City of Lincoln, North Kesteven and West Lindsey. The HMA influences development across the whole area. In relation to housing, the HMA has three distinct but interrelated housing hierarchies:

1. Lincoln Policy Area (LPA) this is the principal urban area for the HMA. It comprises the whole of the City of Lincoln and the surrounding settlements within North Kesteven and West Lindsey. This is the main focus of development for the HMA.
2. Market Towns - these are the secondary settlements for development within the HMA. The market towns of Gainsborough and Sleaford are the principal towns. Residential development is encouraged within these settlements to support and enhance their roles as market towns serving rural hinterlands.
3. Rural Areas - this covers all of the villages and settlements outside of the LPA and market towns. These areas, whilst experiencing some development, will not be the focus for development.

The Regional Spatial Strategy (RSS) states that Central Lincolnshire should provide 40,600 dwellings in the period 2006 to 2026. The majority of these new dwellings will go to the LPA and Market Towns, with North Kesteven, outside of the LPA, scheduled to provide 11,200 dwellings. Within this context, the Sleaford Masterplan Scoping Study concluded that Sleaford would be expected to accommodate in the region of 4,000 dwellings over the next 25 years. The study suggested that this represented a sustainable and spatially achievable level of growth. Further to this, it highlighted that supporting infrastructure would need to be brought forward such as employment, transport and roads, leisure, open space, schools and town centre services.

The build rate required to achieve this scale of housing is approximately 160 dwellings per year. Over a 25 year period this is seen as deliverable both in terms of future market demand and in consideration of Sleaford's build rates over the last decade.

Growth Options Considered:

No Growth

A 'no-growth' scenario for Sleaford would significantly impact on the ability of the HMA to deliver its housing numbers in a sustainable manner. Land for new dwellings would need to be identified in rural areas outwith the major settlement of Sleaford, raising the real prospect of large scale village expansions and the need for associated infrastructure and community investment to deliver new living environments. Transport would be a key factor, with many of these other locations not well served by public transport. This not only represents an unsustainable solution, but also has implementation challenges, given the need to review settlement boundaries and deliver significant development in rural locations.

High Growth

A high growth option has also been considered, through mapping of the Strategic Housing Land Availability Assessment (SHLAA) sites in the Sleaford area and then undertaking a 'sieve' to rule out those that appear unrealistic in planning, infrastructure, environmental or market terms. The remaining sites then form the 'maximum' growth option, and based on an appropriate density, the identified sites indicated capacity for c6,500 dwellings. Market advice indicates that this is a high number of dwellings to deliver in the 25 year lifespan of the masterplan and realistically represents a 40-50 year growth programme

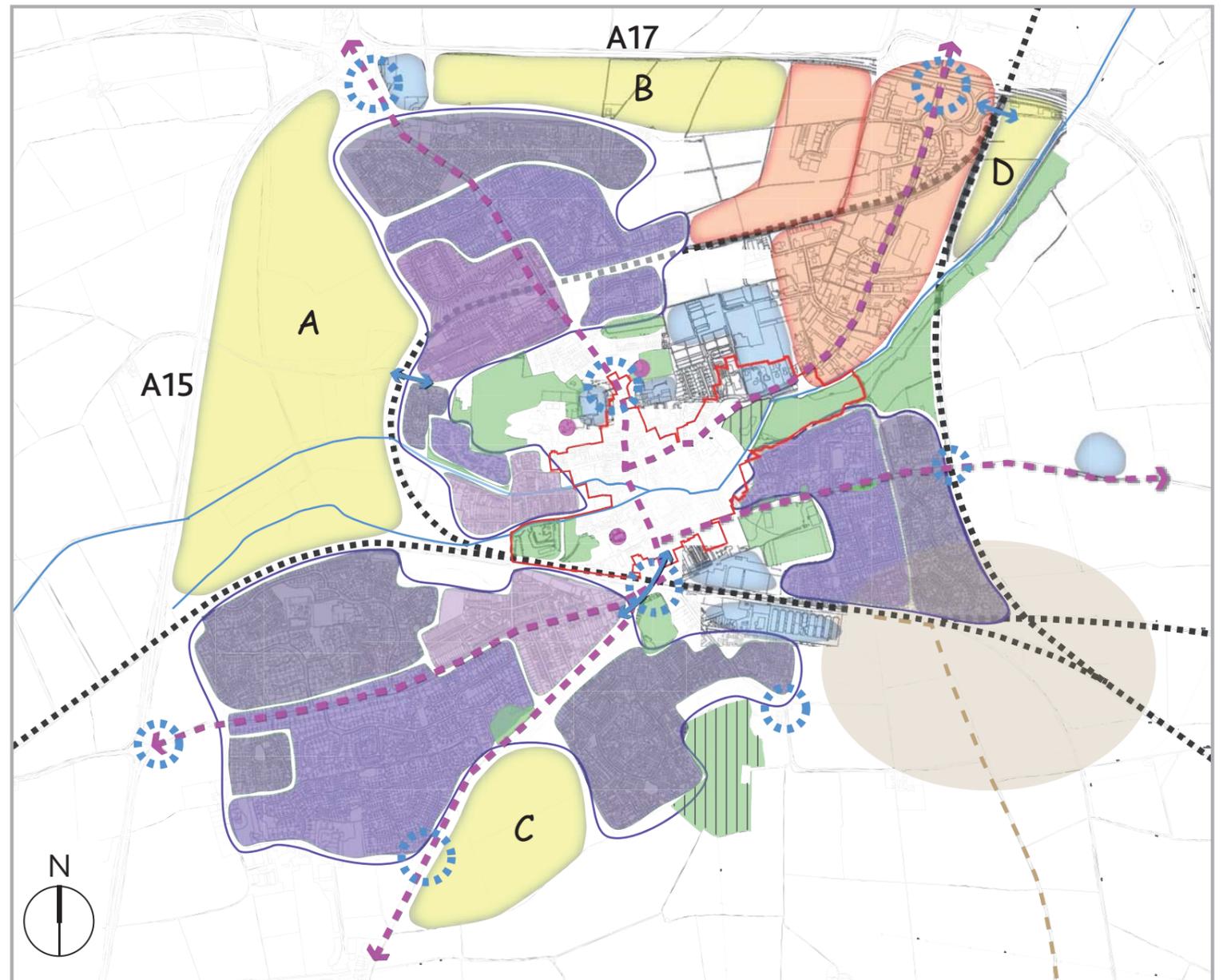
Medium Growth (Preferred Option)

The approach to growth within the masterplan therefore reflects a 'medium' level growth option, focused on achieving c4,000 dwellings over the masterplan period. Market advice considers this to be an appropriate level of residential development activity. The sites within the SHLAA have been refined further, based on a variety of criteria to identify specific areas/quadrants of the town where development is most appropriate. This growth option would still represent a further major expansion of the town over the course of the next 25 years, which could increase the population in excess of 8,000 people.

Figure 1 highlights existing areas of housing in shades of purple, which form three clear zones. Most recent growth has occurred on the edges of the town. The yellow areas were identified in the Sleaford Masterplan Scoping Study as potential growth areas to be considered for housing as part of the masterplan process. (Refer to Section 3.2 for the resulting masterplan proposals)

Key

- | | | | |
|---|--------------------------------------|---|-----------------------------------|
|  | Existing Employment area |  | Gateway |
|  | Residential area |  | Main vehicular routes |
|  | - Recent housing |  | Conservation area |
|  | - Post-war housing |  | Visual amenity space |
|  | - Inter-war housing |  | Designated local nature reserves |
|  | - Pre-war housing |  | Secondary school |
|  | Potential residential expansion site |  | Railway line |
| | A- 105.5 ha |  | Connection constraints |
| | B- 35.5 ha |  | Historic area |
| | C- 27.8 ha |  | Site of archeological sensitivity |
|  | Development areas |  | Historic route
Roman Road |



▲ Figure 1 Strategic Issues Plan (Extract from Scoping Study)

Issues for the masterplan to address

- Residential growth is required to create a critical mass for investment in the town centre and community infrastructure throughout the town
- Community infrastructure is lacking and needs to be brought in line with recent and future planned growth
- Sleaford is a popular town and growth should enhance its existing characteristics (walkable town centre, compact form, rural aspect, market town character, heritage rich)
- New communities need excellent connections to local services to avoid being disconnected from Sleaford Town Centre
- Strategic contributors to traffic congestion (for example the centrally located schools) should be considered in tandem with planned residential growth

2.3.2 Accessibility, Movement & Parking

The town centre is dominated by traffic often trying to find parking or just cutting through. This creates an unpleasant environment for pedestrians and a frustrating experience for all visitors.



▲ Access to central car parks adds to congestion in the town centre



▲ Congestion on Southgate. Main streets are dominated by cars which pushes people to the edges

What you said

"Southgate gives a very poor impression to visitors entering the town and needs to be much more welcoming and attractive"

"We have great schools but parent's dropping their children add to the congestion in the town"

"Car is 'King' in Sleaford and until this changes the town will suffer"

"Congestion and problems at the level crossing are caused by new traffic lights that were introduced at the junction and not so much the level crossing itself"

"Why was the one-way system introduced? It increases journey lengths and increases congestion, pollution and noise in the town centre"

"There is a perception that older people do not go out at night. They do; and need public transport, safety, good lighting and opportunities to share transport."

"There is a need for behavioural change. Sleaford is a small town and can be covered on foot very easily but the people of Sleaford are used to using their cars, which needs to change to relieve the town of its congestion"

As part of the process a transport study of the current situation has been observed to allow a baseline situation to be established. This sets out how people access, move and park within the town at present and what challenges are faced. The full baseline study is included at Appendix 2 of this report.

Summary issues from the transport baseline:

- There are large volumes of traffic within Sleaford causing congestion and resulting in slow moving traffic through the town centre. The road network in the centre of the town is dominated by a one-way system which is congested for most of the working day.
- The combination of Southgate level crossing and its signalised junction creates periods when vehicles are held up on Southgate and London Road. This held up traffic can often back up into the heart of the town, intensifying the congestion on the one way system.
- Large levels of at-grade car parking spaces are provided within the centre of the town. Many of these spaces are free for the first half hour and inexpensive thereafter, which means people that reside within 2km of the town centre tend to drive rather than use public transport, cycle or walk.
- Cycle routes are provided on the arterial routes but these terminate in advance of the town centre.

- Pavements tend to be narrow on the streets within and surrounding the town centre and pedestrian desire lines are obstructed in many areas. This is through infrastructure such as rail lines but also by street furniture such as bollards and pedestrian barriers.
- Buses do not have priority over private vehicles, which makes them a less attractive alternative to private car use.
- The railway line to the south of the town centre effectively divides the town in two. With only two connections over the line, the area to the south is somewhat disconnected from the centre.

Issues for the masterplan to address

- The town centre needs to be relieved of the pressure placed on it by private cars so that the space can be utilised by pedestrians
- A shift from private vehicles should be encouraged by providing:
 - Improved pedestrian links; provide wider more generous pavements (where possible), which are clean, high quality, durable, easy to negotiate and secure
 - Improved cycle links
 - Rationalise parking and improve enforcement to allow priority to be given to sustainable transport to the town
 - Improve local transport services (both rail and bus), making them more efficient and better connected
- There is a need to improve the efficiency and movement opportunities throughout the centre of the town for vehicles
- Shared surfaces should be introduced in Sleaford town centre so that it can be enjoyed by people on foot but also be accessed by vehicles to allow important functions to continue

2.3.3 Fulfilling the Town Centre's Potential

The town centre has some great assets, interesting spaces and strong architectural character, but it let's itself down with a poor and confusing experience for people. Whilst there are success stories, the town centre retail and service offer is generally poor when compared to other similar sized market towns. The desirable assets in the town centre are currently undervalued by their settings and a lack of footfall. These factors are some of the major contributors to local people going elsewhere for everyday leisure and shopping needs.



▲ Money's Mill is surrounded by cars and poor quality buildings



▲ High quality buildings but poor quality environment



▲ Highly desirable character but the retail offer is lacking



▲ The town often turns it's back on the waterfront

What you said

"It is important that the town centre is 'buggy' friendly so that moving about is easy when walking with and pushing young children"

"My son is a furniture maker/cabinet maker and works in a small industrial unit on the edge of town. It might be better if this type of craft activity were closer to The Hub"

"The market place should be a real focal point for the town"

"The historic buildings and churches are important features"

"The waterways in the town centre are attractive but need to be kept clean. Also they could be much more imaginatively lit at night"

"We need up to date facilities, there is no cinema, no bowling alley and no real venue for music concerts, drama etc"

"The Hub is hidden"

"We need more up to date shops in the centre"

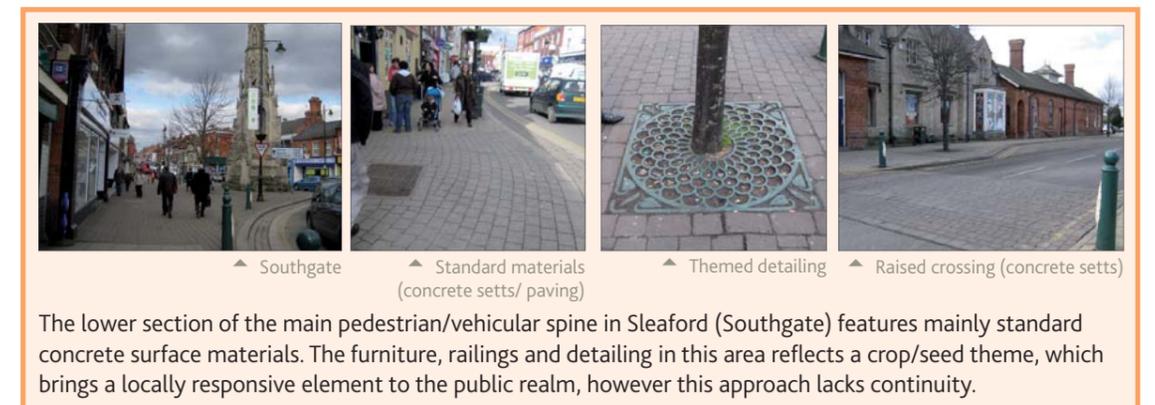
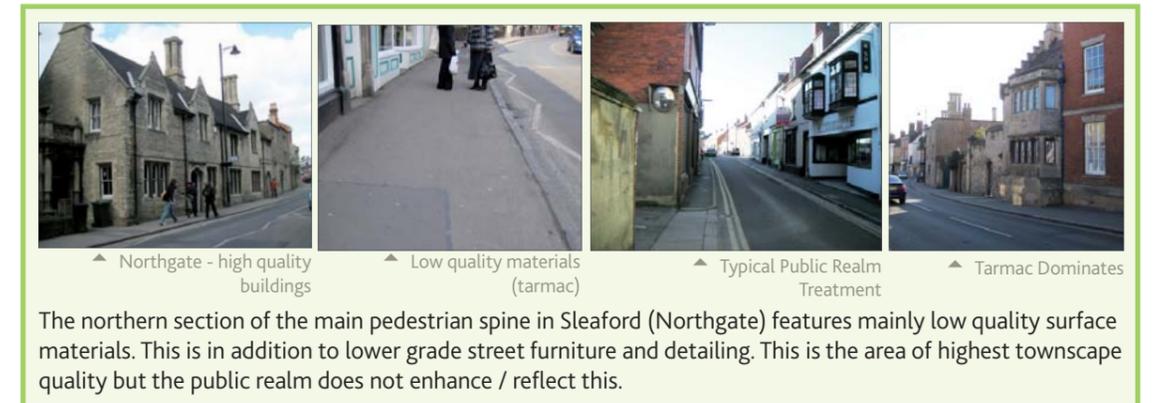
The conservation area benefits from individual buildings and townscape character of the highest quality, this is particularly evident on Northgate and Market Place. The tight urban grain, high density and irregular street pattern create a desirable appearance which, as a 'selling point' should be conserved and enhanced. Currently this is undervalued by some poor quality public realm and building uses, highway clutter and traffic congestion. Southgate's potential townscape quality is reduced by poor shop fronts and a series of gaps and visual scars especially at its southern end. This creates a poor first impression at a key gateway into the town centre. Northgate and Southgate form a strong spine through the town centre, with clear gateways marked by a tightening of urban grain – Carre's Grammar School to the north and the railway crossing to the south.

High quality public realm, including natural paving, is largely absent within the town centre, which appears at odds with the high architectural quality and the charm and character that the town centre possesses. Market Place in particular would benefit significantly from upgraded surface materials. Refer to Figure 2.

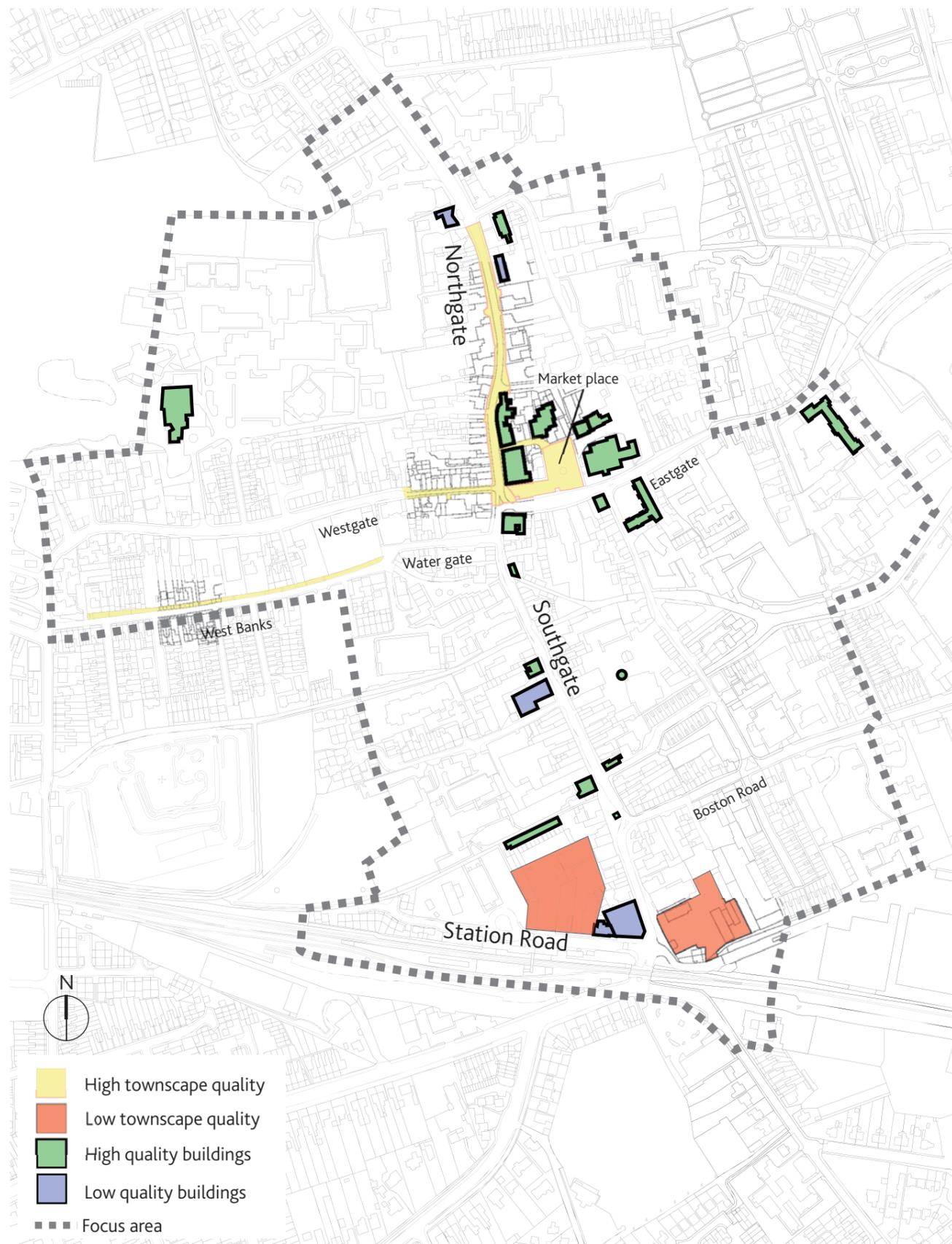
Overall, the town centre is an intriguing place to explore with a series of east-west links and destinations off Northgate and Southgate. However the quality of pedestrian links is poor and the urban grain often breaks down creating barriers and a lack of continuity, resulting in a confusing experience for visitors. This is amplified by the impact of traffic congestion throughout the town centre. Key attractions and heritage assets are also hidden including the river, Money's Mill, the National Centre for Craft and Design (the Hub) and Castlefield. In most cases the setting undervalues these destinations - for example Money's Mill being located in a busy town centre car park. In contrast, the National Centre for Craft & Design (the Hub) and the improved riverside are high quality settings, yet the pedestrian link from the town centre is convoluted and unappealing. Refer to Figure 3 for townscape analysis.

Sleaford's location at the heart of the district should permit it to draw visitors from the surrounding hinterland and beyond. At present the opposite happens, whereby Sleaford residents travel out of Sleaford. There is clearly an opportunity to reverse this trend, retain those that reside within Sleaford and attract others to enhance the business and retail activity in the town. The town centre train station (currently being refurbished) and good radial routes into the town provide great infrastructure that should be better utilised to complement the town and allow it to operate more effectively and efficiently.

The conclusion from this analysis is that Sleaford Town Centre needs to 'fulfil its potential' as a market town destination. The masterplan needs to focus on improving the quality of the Town Centre, to maximise its use by residents and visitors, and also to identify opportunities for increasing retail space to reduce catchment leakage (refer to Section 3.3 for further retail analysis).



▲ Figure 2 Surface Materials Analysis (Extract from Scoping Study)



An assessment of high and low townscape and building quality

▲ Figure 3 Townscape Analysis (Extract from Scoping Study)

Northgate Area - high quality townscape and buildings



▲ Strong spine and urban grain ▲ Townscape of the highest quality ▲ Tight urban grain

Market Place Area - potentially good townscape quality and good quality buildings



▲ Key corner building ▲ Cars detract from Market Place townscape ▲ Good quality frontage onto Eastgate

Southgate Area - average townscape quality with good quality buildings



▲ The memorial provides a strong focal point ▲ Links off the main spine create an intimate scale ▲ Interaction with river creates interesting features

Station Road/ Lower Southgate area - poor townscape quality and poor buildings



▲ Gap sites break up townscape ▲ Poor quality frontage ▲ Station Road lacks enclosure and definition

Figure 4 shows how visitors navigate and experience the town centre highlighting likely start points (such as car parks and the train station), key vehicular and pedestrian routes, gateways, views, landmarks, barriers and destinations. This exercise identifies the importance of the Northgate/Southgate spine and the disjointed nature of links off this. In addition it illustrates the potential barrier effect of the railway, the importance of the river and the many high quality landmarks.



▲ Figure 4 Legibility Analysis (Extract from Scoping Study)

Issues for the masterplan to address

- The town centre has many high quality heritage and townscape assets and they need to be celebrated by their settings
- The town centre is currently an intriguing place to explore but the visitor experience should be improved to fulfil its potential, including the creation of attractive routes into the centre
- Sleaford needs to attract a range and quality of shops and facilities that would be expected in a market town of its size.
- The town centre fails to engage and serve its population. For every pound spent by residents on comparison goods 85 pence is spent outside of Sleaford
- The number of residents and visitors using the town centre needs to increase along with time spent on each visit by improving leisure, heritage and cultural opportunities

2.4 Masterplan Vision & Strategic Aims

Based on the findings of the masterplan process the following vision has emerged:

"In 2036 Sleaford is a bigger, better, more confident place with a thriving retail centre, a keen sense of history and a clear idea of where it is going".

"People are proud of their town because they know it's a great place to live, work and visit. Sleaford has kept its friendly atmosphere but also offers well run services and amenities of high quality to all of its residents, as well as acting as an important hub for the rural communities that surround it. The new town centre has all the shops you could want and all the facilities you'd expect from a place of this size and importance. Today Sleaford is surprisingly well connected - it's easy to find your way around - and because local economic growth has kept pace with population growth, the town can offer a wide range of skilled employment opportunities".

To achieve this vision, two strategic aims underpin all masterplan proposals:

1. Plan positively for future growth by investing in infrastructure and creating well connected communities
2. Fulfil the town centre's potential by creating a high quality environment and opportunities for new retail and attractions

Housing



▲ Residential inspiration images

Town Centre



▲ Town centre public realm inspiration images

2.5 Big Ideas

The masterplan has developed an aspirational yet deliverable set of projects for Sleaford (refer to Sections 3 and 4 for details). The comprehensive approach is tailored in response to the key issues highlighted throughout the process (refer to Sections 2 for details) and are based on current best practice and innovation. Examples from throughout the UK have been used to support these proposals.

Three 'big ideas' have emerged through this process :

A movement strategy that will transform the way people use and perceive Sleaford.

Traffic congestion is widely considered to be the key issue that holds Sleaford Town Centre back from fulfilling its potential. A radical set of proposals have been developed to not only transform the way the town functions but crucially aims to tackle the root cause (levels of private vehicle use):

- Refocus parking to town centre perimeter locations, providing easily accessible car parks within walking distance of the centre and its retail offer
- Promote the use of the A15 and A17 as the primary routes when moving around Sleaford to reduce unnecessary movement across town
- Reconfigure the town centre one-way system to two-way where possible, creating more flexible movement
- Transform the public realm and create a pedestrian dominant experience
- Promote sustainable alternatives to the private car and improve links with Sleaford's residential areas and its hinterland



▲ A vision for Southgate

The reinvention of Money's Yard, a lost asset that provides the key to a number of wider proposals

This emerging idea has become central to the town centre proposals and delivers a wide variety of benefits through the transformation of a car park into a new public space. These include:

- Improved pedestrian links to town centre destinations
- A new setting for a listed mill and well known landmark
- A reduction in town centre traffic congestion
- A wider range of retail and leisure in the town centre
- An opportunity to animate the public realm
- Improved connections to the waterfront



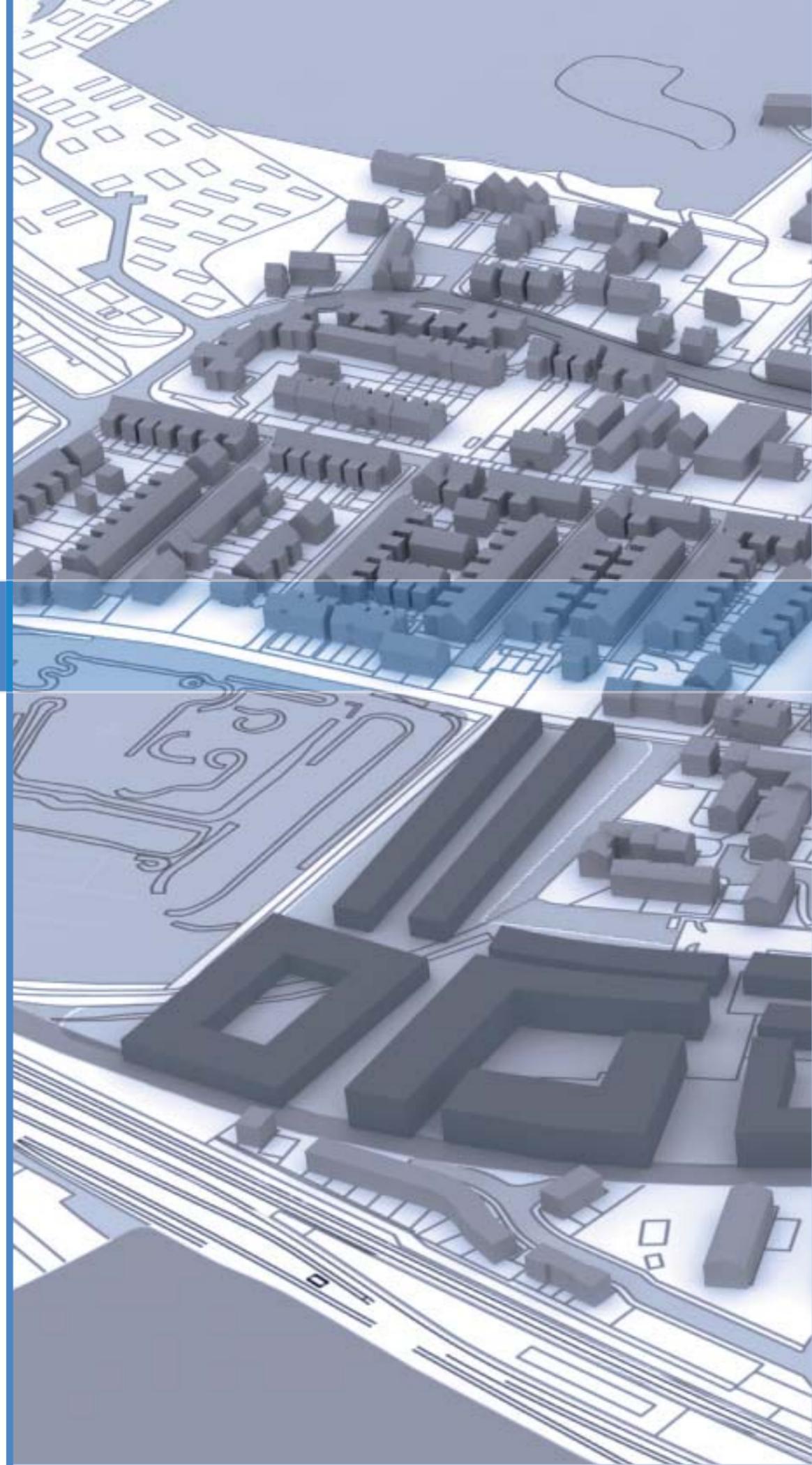
▲ A vision for Money's Yard

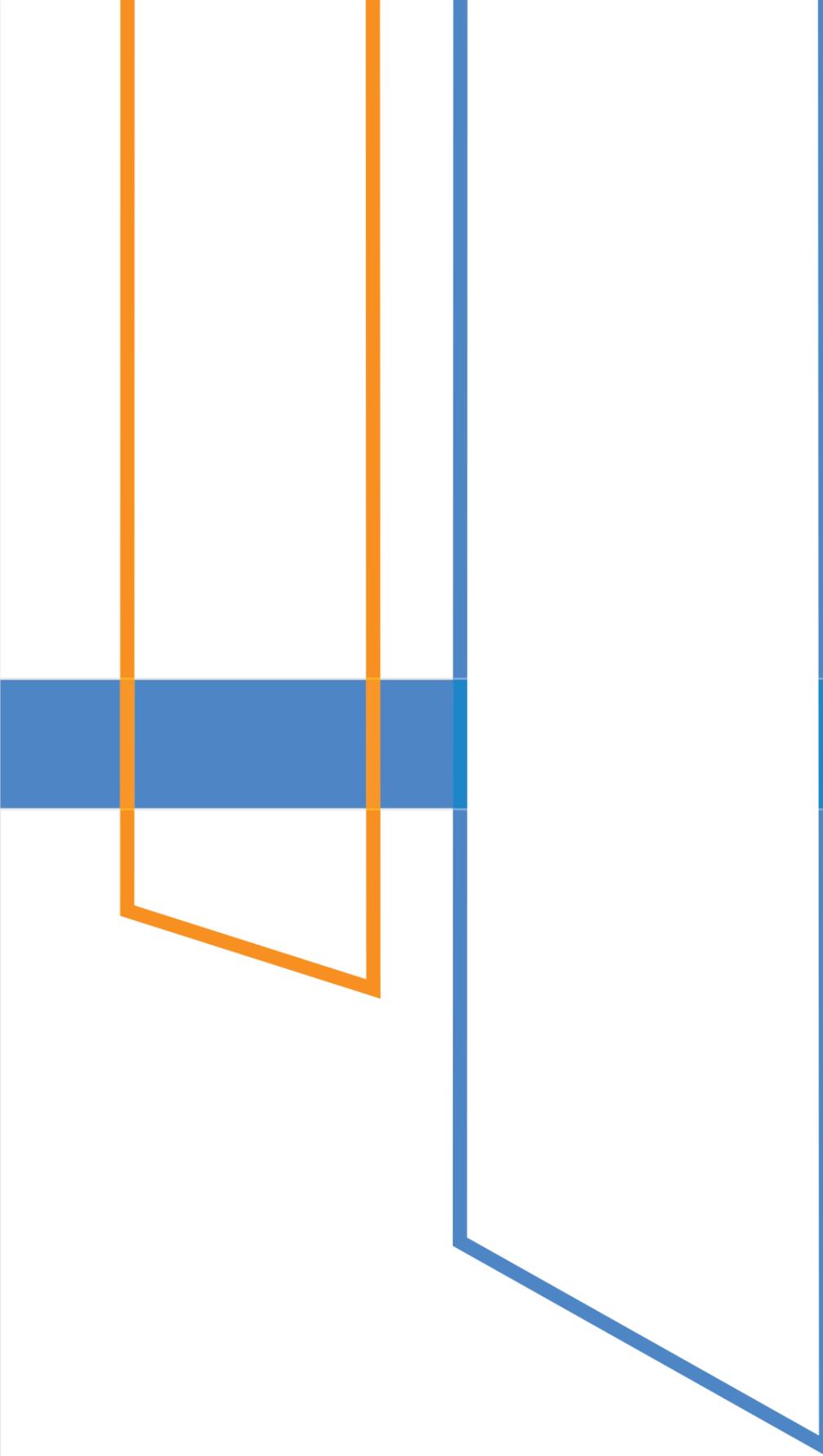
A consensus building approach to public consultation, which supports the formation of the Sleaford Regeneration Group and provides a focus for sustained community involvement in masterplan delivery

- The perception and reality of a more intimate and personal involvement through the 'warm up' workshops that generates real community interest and involvement coupled with providing high quality information.
- Initial targeting and then taking the masterplanning message to where groups and people already meet, rather than expecting them to attend a central venue.
- The benefit of not being a local authority employee and bringing demonstrable objectivity and professionalism without being risk averse.
- Giving practical guidance and supporting a district council that is keen to demonstrate true and effective partnership working and that 'arms length' can work.
- Gives confidence and credibility to the Sleaford Regeneration Group (SRG) by demonstrating that positive consensus building is possible within the group and that broad community buy-in to new ideas is achievable.
- It provides the opportunity to grow and develop the SRG in the future with additional new members creating a dynamic rather than static organisation.



▲ The Sleaford Regeneration Group





3.0: Strategic Proposals

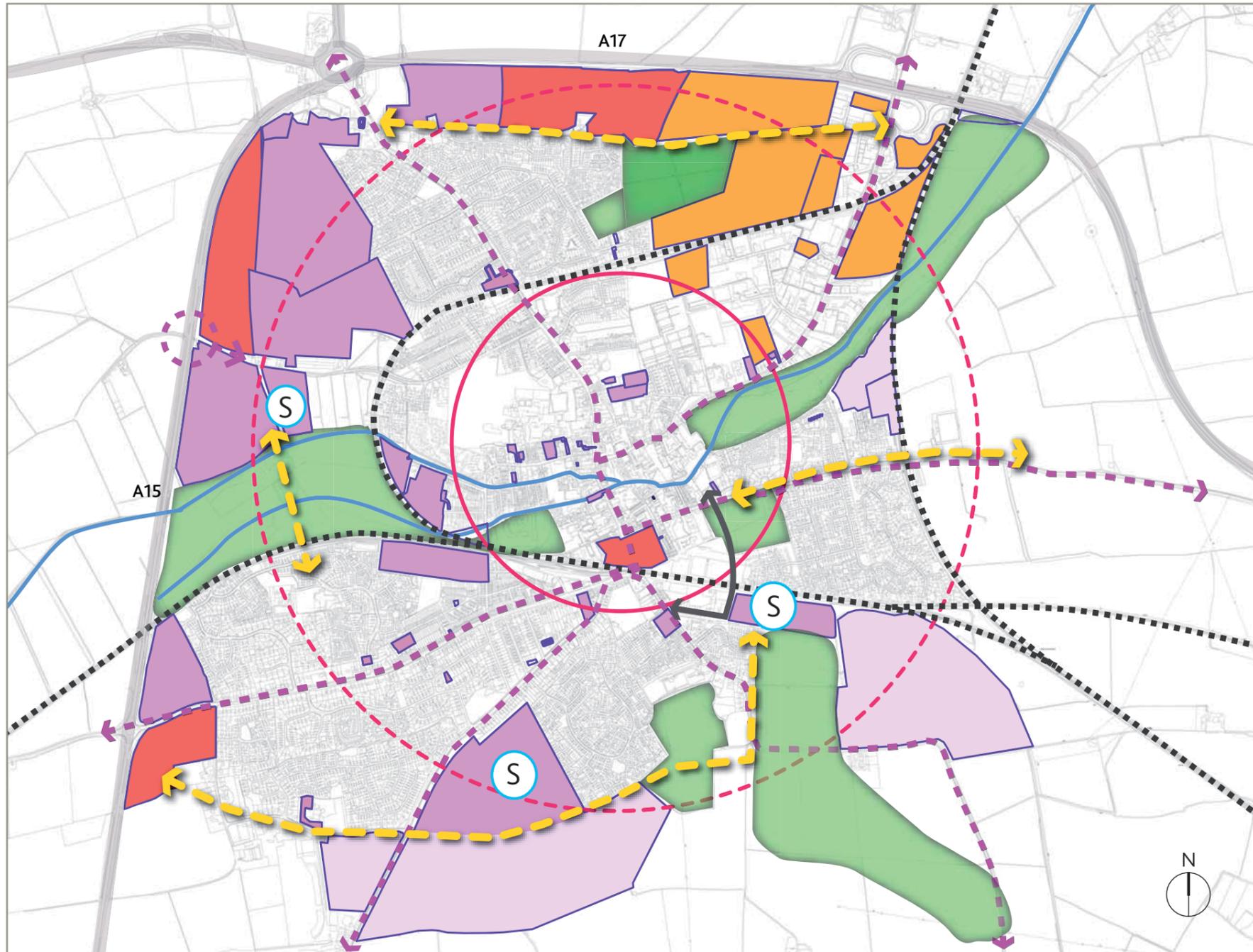
The masterplan team have developed a series of Strategic Proposals in tandem with community and stakeholder consultation.

- [3.1 Strategy](#)
- [3.2 Housing Growth](#)
- [3.3 Employment, Retail & Commercial](#)
- [3.4 Schools and Leisure](#)
- [3.5 Movement and Environment](#)
- [3.6 Wider Links](#)
- [3.7 Summary](#)

3.1 Strategy

Section 2.4 of this report states the following strategic aim and the team have developed a comprehensive set of proposals to achieve this:

- Plan positively for future growth by investing in infrastructure and creating well connected communities



KEY

- Potential housing sites for Masterplan period
- Potential long term housing sites (post Masterplan period)
- Potential employment opportunities
- Existing employment sites
- Potential Green wedge/Sustainable corridor
- Sleaford Wood
- Railway line
- Waterways
- Potential strategic pedestrian/cycle links
- Key roads
- 5 min walk, 3 minute cycle
- 15 min walk, 7 minute cycle
- Potential new access
- Link road
- S Potential future school site options

Note - The above plan is indicative.

Site specific masterplanning would be expected, especially for the growth areas, to ensure comprehensive development.

Existing and proposed housing areas will require further detailed analysis during the masterplan period to establish local requirements (including community infrastructure).

▲ Figure 5 Strategic proposal

3.2 Housing Growth

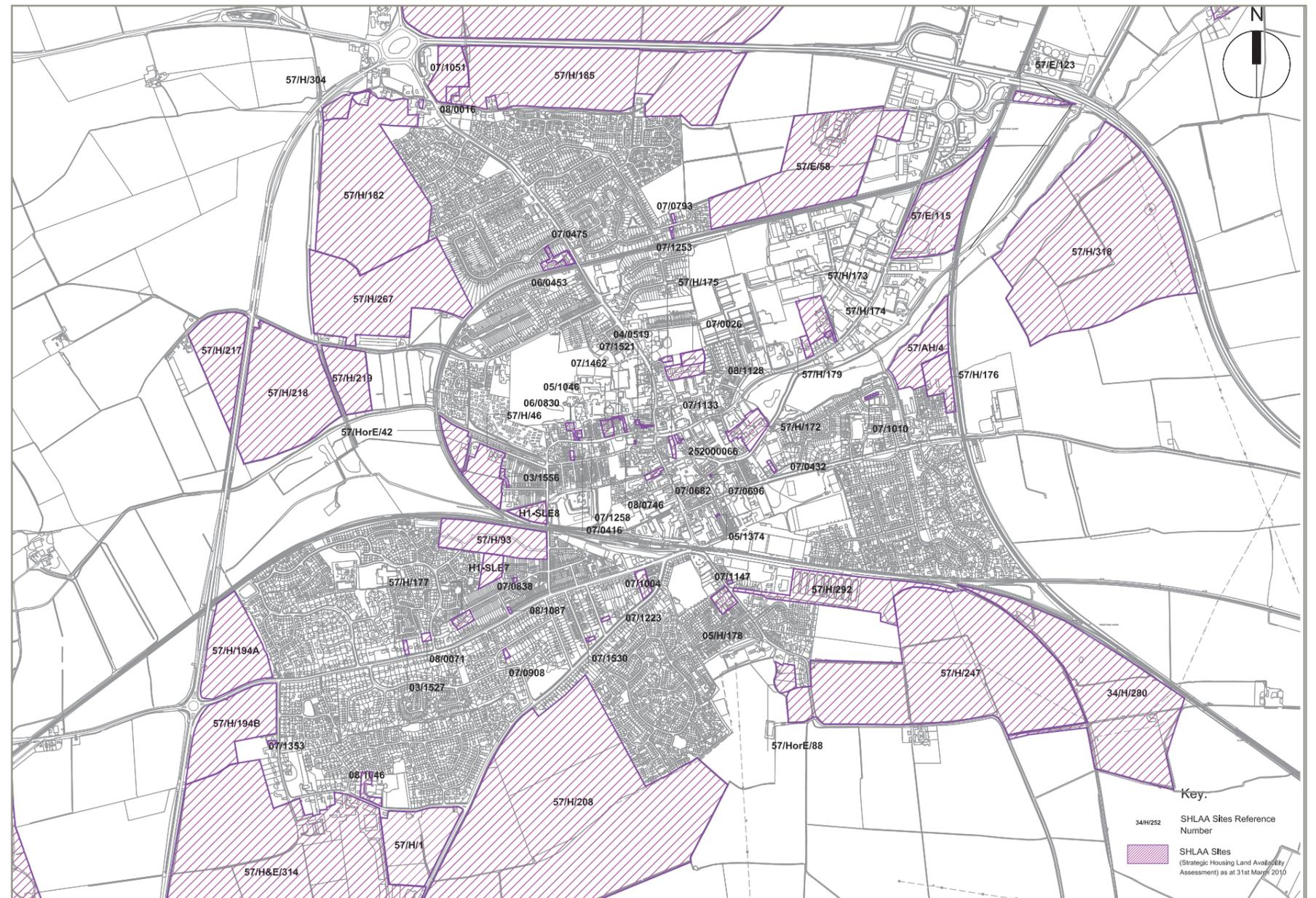
The Sleaford Masterplan Scoping Study highlighted that there may be a need to accommodate in the region of 4,000 new residential dwellings, which would represent a further major expansion over the next 25 years. It identified that this scale of growth was in line with current policy, sustainable and spatially achievable. It highlighted that supporting community infrastructure would need to be brought forward such as employment, transport and roads, leisure, open space, schools and town centre services. Within this context growth must be carefully planned to retain the characteristics which add to Sleaford's popularity as a place to live, such as its rural character and compact form with its town centre within approximately 20 minutes walk of all residential areas.

The Central Lincolnshire Joint Core Strategy will establish the level of growth to be planned for. It will set out what proportion of the overall total growth shall be delivered in major settlements such as Lincoln, Gainsborough and Sleaford and other rural communities.

The following sets out the methodology undertaken as part of the masterplan process to plan for future residential growth and guide the developing Core Strategy.

STEP 1:

The masterplan team mapped the potential housing sites identified in the Central Lincolnshire Strategic Housing Land Availability Assessment, March 2010 (SHLAA).



▲ Figure 6 SHLAA Sites

STEP 2:

Using the Sleaford Masterplan Scoping Study and further analysis, some sites were discounted due to their location beyond the bypass or outer railway line. The remaining sites were then assessed and selected using the following criteria:

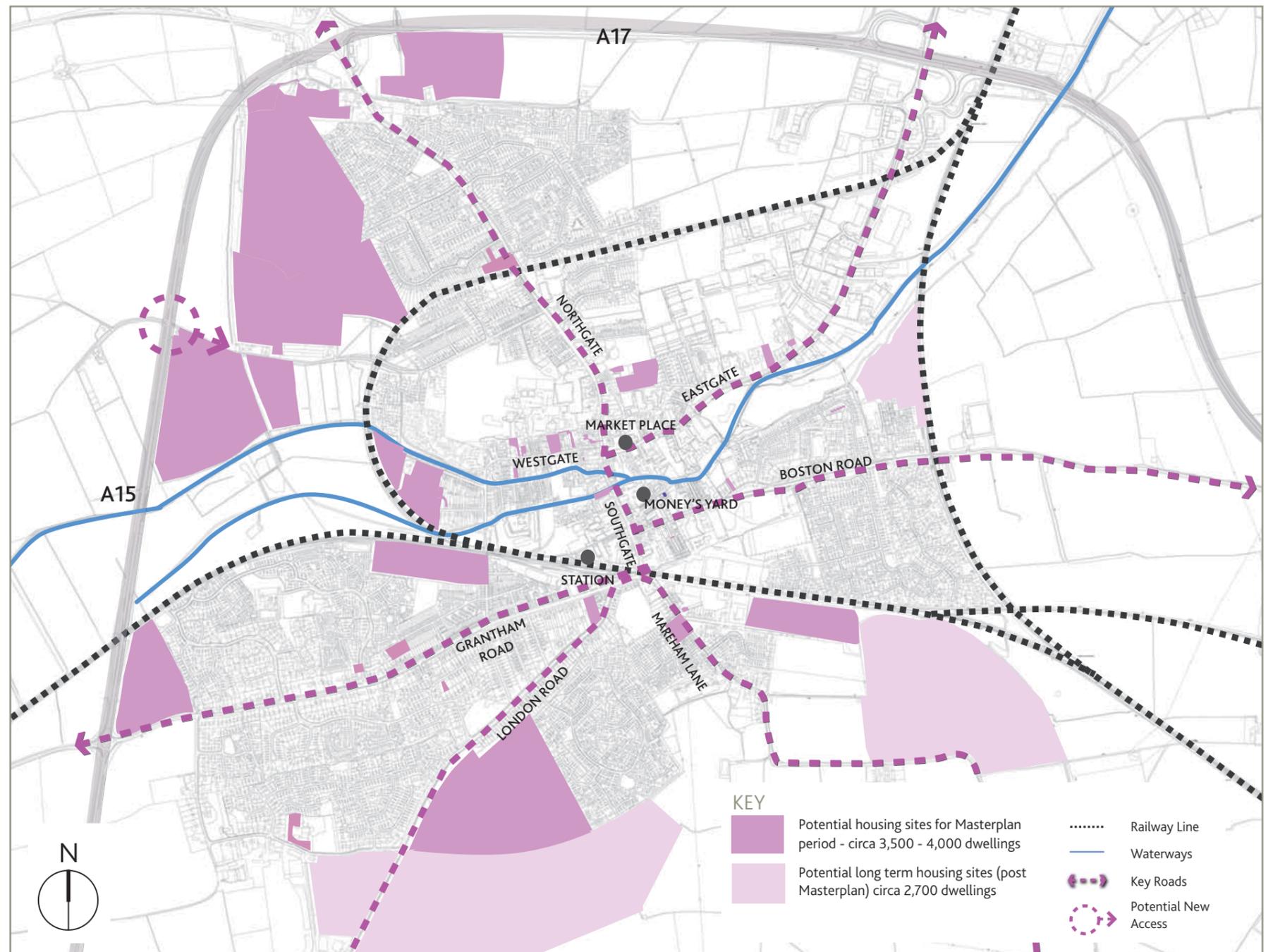
- Available infrastructure (is there infrastructure already available to support new residential development?)
- Location (in terms of proximity to town centre, railway line, bypass, proposed 'green wedge'. Does the site fit in with Walking/Cycling Strategies set out by the Scoping Study and Baseline Transport Study - Keeping a 'Compact Town')
- Flood data (does the site lie within a flood zone?)
- Market view (is the site attractive to private sector developers?)
- Residential Dwellings Targets (does the site contribute toward the required residential dwelling target set out by the Scoping Study?)
- SHLAA category (refer to Appendix 6 for extract from Central Lincolnshire Strategic Housing Land Availability Assessment)
- SHLAA category justification (refer to Appendix 6 for extract from Central Lincolnshire Strategic Housing Land Availability Assessment)
- Environmental/heritage considerations (including the opportunity to support the improvement of the existing and proposed green wedges)

STEP 3:

Based on the process of evaluation undertaken in Step 2, a series of supporting tables were produced (refer to Appendix 3). These selected sites were mapped and the maximum housing capacity was calculated for each of the sites using a guide of 40 dwellings per hectare in town centre and 30 dwellings per hectare in all other areas (density based on current local authority guidance). Based on the above, a long list of sites was established which indicated capacity for approximately 6,500 dwellings. This was refined further, to identify specific areas/quadrants of the town where development is most appropriate – the short list. This short list included sites with a capacity for circa 3,500 - 4,000 dwellings.

STEP 4:

Figure 7 shows where the Masterplan is proposing that future housing development should be located based on the analysis set out above and the current market view. The short term developments, in dark purple have been chosen to avoid 'urban sprawl' by keeping development within the boundaries created by the bypasses and the railway line. This process has identified two main growth areas, the Northwest and the Southern. Supporting community infrastructure will require detailed consideration as each area is brought forward based on the principles described in the following development brief.



▲ Figure 7 Strategic Housing Sites

Case Study



▲ Gainsborough aerial

Gainsborough

The people of Gainsborough supported significant urban extensions (growing the population from 19,000 to 36,000) in their recent Masterplan in order to create the critical mass necessary to attract and support new services and investment to the town.

Development Brief for Proposed Growth Areas

In addition to various infill sites, two key areas of housing growth are proposed, the Northwest Growth Area and the Southern Growth Area (refer to Figure 7 Strategic Housing Sites plan). The following sets out the overarching principles for these areas to guide future development:

Design Principles:

Develop exemplar residential growth areas for Sleaford that provides the highest quality design, environment, facilities and links.

Growth Area development should:

- Provide distinctive new places within Sleaford with excellent connections to the town centre
- Deliver community infrastructure of local significance for both new residents and adjacent existing communities (for example a local centre, school, park)
- Knit into existing housing and surrounding destinations such as employment areas
- Promote Sleaford and create gateway views from the strategic road network.
- Protect views towards the town centre and its heritage assets to maintain Sleaford's green, open character
- Enhance the settings of buildings of heritage importance
- Promote design, placemaking and sustainable good practice in line with the latest national guidance
- Demonstrate consideration of environmental/heritage baseline information (such as the North Kesteven Landscape Character Assessment, 2007)
- Engage with the proposed green wedge strategy. In particular the Northwest Growth Area should be strongly linked with the river corridor and deliver a western town pedestrian/cycle bridge over the railway to link green space and community infrastructure with communities to the south of the railway. The Southern Growth Area should connect to the green wedges through improved sustainable connections

The following images provide inspiration for residential development:



▲ Green infrastructure



▲ Sustainable materials



▲ Bold landscape



▲ Incorporation of existing features



▲ Respond to local character



▲ Careful incorporation of parking



▲ Environmental innovation



▲ Opportunities for distinctive design



▲ Open space & passive surveillance

Housing

To comply with the following guidance:

- A development density of 30 dwellings per hectare
 - Northwest Growth Area - Approx. 70 hectares = 2100 dwellings
 - Southern Growth Area - Approx. 60 hectares = 1800 dwellings
- The current market view suggests a mix of 2, 3, 4 and 5 bed traditional dwellings that include a range of semi and detached properties. Detailed proposals will be required to demonstrate consideration of local need and character.
- Affordable housing policy is currently 35% although this will be subject to future reviews of planning policy
- The incorporation of good quality placemaking, design, layout and sustainable practice throughout.
- The larger greenfield sites offered by the growth areas will be attractive to national house builders

Scale & Massing

A relatively low density of 30 dwellings per hectare provides the opportunity to create a significant green framework (community open space, sports and play areas, habitat creation, cycle/footpaths) as a setting and 'selling point' for new development and to link with the wider green wedge strategy. In addition the density acknowledges the potential for local centre facilities/employment within the residential growth areas.

Housing should predominantly be a mix of two and three storey with the majority providing private gardens and off-street parking spaces. Buildings should be arranged to frame key routes and views and to engage with surroundings.

The development areas should be readily accessible and serviced by good quality linkage and access to the town centre and surrounding road network.

Phasing Approach

- To correspond with the projected growth figures it will require the release and development of circa 5 hectares plus per annum
- Delivery will be subject to a number of constraints although it is anticipated that a large national house-builder is unlikely to deliver more than 50 dwellings per annum.

- Delivery would therefore be reliant upon a mix of developers to bring forward individual phases. The number of dwellings per annum will, amongst other considerations, be dependant upon prevailing market conditions.
- The phasing will be interrelated to an increase in the town centre service provision and an increase in employment activity

Movement

Sustainable modes of transport should be central to the development. Spaces should be designed to encourage movement on foot first and foremost, enabling the creation of active spaces and efficient use of the public realm. Spaces should be created to encourage interaction, upon which a community can thrive. Streets should be introduced, not roads, with squares and play spaces, activating the realm.

All areas should be designed in line with Manual for Streets, with design following the hierarchy of importance that is:

- | | | |
|----------------|---|---|
| Consider first | - | Pedestrians |
| | | Cyclists |
| | | Public Transport Users |
| | | Specialist Service Vehicles (eg. emergency services, waste, etc.) |
| Consider Last | - | Other motor traffic |

Developments should provide connections to green wedges, which are shown in the town's masterplan, as sustainable movement corridors.

All routes through the development site should support the needs of all users. With a growing and aging population, the design for elderly is essential. This includes minimising steps and trip hazards, but in a way that still supports the visually impaired. Clutter within the public realm should be kept to a minimum and where possible, furniture and signage should be integrated within the design. Proposals should be developed in conjunction with access consultants and local disability groups.

Access

All accesses should be designed to encourage sustainable movement, to reduce reliance on private car use. These developments are potentially within a 10 - 15 minute walk and 4 - 6 minute cycle from the centre of Sleaford and its transport links. This proximity should be utilised with walking and cycling.

Northwest Growth Area - Primary vehicular access should be via the A15. The access on the A15 would need to be evaluated and considered as part of a Transport Impact Assessment that would be required as part of the development proposal for this site.

Southern Growth Area - Primary vehicular access should be via London Road. A Transport Impact Assessment would be required as part of the development proposal for this site.

S106 contributions would be required to provide a new dedicated Into Town bus route and improved cycle and pedestrian routes from this site to the town centre and countryside beyond, in line with the Masterplan vision.

Community Infrastructure

- New local centres would be required to serve the development areas (typically recommended for developments over 800 to 1,000 dwellings). These would be small scale and provide services required to meet the day to day needs of local residents such as medical, education, local shops and ancillary uses. They are not intended to be out of town shopping centres or to compete with town centre services
- Local parks and play areas would be required to provide a variety of provision (within the framework of links to the strategic green wedges)
- Both growth areas have been highlighted as potential opportunities for a new school site (refer to Section 3.4)

Utilities

Anglian Water prepared a feasibility study on behalf of the Central Lincolnshire Policy Unit. It concluded that sewerage, sewage treatment and flood risk are the three parameters of the water cycle that present the most significant constraints to future development in the Central Lincolnshire area. In relation to Sleaford it highlighted sewerage as a potential barrier to growth, stating that the SHLAA sites to the south west of Sleaford have been classified as Red and unable to accommodate additional flow (the implications of this on the Southern Growth Area would require further investigation at the detailed stage). In terms of sewerage treatment works in Sleaford, there is spare capacity to accommodate approximately 3,500-4,000 additional houses.

Other strategic infrastructure capacity is unknown at this stage and will require further feasibility testing as plans are developed

3.3 Employment, Retail & Commercial

Sleaford's employment opportunities

The masterplan needs to accommodate employment growth in the town, as part of a sustainable long term strategy. Predicting sectoral economic growth is not an exact science but can be informed by available econometric forecast data and also consideration of government and economic policy, to support the identification of appropriate interventions that will facilitate growth. Using these sources of information suggests the following are key considerations for the town.

Forecast Sectoral Changes

Available econometric information for North Kesteven District (2009 Updated LEFM model, Lincolnshire County Council) has been used to establish the change in employment numbers by sector from 1990-2010 and the forecast change from 2010-2021, reflecting the first ten year period of the masterplan (refer to Appendix 4 for supporting table).

- Agriculture and the manufacturing of food and drink has seen decline in employment over the last 20 years and that decline is forecast to continue, with a potential loss of approximately 1,800 further jobs to 2021.
- The education and health sectors are also forecast to decrease by approximately 2,000 jobs, although a significant increase at the Lincolnshire level suggests this may be a relocation of activity around the County.
- The growth sectors at the district level are similar to the County and suggest significant increase in professional and business services, construction, hotels/catering and transport/distribution.
- Retail is a sector forecast to decline at the district level. This is a key challenge given our knowledge of an already significant out-migration of catchment spend and a declining retail offer in the town. The Masterplan proposals would seek to address this issue.

Government Policy Considerations

The impact of the recent recession and the current public spending cuts place emphasis on the creation of employment within the private sector, with policy measures such as the Regional Growth Fund aimed specifically at supporting private enterprise. The forecast of employment loss within the education and health sectors in North Kesteven is indicative of a programme of expected public sector cuts. The district will also have a significant proportion of employment within the defence sector, given the presence of the MoD bases and this may also change over the next 10 years as a result of differing locational and investment priorities within the defence sector. However, a continued focus on small business creation and an expected growth within outsourced services to the private or social enterprise sector will drive employment creation.

Implications for the Masterplan

Sleaford therefore faces challenges in terms of changing employment sector patterns but it also has opportunities. It is relatively well connected by train line and road to major economic centres of activity and offers a good environment and well performing schools. It would be unrealistic to base our plan on a raft of large single employers choosing Sleaford as a location, but it does exhibit the conditions that will attract private enterprise. For example current planned investment include, but is not limited to, a new straw burning power station, redevelopment of The Maltings and provision of a new swimming pool. In addition, Tesco is about to embark on a multi-million pound investment in the town, which has the potential to underpin growth in retail and the service sector. Whilst econometric data provides a helpful context, it is the local conditions on the ground that will be important to provide the framework for attracting investment. On this basis, the analysis above points to the following as key considerations for supporting employment growth through the masterplan:

- The need to enhance the town's attractiveness to visitors – at present the town centre is congested and its quality assets are hidden or undervalued. Improving this will enable the town to capitalise on the Tesco and Southern Regeneration investments, retaining catchment spend and increasing investment in the town centre retail and hospitality sectors, thereby

creating private sector employment

- Providing flexible opportunities for investment by the private sector in new professional and business enterprises, such as identifying new areas for high quality employment premises, as part of mixed-use developments and in restored historic buildings in the town centre.
- Investing capital resources wisely to address constraints and provide the conditions that will attract private sector investment. Through the use of developer contributions to match available public sector resources.
- Promoting Sleaford as a quality market town location for business – focusing on the assets in the town, its connectivity, well performing schools and a planning strategy that addresses the constraints and supports economic growth.
- The provision of a balanced portfolio of employment land, to enable high quality office development attracted by the local conditions, as well as traditional manufacturing employment and industrial provision.

Retail

Introduction

The retail offer in Sleaford appears to be under-represented in comparison to competing centres. If Sleaford is to accommodate future growth and increase its attraction to visitors then the town centre and retail offer will need to be improved and enhanced otherwise growth will not be sustainable.

There are currently three significant development sites in and around the town centre. The most significant is the proposed Tesco store to the south east of the town centre on a former industrial site. This will result in the relocation of the existing Tesco store on Northgate, which lies to the north of the town centre. A substantial mixed-use scheme is proposed through the refurbishment and redevelopment of the former Bass Maltings, which is located on the southern edge of Sleaford Town Centre. The Corn Exchange adjacent to the Market Place also offers a potential redevelopment opportunity. However, there are uncertainties over viability.

The key issue relates to the provision of town centre services. These have not expanded in line with the towns growth, which between 1991 and 2001 grew by 39%. This was the fastest of all the settlements in Lincolnshire. It must be noted that the population of North Kesteven is projected to increase by 24% to 129,800 between 2008 - 2033 compared to an 18% increase nationally. (Office for National Statistics, 2006 based population projections).

Roger Tym Findings

The Retail Capacity Study undertaken by Roger Tym and Partners identified, for the period 2007 to 2021, the potential for an additional comparison goods (non-food) floor space of between 4,000 to 10,000 sq m whereas there is the potential for an additional requirement for convenience goods (food) floor space of between 1,403 to 1,817 sq m. The report highlights convenience goods retailing is strong within the town however there maybe modest scope to achieve new development if it can deliver a material qualitative enhancement in existing provision, due to the current stock falling significantly below the current standards recognized by modern retailers. In addition, Roger Tym and Partners quantitative capacity work illustrates the need for additional convenience goods floorspace due to demands in the growing population and increased forecast spending in Sleaford. This will enable the retention of expenditure, to prevent the on going leakage to the competing areas thus providing a modest additional uplift.

GOAD Findings

A series of Experian Goad reports have been commissioned to reflect upon the current retail position (Goad statistics provide an up-to-date picture of retail supply and consumer demand in over 3,000 Goad surveyed town centres in the UK and Ireland). The purpose of undertaking this high level analysis of the retail market was to understand how it related to competing centres. The analysis was to outline the differences and to confirm the findings of the Retail Capacity Study that there was capacity and growth for expansion of the retail offer in Sleaford. The analysis of the Goad statistics suggests that the retail offer is under-represented in Sleaford when compared to the national averages, neighbouring centres and population figures. The latest figures reflect the presence of 174 outlets with a total floorspace of 30, 545 sq m (328,800 sq ft). The report suggests that the number of vacant units has fallen to 23. If the under represented areas were to equate to the national average it would require an additional 3,670 sq m (39,500 sq ft) of retail floorspace. Through an analysis of the figures it is noted that the existing units are small and reflect the presence of smaller and independent occupiers. Whilst national multiples are present in the town centre there is also a notable absence of other multiples that might be expected to have a presence in the town.

Overall Conclusions

When combined with the projections for additional growth, suggested by the Retail Capacity Study for the period up to 2021, we consider there is capacity for growth and expansion of the retail offer in Sleaford.

Whilst it is recognised that the proposed Tesco store is likely to absorb the majority of additional convenience space there is merit in exploring the options to accommodate additional retail space either within a stand alone scheme or within individual developments. It is recommended that both options are taken into full consideration when deciding upon the whereabouts of new retail floorspace as both options can provide solutions to the underrepresentation of retail space within Sleaford. However the provision of adequate sized and modern high quality units is a must to attract modern retailers.

The masterplan suggests the the provision of an anchor store (in addition to Tesco) of between 1,858 to 2,787 sq m (20,000 to 30,000 sq ft) to accommodate formats such as Marks & Spencer or Wilkinsons, or a similar type of occupier. In addition the provision of between 2-3 retail units of between 464 to 929 sq m (5,000 to 10,000 sq ft) to accommodate a range of mid-size occupiers such as New Look, Next, Laura Ashley, Brantano, Halfords.

Finally, the provision of a range of stores of below 464 sq m (5,000 sq ft). The number of units will be subject to constraints associated with the development opportunity. However if flexibility permits this may be anywhere between 10 – 15 units. The majority of the demand is likely to be for units of between 93 to 186 sq m (1,000 to 2,000 sq ft) to accommodate niche and standard retailers such as the Body Shop, Lakeland, Vision Express, Yeomans, Julian Graves, Costa Coffee. These figures are based upon comparable schemes that have been successfully delivered in similar locations. The preference would be a retail development accommodated on a single site within the town centre comprising a mix of units as opposed to development being accommodated over a series of fragmented small sites. This is because a single site that has the ability to become a 'destination' and visitor attraction will be far more attractive to occupiers and developers alike and would have greater impact upon the town centre. The developments proposed are not based upon a detailed retail capacity study but are based upon the identified need for additional retail space and the general view as to what the market is likely to require/need/want.

However, it is recognised that accommodating growth may prove difficult, particularly a provision of larger units due to constraints arising from the Conservation Areas Status and presence of Listed Buildings. The Retail Capacity Study undertaken by Roger Tym and Partners identified that the available units in the town centre are unsuited to the operational requirements of modern retailers, in terms of size and configuration. Therefore if the retail capacity and offer is to be expanded to meet the needs of a growing population it will be important to identify further development opportunities to accommodate potential growth.

Refer to Appendix 4 for further background analysis and the full Experian Goad Report.

Commercial

Generally the property market within Sleaford appears to be performing well and is relatively robust (Refer to Appendix 4 for further background analysis).

North Kesteven is predominantly made up of small businesses, but the District also relies on a number of large employers. Over a third of employment in the District is in the public sector, particularly in local authorities, the National Health Service and the MoD/RAF. The District has three active RAF stations.

Sleaford is a localised market which is mainly industrial and popular with local

rather than national businesses. The main areas of employment within Sleaford comprise Sleaford Enterprise Park, Woodbridge Road, East Road and the town centre. On the whole the town's property market is healthy. Sleaford Enterprise Park, which is a relatively new development area, is located on the northern edge of Sleaford adjacent to the A17. It has been very successful in providing a range of industrial accommodation and satisfying market demand.

Further opportunities within and outside of the existing employment allocation were considered as part of the Employment Land Review (NKDC, 2010) to underpin the current Local Development Framework process. This process has identified a particular need for centrally located small business space.

Based on historic take up rates of approximately 1.8 hectares per year, a basic assumption can be made that 45 hectares of strategic employment land could be delivered over the 25 year masterplan period (a detailed land employment review would be required to develop this further). Therefore the existing supply of development land for industrial and office use appears sufficient to meet the majority of demand in the short to medium term (approximately 35 hectares of existing allocation is currently available). As part of the masterplan process a further 40 hectares of new strategic employment opportunities have been identified for further consideration (both to supplement the existing allocation and to support the proposed residential growth areas). The evaluation of each site is set out in a supporting table (refer to Appendix 3).

In the town centre a number of key employment opportunities are ongoing:

A. The Bass Maltings

This complex is located to the southeast of Sleaford town centre. The buildings are both Grade II and Grade II* listed, which in total comprise an area in excess of 44,464 sq m (500,000 sq ft). The site upon which the Bass Maltings complex stands extends to approximately 6.25 hectares (15.4 acres).

The site is the subject of a planning application to provide:

- 228 residential dwellings comprising both apartments and houses
- 5,763 sq m (62,000 sq ft) for healthcare facilities
- 5,207 sq m (56,032 sq ft) of office floor space
- 1,392 sq m (14,968 sq ft) of retail and café/ restaurant/ bar uses (Use Class A1 – A5)
- 37 sq m (398 sq ft) of community facilities

B. Tesco Store

The local planning authority is minded to grant planning permission, subject to signing a S106 agreement to redevelop the former Advanta Seeds site to accommodate a new Tesco store within the Sleaford Town Centre. The proposed development comprises:

- A Tesco Extra store occupying gross floor area of 8,962 sq m (net sales area that equates to 5,621 sq m of which no more than 2,511 sq m can be used for non food retailing)
- 615 car parking spaces
- A petrol filling station

The existing Tesco store on Northgate has received planning permission for approximately 3,716 sq metres of retail floorspace.

C. The Corn Exchange

This locally important listed building is situated on the south side of Market Place, a short distance from the junction with Southgate, which forms the prime shopping area in Sleaford. The site is 0.13 hectares with an approximate net internal area of 939 sq m. A range of uses have been previously considered including retail, restaurant/cafe or art gallery with office/residential above. An appraisal of the building undertaken by Banks Long & Co in 2009 suggested that, whilst it has potential for redevelopment, there were issues relating to viability.

D. Southern Southgate

The area surrounding Southgate and Station Road has been the subject of a detailed urban design exercise and is accompanied by a Supplementary Planning Document (SPD), which was adopted in 2010. The SPD seeks to guide the future regeneration of this key area located on the southern fringe of the town centre. This SPD also aims to respond to and manage change arising from development proposals such as the relocation of Tesco, redevelopment of the Bass Maltings, and the proposed South East Sleaford Regeneration Route (SESRR). The preferred option proposes a mixed use development, including 6,760 sq m of retail; 7,871 sq m of office use; 18,511 sq m of residential use; 1,938 sq m of hotel use; 2,211 of mixed use retail/leisure; and 6,520 sq m of mixed use retail/community use.

In addition, the masterplan proposes a series of new development opportunities within the town centre such as Money's Yard, the County Council Offices site and existing school sites, which have the potential to provide small business space in the longer term.

Masterplan proposals summary

Figure 8 shows the existing employment sites clustered to the northeast of Sleaford. In addition, indicative new employment opportunities are shown in the north close to existing employment (1) and in the northwest (2) and southwest (3) to tie in with housing growth areas. The relationship between employment zones and new residential growth areas is key in creating a sustainable solution for Sleaford, in terms of integration of clean industries, demonstrating quality design and incorporation of sustainable links. In addition the Masterplan envisages increased employment in the town centre reflecting new retail and service developments also incorporating small business space/ managed workspace (4).

Refer to Section 4 for detailed proposals within the town centre developed in response to this strategic approach.

KEY

- Potential employment opportunities
- Existing employment sites
- Railway Line
- Waterways
- Key Roads
- Potential new Access



▲ Figure 8 Strategic Employment Sites
Sleaford Masterplan 39

3.4 Schools & Leisure

A new school campus

Sleaford is fortunate to have three well respected, popular senior schools within the town centre, but the school run does increase congestion at the start and end of the day. In the short term opportunities for creating town centre perimeter drop off points for schools should continue to be explored in partnership with the schools to help release pressure on the road network. Refer to Section 3.5 for further details.

With Sleaford's population set to increase, the approach to schools becomes a fundamental issue to be explored in the masterplan. Within this context Carre's Grammar School and Kesteven & Sleaford High School have highlighted that their current sites lack room for future expansion. A series of school site options have therefore been explored to allow for either an additional school site, the relocation of one existing school or instead a combined site which would bring together and relocate two of the existing schools. Initial discussions have established that Carre's Grammar School and Kesteven & Sleaford High School will continue to consider such possibilities as part of future strategic planning. In the scenario of a combined site, approximately 13 hectares would be required (based on initial discussions with the schools).

The following considerations have been explored in the selection of potential school site options:

- To support likely housing growth areas
- To maintain close connections between the schools and the town centre
- To provide connections with existing and new housing and links with the proposed green wedges (opportunity for shared community facilities/ playing fields)
- To support regeneration aims within the town centre area either by creating anchors for new developments or by releasing new development opportunities on the vacated sites
- To reduce traffic congestion in the town centre and unnecessary movements across town
- To provide the potential for the relocation of landlocked town centre schools

Option 1 – Northwest Growth Area

This becomes activated by the masterplan proposals to provide significant new housing development to the north west of Sleaford. As part of further feasibility testing, access to this growth area is likely to require significant infrastructure investment in the road network in particular to achieve an access off the A15 bypass. This site provides the opportunity to link in with the proposed green

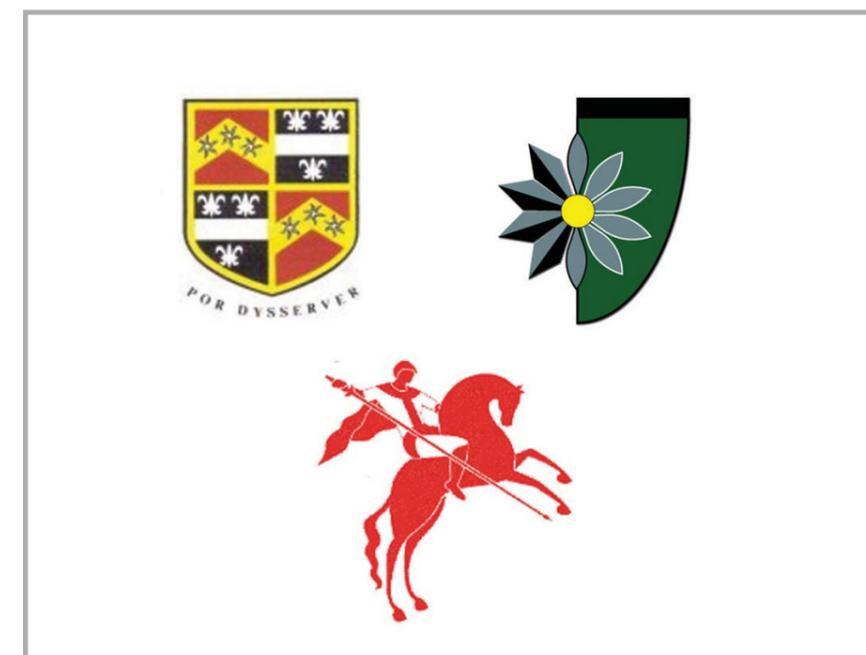
wedge, new housing and to be accessed from south of the railway by residents via the masterplan proposal to install a western town pedestrian/cycle bridge. When compared to the other sites, this option clearly benefits from space to provide a custom designed new build campus and it's out of town centre location will ease some pressure on the road network.

Option 2 – Southern Growth Area

The southern residential growth area provides an alternative to Option 1 for consideration if the preferred approach is to provide a new school site within an urban extension development. As with the Northwest Growth Area, location will require significant infrastructure development. The proposition of a new school being south of the railway line recognises the significant recent population growth in this part of Sleaford but would represent a site that is quite removed from the town centre.

Option 3 – The Maltings

The Maltings is an ongoing development and the opportunity to include public/ community based uses as an anchor has been debated over the years, including council offices, leisure facilities and health facilities. The option to house a new school campus within the Maltings is an exciting proposition, both in terms of regeneration outcomes and creating national profile for the already notable schooling in Sleaford. This site brings challenges relating to conversion of such a building to the demands of modern education, but arguably the benefits would outweigh this. The site provides a 'south of the railway' but near the town centre opportunity with links into the adjacent proposed green wedge. The schools could act as an anchor tenant to bring forward the regeneration of this important Grade II* listed building within the town



▲ School logos

Town Centre leisure - an east-west leisure link

The Retail Capacity study undertaken by Roger Tym and Partners considered national and local trends in relation to retail and leisure provision. The study identifies that Sleaford's retail and leisure offer is too limited for a centre of its status. Given this and future anticipated population and expenditure growth there is a need for an enhanced town centre offer. Specifically, the report suggested that a sizeable proportion of this growth in expenditure could be retained in Sleaford through the provision of a better and more appealing choice of restaurants, cafes, bars/pubs and leisure facilities. The study suggested that there appears to be scope for some additional entertainment type leisure including a multi-screen cinema. The report concluded that some of these facilities would fulfil a dual retail-tourism role.

Tourism is also important to the local economy and presents an opportunity for future development. The District already receives an estimated two million visitors each year. The masterplan proposals aim to enhance the existing offer within Sleaford, to bring in a wider audience and importantly lengthen the time spent. Of particular note, Sleaford Maltings has been highlighted as a potential destination of exceptional quality in a study commissioned by Lincolnshire Tourism that also stated its potential to accommodate an additional hotel for the town (an idea also considered as part of other town centre sites).

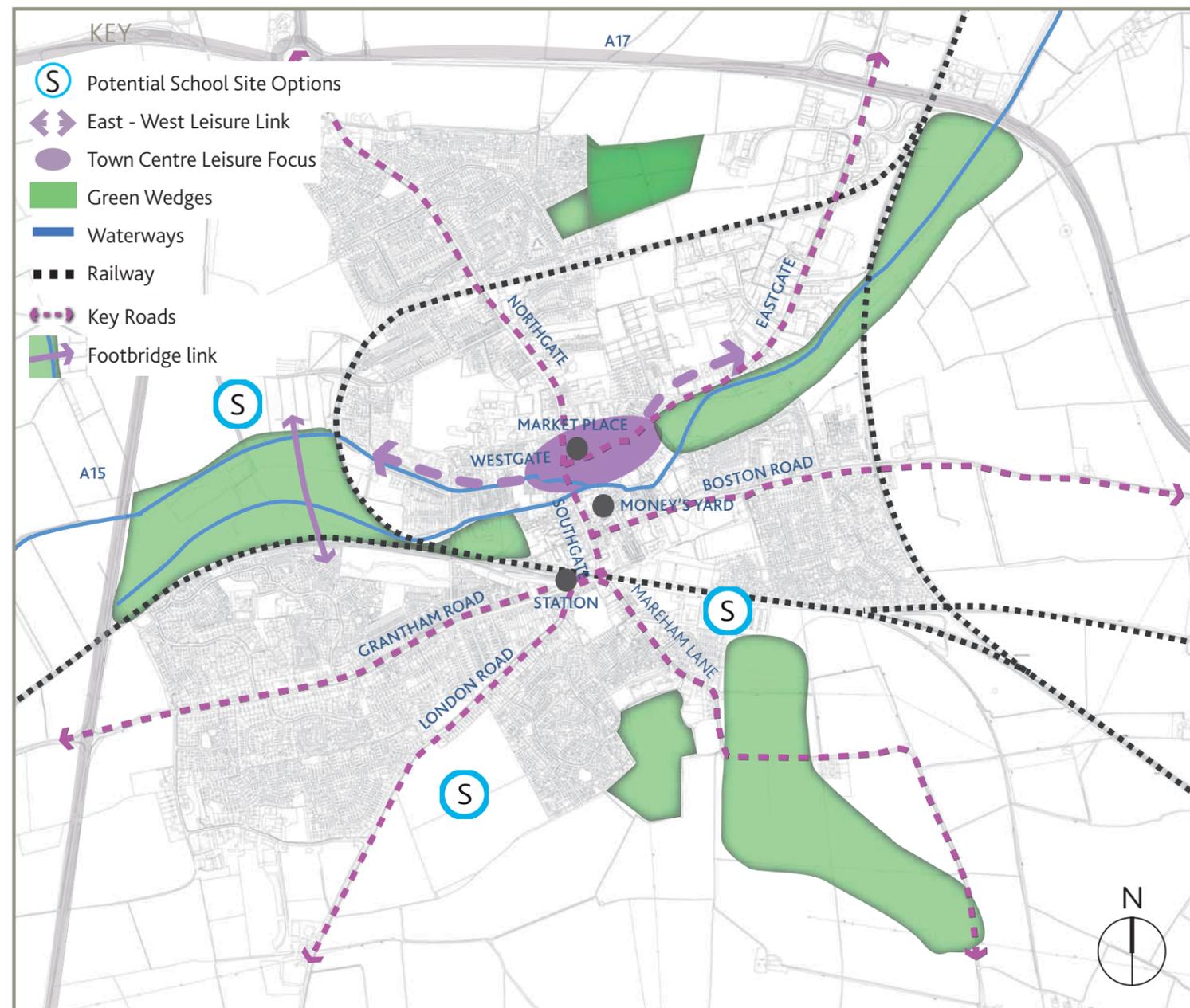
A number of sites have been identified to improve and refresh leisure facilities in the town centre. To complement a north-south focus on retail along Southgate, an east-west leisure link across the town is proposed to join the town centre to green wedges and break existing barriers to movement.

Sites including the Riverside Shopping Precinct and Sainsbury's, the Lincolnshire County Council offices and Money's Yard amongst others provide a variety of opportunities to strengthen the town's leisure offer. For example a new swimming pool, community hall, children's centre or cinema. In addition these opportunities will help strengthen the riverside setting.

Local leisure & services

The green wedges in tandem with sustainable links aim to provide an accessible green space resource to all.

In addition requirements for improved green space and leisure facilities should be developed at a local level for both existing residential areas and proposed growth areas. Refer to Section 3.2 for development principles relating to the Northwest and Southern Growth Areas.



▲ Figure 9 Strategic Community Infrastructure

3.5 Movement & Environment

The aim of the masterplan is to consider growth potential and how to utilise Sleaford's existing infrastructure to enable the town to capture and capitalise on its assets. Addressing ways of creating an environment that will encourage further retail, commercial and civic activity within the town and prevent loss of activity to out of town and other areas are the strategic aims.

Central to releasing the potential of the town is unlocking the congestion, partly caused by unnecessary vehicle journeys, that currently dominate the centre. This needs to be done in a way that will still permit movement and servicing to enable current operations to continue and to support future expansion. To do this there is a need to consider how the existing congestion can be resolved.

A combination of measures will be necessary to achieve this which include encouraging a shift from the private car to more sustainable options, adoption of a strategic approach to movement and rationalisation of public car parking to release the town centre of unnecessary vehicle journeys, whilst maintaining pedestrian footfall in the centre. To achieve this there are a number of strategic steps, which are:

Improve and promote better alternatives to using the private car

This includes the enhancement of all modes of sustainable travel:

Improved public bus services:

- Buses to better connect the hinterland and suburbs of Sleaford to its town centre.
- Reconfiguration of the local Into Town bus service to make it regular and efficient. This in turn will make it more attractive to residents within Sleaford.

More frequent and diverse train services:

- Services on a more regular basis that commence earlier and run later to enable those that commute to other towns to consider train as an alternative mode of transport to private vehicles.

Improved cycle routes:

- Cycle routes that extend through to the town centre and out to the villages within the hinterland. Routes that are managed and not cluttered by parked cars or street furniture, are of increased width and high quality. Routes that have capacity to support mobility scooters to support our aging population are essential.

Improved Walking Routes:

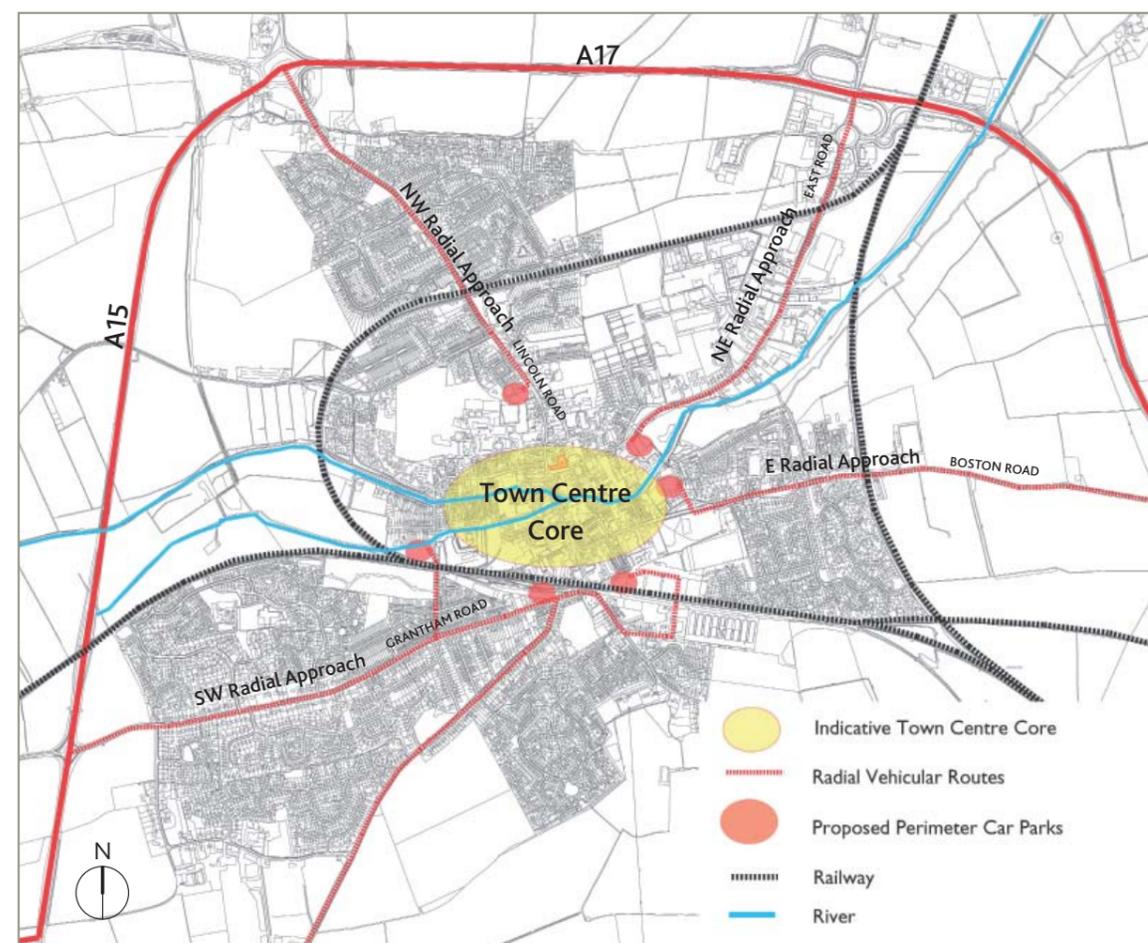
- Wider level pavements and paths that reflect pedestrian desire lines which are secure, high quality and free of level changes/steps and clutter.

Reposition and rationalise parking to strategically locate car parks on the radial approaches to the town so that they are within walking distance of the centre and its retail offer

This will reduce unnecessary vehicle movement through the centre of town that would previously have been trying to reach the town centre car parks. It will also allow those driving and parking in Sleaford to reach their car park direct from the radial routes into the town, making the experience more efficient and effective. It will also reduce pollution and noise within the centre of town allowing an improved environment to be created, which is more welcoming and pedestrian friendly.

Promote use of the A15 and A17 as the primary routes when moving around Sleaford

This will reduce through town movement releasing the town of unnecessary vehicular movement and allow the central space to be enjoyed by pedestrians, cyclists and those on public transport and mobility scooters.



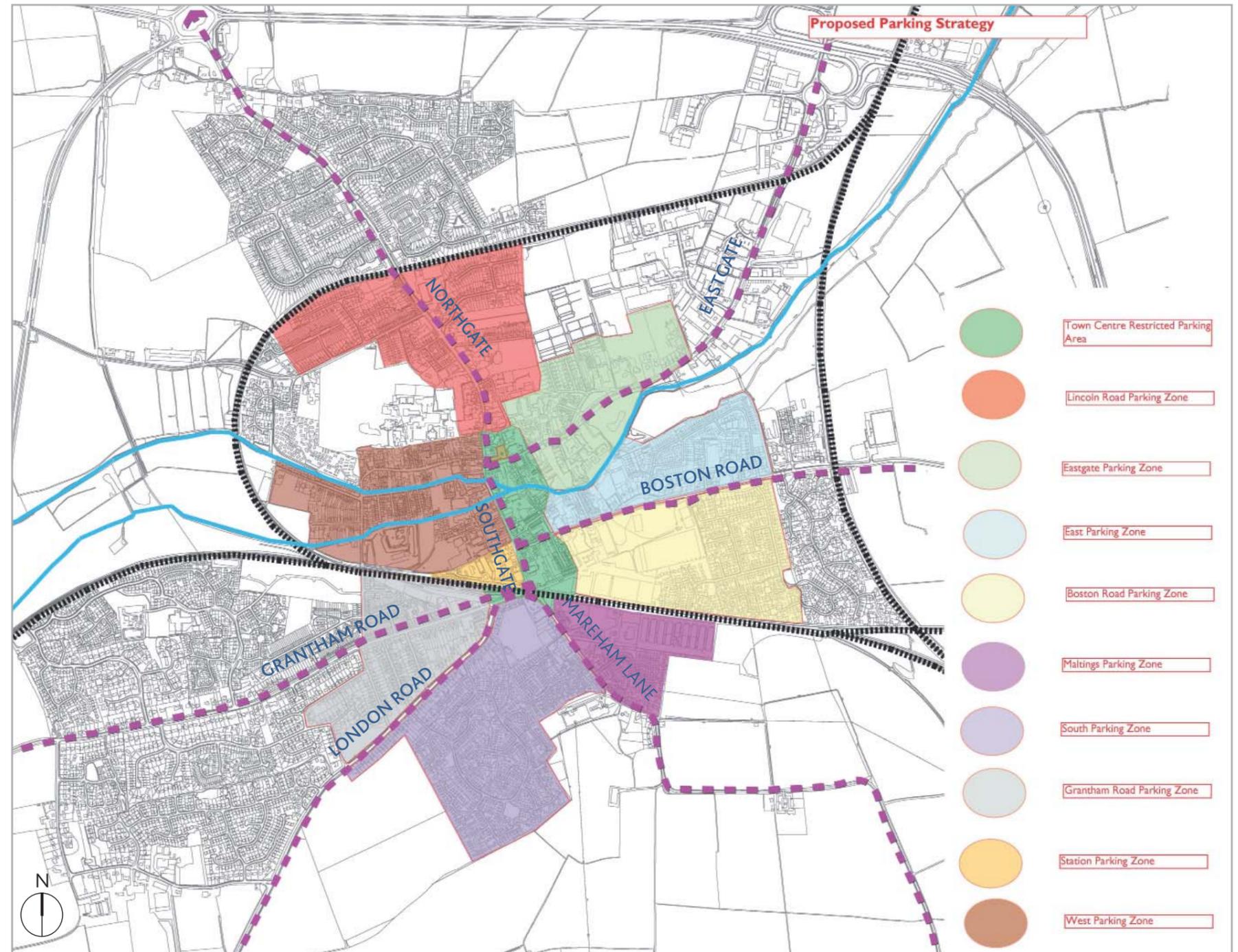
▲ Figure 10 Radial Routes & Perimeter Parking Strategy

Introduce a parking strategy that prevents parking in inappropriate locations around the town centre

This would avoid the surrounding streets from being congested with private vehicles and as a result encourage a shift from private car to more sustainable alternatives. The introduction of resident's parking permit zones, as is used in cities and towns throughout the UK, would help prevent congestion within the residential areas of the town which is critical.

It is proposed that the centre of the town, which includes Southgate, Carre Street and sections of Eastgate and Boston Road are classified as a "Restricted Parking Zone". This permits parking in allocated bays only in this zone, and avoids the introduction of double yellow lines and signage clutter. This allows the area to be clear of obstacles, flexible and welcoming.

There will also be a need to provide some short term on-street parking facilities (including blue badge) that can be utilised by those wanting to visit local retailers, such as the newsagents and convenience shops. It is recommended that the position of these bays be considered within the central core, so that they can be used prior to the introduction of any access restrictions without cluttering Southgate and Carre Street. It is important when introducing on-street parking not to build expensive infrastructure for parking bays, instead bays should be created by building the footways out, in a way that allows it to revert to pedestrian area later when things change and more footfall is generated.



▲ Figure 11 Sleaford Potential Permit Zones

Reconfigure the one way system to two way where possible

This will allow more efficient movements through the town, avoiding unnecessary increased journeys, for example from Grantham Road to Boston Road and Eastgate to Northgate. These journeys would become possible without the need for traffic to travel on Southgate or Carre Street, reducing the number of vehicles in these key central streets.

Refer to Section 4.2 for further details of the town centre proposals.

Introduce vehicular access restrictions to the centre of Sleaford

This would avoid the town centre streets being congested with private vehicles and allow all of the streets to be utilised by pedestrians. Creating a more civilised centre to the town brings opportunities for café culture and activity within the whole of the public realm that will completely transform the town centre to one which places people at its core. This approach is not one of wholesale pedestrianisation, but instead promotes the creation of a flexible public realm that can function with and without traffic.

Similar approaches have been introduced with major success in many of the UK's towns and cities and these principles could benefit Sleaford.

Refer to Section 4.2 for further details of these proposals.

Introduce a delivery/servicing strategy for the centre of Sleaford

This will permit deliveries to the retail core at times when there are less pedestrians within the space; reducing the potential conflict between pedestrians and delivery/servicing vehicles. This approach has successfully been adopted in towns and cities with historic cores, including Durham and York.

The implementation of these steps will then permit the recovery of valuable public realm that can then be transformed into high quality public squares and spaces or development opportunities. These spaces then create stepping stones through the town, which would be connected by high quality finishes to ensure the whole town has an opportunity to grow and prosper.

Effectively the environment proposed for the heart of the town will be people friendly, of a high quality and easily accessible. It will also provide the opportunity for those using the space to enjoy the history, culture and external atmosphere of Sleaford's character. This will transform the centre of the town into a truly civilised environment, where streets are designed for pedestrian activity while still permitting vehicles access. This retains flexibility and permeability and allows the heart of the town to breathe and thrive.

Reducing the need for signalised junctions

When introducing these proposals it is important to avoid the expense of introducing complicated traffic signal systems. Signals generally do not give you the most efficient movement of vehicles when vehicle numbers are low.

In very heavy traffic conditions it makes sense to co-ordinate signalling to allow the favoured movement, but the approach at Sleaford is to reduce vehicle numbers which will not therefore require control in the traditional highway sense. Traditionally this is used to favour peak vehicle flow but in Copenhagen for instance it is used to set up a Green Wave for cyclists so that once you hit a green signal on particular routes you will get green all the way to the centre (cycling at around 20kph).

The most important form of movement in a small market town such as Sleaford is the movement of pedestrians. To therefore manage movement through the use of traffic lights is counter intuitive. Using lights to create more capacity on the highway network will only encourage and attract more cars. This should be avoided. Creating a civilised area, where natural behaviour enables the network to function encourages interaction between all users of the public realm. Using traffic lights focuses on the movement of one mode at the detriment of another. A network where equal focus is given to the movement of people and traffic manoeuvres around this is the ideal aspiration for the masterplan. The steps being proposed within the masterplan to reduce vehicle numbers within the town will reduce the pressure on the network and reduce the need to rely on signalised junctions to manage the flow of traffic.

This approach is demonstrated in areas of Manchester, such as New Islington and Ancoats, where line markings, priority signage and traffic lights have been removed to provide a clutter free environment that is welcoming to pedestrians while supporting traffic movement. This approach avoids priority junctions but works on the basis that drivers agree between themselves, through eye contact,

who has priority. This reduces speeds and creates a safer and more natural network within which all can move. Central to this approach is to alter the language of the junction so that it does not appear to be a traditional highway arrangement. This means priority is ambiguous and as a result encourages a change in behaviour to be adopted on approach.

This approach could be trialed in Sleaford by turning the signals off and monitoring the situation prior to investing in major re-signaling traffic management works. The outcomes can then influence the final proposals.

The suite of measures suggested will support all proposed developments, be these town centre retail offers or housing projects on the edges of the town. Developing the radial routes together with sustainable corridors, referred to as green wedges in this study, will present direct links from the surrounding areas into the town centre. Emphasising and encouraging the use of the bypasses is essential and directing potential through traffic around the town through the use of early highway signs on the A15 and A17 will be paramount to achieving this.

Secondary school transport policy

The position of the possible new schools sites have been strategically selected to enable close proximity to:

- New green wedges
- New and existing cycle routes
- Train Station
- Radial routes into the town, which should be identified as the primary routes from the hinterland to the school sites, avoiding the town centre

The schools sites are positioned so that they can support both existing and potential future residential areas. These are also sites within close proximity to the green wedges, permitting the schools to use these spaces for their sports and recreation grounds, which could then be common facilities for community use outside of school hours.

The sites are located to permit immediate access to the new cycle and pedestrian routes into town and out to the hinterland via the new green wedges. This provides an opportunity for students to travel to school via a safe and sustainable route, possibly reducing pressure on the road network.

Whilst existing school sites remain in use, there is a need to rationalise the school bus stop locations, to avoid the pressure and impact they have on the current town centre road network. While the one-way system is in operation, consideration should be given to relocating the bus drop-off/pick-up points to:

Carre's Grammar School:

Utilise Church Lane as a loop and drop off point, to reduce pressure on the centres network

St George's Academy:

Introduce a route from the Drove, to provide a dedicated pick-up/drop-off point on the school grounds to the north of the site.

Kesteven & Sleaford High School:

Whilst the level crossing is open to vehicles, consideration should be given to introducing a drop off/pick up point on Station Road. If the level crossing is closed to vehicles then consideration should be given to introducing a drop-off/pick-up point in a dedicated stop on Grantham Road/London Road enabling the

children to walk to this town centre site without adding to the congestion that currently occurs in the town.

Alternatively, consideration could be given to creating walking buses for the school children, an approach that is used in other towns and cities, albeit for younger school children. This involves school buses pick-up and drop-off points being positioned in strategic locations on main vehicular routes that are within walking distance from the schools. In Sleaford, consideration should be given to the introduction of dedicated school pick-up/drop-off bays in each of the perimeter car parks, so that the buses have direct access to the radial roads that enter the town. They are also positioned within close proximity to the current and potential future school sites, enabling walking routes to and from them for the school children.

Smarter transport initiatives

The whole movement strategy is based on smarter travel, reducing reliance on private car use through the provision of more attractive sustainable alternatives that include walking, cycling and improved public transport.

In addition, other measures that could be considered across Sleaford and the hinterland include, but are not limited to:

- Work from home initiatives
- Improved broadband to the wider hinterland area
- Car sharing
- Car club schemes
- Cycle hire schemes

South East Sleaford Regeneration Route (SESRR) Strategic options

The masterplan has considered the four strategic options that were set out in the brief. These included:

- i. As present (no link road/bridge and level crossing remains open)
- ii. With SESRR bridge and level crossing open (to pedestrians/cyclists)
- iii. With SESRR bridge and level crossing closed (to all users)
- iv. With SESRR bridge and road extension to Eastgate

The movement strategy behind this masterplan has been created to complement and work with all of the options set out above. The main problem Sleaford faces is congestion, which is caused by the number of vehicles on the network, not so much the network itself. Solving this problem needs to remove the cause, not address the consequences. That is what the masterplan aims to do; it aims to create an environment that reduces private vehicle use.

Each street or space has been considered based on its movement function, place function and physical context. The design for each space follows the user hierarchy as set out in Manual for Streets:

- Consider first: Pedestrians
Cyclists
Public Transport Users
Specialist Service Vehicles (eg. emergency services, waste, etc.)
- Consider Last: Other motor traffic

The measures that have been introduced to do this include:

- Improved facilities for pedestrians to encourage more walking on routes that relate to desire lines, which are safe, secure, robust and of high quality.
- Restricting access during main shopping periods to create a pedestrian only area for set periods each day
- Enhance, extend and improve existing cycle routes throughout the town and

hinterland

- Increase, improve and create priority for public transport services, enhancing connectivity to them
- Creating strategies for deliveries that allow the centre of the town to be pedestrian focused during busy retail times, by doing so enhancing security through extending the periods of activity in these spaces
- Designing spaces that maintain a safe route for emergency vehicles ensuring improved connectivity at all times
- Providing perimeter parking, with early warning signage presenting live car park capacity updates, on radial routes. The combination avoids the need to enter the centre that is currently a one-way system and provides an efficient direct route for drivers.

All of the above interventions will reduce the congestion in the current network, and will also be as equally effective with each of the other scenarios set out above. Specifically:

i. As present (no link road/bridge and level crossing remains open)

In this scenario it is proposed that the road network be altered, introducing two-way traffic flow to Eastgate, Boston Road and Southgate, with Carre Street being a north to south movement as at present.

ii. With SESRR bridge and level crossing open (to pedestrians/cyclists)

As with (i) above it is proposed that two-way movement is proposed on all streets where physically possible. On the introduction of the SESRR it is proposed that movement on Carre Street should be reversed and flow from south to north. This enables those crossing the bridge from the south, who are travelling to the north of the town, to do so without needing to travel through Southgate.

It is highly recommended that the level crossing that is currently required to be closed, remains open at least for pedestrians and cyclists as this is the most comfortable means of movement and will encourage these modes of transport over private vehicles.

There is an opportunity on opening the SESRR to extend the restricted access zone to also include Carre Street, which will improve the pedestrian experience along the proposed east-west leisure link.

iii. With SESRR bridge and level crossing closed to all

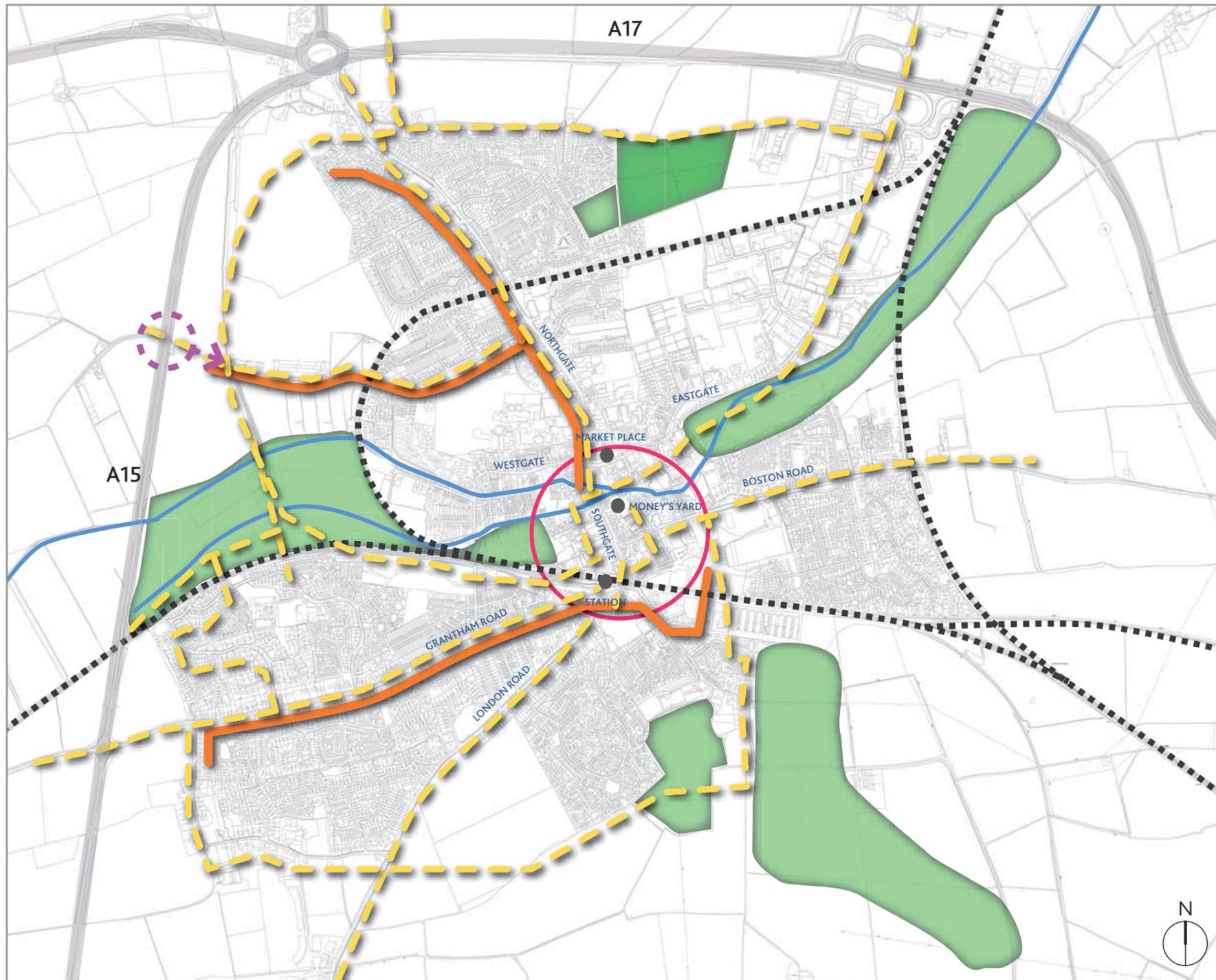
This scenario sees the measures set out under (ii) above with the exception that the level crossing is closed to all users as currently planned. The introduction of a pedestrian bridge is a less efficient crossing means and could discourage movement into the town by people on foot or cycle.

In this scenario it is recommended the level crossing should remain open to pedestrians and cyclists and that the introduction of a foot bridge should be delayed for a period of up to two years following closure of the junction to vehicles, to allow the situation to be observed. If when this situation is observed, it is seen that a level crossing for pedestrians is successful, then consideration can be given to using the funding that was proposed for the new footbridge on London Road to provide a new crossing to the west of the town.

iv. With SESRR bridge road extension to Eastgate

This scenario has been considered, and also one which extends the SESRR to the southwest of the town, effectively creating an inner ring road for Sleaford. It is recommended that this scenario should not be implemented. Building more roads will only attract more cars. It may relieve the centre of traffic today but such a measure would only defer the existing problem for the future. This is unsustainable.

The inner ring road approach is something that other towns and cities have, but they are now finding that they are restricting their towns and also becoming congested. These mistakes have and are being experienced elsewhere, for example in York, where there are studies being undertaken to establish how the ring road can be removed to relieve the city of congestion that the ring road brings, and also to allow the city to grow.



KEY

-  Create a circle of car parks close to the town centre to ease congestion and release public space
-  Improved Pedestrian/Cycle Links
-  Improved 'Into Town' Bus routes
-  Increase use of the bypasses to reduce vehicular movements through town
-  Green Wedges, provide green corridors and open space with access for all
-  Sleaford Wood
-  Waterways
-  Railway Lines
-  Potential new Access

▲ Figure 12 Strategic Movement & Environment



▲ Peterborough's Green Wheel (image supplied by Peterborough Environment City Trust)

Peterborough's 'Green Wheel'

The Peterborough Green Wheel is an 80 kilometres network of footpaths, cycleways and bridleways. It was designed as part of a sustainable transport system for the city. In addition the project encourages recreational use through the creation of 'living landmark' sculpture trails, working with the local community in the creation of local landscape features such as mini woodlands, ponds and hedgerows.



▲ York 'footstreets'

York Perimeter Parking and Pedestrian Focused Core

York, albeit of different size and scale to Sleaford, manages its infrastructure to allow it to be flexible and utilized in different ways at different times. Placing parking on its edges and restricting vehicular access during shopping periods of 10am – 4pm, the city becomes a haven for pedestrians to enjoy shopping, leisure and culture. It utilizes its radial routes into the centre as its main movement arms for vehicles and is currently exploring the potential to sever its inner ring road to reduce the hindrance this currently causes to growth. Sleaford can not only learn from the good points at York but also avoid introducing measures that could cause future problems, i.e. an inner ring road. York, like Sleaford, is looking to the future and is also striving towards the creation of sustainable links into and out of the centre via protected green wedges.

Durham, Public Bus Services

Retaining ownership of the local park and ride bus service, Durham is able to manage and improve this vital public transport system so that it meets the needs of its residents, retailers and workforce. This includes the creation of a personal service that is welcoming and efficient, extending into the evening to ensure there is less reliance on private car use in the centre of the town.

Shopping Malls, Civilised Street

Using the analogy of a shopping mall shows how successful spaces can be when they are free of traffic. With clutter free, generous and level surfaces, shopping malls show that people are prepared to walk, and use mobility scooters, if the right environment is created that is free of traffic, high quality and safe. These principles and priorities can be applied to a town centre environment to improve their user friendliness to visitors.

3.6 Wider Links

Sleaford provides an important service centre for neighbouring communities, new developments (such as the Rauceby Hospital site), significant employment locations (such as RAF Cranwell) and future opportunities (such as the planned Biomass Power Station). Sleaford is also a link town in the transportation network between the East Midlands and the Lincolnshire coastal areas.

The town is one of several locations, including Grantham, Boston and Gainsborough situated within the East Midlands/Lincolnshire area that provide essential 'market town' service centre functions for their surrounding communities. In Sleaford's case, its ability to perform this role is constrained by a number of physical factors that inhibit the free flow of traffic and pedestrians and compromise the attractiveness of its town centre. This encourages residents to travel further afield, resulting in a loss of retail expenditure and therefore local employment. The standard of its secondary schools and the availability of easily accessible employment land adjacent to the strategic bypass routes retains activity within the town and provides an anchor for future economic growth. The future development of a Tesco superstore in the town centre will also start to retain retail expenditure and provides the catalyst for wider investment across the town centre to improve its retail and leisure performance.

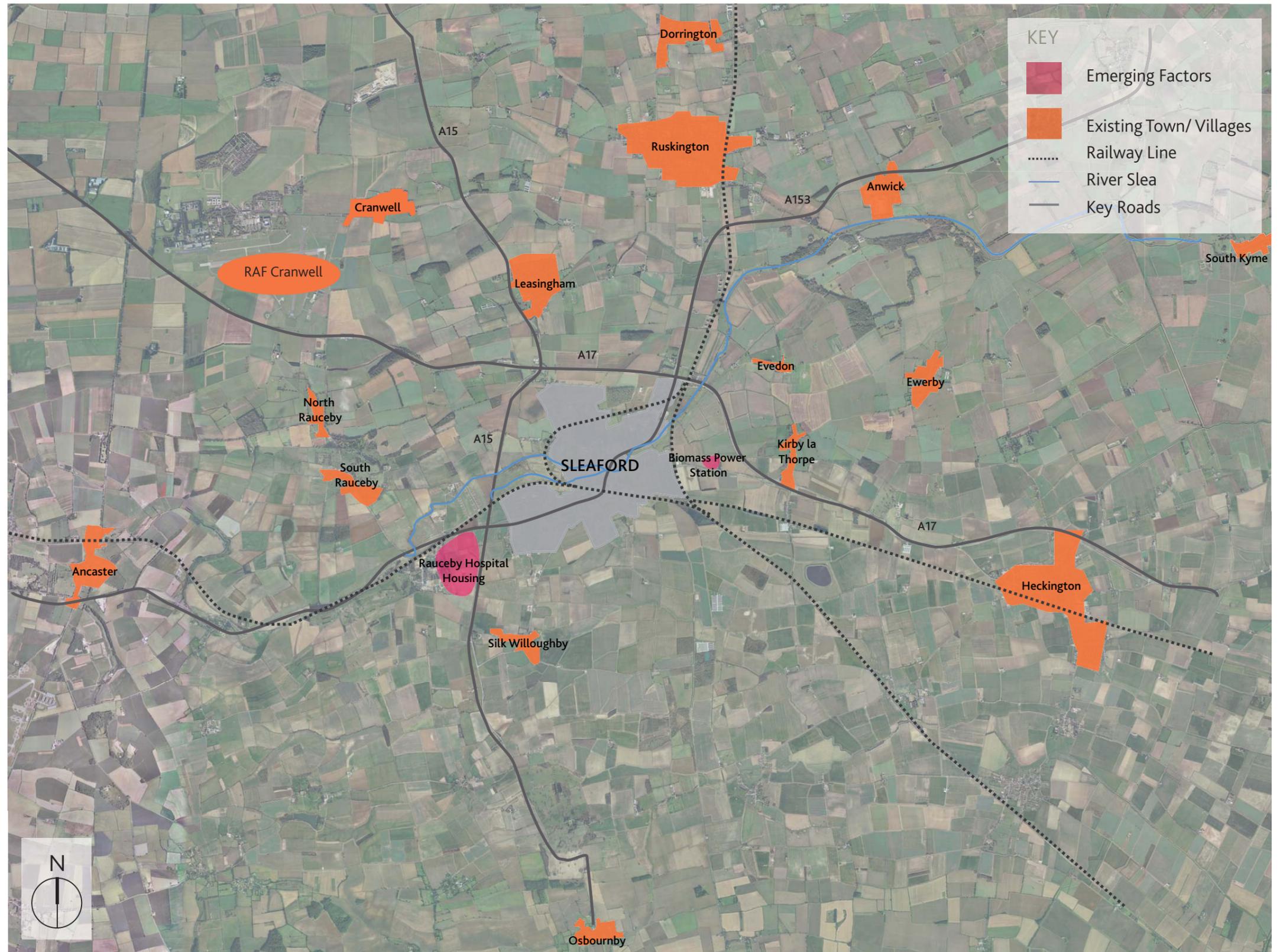
A key link between the town and its hinterland is its role as a residential location. The town is important to provide choice and affordability for local people to enter the housing market but also to retain people within the local area and keep them available as part of the local labour market. Extensive proposals for residential growth in Central Lincolnshire focus on Sleaford, with the alternative being unsustainable growth across the villages and smaller settlements in the local area. Sleaford has the environmental capacity to provide that growth and the masterplan proposes a series of measures to improve sustainable transport connections across the town and to its hinterland.

Towards a Sustainable Solution

There is a need for a change in approach. Simply adding roads will not solve any congestion problems, but transfer the cause of the problem elsewhere on the network. "If you build it they will come" is a quote that can be applied to many of our country's roads. The more efficient and effective means of addressing this problem is to tackle the cause, which means reducing the number of vehicles on our roads, and better utilise the infrastructure we already have. To do this a better alternative is needed to private cars, which requires Sleaford to:

- Extend cycle and walking links via the new proposed green wedges to the surrounding hinterland, offering a healthy route into Sleaford.
- Improve and enhance the public transport links to and from Sleaford. Links and coordination with the regional bus services is required to allow Sleaford to be better connected to the wider region.
- Providing a service that extends into the evenings and is more regular and consistent is essential to encourage those travelling into Sleaford to do so in a sustainable manner.

Figure 13 shows Sleaford's immediate hinterland including neighbouring communities, new developments, significant employment locations and future opportunities within approximately a 5 mile radius of the town centre.



▲ Figure 13 Wider Links

3.7 Summary

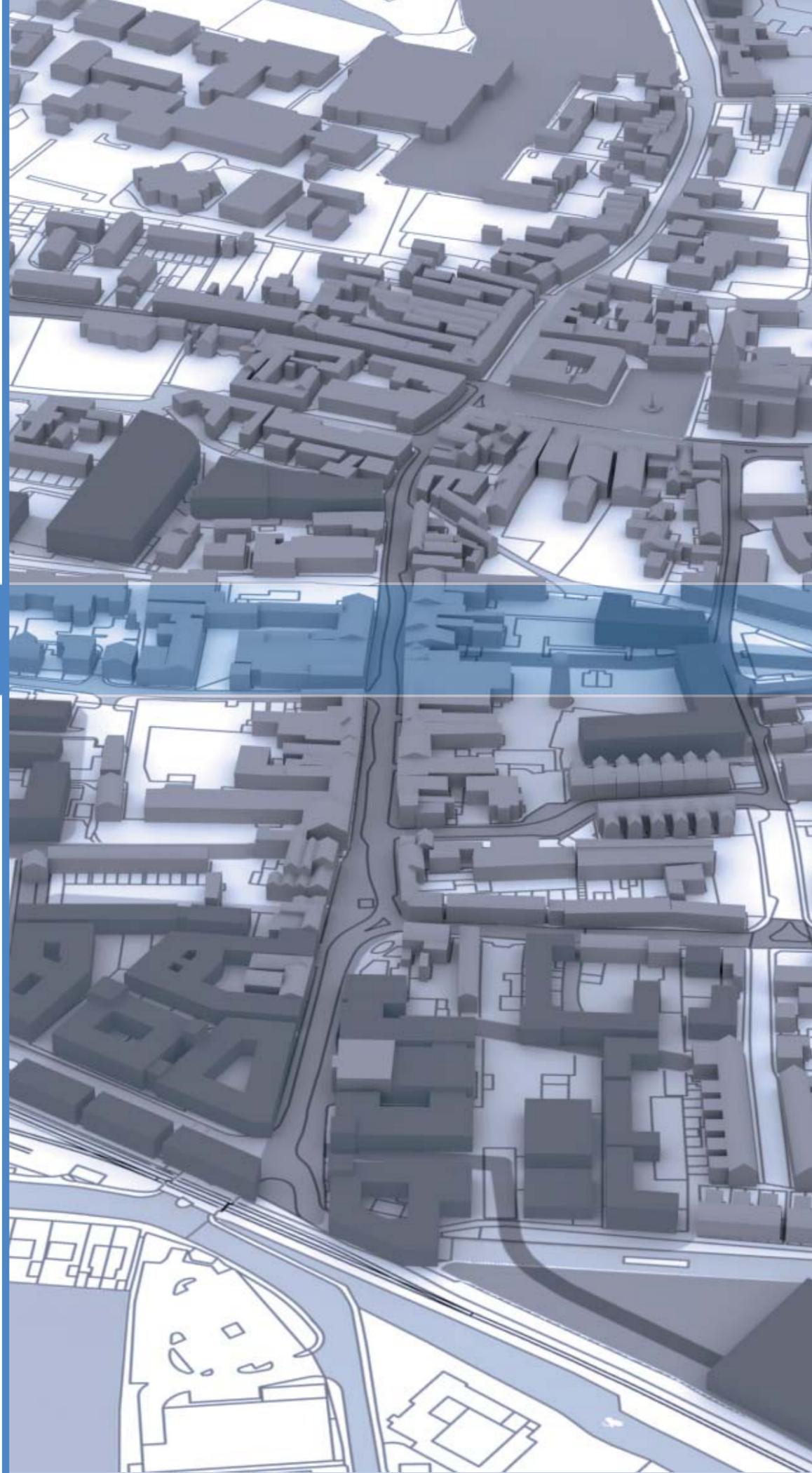
Strategic proposals:

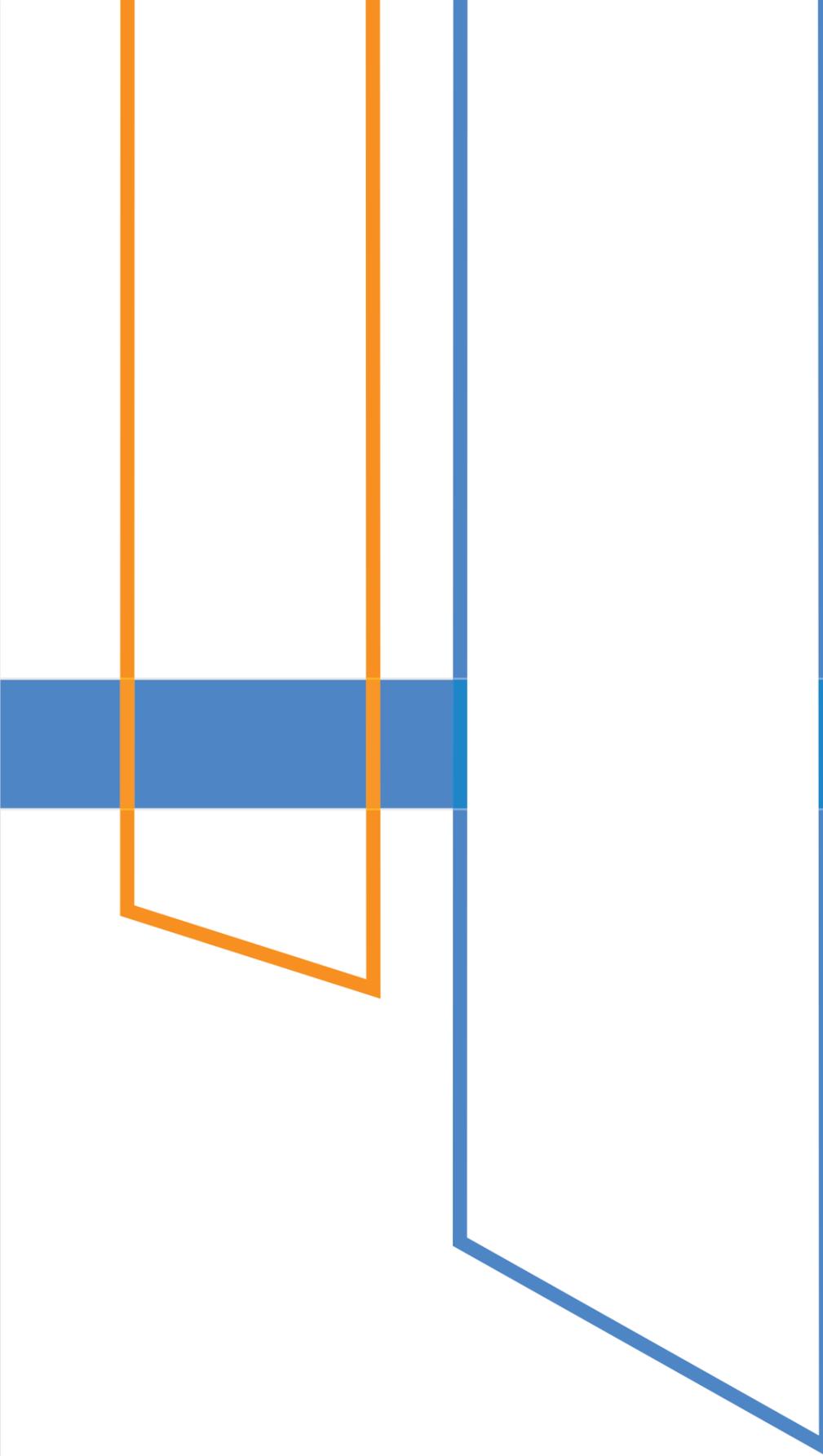
Section 2.4 of this report states the following strategic aim:

- ✦ Plan positively for future growth by investing in infrastructure and creating well connected communities

The masterplan proposes a comprehensive strategy to meet this aim including:

- ✦ A short list of housing sites providing a capacity for circa 3,500 - 4,000 dwellings during the 25 year masterplan period. Developments aim to retain the compact nature of Sleaford and bring forward supporting infrastructure for both new and existing communities
- ✦ A series of strategic employment sites have been identified to supplement the existing allocations and to support the proposed residential growth areas. In addition the Masterplan envisages increased employment in the town centre reflecting new retail and service developments also incorporating small business space/managed workspace
- ✦ Improve and promote alternatives to private car usage
- ✦ Reposition and rationalise parking to strategically locate car parks on the radial approaches to the town so that they are within walking distance of the centre and its retail offer
- ✦ Promote the use of the A15 and A17 bypasses as the primary routes when moving around Sleaford
- ✦ Introduce a Parking Strategy that prevents parking in inappropriate locations around the town
- ✦ Reconfigure the town centre one-way system to two-way where possible
- ✦ Introduce access restrictions to the centre of Sleaford
- ✦ Introduce a Delivery/Servicing Strategy for the centre of Sleaford
- ✦ A school strategy to accommodate future population growth
- ✦ An east-west link across the town to overcome current congestion and to refresh town centre leisure and tourism provision, join the town centre to green wedges and break existing barriers to movement
- ✦ A series of measures to improve connections and town centre services with a view to providing a service centre for surrounding villages and communities
- ✦ Provision of a range of retail units within the town centre to attract a wider offer





4.0: The Town Centre Detailed Proposals

The masterplan team have developed a series of Detailed Proposals in tandem with community and stakeholder consultation

- [4.1 Strategy](#)
- [4.2 Unlocking the Town Centre's Potential](#)
- [4.3 Creating a Pedestrian Focused Environment](#)
- [4.4 Delivering a Series of Destinations](#)
- [4.5 Sleaford Town Centre in 25 Years](#)
- [4.6 Key Projects](#)
- [4.7 Summary](#)

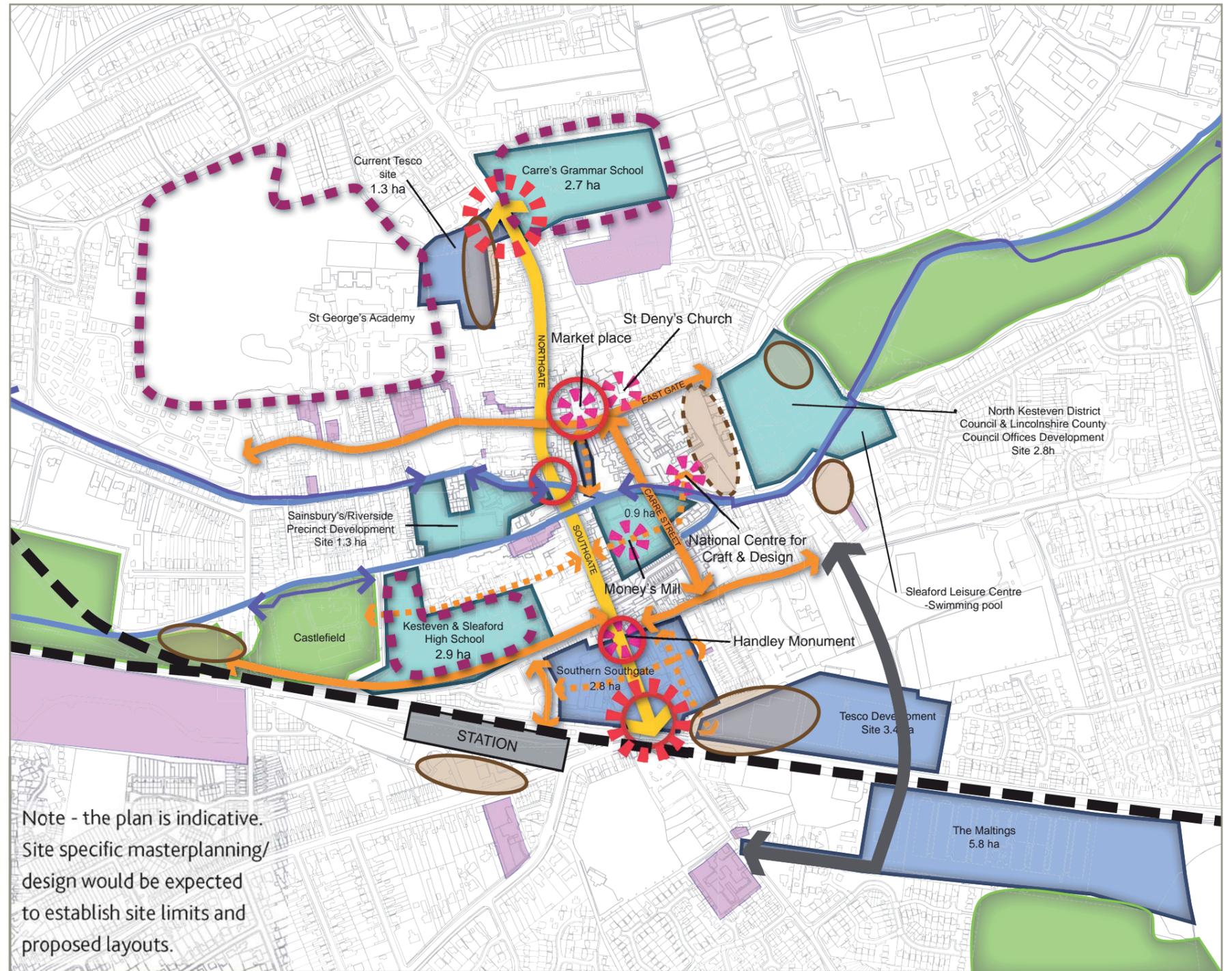
4.1 Strategy

Section 2.4 of this report states the following strategic aim and the masterplan team have developed a comprehensive set of proposals to achieve this:

- 2. Fulfil the town centre's potential by creating a high quality environment and opportunities for new retail and attractions

Key

- Key Public Space
- School Site
- Ongoing Development Site
- Potential Development Site
- Potential Housing Sites
- Perimeter Car Parks (inc. Blue Badge)
- Blue Badge Parking
- Landmark
- Key Gateway
- Green Wedge
- Waterways
- Waterside walkway
- Link Road
- Pedestrian Focused Core 'The High Street'
- Pedestrian Focused Core 'Links'
- Proposed Links
- Railway Line



The Proposals have been grouped under three themes to support the town centre strategy:

▲ Figure 14 Town Centre Proposals

1. Unlocking the town centre's potential

2. Creating a pedestrian focused environment

3. Delivering a series of destinations

4.2 Unlocking the Town Centre's Potential

The movement and parking strategy is the key to unlocking the town centre's true potential. It releases prime sites within the centre of the town to be considered for development and better public spaces. It reduces the need for private cars to enter the town centre and retail core so that the space can be enjoyed by pedestrians rather than it being dominated by traffic. This allows the focus within the centre to be placed around people and not vehicles. The following provides further detail to the strategic approach described in Section 3

1. A circle of perimeter car parks with improved pedestrian links to the town centre core

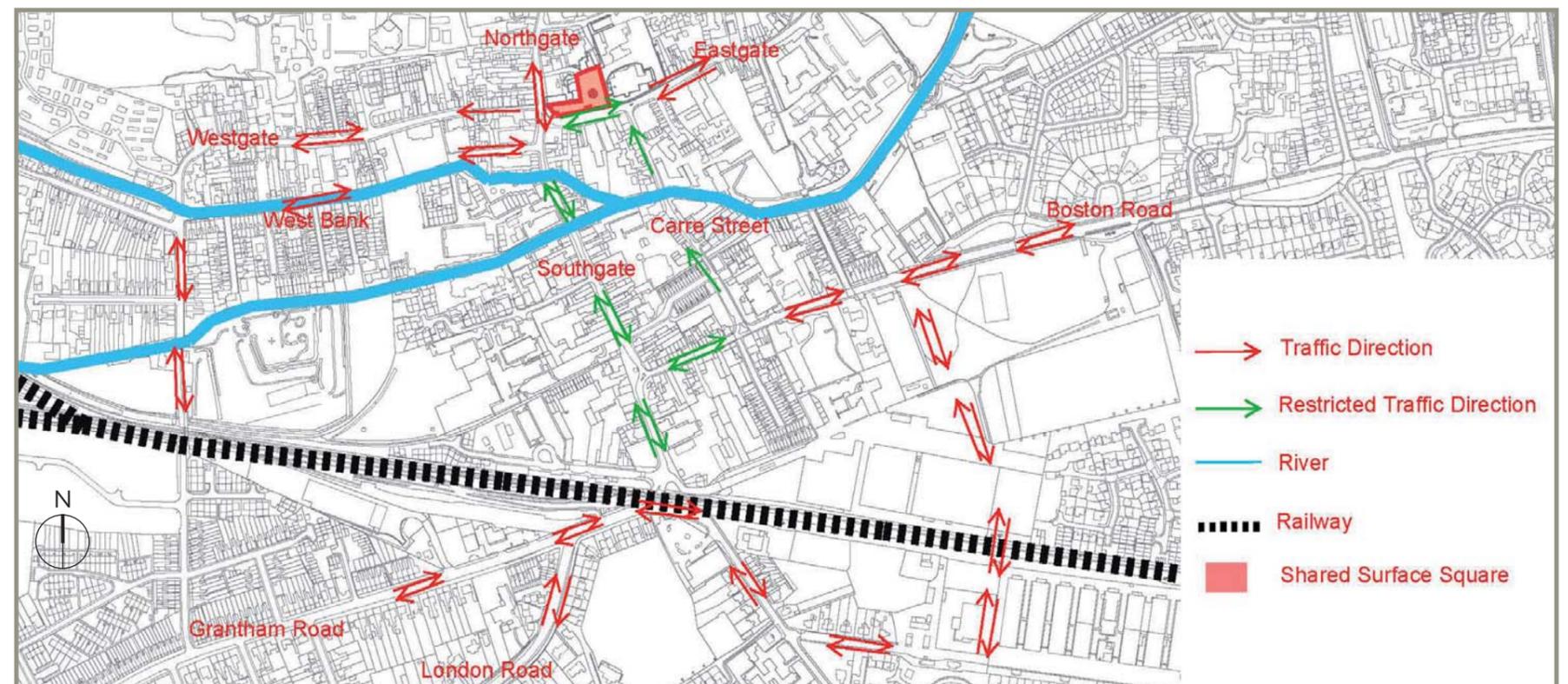
Existing town centre car parks, such as Money's Yard, encourage unnecessary traffic movement through the town centre. By relocating parking capacity to the edge of the centre, a 3 - 6 minute walk, the town will benefit from reduced town centre traffic levels and congestion. This should be supported by the provision of improved public realm to create an environment that is supportive of pedestrians.

In order to ensure access for all, the perimeter car parks would include blue badge parking, with provision particularly focused in the most central locations (such as Eastgate car park).

The perimeter car parks will be positioned so that they are accessed from the radial routes that enter the town centre. Being positioned on each of these routes will provide direct access for those visiting by private vehicle and reduce unnecessary journey lengths by allowing the journey to be terminated on the edge of town centre from the direction of entry. By doing this, it will enable the number and distance of vehicle journeys within the town to be reduced.

2. Reconfigure the one-way system to two-way where possible

Two-way traffic flow will be introduced where possible (Refer to Figure 15). This is achievable on Eastgate, Boston Road and Southgate. These arrangements have been considered and the tested using traffic movement software AutoCAD, which has allowed the geometry to be considered to check that vehicles of various sizes can physically manouvre past each other in the proposed arrangement. Extracts from this exercise can be found in Appendix 2 of this report



▲ Figure 15 Potential Town Centre Traffic Movement

This approach will allow more efficient movements through the town:

- Carre Street is not supportive of two-way movement because of its restricted width therefore it is proposed that this street remains one-way, with the direction of flow altering following the introduction of the link road. Prior to the introduction of the link road, the direction of flow should remain as at present, from north to south, but on the introduction of the bridge it should change to a south to north movement to allow a more direct route for those entering the town from the bridge, removing the need to pass through Southgate, enabling Southgate to be reclaimed as the 'High Street'.
- Avoiding unnecessary increased journeys, for example from Grantham Road to Boston Road and Eastgate to Northgate. These journeys would become possible without the need for traffic to travel on Southgate or Carre Street, reducing the number of vehicles in these key central streets.
- Passing points are proposed on sections of Southgate where there is insufficient space for two vehicles to pass without compromising the pavement space. Priority will not be given as this encourages people to drive faster at the passing point by indicating they have right of way and that is clearly more hazardous than both parties approaching cautiously.
- It also creates what is a safer network, if designed correctly. One-way networks create environments where drivers are aware that there are no vehicles approaching and this therefore encourages increased speeds. The introduction of movement in both directions, when the lanes are restricted to certain widths, maintains slow speeds while allowing more direct movement.
- Reduces Castle Causeway, Westgate and Watergate from being used as a rat-runs, relieving them of a large volume of traffic to allow them to be civilised residential areas.
- Traditional highway traffic calming measures should be avoided, such as speed bumps, traffic lights etc, which bring with them clutter in the form of line markings, signage and more. All such measures simply clutter the public realm, making it less flexible and less attractive to pedestrians.
- Changing the one-way system will also enable the removal of a lot of signage from the streets. Once streets are two-way there is no longer a need to inform people of that at every junction.

3. A flexible public realm which allows the potential for vehicle access restrictions to the centre of Sleaford

The strategic positioning of the car parks, and introduction of a management strategy for deliveries, would mean that there could be an option in the future for the retail core of Sleaford, which could include Southgate, Boston Road, Carre Street and Eastgate to consider periods where these streets become pedestrian only zones. This is not essential to the masterplan but could become an opportunity that could be tested in the future. The creation of high quality flexible public realm, that is designed around pedestrians but also permits vehicle access means that as and when Sleaford grows and the centre becomes more popular, the infrastructure is in place to allow the creation of pedestrian only periods and zones that may enhance the attractiveness of the town further.

Similar systems, albeit in larger cities, have had major success, for example in the City of York, where an option to extend the "footstreets" zone is being given consideration at the request of those positioned outside of the area. In this instance private vehicle access is permitted before 10am and after 4pm, so allows traffic the flexibility and opportunity to make cross town journeys when they most need to. It then allows the same infrastructure to be enjoyed by pedestrians, creating a highly sustainable town that has potential to grow and thrive within an environment that is supportive of all. By directing traffic to the strategic A17 and A15 network, a measure such as this could also be considered in Sleaford in the future, which should also relieve traffic from the other streets that surround the heart of Sleaford, and encourage a modal shift within its surrounding residential areas.

Access for emergency vehicles will still be provided to the central zone at all times. This will be possible through the detailed design of the new realm. Rationalisation of the public realm, through the application of measures set out in Manual for Streets 2 (Chartered Institution of Highways and Transportation, 2010) will allow the recovery of major areas of public space from the highway to revert to pedestrian surfaces throughout the whole town.

4. Improved bus services with more frequent journeys making it a viable alternative to the car

More buses with reliable and more frequent services are needed on the bus network.

Another proposed feature that will support the potential shift from private cars is in the reconfiguration of the local Into Town Bus service to make it more attractive to local residents within Sleaford. This will be achieved through improving routes so that they are:

- Quicker
- More efficient
- More reliable
- More direct
- Have greater turn-around times

In addition, there is scope to utilise future Section 106 contributions to support the introduction of a further Into Town route, which extends through existing residential zones and out to potential future housing sites.

Consideration should also be given to providing bus priority over private vehicles where possible on the town's network. This will be challenging within the centre of the town but should be explored on the surrounding road network.

Within the town centre it is also proposed that bus stops are repositioned to release the public realm within areas that may attract greatest pedestrian footfall. These include on Southgate, Market Place and Eastgate. Positioning the bus stops within close proximity to the town centre and with attractive and improved links to the centre will enable the whole space to act more effectively and efficiently.

5. Pedestrian/cycle routes that extend to the wider hinterland and connect to the town centre

Relieving the town centre of vehicles presents the opportunity to enhance the space and improve connections to it for both pedestrians and cyclists. This is so that desire lines are met and permeability and connectivity is increased. This is essential throughout, but more so to the south of the railway line where the current residents in this area believe they are isolated and disconnected from the town centre. It is essential that this is addressed. The railway line presents a physical barrier and it is evident that it also provides a psychological barrier. Harnessing those that reside to the south of the railway line is essential in the economic growth of the town centre, and to create an environment where the whole town can act as one community.

To enable this, it is proposed that additional connections are made across the railway line. There are currently two crossing points, Southgate level crossing and the level crossing and underpass on King Edward Street. Crossings at these locations should be maintained for pedestrians and cyclists. They should also be complemented by the new link road and a further foot/cycle bridge to the west of the town centre. It would be necessary to generate funding from developments to finance a bridge to the west of the town centre.

Expanding the existing cycle networks throughout the town is proposed. This enables continuous cycle routes from the surrounding communities such as Greylees and Leasingham to have sustainable connections via safe and efficient cycle routes into the heart of Sleaford. The cycle routes should not only extend into the centre, where possible running through the new green wedges that are to be created, but they should also connect and cross the town. A sustainable inner ring should also be pursued, enabling a network of sustainable infrastructure that supports cycling and walking, and could possibly support future Into Town bus services, to enable each residential area (both existing and proposed) to be connected to (i) a green wedge and (ii) a local employment area (Refer to Figure 5 Strategic Proposals).

The measures proposed above have been devised and recommended to enable a strategic approach to be considered and pursued that will allow Sleaford the opportunity to realise its true potential. This is done in a way that utilises existing infrastructure to complement the town's existing assets and character in a manner that will enable it to grow and expand sustainably. It will create an environment that is supportive of people and looks nationally to the likes of Kendal and Hebden Bridge, and more closer to home to the likes of Gainsborough. For inspiration and to see how similar measures have been introduced successfully refer to Section 3.5 for case studies relating to both strategic and detailed proposals.

6. Coordinated signage strategy

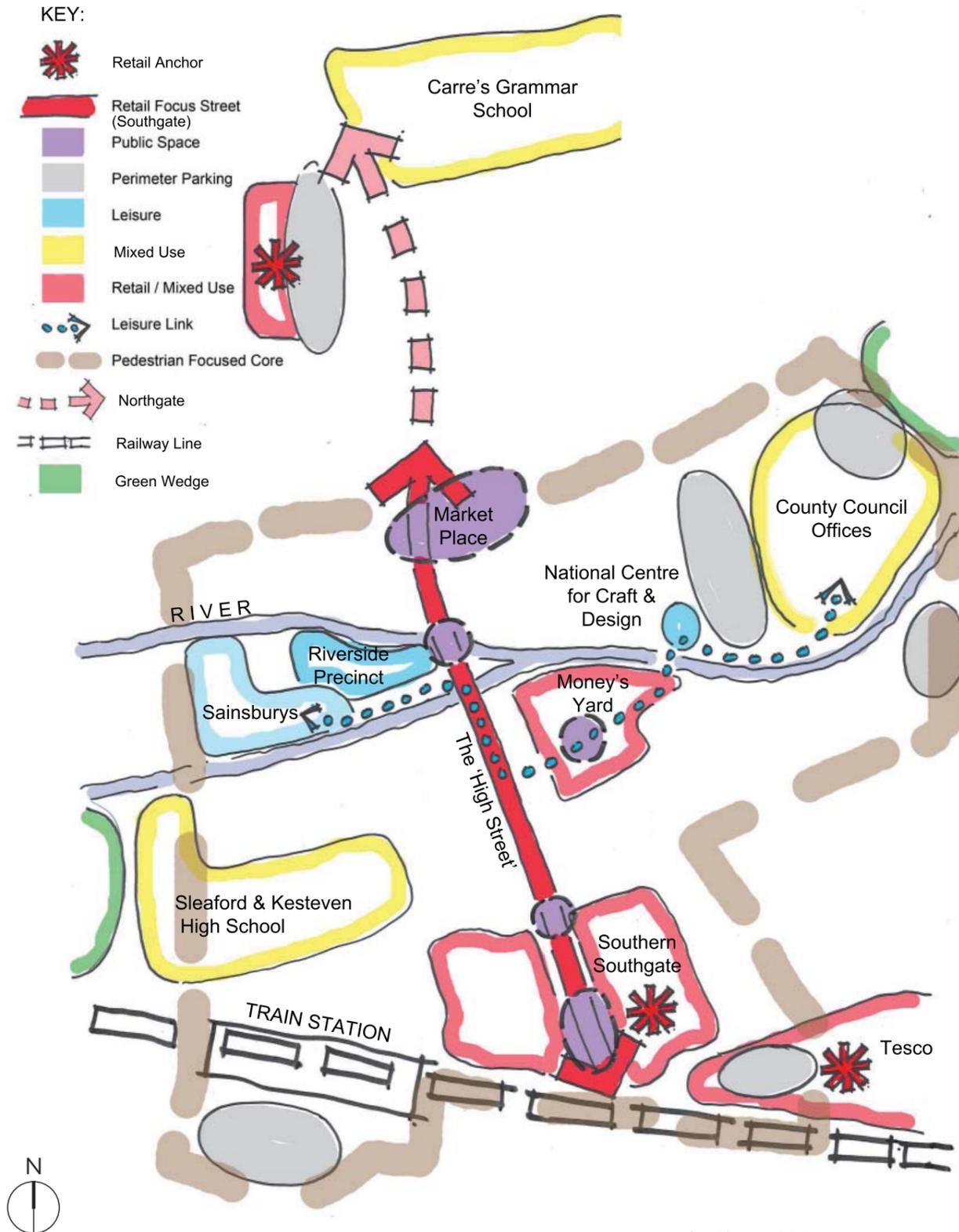
The proposed movement interventions will permit a reduction in highway signage across the town. This is possible through the removal of the one-way system, which then permits

- Early highway signage and live parking notification should be provided on the approaches to Sleaford, at key junctions on the A15 and A17. This will assist in management of traffic within Sleaford and will enable efficient management of the traffic through the area.
- Signage to assist in the movement of pedestrians and cyclists should be provided in a standardised form across Sleaford. This will need to extend throughout the wider area to enable the new green wedges, cycle-ways, parking and movement to be clear and coordinated.
- Signage should be strategically coordinated but not excessive, as this creates clutter within the public realm. Places that should be sign posted, should include, but is not limited to:
 - Station
 - Market Place
 - Money's Yard
 - Maltings
 - Castlefield
 - River
 - Green Wedges
 - Perimeter Car Parks

4.3 Creating a Pedestrian Focused Environment

The transport and movement proposals provide the opportunity to transform the town centre environment and create a fundamental shift in priority to pedestrians. This move brings back more space into the public realm, increases the quality of streetscape and celebrates the town's many assets, which are currently undersold by poor quality environments. It enhances the potential to enjoy the historic environment and buildings the town centre already possesses. Ultimately a pedestrian dominant town centre creates a place that will attract investment, improve the retail and leisure and cultural offer and attract residents and visitors to spend more time in Sleaford as opposed to going elsewhere.

Town Centre Pedestrian Core



▲ Figure 16 Town Centre Concept

1. Transform the street environment and appearance along Southgate and other key streets creating quality links between destinations

The approach does not propose a wholesale pedestrianisation or one size fits all solution. A series of complementary public realm treatments are suggested from fully pedestrianised spaces to shared surface solutions creating flexibility and unity. The removal of typical road geometry and an upgrade in quality allows perceptions to change and the type of traffic management proposed to succeed (such as the potential 'footstreets' approach during main shopping periods).

The proposals include a series of public spaces to act as gateways and stepping stones along Southgate forming a strong north-south spine. An 'east-west leisure link' is proposed to make better use of the river and green wedges beyond.

As part of this approach the routes into town from perimeter car parks and the station should be upgraded to encourage use. In addition the network of secondary links such as alleys and the Bristol Arcade should be celebrated enhancing the richness they bring to the town centre experience and the value they hold amongst residents.

A Public Realm & Movement Strategy should be commissioned to develop movement proposals and establish a cohesive palette of surface materials, furniture, signage, planting & lighting. A hierarchy of streets and spaces can be established to create a framework for investment. This should be supported by design guidelines for typical scenarios within the town centre, for example 'wide streets', 'narrow streets' 'pedestrian links' etc.

The following hierarchy is recommended for further development:

Premium quality palette:

- Natural stone for paving/kerbs/carriageways (flush, shared surface to be the typical approach)
- Cohesive family of street furniture, lighting and signage throughout the town centre to create continuity
- High investment in feature lighting and public art

High quality palette:

- Mix of natural stone and high quality man made products for paving/kerbs/carriageways
- Cohesive family of street furniture, lighting, and signage throughout the town centre to create continuity

In addition the public realm strategy should consider features to improve the visitor experience such as interpretive signage, public conveniences, tourist information points, conservation of historic buildings and features, street performance and the further development of cultural events throughout the year.

2. Improve public spaces and create high quality settings for the town centre's assets starting with Market Place and its' junction with Southgate to create a showpiece project

Market Place:

- A Town Square for Sleaford and a northern gateway into the town centre (refer to Section 4.6 Key Projects for further details)

Southgate Square

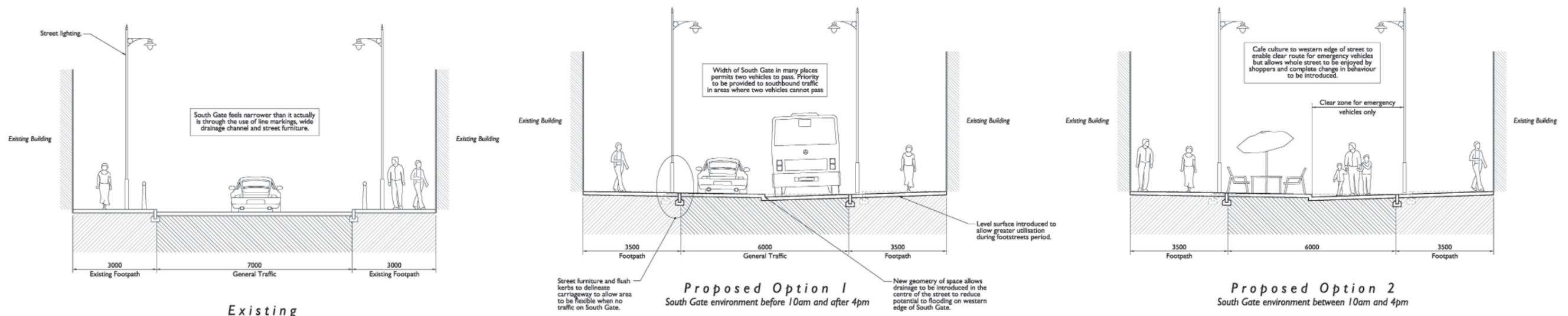
- A new southern gateway into the town centre (opportunity for shared surface/road table to mark this)

Money's Yard

- A new attraction creating a setting for Money's Mill (refer to Section 4.6 Key Projects for further details)

Focal Points:

- Highlight focal points along Southgate such as the River Slea and the Handley Monument (opportunity for lighting, seating, upgraded materials)



▲ Figure 17 Southgate Typical Cross Sections (existing & proposed)

New Road, Brighton, Civilised Street

The civilised environment created by Stockley at New Road, Brighton, shows how a traditional town centre road that was dominated by private vehicles can be completely transformed to enable a thriving pedestrian environment, which has seen an increase in retail activity of 175%. Simple alterations to the space enables it to appear to be a pavement, but vehicles are permitted, which allows the street to be navigated easily by pedestrians. Similar environments can potentially be created on Southgate to truly transform the town centre and draw people up through the town from the forthcoming developments to the south.



▲ Before



▲ After



▲ A flexible use of space



▲ Kendal High Street

Kendal

Restricting uses through the High Street in Kendal has enabled the space to be recovered from previous car dominance and returned to pedestrian use. Permitting access for public transport allows priority to be given to more sustainable modes of transport and encourages local residents to leave their cars at home, allowing the existing infrastructure within the centre of the town to be better utilised and enjoyed by pedestrians, enabling retail and economic growth.

4.4 Delivering a Series of Destinations

1. Deliver Tesco and Southern Southgate regeneration

The new Tesco and the Southern Southgate development (with the Maltings beyond) creates a strong retail anchor at the southern end of the town centre. These developments will provide footprints that can attract larger retailers (as demonstrated in Gainsborough's Marshall's Yard). This provides a significant catalyst for the town centre. However to gain maximum benefit there must be high quality links north along Southgate.

2. Reinforce the north of the town centre

Without proactive planning the above developments could potentially unbalance the town centre. Given this, the masterplan proposes a number of developments to reinforce the north and centre of the town. This cluster of projects takes advantage of the high quality townscape (at Market Place, the arcades, the river and Money's Yard) to create a leisure, cafe and independent retail focus. Market Place and its town market needs to be reinstated as a destination and can draw inspiration from Retford. In addition the existing Tesco site on Northgate has planning permission for retail units. This approach is reinforced by proposals to create a pedestrian focused Southgate linking north and south (refer to Section 4.6 Key Projects for further details)

3. Enhance Sleaford's waterside environment creating new leisure destinations

East-west movement is currently confused and should become a priority for improvement in response to hidden destinations, the river and proposed green wedges beyond. Money's Yard provides the opportunity to break through from the town centre to the east. The link west is potentially more challenging. However a number of opportunities are highlighted including improved links to the castle site and along the river. A new leisure anchor is suggested to the west of Southgate to provide a longer term opportunity (eg Cinema).

4. Transform Money's Yard into a new attraction that links the town centre to the National Centre for Craft & Design (the Hub)

By removing public parking this proposition aims to rediscover Money's Mill and create the opportunity for new retail and leisure activity, infill development and improved pedestrian links. (refer to Section 4.6 Key Projects for further details).

Case study



▲ Marshall's Yard

Gainsborough

Marshall's Yard has brought new retailers into the heart of the town. Getting the links right between the new attraction and the rest of the town centre has ensured that established retailers have also benefitted from the increased footfall.



▲ Retford Market Square (Gillespies Visualisation)

Retford Market Square

Retford is a busy market town in Nottinghamshire. Gillespies is currently implementing a scheme to upgrade the public realm in the market square. Like Sleaford the quality of the surrounding building is exceptional yet the paving, lighting and street furniture let it down. The Retford scheme focuses on creating a stage for the thriving weekly market, town events and encouraging a new café culture around the edge.

4.5 Sleaford Town Centre in 25 Years

Town Centre today

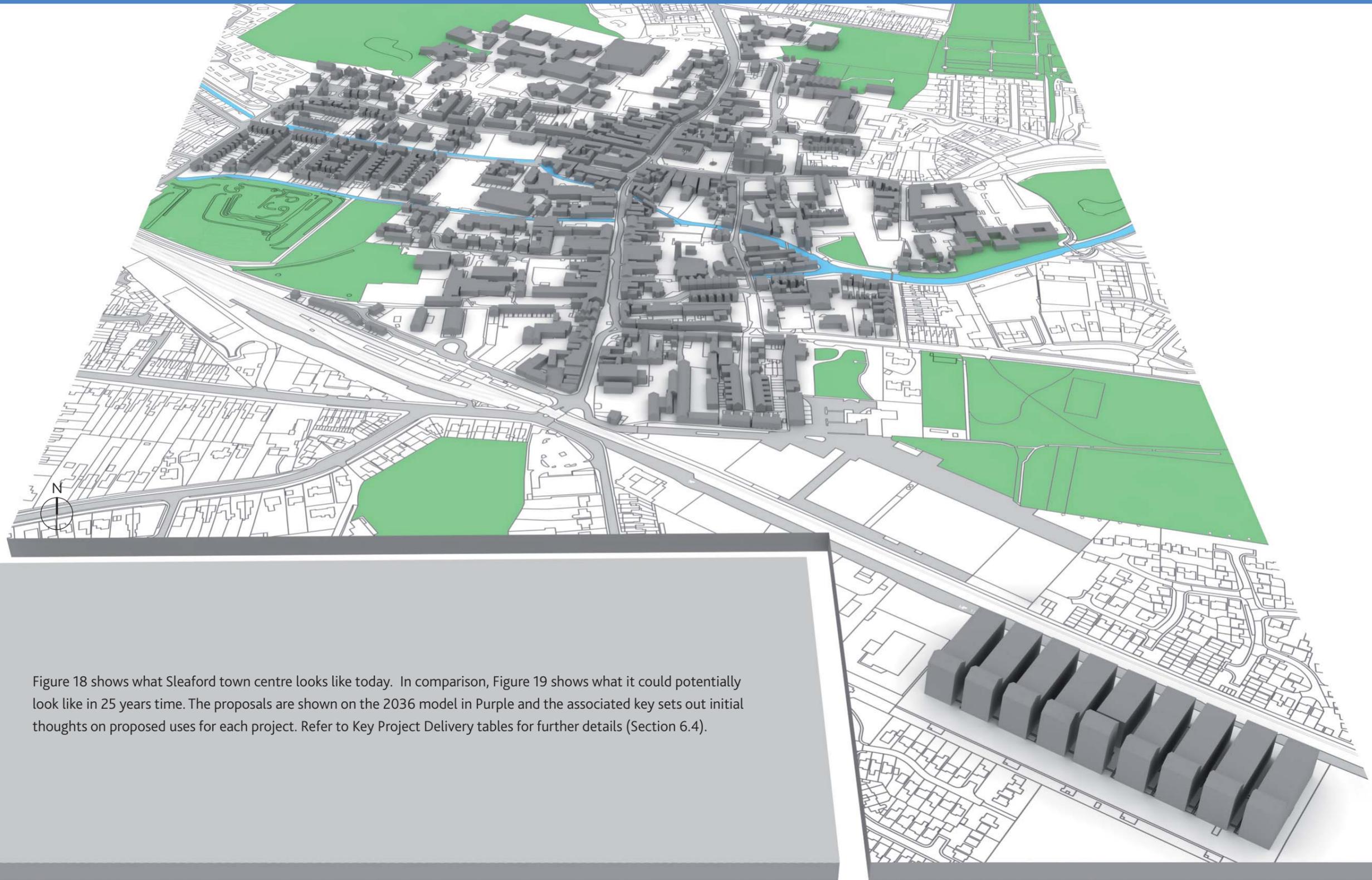


Figure 18 shows what Sleaford town centre looks like today. In comparison, Figure 19 shows what it could potentially look like in 25 years time. The proposals are shown on the 2036 model in Purple and the associated key sets out initial thoughts on proposed uses for each project. Refer to Key Project Delivery tables for further details (Section 6.4).

▲ Figure 18 Town Centre Today



▲ Figure 19 Town Centre 2036

4.6 Key Projects

The masterplan is proposing bringing together ongoing developments and new ideas into a comprehensive series of projects (refer to Section 6 Delivery for a detailed phasing timeline and Project Delivery Tables).

The following selection of key projects have been developed in more detail to establish design principles:

1. Town Centre streetscape

Town centre streets including Southgate are currently dominated by cars, which has been highlighted as a problem for visitors. The tarmac carriageway takes up a high proportion of available space, pushing pedestrians to the edges. By changing surface treatments and removing traditional highway geometry and clutter, the perception of the space and resulting behaviour by vehicles and pedestrians can change.

The vision:

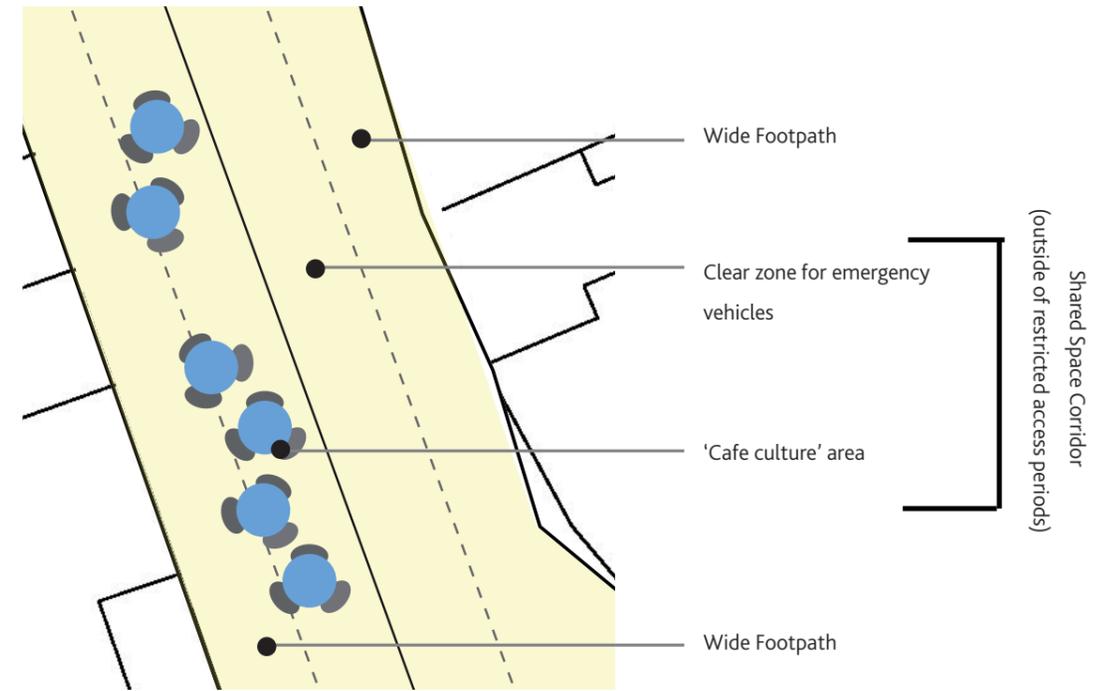
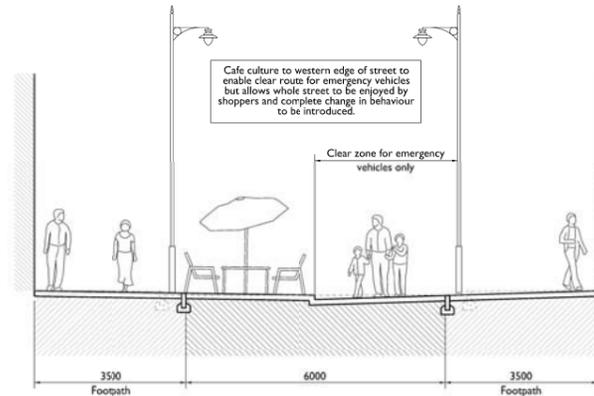
- A transformed, pedestrian dominant environment focusing initially on Southgate and Market Place.
- Reclaim space from private vehicles but still allow access through the town centre
- Simplify the street design, improve paving and create a flexible setting for people to enjoy, spend time and money



▲ Inspiration

Design principles

This typical plan/section shows how the street could function when applying a 'footstreets' approach with restricted access during peak shopping periods. The public realm treatment provides the flexibility to allow two way access at other times of the day by providing a 'shared space' central corridor



▲ Figure 20 Southgate Design Principles

What could Southgate be like?



▲ Southgate Today



▲ Figure 21 Southgate Visualisation

2. Market Place

Market Place is currently not functioning as Sleaford's town square or living up to the splendour of surrounding buildings. Vehicles block postcard views of the church and the public realm is poor with pedestrian routes to and from the square dominated by highway clutter and congestion. The once thriving town market has been in decline in recent years. The Grade II listed Corn Exchange building on Market Place is important to the vitality and appearance of the Market Place. A new use for this building will be essential in the overall success



▲ Market Place Today

of reinvigorating Market Place. By upgrading the environment and reorganising the use of space, Market Place can become a focus for the town.

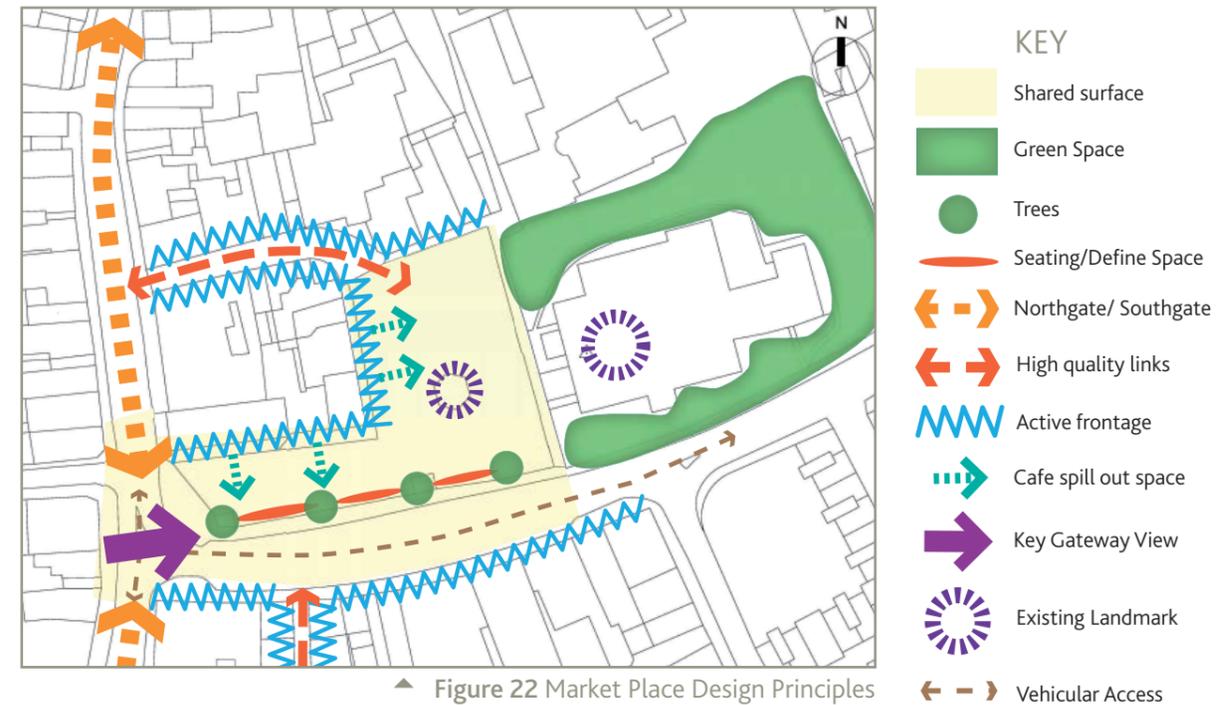
The vision:

- Reinststate Market Place as Sleaford's Town Square
- Bring the Corn Exchange back into use and improve the link to Bristol Arcade
- Create a great welcome into the town centre and mark the start of Sleaford's 'High Street'
- Improve Market Place's paving, lighting and furniture
- Encourage new or improved activity in and around the square (town market, events, cafes, independent shops).
- Reinvent the market to attract a wide audience
- Showcase, protect and conserve the surrounding buildings



▲ Inspiration

Design principles



▲ Figure 22 Market Place Design Principles

What could Market Place be like?



▲ Figure 23 Market Place Visualisation

3. Money's Yard

Money's Yard is currently utilized as a centrally located public car park, with a variety of uses arranged around the space in an ad-hoc manner (retail/food/public toilets). This setting undersells Money's Mill which is a landmark in the town and creates unnecessary congestion with drivers travelling round the one way loop to access the car park. Money's Yard can become a new attraction and unlock the opportunity to connect the town centre with the currently hidden National Centre for Craft & Design (the Hub) and riverside beyond.



▲ Money's Yard Today

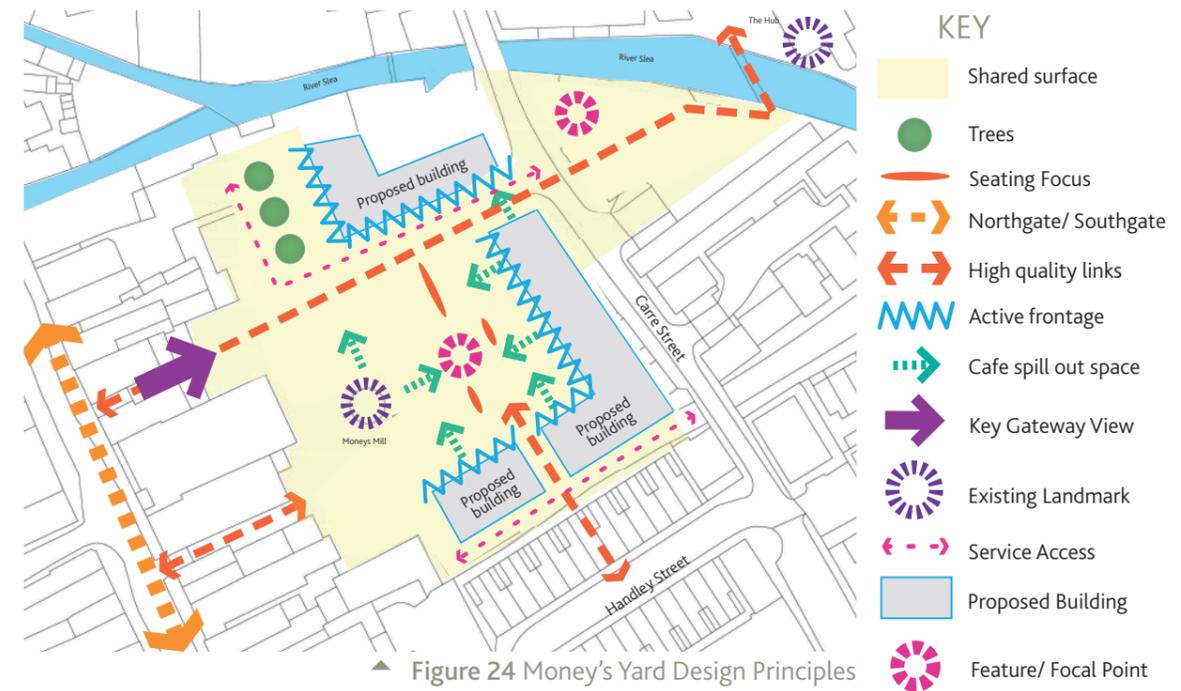
The vision:

- Remove car park to reduce traffic congestion in town centre and create a new high quality public space and setting appropriate for Money's Mill
- Create a new pedestrian link from the town centre to the National Centre for Craft & Design (The Hub) and riverside beyond (opportunity for a new riverside public space such as an amphitheatre for performances)
- Opportunity for redevelopment to frame Money's Yard (independent retailers/craft units).



▲ Inspiration

Design principles



▲ Figure 24 Money's Yard Design Principles

What could Money's Yard be like?



▲ Figure 25 Money's Yard Visualisation

4.7 Summary

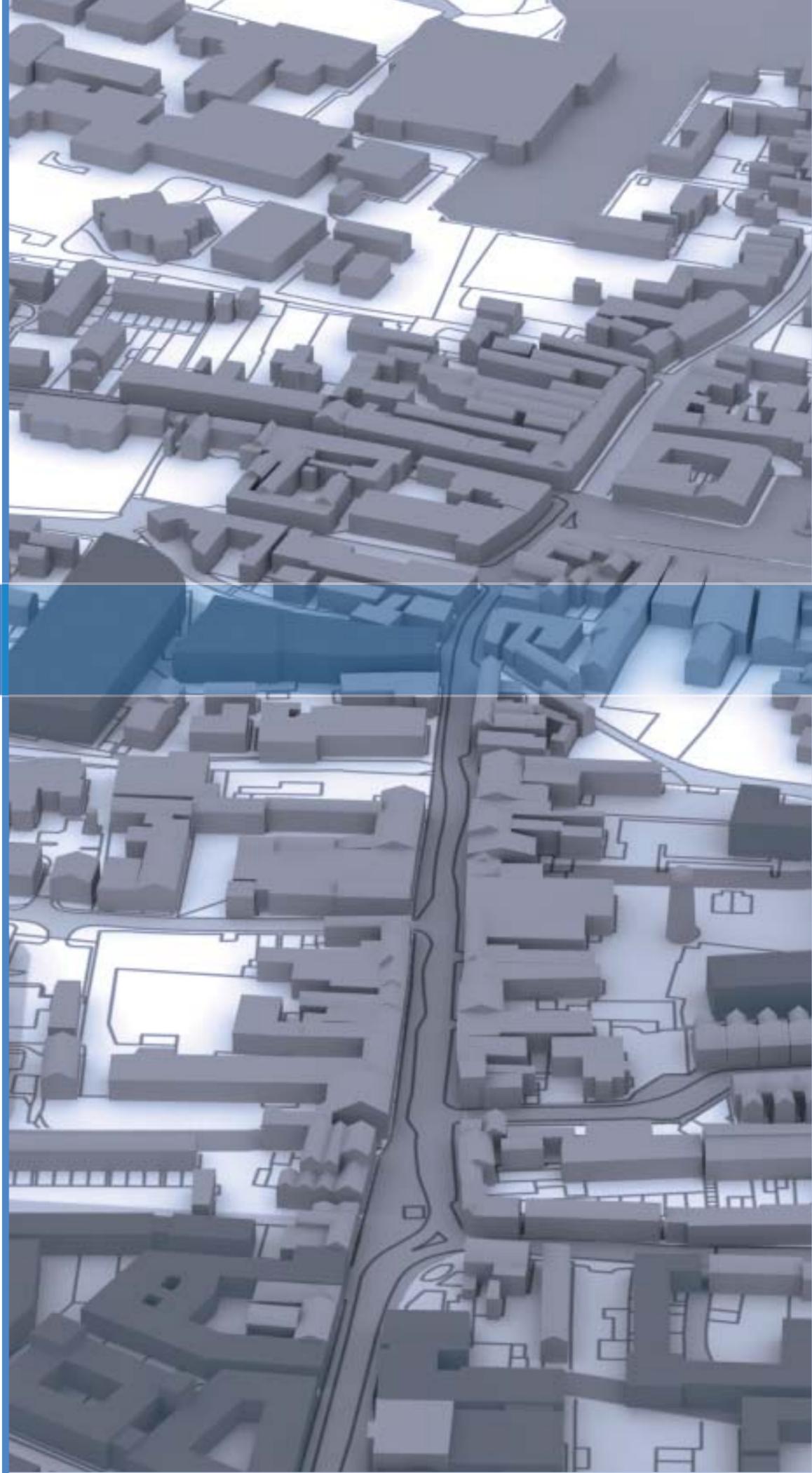
The Town Centre detailed proposals:

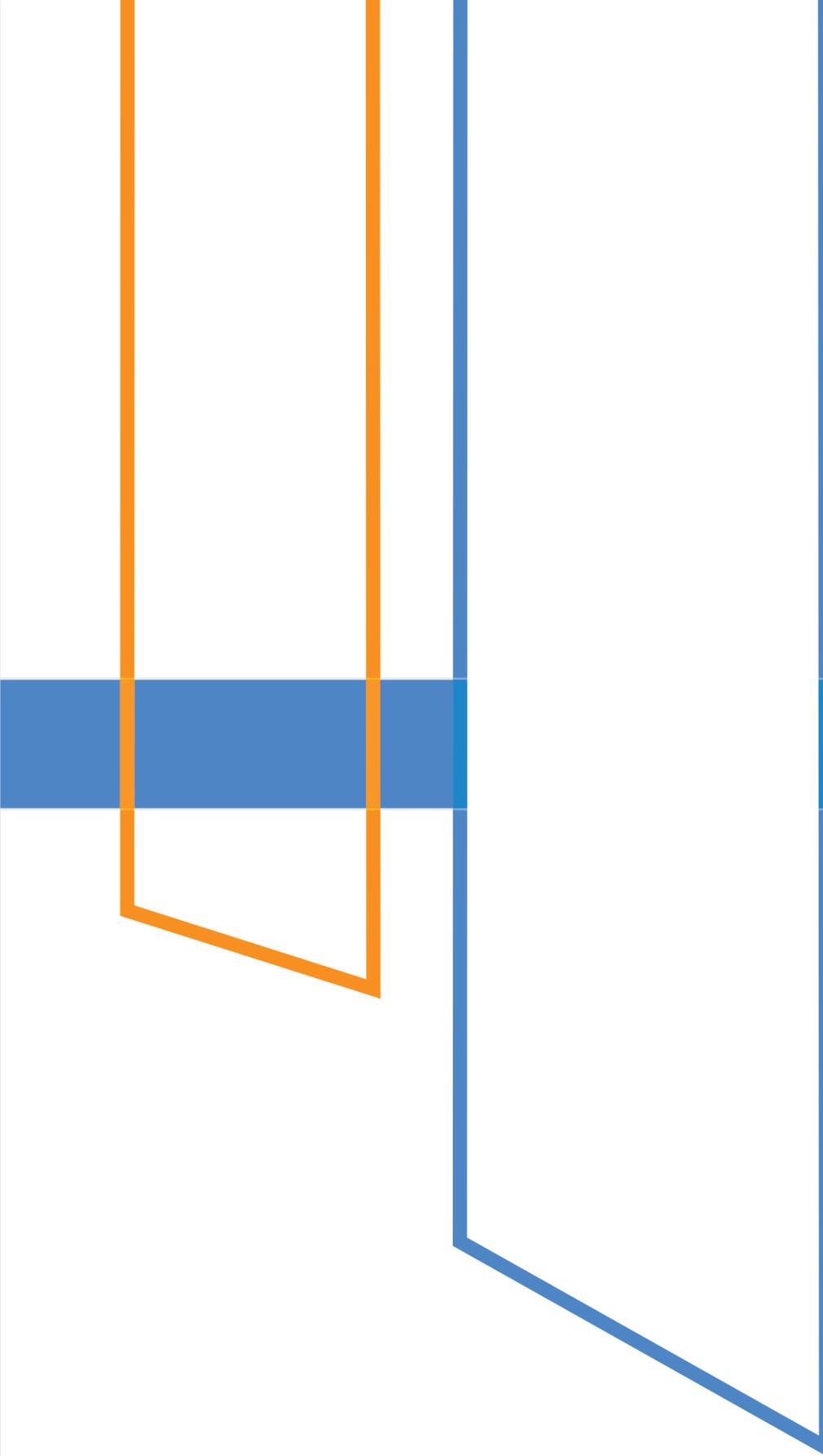
Section 2.4 of this report states the following strategic aim:

- 2. Fulfil the town centre's potential by creating a high quality environment and opportunities for new retail and attractions

The masterplan proposes a comprehensive strategy including:

- A series of projects to 'Unlock the town centre's potential':
 - A circle of perimeter car parks with improved pedestrian links to the town centre core
 - Reconfigure the one-way system to two-way where possible
 - A flexible public realm which allows the potential for vehicle access restrictions to the centre of Sleaford
 - Improved bus services with more frequent service making public transport a viable and attractive alternative to the car
 - Pedestrian/Cycle routes that extend to surrounding communities and connect to the town centre
- A series of projects to 'Create a pedestrian focused environment':
 - Transform the street environment and appearance along Southgate and other key streets creating quality links between destinations
 - Improve public spaces and create high quality settings for the town centre's assets starting with Market Place and its' junction with Southgate to create a showpiece project
- Projects to 'Deliver a series of destinations' :
 - Deliver Tesco and Southern Southgate regeneration
 - Reinforce the north of the town centre (including Market Place, Money's Yard, the existing Tesco store)
 - Enhance Sleaford's waterside environment creating new leisure destinations
 - Transform Money's Yard into a new attraction that links the town centre to the National Centre for Craft & Design (the Hub)





5.0: Community Engagement & Consultation

[5.1](#) Background

[5.2](#) Consultation Strategy & Approach to Engagement

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5.1 Background

The Sleaford Masterplan Scoping Study highlighted the need to ensure strong community buy-in to any masterplan that was adopted for Sleaford. Accordingly the primary purpose of the community component in the Sleaford Masterplan Scoping Study was to highlight what currently existed within the town by way of community organisations and community based activity. This was set alongside the current knowledge base, systems and policy framework within NKDC that impact on community consultation, engagement and empowerment. This analysis was used to suggest ways in which the communities that live, work and use Sleaford could be enabled to be strongly involved in the actual masterplanning process in a mutually palatable way.

The analysis also highlighted the potential to establish a local regeneration partnership that could champion the development and implementation of an agreed masterplan for the town.

Other local consultation exercises have also been undertaken. In particular a distinctiveness survey was carried out by the New Economics Foundation (NEF) early in 2010 and their findings were used to help shape a specific masterplanning approach for Sleaford.

The brief for the Sleaford Masterplan recognised the long term nature of the masterplanning process and the need to discuss and debate at an early stage any major or contentious proposals that might emerge. In a clear statement it also asserted that:

'Effective community engagement in the masterplan preparation should not be a 'one-off' event but something that encourages a long term involvement by local groups or individuals to shape the future of the town and assist in the delivery of initiatives.'

There was a clear expectation that an effective community engagement strategy and plan would be prepared and agreed at an early stage and this would be imaginative and effective in securing the sustained involvement from the community over time.

Between the completion of the Sleaford Masterplan Scoping Study and the commencement of the actual masterplan project two important interactive workshops were held, led by GENECON. The first was a 'Members Briefing' event to ensure that Councillors from Town, District and County authorities were aware of the outcomes from the scoping study and the potential for a successful masterplanning project. The second was an initial meeting with similar content of the Sleaford Regeneration Group (SRG). This is essentially a Steering Group consisting of roughly equal numbers of representatives from the public, private and voluntary and community sectors established to oversee the masterplan process. It acts as a sounding board for the process, is a main point of contact for the consultant team and reports directly to the North Kesteven Local Strategic Partnership (LSP).

5.2 Consultation Strategy & Approach to Engagement

To meet the requirements of the brief a detailed community engagement plan was prepared and agreed at a very early stage in the process. (Appendix 5) The content of the plan was based on previous successful masterplanning assignments undertaken by the team and the activity was led by their community development and engagement specialist. A four stage community engagement plan was proposed but with a degree of flexibility to accommodate local circumstances and any changing requirements. The four stages were:

1. Direct contact with key community groups and organisations;
2. An interim workshop to test early ideas and build consensus views;
3. A full, open interactive exhibition of the draft masterplan;
4. Feedback to local people on the completed masterplan.

The four stages described above were supported and complimented by two additional actions:

5. Preparation of an agreed communications plan that promoted and raised general awareness of the Sleaford Masterplan project and kept local people informed of progress;
6. Support in the formative stages for the SRG.

To facilitate the first stage above, a local voluntary and community sector umbrella body, Voluntary Centre Services North Kesteven (VCS NK) joined the consultant team. They were able to provide a comprehensive list of key local groups, community organisations and contact details. This ensured that a wide cross section of communities of interest and in particular the seldom heard/harder to reach groups were identified. The list of target groups was agreed with the client. It was also likely that VCS NK could provide ongoing support for SRG beyond the consultancy assignment.

The purpose of identifying key local groups and organisations was to establish a schedule of interactive workshops to be held at the place where the individual groups meet and as part of their own programme of events, thus integrating masterplanning into their regular activity. The workshops were based largely on providing a brief outline of the masterplanning process, current perceptions and a pictorial review of key issues in Sleaford to prompt discussion, debate and interest in how the town might change, grow and develop over time.

Additionally a strong relationship was established with the Communications Team at NKDC and an agreed communications plan prepared that would promote and raise awareness more generally of the Sleaford Masterplan process. NKDC took the lead in delivering the plan that was designed to provide interesting and timely information leading up to the full open public exhibition of the draft masterplan.

Additionally NKDC created a dedicated 'masterplan' area on their own web site that enabled updates, blogs and tweets to be posted from time to time.

Early contact and work with the SRG had suggested that this group was capable of playing a mature and significant role in the masterplanning process. Accordingly a monthly programme of meetings was arranged as a direct interface between the group and the consultant team. This enabled regular updates on progress to be made and also through brief workshop sessions to test ideas and build consensus views as the masterplan developed.

The importance of the three secondary schools to the town was identified through the Scoping Study, not only in terms of their physical location but also as recognised outstanding education establishments. With the Sleaford Masterplan creating an important 25 year vision for the town it was felt appropriate to involve young people specifically in the consultation and engagement process.

5.3 Working with the Community & Stakeholder Groups

Some 20 local community groups were identified with whom to run initial masterplanning interactive workshops. (Appendix 5) These included groups representing young people, older people, young parents and carers, faith based groups, businesses, people with mental health issues and learning disabilities, rural parish clusters and local sports groups.

The workshops were based on a PowerPoint presentation that explained masterplanning and highlighted Sleaford against the specific themes that have emerged from earlier consultations. These themes included the town's history and heritage, the townscape and streetscape, retail and leisure offers, waterside developments, housing needs and growth, transport links, cars, traffic and parking, empty buildings and also highlighting facets that bring national pride to the town.

The workshops were intended to 'warm up' local people and prepare them to engage fully in the open public exhibition of the draft masterplan and enable them to view, comment on and influence the final plan. It was also an opportunity to gather instant responses and collect information to feed back to the design team.

Specifically workshops were run with the local Chamber of Commerce and Sleaford Town Council to ensure that local representatives from both the private and public sectors were fully informed and engaged with the masterplan process.

A short life special project was set up and run with a small group of students from Kesteven and Sleaford High School with Carre's Grammar School. This aimed to capture the current views and future aspirations through the eyes of young people that would inform the masterplan for the town. It involved 11 students aged from 14 to 18 taking digital pictures of Sleaford, capturing images from elsewhere and preparing a short PowerPoint presentation. The presentation was delivered by the students to the SRG and was followed by

round table discussions with the current SRG members. The enthusiasm from the young team was so great and their impact so strong that they were invited to lead the planned workshop with the local Youth Council.

The original community engagement plan included for an interim community workshop to test emerging ideas and build a consensus view. As the SRG is broadly representative and was working so successfully it was decided that they would perform this role and accordingly this activity was planned into the relevant meeting agendas and run as a series of workshops.

Overall the interactive workshops were run with 20 local groups covering a total of over 350 people. At the same time almost 400 handouts were taken by participants to use in disseminating information to others about the Sleaford Masterplan.



▲ Sleaford Regeneration Group Workshop

5.4 Summary of Feedback from Workshops & Impact on Masterplan

Generally the feedback from the initial 'warm up' workshops was very positive and produced real interest in the process with many sensible suggestions and comments. Also many groups expressed approval for the more intimate opportunities created by this form of approach and engagement strategy. Over 20 workshops provided opportunities for local debate and discussion often with individuals demonstrating a strong interest in the future of Sleaford and a keenness to support actions that would bring change for the better. While there was not always a consensus view there are a number of local people with a good body of knowledge who may wish to be involved in the delivery phase as the masterplan moves forward.

The key comments recorded from the group workshops and fed back into the masterplan design process are at Appendix 5. However a number of 'strong' issues emerged as being the most frequently cited and often the topic of serious debate. These are shown below:

Process comments:

- This is a real process of change and it is important to ensure there is strong local buy-in to the masterplan;
- Will NKDC join up and learn from all these studies that are happening in the town?
- This (Sleaford Regeneration) Group could be a good thing;

Specific issues:

- The waterways in the town centre are attractive but need to be kept clean. Also they could be much more imaginatively lit at night to make them safer and more attractive;
- Closing the level crossing is a poor idea. It will add to journey time, is a concern to the emergency services and will create an unnecessary 'Berlin Wall' type barrier between the south and the town centre and will not reduce congestion;
- The proposed new link road will cut through 'The Rec' (green space) and we will lose trees. Will these be replaced?
- The Hub could be much more of a community centre and place where people meet and socialise;
- The market place should be a real focal point for the town. The market is dwindling with only a few stalls. Traders now have to bring their own stalls

and rents are high. It is important that we re-invigorate the market and market place, including doing something about the poor state of the Corn Exchange building;

Employment and work:

- We need to encourage more and better quality jobs into Sleaford and be more enterprising to get people to start new businesses;
- We need to be very clear that we seek to provide jobs and employment at appropriate levels and of a quality for young people to keep them here or attract them back to Sleaford;
- Is there some way that we could encourage young people to set up in business?

Retail offer:

- The new Tesco will kill the town centre. NKDC have sold out to big business so we need to 'control' what they (Tesco) are able to do;
- How do we get shoppers to come into town from the new Tesco site?
- We need a local music shop for instruments, bits and music;
- Young people need more town centre shops that have what we want to buy – Top Shop, Primark, River Island, HMV, New Look;
- We need free town centre parking, it is too expensive now, it drives me away to other places;

Leisure facilities:

- We need a good local venue for live music where we could play for local events; There is no concert hall in Sleaford;
- Sleaford lacks a range of leisure facilities, for example a cinema or bowling alley;

Housing:

- We need better infrastructure now before we build more housing;

Two groups were keen to feedback specific listings of their composite comments. They were NK Seniors and the Youth Council. Their responses are presented in full at Appendix 5.

5.5 Public Exhibition Arrangements and Feedback



▲ Public Exhibition November 2010

A full open public exhibition was staged at The Source, Southgate, Sleaford on 26th and 27th November 2010. The exhibition was widely advertised and promoted locally and was open to visitors from 10.00am to 8.00pm on the Friday and 10.00am to 4.00pm on the Saturday. In total just under 400 people visited the exhibition over the two days and 192 completed response questionnaires were collected and analysed. These are represented at Appendix 5. Additionally a local young entrepreneur provided 'vox pop' opportunities for all attending the exhibition to record digitally their feelings about what they had seen and experienced through the masterplan display should they wish. This DVD is useful in providing extra depth and colour to the written comments contained in the questionnaires. A specific workshop session was run with the SRG to review and take comments on the draft masterplan proposals. The consultation period remained open for six weeks (up to the 7th January 2011) and the exhibition display boards were available on the NKDC website for that period. Additional comments and observations were received during this time.

It was noted by consultants that many visitors spent at least 45 minutes at the exhibition and some considerably longer. It was evident that having the team of specialist consultants in attendance was valuable in being able to provide visitors with specific answers and background to particular aspects of the masterplan. Additionally the strong support and information provided by officers present from the local authorities helped those attending understand some of the background and history that was now an integral part of the masterplan. This included in particular local planning decisions, highways matters and previous regeneration initiatives.

Analysis of the questionnaire responses indicate a very high degree of agreement with the key issues identified for the town. Some 85% concur that 'coping with growth' is a major concern; 89% agree that there is a 'poor town centre experience' and over 90% see 'traffic congestion' as a major issue. The exhibition set out to show the vision for the future of Sleaford. Only 10% disagreed with the proposed vision described for the town. There was equally strong support for the proposed 'Big Ideas' suggested for the town that include the transformation of Money's Yard, a pedestrian focus for Southgate, a ring of perimeter car parks and better use of the riverside environment.

An indication of how well visitors to the exhibition took time to understand the proposals before commenting is demonstrated by the high degree of conformity on responses across a number of different questions. For example recognition of the importance of 'connectivity' for pedestrians moving into and through the town, the advantages of restricting vehicle access in the town centre coupled with improved public transport facilities and how the 'Big Projects' such as Money's Yard, Market Place regeneration and delivery of the Southern Southgate regeneration scheme can be catalysts for the overall vision.

The responses to the questionnaire and from the extended consultation period as a whole have shown little in the way of outright disagreement with any matters contained in the masterplan. However two areas where positive responses have achieved agreement scores at a little over 50% relate to where potential new housing growth should be focused and potential future school sites. However with those ambivalent on both matters scoring about 34% there is little to cause concern. It may suggest that these two areas would benefit from more detailed and specific consultation in the future when project plans are being developed.

In terms of the freeform responses captured through the written and online consultations, most replicate and repeat what has already been recorded via the initial 'warm up' workshops. This suggests that overall the engagement and consultation process has been successful in capturing views from a wide cross section of local citizens and interest groups. Additionally, by observation, a significant number of those who experienced the initial workshops also attended the exhibition indicating that the overall process and publicity has been successful in capturing local interest and securing active involvement. The opportunity now is for partners and the SRG in particular to capitalise on this interest and ensure that momentum is maintained into the masterplan delivery phase.

All comments received through the consultation period have been considered as part of the development of the final masterplan.

5.6 The Future

Based on the masterplan teams previous experience, there are two key outcomes from the masterplan consultation process in particular that are significant for the future of the masterplan as it is adopted and moves into the delivery phase. The first is that a significant number of local people have expressed a keen interest in seeing Sleaford develop its full potential and many show an interest in having some practical involvement in that process. This suggests that local buy-in to the concept has been stronger in Sleaford than in other similar market towns and that there could be a useful body of people willing to actively support project delivery in some way. Accordingly the consultant team ensured that the local authorities were able to devise and deliver effective feedback on the masterplan process and the final adopted plan.

The second is that the relatively young Sleaford Regeneration Group (SRG) has developed into a strong masterplan partner. We have noted in particular:

- it has a strong, inclusive and respected chair, well supported by NKDC and LCC council officers.
- there is a good understanding of the masterplanning process and of the role and requirements of the group at this stage, which has led to a high quality of discussion and exchange of ideas/thoughts.
- the group is purposeful and task orientated and has worked well to support the masterplan team.
- the partnership contains a good cross-section of local interests and has to date avoided being compromised by bureaucratic or political baggage.
- it is receptive to new ideas and generally engaged by the tasks it has been asked to perform.

Accordingly NKDC called for a discussion paper from the consultants to consider the potential for the SRG to continue as an active body taking masterplanning forward. Additionally a visit was arranged for the chair of the SRG and client side representative to visit Calder Valley in West Yorkshire, which has an established regeneration partnership that is successfully implementing the recommendations of a masterplan for their area. This enabled information to be obtained on how the partnership development process had worked and project delivery had been enabled to create change on the ground.

At the final SRG meeting with the consultant team the content of the paper outlining options for the group was discussed and overall there was a strong consensus that the Sleaford Regeneration Group should continue. It was felt that there was now a comprehensive body of knowledge within the existing group coupled with a strong commitment to drive the agreed masterplan forward. However it was noted that the real interest of the group in continuing was in facilitating action and project delivery and not simply in becoming a 'talking shop'.

A further point for consideration is the impact of the government's Localism Bill on the delivery of the masterplan, building on the momentum this consultation and engagement process has achieved. For example the masterplan could form the basis for a neighbourhood plan for Sleaford or equally Sleaford could be broken up into smaller neighbourhoods with the masterplan providing the overarching strategy to support more detailed neighbourhood plans.

In tandem with the masterplan consultation process, the Central Lincolnshire Joint Planning Committee are working towards the preparation of a joint Local Development Framework. Consultation took place on the Issues and Options for the Core Strategy Development Plan Document towards the end of 2010. There will be further consultations later in 2011 and in 2012 working towards establishing an overall level of growth to be accommodated in the Sleaford Area, and the formal allocation of sites. The proposals set out within the masterplan are intended to guide this process and a collaborative approach has been undertaken to date.

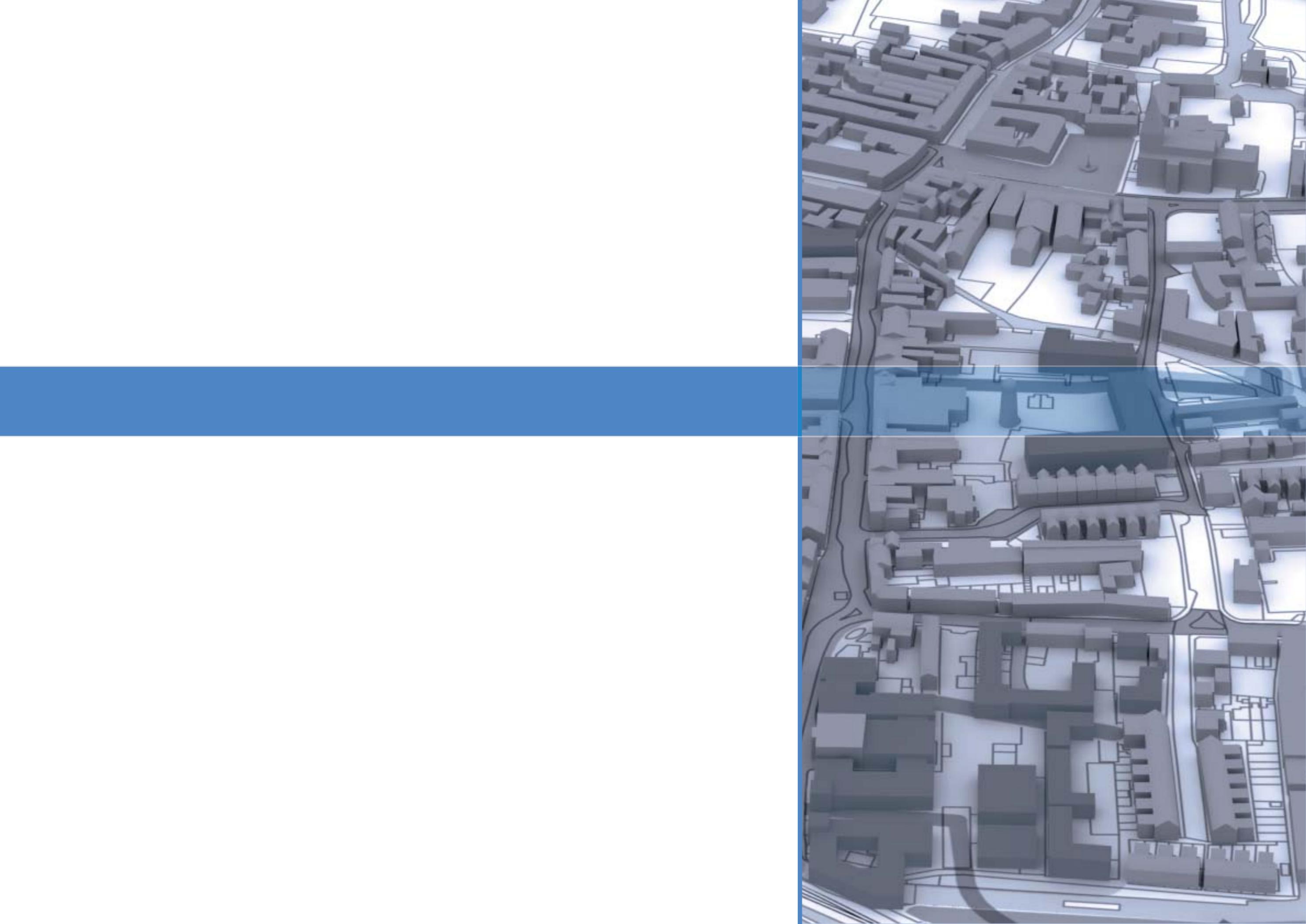
5.7 Summary

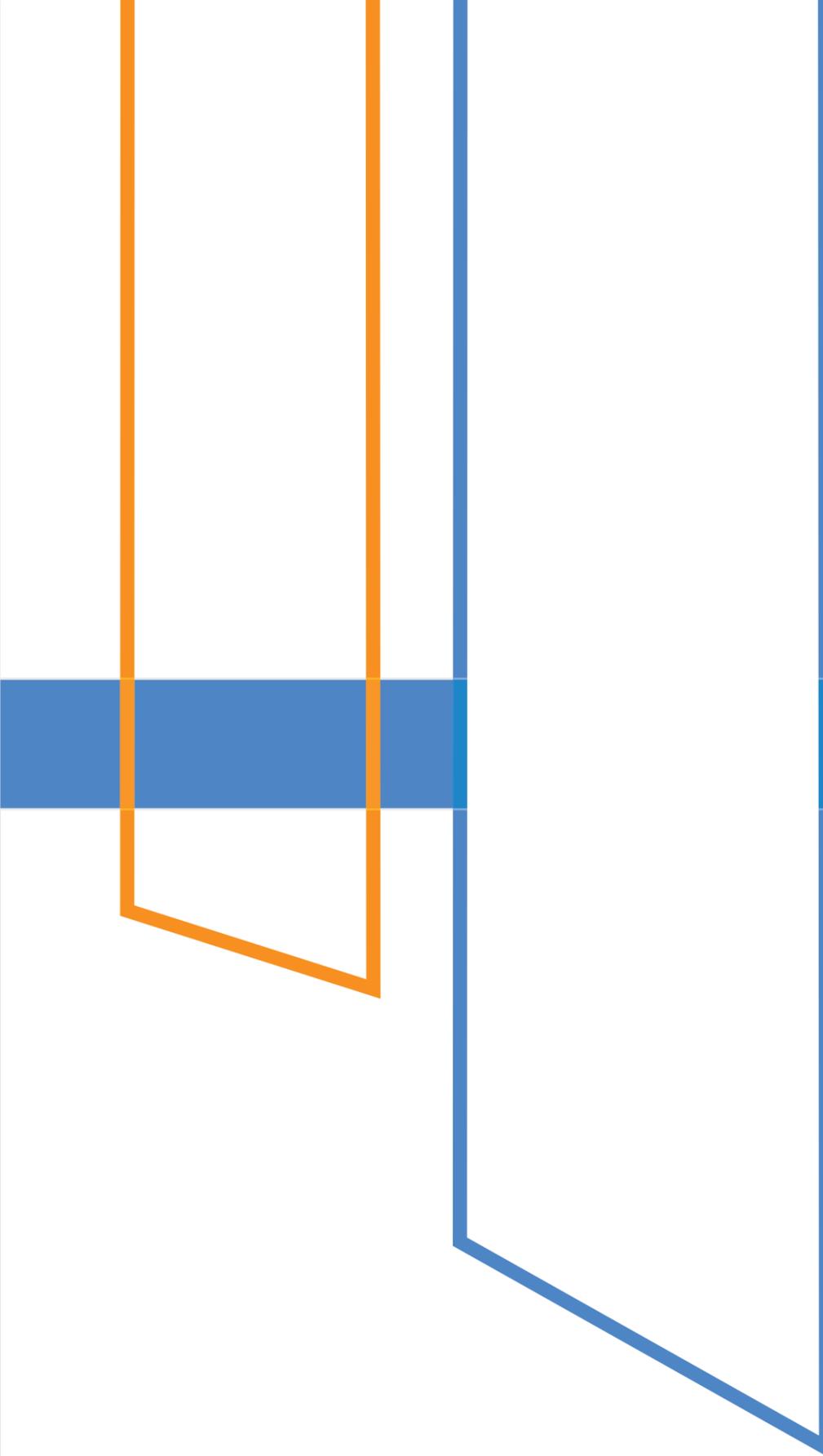
The Sleaford Masterplan project and process has benefited fully from the inclusion of planned engagement and consultation activity with local people over time. The approach has ensured that a wide cross section of local people and interests has been enabled to understand the masterplanning process and contribute to the formulation of a draft plan for the town. Gathering key priority issues through the 'warm up' workshops has enabled the design team to understand better local views and opinions and respond wherever possible with options and solutions to the priorities identified.

It has also created a setting in which local buy-in to the process has been enhanced through a more personalised and intimate approach. In turn this approach and a well crafted communications strategy ensured that a good number of local people attended the public exhibition and many spent a considerable amount of time discussing the draft masterplan and contributing their own thoughts and ideas. It also created a forum where citizen to citizen exchanges highlighted the need for compromise and consensus building where there were differences of opinion.

The involvement of a significant number of young people has highlighted how this important section of the local community can be encouraged to contribute fully to the process and provide real insights through the eyes of the 'citizens of the future'.

The work of the Sleaford Regeneration Group has been remarkable in how well a new group of local people has gelled in a short space of time, taken to its tasks and contributed fully to the development of the masterplan. It is encouraging to know that there is a strong will for this group to continue and perhaps grow to drive the process forward into the delivery phase.





6.0: Delivery and Next Steps

[6.1 Key Delivery Considerations](#)

[6.2 Priority and phasing](#)

[6.3 A Coordinated Delivery & Funding Strategy](#)

[6.4 Key Project Delivery Tables](#)

[6.5 Next Steps](#)

6.1 Key Delivery Considerations

Implementing the Sleaford Masterplan will require a coordinated programme of activity between the public sector partners and the private sector landowners and developers, over the next 25 years. The masterplan sets out not only the strategic direction for the town and the key interventions to achieve the agreed objectives, but also identifies the key priorities and the phasing of activity, to ensure that the plan is progressed effectively.

Masterplans are prepared at a particular time and, to maintain their relevance, should be reviewed regularly or as events dictate. The focus of the 2010 Sleaford Masterplan has been to consider the demographic requirement for additional housing in Lincolnshire and Sleaford's locational attributes in that regard, and to also address the lack of quality and capacity within the town centre's commercial provision. Both of these themes are critical to enhancing and sustaining economic activity in the town, through reducing the effects of trade leakage and encouraging investment across the town.

Reflecting on the above, there are two principal elements within the masterplan that will drive the delivery strategy:

1. The Sleaford South East Regeneration Area developments including the Maltings, Tesco and the associated link road and bridge across the railway line (required in the Maltings SPD) is crucial. Subject to the completion of legal agreements, principally relating to access arrangements, the Tesco development to the south of the town centre adjacent to the railway line will receive planning permission in the near future and there is an expected opening date of April 2012. To maximise the positive benefits of the Tesco development and the Maltings to follow, it is essential to ensure that the additional expenditure retained by the new development is dispersed across the wider town centre. This will require early intervention to bring forward complimentary developments to the Tesco site and also ensure

that important linkages and traffic/public space measures are implemented. Without this, there is a real risk that Tesco shoppers will not visit the other areas of the town centre.

2. Long term population growth. The previous growth period in the town's history largely related to housing, with limited investment in the town centre and other components of the town's infrastructure. The scale of the next phase of growth is set out in the masterplan and introduces key considerations around education, employment land, movement and accessibility and the environment. The town is planning for large scale residential growth – circa 4,000 dwellings over the next 25 years and that requires a number of complimentary interventions to cater for that growth but also use growth as the opportunity to review and relocate certain land uses across the town.

The masterplan will be delivered by the private sector, using private sector resources and creating private sector employment opportunities. Public sector investment will be required to coordinate the implementation process and provide funding where it is critical to act as the catalyst or unlock significant private sector leverage. Negotiating developer contributions, to invest in wider infrastructure across the town, will be an important role for the public sector.

6.2 Priority and Phasing

Taking into account the context set out in Section 6.1, the phasing schedule is aimed at maximising the early benefits associated with the Tesco investment and creating a stronger, more functional town centre. Restructuring the traffic flow and car parking is a key early action, and needs to be coordinated with the opening of the new link road bridge across the railway line and the closure of the existing level crossing to vehicular traffic and the opening of the new Tesco site.

In conjunction with the required traffic re-modelling, the Southern Southgate area will be the priority for the private sector, given its proximity to the new Tesco development. It provides an opportunity to accommodate a large area of retail development which, together with Tesco, will create the trading environment that will start to have a significant beneficial economic impact upon the town centre addressing some of the issues identified in the masterplan. Southgate will capitalise on the circa 600 car parking spaces on the Tesco site and the 'visitor' destination that will be created by the new Tesco store.

Working northwards, development of the Southern Southgate area is likely to provide a stimulus for the redevelopment of Money's Yard. Improving the connectivity towards Money's Yard will make it more attractive to commercial developers, encouraging footfall in the southern area of the town centre to graduate further into the town. Removing the car park from Money's Yard is a key early action, and whilst redevelopment might not occur until Tesco and Southern Southgate is established, a temporary use should be found for Money's Yard. Creating a public space will start to see the area used for events and other community activity, and develop the long term concept of Money's Yard as the town's central square.

In the north of the town centre, addressing the traffic and parking issues creates the scope for a renewed Market Place. Along with the redevelopment of the existing Tesco Northgate store, this should be progressed in the short term, creating an enhanced northern gateway to the town centre and acting as the northern end of the regeneration 'dumbbell', with Tesco at the southern end. The principle is that this will encourage movement through the town (in reality it is only a short walk from one end to the other, but that movement is frustrated at the moment due to the levels of vehicular traffic). Adjoining a revitalised Market Place, important buildings such as The Corn Exchange could then benefit from increased activity in the area and also improved connectivity through the alleyways to Money's Yard.

Whilst improving the town centre's commercial activity is a priority for the early period of the masterplan, there are several other key interventions that need to be considered within a phasing plan.

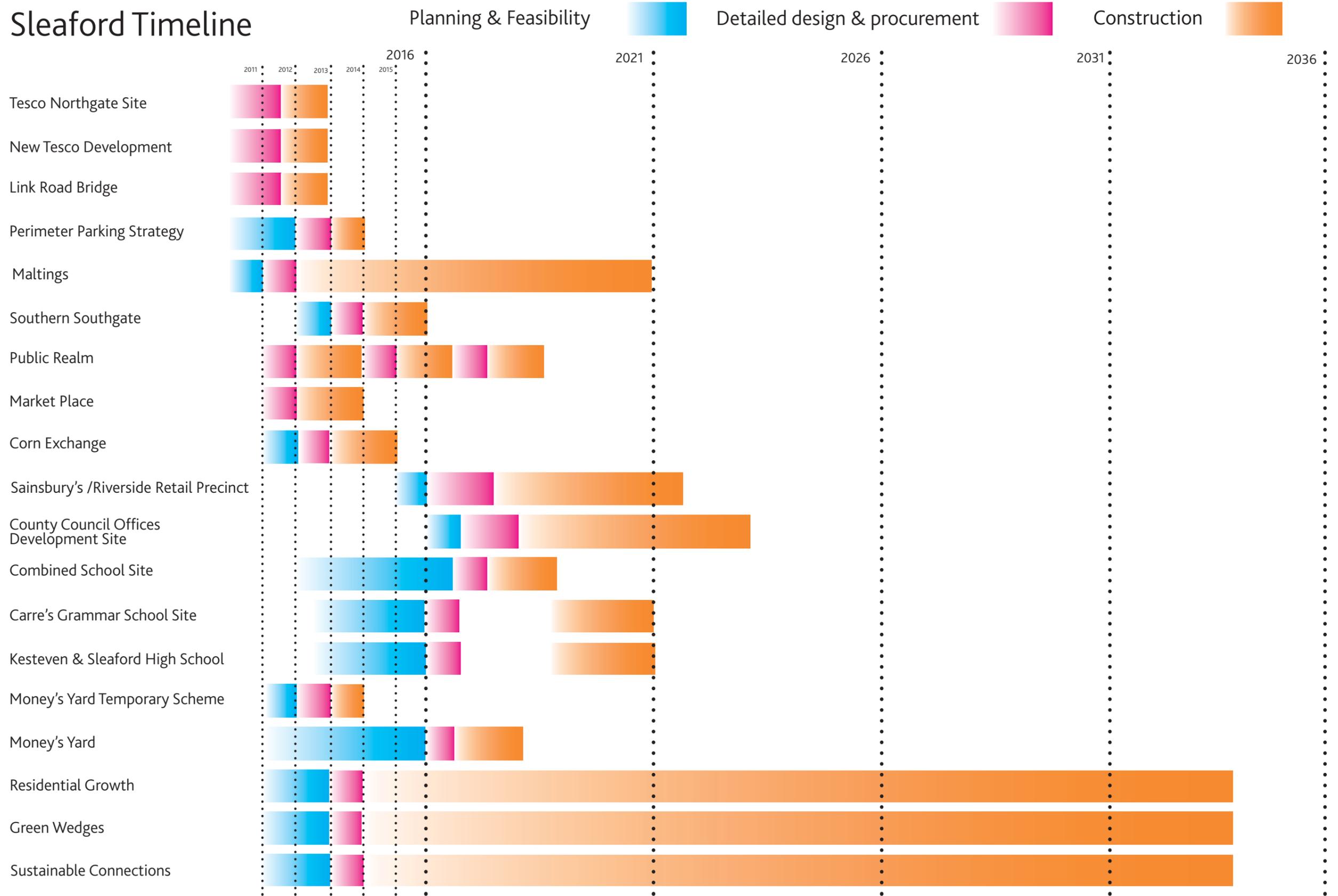
- Residential growth – the masterplan identifies areas in the northwest and south for long term residential growth. The northwest area represents the priority for early development, on the basis that it will facilitate employment land but also a new western access into the town centre from the A15. This has advantages in terms of reducing traffic movement across the railway line and opens up access to the strategic green corridor from the A15 into the town centre.
- Key town centre development sites – there are several important sites in the town centre with development potential, that will enable existing uses to relocate and therefore expand, whilst creating capacity for new 'town centre' activity. These could include the two school sites, Carre's Grammar

School and Kesteven and Sleaford High School as potential candidates for relocation, possibly onto a single site. Opportunities to do this exist in the northwest residential growth area, southern growth area, and within the Maltings. In terms of phasing, further discussions are required between the two schools and relevant authorities to progress this opportunity further. That will then set a timescale for relocation, coordinated with private sector interests on the favoured site. Other town centre development opportunities (such as riverside retail precinct) are likely to follow on from the key 'retail' investments at the new Tesco Site, Northgate and Southern Southgate.

- The Maltings – this is a significant project for the town, it is a 'city scale' challenge and one that will benefit from many of the initiatives set out in the masterplan that seek to improve connectivity and coordinate investment across the town. A developer is in place and is negotiating through the planning process with the local authority but sheer quantum of the space may delay the redevelopment process. A flexible approach, whilst preserving the heritage value will be key and considering alternative uses such as relocated school provision may support development viability.
- Green wedges and sustainable connections – Sleaford has a relatively tight urban form, it doesn't sprawl, and that creates opportunities for increasing the degree of pedestrian and cycling movements around the town. A programme of investment in green wedges has been identified, to be delivered alongside key developments proposed in the local area, as a means of creating useable green space and encouraging sustainable modes of transport. The western green wedge is the first priority, supported by development in the northwest area of the town.

The phasing plan Figure 26, sets out the proposed timeline for the key projects identified. This is a guide, but indicates the interlinked nature of many of the projects and the importance of a coordinated planning and funding strategy. This is explored in greater detail in Section 6.3

Sleaford Timeline



▲ Figure 26 Phasing Plan

6.3 A Coordinated Delivery & Funding Strategy

The principal source of funding for delivering the masterplan will be from the private sector, with the public sector providing financial support only on a limited scale. The public sector could support delivery through the following:

- reviewing the existing highway maintenance and improvement budgets to identify opportunities where it may be possible to deliver the traffic/parking strategy and elements of the public realm interventions through re-prioritising existing resources.
- supporting the private sector with land assembly in the key development sites, particularly Southern Southgate, Money's Yard and other town centre sites, potentially through the use of CPO powers providing their use can be justified and supported by the planning framework.
- establishing a developer contributions strategy for the wider town to enable the scale of contributions to be profiled alongside the key interventions required.

The latter point will be key to securing the implementation of many of the town centre traffic and public realm interventions. The scale and timing of potential contributions, and their correlation to the delivery of key masterplan projects is therefore explored in further detail in Appendix 8.

In summary, the private sector could potentially invest in the region of £700-800m in Sleaford during the lifetime of the masterplan, if projections in relation to housing units, employment land and retail space are achieved. It must be recognised that these are assumptions made at this stage and will undoubtedly change over time, subject to national and local fiscal and planning policy over the course of the next 15-20 years and market conditions. Housing allocations will contribute the most significant element of this, as a result of the planning policy focus on growth within central Lincolnshire and Sleaford's role within that. At this stage, it has been estimated that the private sector could be required to invest over £100m of this sum in supporting infrastructure enhancements and providing levels of amenity provision appropriate to the scale of new housing and employment proposed. Based on examples elsewhere, it has been estimated that c£6m of this could be made available to support investment in the delivery of the town centre parking and public realm improvements, out of a total cost of c£12m. The Council will therefore need to explore funding sources to invest the balance of this sum, which on cashflow basis, will require c£10m of public sector investment in the first 10 years of the programme.

6.4 Key Project Delivery Tables

The following delivery tables have provided a working tool for the masterplan and have been developed in tandem with the emerging proposals.

An Action Plan sets out the overarching priorities for year one of the masterplan period. This is followed by project specific tables that highlight key issues, proposals and potential project leaders for key projects (excluding those that are ongoing).

Table 1 Masterplan Action Plan

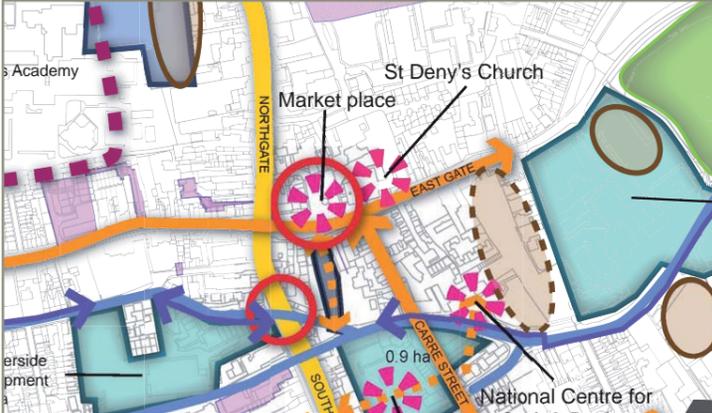
Year One Action Plan	
Timescale	Tasks
Following masterplan completion and prior to formal NKDC adoption	<p>Sleaford Regeneration Group</p> <ul style="list-style-type: none"> ➤ Create formal 'Sleaford Regeneration Group' ➤ Clarify role and function ➤ Establish Executive Board and sub-group system <p>Review existing budgets and contributions</p> <ul style="list-style-type: none"> ➤ Identify where existing budgets can be realigned to support masterplan delivery ➤ Review current expected developer contributions, and consider opportunities to align closely to masterplan priorities <p>Engage key landowners and developers</p> <ul style="list-style-type: none"> ➤ For the key sites, particularly Southern Southgate, start the process of engaging with landowners and developers to build on the momentum of a positive Tesco announcement
Post adoption – zero to 6 months	<ul style="list-style-type: none"> ➤ Embed the masterplan within the emerging Central Lincolnshire LDF process ➤ SRG sub-groups commence activity – preparing action plans for their specific areas ➤ Develop the Perimeter Parking Strategy in detail, setting out key actions and timescales. ➤ Establish engagement between the Governor groups of Carre's Grammar School and Kesteven & Sleaford High School, on the issue of a combined site ➤ Identify interim uses for Money's Yard ➤ Prepare briefs for the detailed design and implementation of key public realm schemes – Southern Southgate and Market Place ➤ Agree a programme for the residential expansion – a phasing plan, in conjunction with the Central Lincolnshire Joint Planning Unit. ➤ Identify and engage with the key strategic landowners, in relation to residential and employment land allocations

Year One Action Plan	
6 months to 1 year	<ul style="list-style-type: none"> ➤ Commence delivery of the Perimeter Parking Strategy ➤ Develop development briefs with landowners for Southern Southgate. ➤ Prepare a strategy and delivery plan for the unified school project ➤ Identify funding sources and an implementation plan for the key public realm schemes ➤ Identify specific projects emerging from the SRG sub-group work ➤ Commence preparation of an implementation and contribution plan for the large residential and employment allocations, addressing infrastructure and community requirements

Southern Southgate development	
Site Area	<ul style="list-style-type: none"> 2.8 ha
Existing Site Use	<ul style="list-style-type: none"> Mix of retail, builders merchants, Post Office
Ownership	<ul style="list-style-type: none"> Various
Key Issues	<ul style="list-style-type: none"> A major retail destination and anchor to the south of the town centre, closely linked to the Tesco development Southern Southgate is the next logical development site following the opening of the new Tesco – its timing is therefore reliant on other investments taking place Critical project in terms of creating additional retail and commercial space in the town and creating the link between Tesco and the core town centre
Summary of Potential Uses & Initial Market View	<ul style="list-style-type: none"> Mixed Use (as per the adopted Sleaford Town Centre Regeneration SPD). Retail led development (potentially with supporting uses such as office, residential, leisure/community/hotel uses). Provides significant retail accommodation which will be attractive, in particular the land adjacent to the Tesco site (subject to land assembly, planning and general constraints).
Timescale	<ul style="list-style-type: none"> Southern Southgate is the next development area following completion of Tesco Key task in years 1-2 is to ensure that site comes forward expediently, to maximise the benefits of Tesco and create the high quality link north to Southgate and the core town centre
Links to other masterplan projects and wider initiatives	<ul style="list-style-type: none"> Key link project between the Tesco development and the town centre
Public Sector Role	<ul style="list-style-type: none"> Recognise the importance of Southern Southgate in maximising the benefits of the Tesco investment across the town Proactively engage with landowners – discuss opportunity for joint preparation of development brief (based on the Sleaford Town Centre Regeneration SPD) and other ways that the Council can assist to facilitate progress Raise opportunities with development industry - promotion of the brief

Southern Southgate development	
Private Sector Role	<ul style="list-style-type: none"> Landowners to engage with the relevant public authorities and discuss way forward for the site
Funding Sources	<ul style="list-style-type: none"> To be led and funded by the private sector Available public sector investment to secure and strengthen the links between the site and the core town centre (if development viability not sufficient to fund these) Refer to Appendix 8 for capital cost assumptions and cashflow profile
Project Champion and Next Steps	<p>Champion – North Kesteven District Council</p> <p>Next steps:</p> <ul style="list-style-type: none"> Engage with the landowners and proactively seek to progress the scheme Seek to develop a development brief and engage market interest – a 'Sleaford developer day'? Engage the Sleaford Regeneration Group, through their contacts and influence, to assist in progressing the site
Site Location	<p>▲ Extract from Figure 14 Town Centre Proposals</p>

Market Place (including Corn Exchange)	
Site Area	<ul style="list-style-type: none"> 0.4 Hectares
Existing Site Use	<ul style="list-style-type: none"> Market Place with a mix of uses facing onto the square. The majority of units are occupied, however there is a lack of interaction with the public space (café etc). Corn Exchange - disused Grade II listed building
Ownership	<ul style="list-style-type: none"> Varied.
Key Issues	<ul style="list-style-type: none"> Opportunity to rejuvenate public space and lift quality of public realm in keeping with the high quality townscape A shared surface approach to the main junction would mark a transition into the pedestrian dominant town centre Corn Exchange - prominent, important building which presents redevelopment opportunity. Currently this buildings derelict appearance undermines the vibrancy of Market Place No opportunities for infill development
Summary of Potential Uses & Initial Market View	<ul style="list-style-type: none"> Public Realm led approach. Uplift in environment to attract investment Restoration of Corn Exchange building (current planning application approved for mixed use development) Independent retailers/cafe/restaurant uses around square – Likely to be interested following public realm upgrade. May be perceived as too far from Southern Southgate/Tesco for national chain in short term. Improved town Market
Timescale	<ul style="list-style-type: none"> Priority public realm and regeneration project - 2-3 years
Links to other masterplan projects and wider initiatives	<ul style="list-style-type: none"> Relationship with Money's Yard and Sainsbury's/Riverside Precinct to strengthen destinations at north of town centre
Public Sector Role	<ul style="list-style-type: none"> Public sector to ensure Market Place is taken forward to balance with private sector led schemes to the south of the town centre Public sector to continue to engage with and encourage private sector investment in adjacent units (specifically the Corn Exchange)
Private Sector Role	<ul style="list-style-type: none"> Private sector to deliver Corn Exchange redevelopment
Funding Sources	<ul style="list-style-type: none"> Public sector/Developer contributions Refer to Appendix 8 for capital cost assumptions and cashflow profile

Market Place (including Corn Exchange)	
Project Champion and Next Steps	<p>Champion – North Kesteven District Council/Lincolnshire County Council (Highways Authority)/Sleford Regeneration Group (with input from BID/Town Council)</p> <p>Next Steps:</p> <ul style="list-style-type: none"> Commission a public realm/highway design for planning (to RIBA Stage D) in coordination with a wider town centre public realm strategy
Site Location	 <p>▲ Extract from Figure 14 Town Centre Proposals</p>

Public Realm	
Site Area	<ul style="list-style-type: none"> N/A (To be confirmed through development of public realm strategy)
Existing Site Use	<ul style="list-style-type: none"> Southgate is the main retail core of the town centre with a mix of units running its length. Eastgate, Boston Road and Carre Street are other roads that could benefit from improved public realm which are currently occupied by underused mixed use buildings. Pedestrian links such as the Bristol Arcade, Nags Head passage, the link to the National Centre for Craft & Design (The Hub) have also been highlighted as priorities.
Ownership	<ul style="list-style-type: none"> various (predominately adopted highway)
Key Issues	<ul style="list-style-type: none"> Opportunity to create a pedestrian focused high quality public realm linking the Southern Southgate development to the Market Place. Improved links between perimeter car parks and town centre Improved links between town centre and nearby destinations Catalyst to draw visitors from the proposed Tesco development north into the town centre. Allows flexible realm that can be enjoyed by pedestrians and accessed by vehicles. Reliant on private developer contributions Requires perimeter car parking to be in place to deliver upgrade to public realm
Summary of Potential Uses & Initial Market View	<ul style="list-style-type: none"> Public Realm Scheme – good public realm can assist in attracting investment and improves the environment to increase usage. Civic spaces and creation of activity/events
Timescale	<ul style="list-style-type: none"> Rolling programme of yearly projects (over next 10 years)
Links to other masterplan projects and wider initiatives	<ul style="list-style-type: none"> All town centre anchor projects and transport strategy
Public Sector Role	<ul style="list-style-type: none"> To encourage a balanced town centre by providing an improved environment to the centre and north of the town that will draw pedestrians from the new developments at the south of the town through Southgate. Civilises the centre of the town permitting better connectivity through the town, encouraging a reduction in private car journeys and improving the environment. Influence Southern Southgate public realm

Public Realm	
Private Sector Role	<ul style="list-style-type: none"> Improved realm attracts other retailers to enhance the offer of the town centre. These could include retailers and eateries that can promote a café culture spilling into the new public realm. Developer contributions to fund implementation of improved public realm Agreement to operate within the proposed delivery strategy will allow the vehicle restriction period to operate effectively, enabling the pedestrian zone to thrive
Funding Sources	<ul style="list-style-type: none"> Public sector/Developer contributions Refer to Appendix 8 for capital cost assumptions and cashflow profile
Project Champion and Next Steps	<p>Champion – North Kesteven District Council/Lincolnshire County Council (Highways Authority)/Sleford Regeneration Group (with input from BID/Town Council)</p> <p>Next Steps:</p> <ul style="list-style-type: none"> Commission detailed public realm/transport strategy Initial phase to introduce measures to Market Place (& its interface with adjacent streets) and Monument junction/Southgate Square using S106 monies when available, creating gateway interventions. The approach would be to follow this with incremental phases of public realm works along key streets.
Site Location	<p> ↔ Pedestrian Focused Core 'The High Street' - - - - Proposed Links ↔ Pedestrian Focused Core 'Links' ▲ Extract from Figure 14 Town Centre Proposals </p>

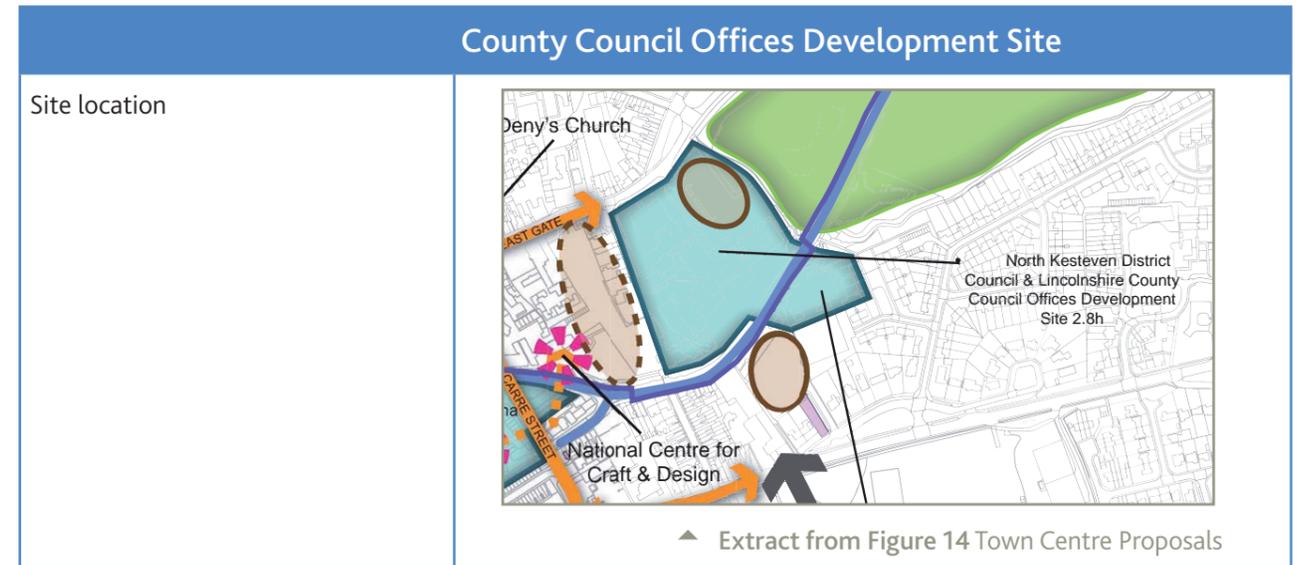
Perimeter Parking Strategy	
Site Area	<ul style="list-style-type: none"> N/A (To be confirmed through detailed development of parking strategy)
Existing Site Use	<ul style="list-style-type: none"> Various Sites, including but not limited to, Money's Yard, Market Place, Eastgate, Jermyn Street, Sainsbury's, Eastbanks, Tesco's Northgate, Former Advanta Seeds site, Network Rail land
Ownership	<ul style="list-style-type: none"> Various (public and private sector)
Key Issues	<ul style="list-style-type: none"> Delivery of Perimeter parking unlocks a number of critical town centre opportunities A variety of sites will have to be delivered in tandem (including removal of parking from Money's Yard etc) Tesco car park would need to be open for town centre visitors use Council Offices Car Park would need to be available to visitor parking. This could be a weekend arrangement while the council offices remain in their position. Potential loss of revenue to car park landlords in short term until sites are redeveloped
Summary of Potential Uses & Initial Market View	<ul style="list-style-type: none"> 4 town centre visitor car parks (plus 1 dedicated blue badge car park) located within walking distance to the town centre, utilising existing car parks and public spaces. Various uses are possible for each of the site reclaimed from parking. For example: <ul style="list-style-type: none"> Market Place should support a revival of the town's market, with greater number of stalls extending across the recovered space. This can then start to connect to the arcade when the improved public realm is introduced throughout. Money's Yard should form a temporary event space until a time when Sleaford can attract further retailers. Ultimately it can then form a courtyard of eateries and cultural activities, possibly connecting with the riverside.
Timescale	<ul style="list-style-type: none"> Priority project. To be delivered over the next 2-3 years
Links to other masterplan projects and wider initiatives	<ul style="list-style-type: none"> All
Public Sector Role	<ul style="list-style-type: none"> Public sector is central to implementing this intervention including the need to secure necessary land for car parks. NKDC, LCC & Sleaford Town Council to develop and implement a car parking strategy and enforcement policy Improvements and protection of the land that then becomes available on relocation of the current car parking is essential so that the use complements the wider masterplan.

Perimeter Parking Strategy	
Private Sector Role	<ul style="list-style-type: none"> Relies on the opening of the car park to the proposed Tesco site to ensure car parking space provision is maintained across the town. Private sector investment required to redevelop the use of the spaces that will be released on relocating the centre car parks.
Funding Sources	<ul style="list-style-type: none"> Funding should be public funded but could utilise some S106 monies to assist in the purchase of land for future perimeter car parks. A review of the parking pricing strategy should be considered to assist in financing the project. Refer to Appendix 8 for capital cost assumptions and cashflow profile
Project Champion and Next Steps	<p>Champion – Lincolnshire County Council (Highways Authority), North Kesteven District Council, Sleaford Town Council</p> <p>Next Steps:</p> <ul style="list-style-type: none"> In the first instance, NKDC/LCC/STC to develop parking strategy building on this and previous studies to allow delivery plan to be delivered. In parallel new Traffic Regulation Orders should be developed to allow management of parking in the central core. Early warning signage to be introduced to the A17 and A15 bypasses to assist in management of traffic on approach to town.
Site Location	<p>Extract from Figure 14 Town Centre Proposals</p>

Money's Yard	
Site Area	<ul style="list-style-type: none"> 0.9 ha
Existing Site Use	<ul style="list-style-type: none"> Public car park located behind main shopping street and service access for Southgate retail units. Money's Mill (which has recently been bought back into use as a café) is located within the car park adjacent to a public toilets block. A number of units surround the car park including offices and retail.
Ownership	<ul style="list-style-type: none"> Various
Key issues	<ul style="list-style-type: none"> Delivery of town wide perimeter car parking strategy is required to release the site from car park use and enable a short-to-medium term redevelopment for retail and public space. The need to maintain existing service arrangements. Acquisition of several buildings to create development space and linkages to adjoining areas, such as the National Centre for Craft & Design (The Hub). In market terms, redevelopment likely to follow completion of part of the Southern Southgate development. In the short-to-medium term, there will be a need to identify and deliver a temporary project, to facilitate use of the Yard prior to the redevelopment scheme taking place.
Summary of Potential Uses & Initial Market View	<ul style="list-style-type: none"> Assumed mix - 80% retail, 10% office, 10% community/leisure. <ul style="list-style-type: none"> Small scale retail units (up to 1000 sq ft units) arranged along a new pedestrian link/public space) - Likely to be attractive to the market in the longer term subject to success of Southern Southgate. Leisure uses including cafe's and restaurants Opportunity for small business employment/office A new public space around Money's Mill and a riverside park/terrace opposite the National Centre for Craft & Design (linked by a quality pedestrian route) Short term scheme to enliven space once car park removed (playground, markets, seasonal events (ice rink), community led initiative that could evolve and influence into the permanent scheme). Medium – long term: pedestrian link and public space framed by new retail units
Timescale	<ul style="list-style-type: none"> Temporary scheme within next 1-2 years Redevelopment scheme circa 5 years

Money's Yard	
Links to other masterplan projects and wider strategies	<ul style="list-style-type: none"> Key element of perimeter parking strategy to redesign traffic and movement system within town. Delivery will follow part of the completed Southern Southgate Important complimentary scheme to convenience retailing and larger scale retailing at Southgate Key central component in the East-West leisure link (and green wedges beyond)
Public sector role	<ul style="list-style-type: none"> To support the implementation of the reworked traffic and parking strategy enabling Money's Yard to cease being used as a car park Work with Sleaford Regeneration Group to identify alternative short term uses that encourage wide public use of the Yard and actively manage its use To identify and liaise with landowners and occupiers to progress the temporary uses and establish the key principles for the long term redevelopment To develop a design brief for the Yard and continue to raise its profile with the private sector as a development opportunity
Private sector role	<ul style="list-style-type: none"> Private sector delivery of scheme (following on from investment in Southern Southgate)
Funding sources	<ul style="list-style-type: none"> In the short term, use of available developer contributions and Council assets to relocate the car park and develop the temporary uses Long term scheme delivery – private sector led, potentially supported by public sector through CPO Refer to Appendix 8 for capital cost assumptions and cashflow profile
Project Champion and Next Steps	<p>Champion - North Kesteven District Council/Sleaford Regeneration Group</p> <p>Next steps:</p> <ul style="list-style-type: none"> To coordinate car park relocations Sleaford Regeneration Group – sub group to identify temporary uses and develop long term strategy for the site
Site location	 <p>Extract from Figure 14 Town Centre Proposals</p>

County Council Offices Development Site	
Site Area	<ul style="list-style-type: none"> 2.9 ha
Existing Site Use	<ul style="list-style-type: none"> County Council offices, indoor bowls club
Ownership	<ul style="list-style-type: none"> Various
Key Issues	<ul style="list-style-type: none"> Reliant on county council office relocation Potential opportunity to upgrade leisure provision in line with growing population
Summary of Potential Uses & Initial Market View	<ul style="list-style-type: none"> Mixed Use development including a leisure/community component Residential component will help attract developer interest Assumed mix - 70% residential, 20% employment, 10% community/leisure. To be confirmed through future feasibility testing
Timescale	<ul style="list-style-type: none"> Medium to long term (5 - 10 years)
Links to other masterplan projects and wider initiatives	<ul style="list-style-type: none"> East – West leisure link (and green wedges beyond).
Public sector role	<ul style="list-style-type: none"> Consider relocation opportunities for current uses To develop a design brief and continue to raise its profile with the private sector as a development opportunity
Private sector role	<ul style="list-style-type: none"> Private sector led delivery of scheme
Funding sources	<ul style="list-style-type: none"> Long term scheme delivery – private sector led Refer to Appendix 8 for capital cost assumptions and cashflow profile
Project Champion and Next Steps	<p>Champion - North Kesteven District Council/Lincolnshire County Council</p> <p>Next steps:</p> <ul style="list-style-type: none"> Commission Feasibility Study to develop a design brief



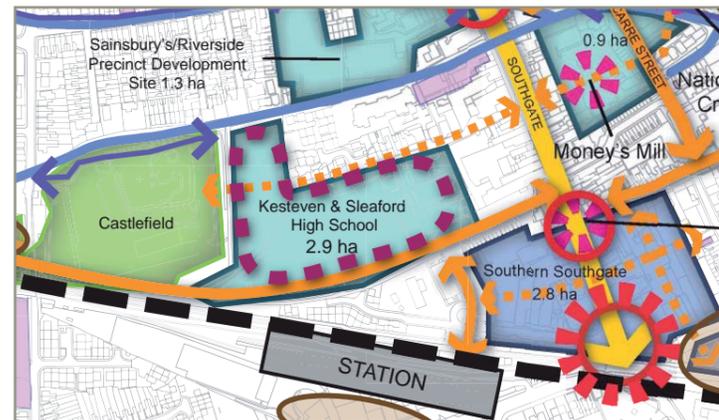
Combined School Campus & Existing School Site Redevelopment	
Site Area	<ul style="list-style-type: none"> Requirements for an additional/combined school campus to be confirmed through feasibility study (Approximately 13 hectares may be required for a combined site) Carre's Grammar School existing site - 2.7 hectares Kesteven and Sleaford High School existing site 2.9 hectares
Existing Site Uses	<ul style="list-style-type: none"> The two existing school sites are currently occupied by Carre's Grammar School and Kesteven and Sleaford High School. The sites considered to date as potential for a combined school include: Northwest Growth Area. A site that would be integrated into residential expansion of the town – on land owned by the private sector Southern Growth Area. A site that would be integrated into residential expansion of the town – on land owned by the private sector The Maltings – owned by the private sector
Ownership	<ul style="list-style-type: none"> Various
Key Issues	<ul style="list-style-type: none"> Relocation of Carre's Grammar School and the Kesteven and Sleaford High School onto a single combined site, potentially through the creation of a new combined school. The purpose of this is: To provide long term growth capacity for both schools. To release two town centre development sites, key to providing long term commercial capacity in the town centre To address two major sources of traffic generation and therefore congestion in the town centre. To link the school campus in with green wedges and community/sports facilities To accommodate population growth and the associated school admissions
Summary of Potential Uses & Initial Market View	<ul style="list-style-type: none"> Potential combined school campus (approximately 13 hectares) to be located outside of town centre core. Site options currently include northwest growth area, southern growth area or as part of Bass Malting development Potential mixed use redevelopment of Carre's Grammar School and the Kesteven and Sleaford High School sites (assumed to be a residential focus). Central locations are likely to attract market interest.
Timescale	<ul style="list-style-type: none"> The project is a medium term proposition, which will be largely led by the two schools themselves. There is no immediate pressure to relocate, but initial discussions and feasibility should commence in the near future to establish the desire to progress the project and agree the next steps

Combined School Campus & Existing School Site Redevelopment	
Links to other masterplan projects and wider initiatives	<ul style="list-style-type: none"> Addressing the traffic and congestion issues in the town centre Providing opportunities for enhanced school provision for the growing population Releasing town centre sites for commercial developments
Public Sector Role	<ul style="list-style-type: none"> To work with the two school governing bodies to explore the opportunities for relocation in the first instance and secondly, whether a combined site is a strong option If so, explore potential site options and agree the next steps to progressing the relocations Engage Education Authority in the process
Private sector role	<ul style="list-style-type: none"> Private sector led delivery of town centre redevelopment schemes
Funding Sources	<ul style="list-style-type: none"> Potential developer contributions – linked to need for additional school provision as a result of housing growth Education authority resources Land receipts Refer to Appendix 8 for capital cost assumptions and cashflow profile
Project Champion & Next Steps	<p>Champion – North Kesteven District Council, Lincolnshire County Council (Education Authority), Carre's Grammar School & Kesteven and Sleaford High School</p> <p>Next Steps:</p> <ul style="list-style-type: none"> In the first instance, NKDC to proactively engage with both schools and progress the initiative following adoption of the masterplan. If the project has potential, the education authority to agree next steps including commissioning a planning and feasibility study to establish: <ul style="list-style-type: none"> Potential site options for a new school Appropriate uses for development on existing town centre sites (the masterplans initial recommendation is for a residential focus with a mixed use component - likely to be attractive to developers) Financial feasibility of the existing sites and new school site

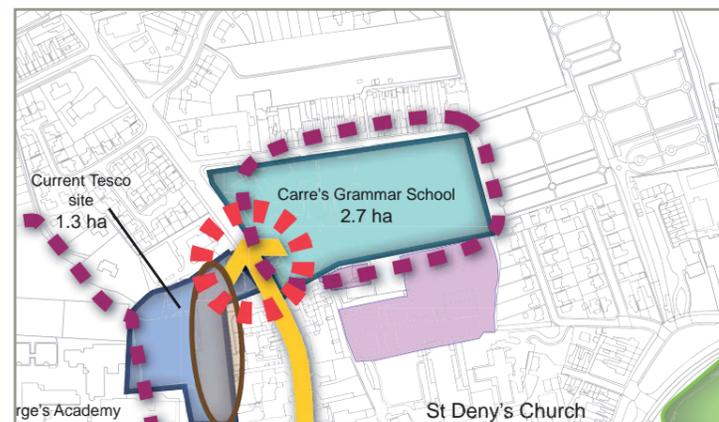
Combined School Campus & Existing School Site Redevelopment

Site Location

Kesteven and Sleaford High School Site:

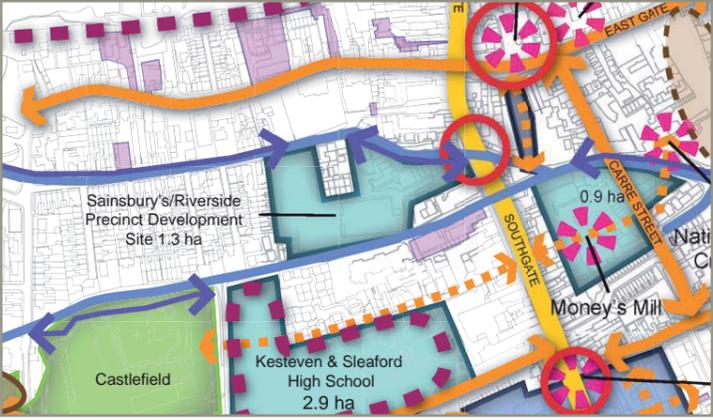


Carre's Grammar School Site:

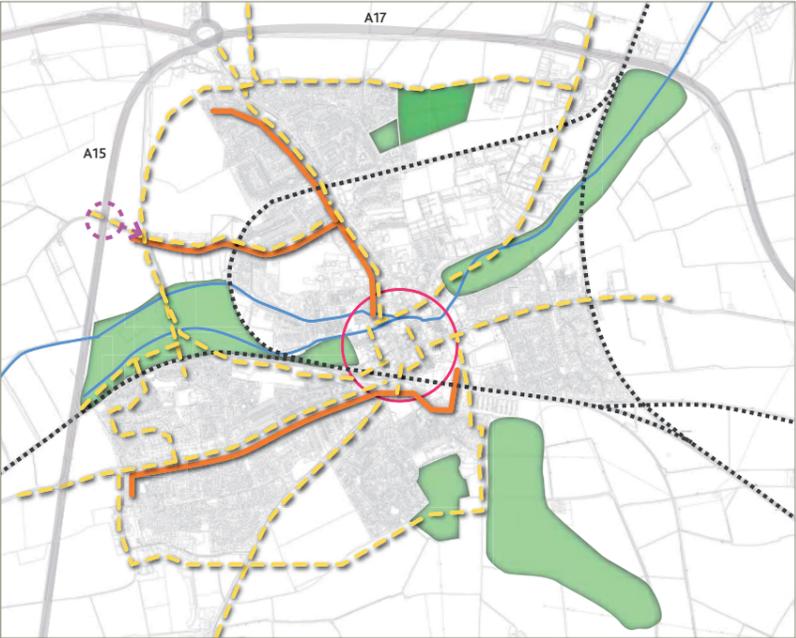


▲ Extracts from Figure 14 Town Centre Proposals

Sainsbury's/Riverside Retail Precinct	
Site Area	<ul style="list-style-type: none"> 1.3 ha
Existing Site Use	<ul style="list-style-type: none"> Leisure and retail uses
Ownership	<ul style="list-style-type: none"> Various
Key Issues	<ul style="list-style-type: none"> The site is close to Southgate and therefore provides an opportunity to create an anchor leisure use and improved riverside setting, with a high street frontage onto Southgate. This will improve the appearance of the main high street but also provide an attractive setting that opens up the river and introduces leisure uses into the town centre. To the rear of this area is the small format Sainsbury's foodstore. This has seen investment recently, but is still a small store, and could be a medium/long term relocation opportunity to larger site in the town centre. This could release a larger area for commercial or leisure development.
Summary of Potential Uses & Initial Market View	<ul style="list-style-type: none"> Comprehensive redevelopment to provide new leisure facilities and an improved waterfront environment. Assumed mix - 70% retail, 30% community/leisure. Potential uses could include: <ul style="list-style-type: none"> Cinema Riverside walk/seating Sports Leisure & Hotel Public amenity space – linked to the riverside area Provides a leisure mixed use proposition to attract market interest Likely to be in two phases with Sainsbury's site being a longer term opportunity
Timescale	<ul style="list-style-type: none"> Project will be led by the private sector, as market values and demand for accommodation in the town centre improves. Public sector could support investment in the riverside areas and amenity space, potentially through development contributions from other projects.
Links to other masterplan projects and wider initiatives	<ul style="list-style-type: none"> East-West Leisure link Investment in Southgate Investment in the green wedges Other town centre development sites

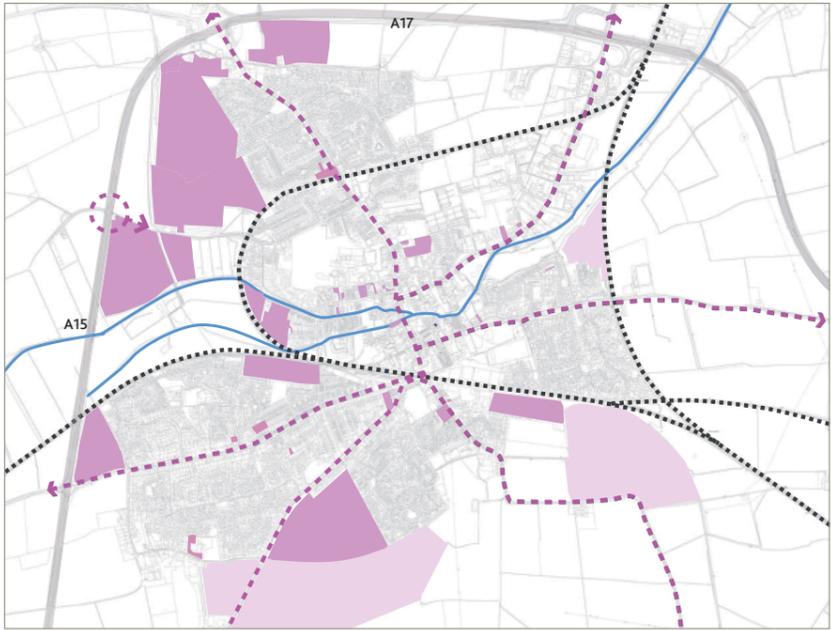
Sainsbury's/Riverside Retail Precinct	
Public Sector Role	<ul style="list-style-type: none"> A medium/long term opportunity to improve the riverside area as funds permit or when development opportunity emerges. Public sector to promote as part of the Sleaford package of development opportunities
Private sector role	<ul style="list-style-type: none"> Private sector led delivery
Funding Sources	<ul style="list-style-type: none"> Redevelopment of the site would be led by the private sector Refer to Appendix 8 for capital cost assumptions and cashflow profile
Project Champion and Next Steps	<p>Champion - North Kesteven District Council/private sector partners</p> <p>Next steps:</p> <ul style="list-style-type: none"> Identify and enter into discussion with the landowners as priority dictates. Promote the opportunity as part of a package of Sleaford investment opportunities, underpinned by the vision within the masterplan.
Site location	 <p>▲ Extract from Figure 14 Town Centre Proposals</p>

Green Wedges & Waterway Environment	
Site Area	<ul style="list-style-type: none"> Approximately 100 hectares
Existing Site Use	<ul style="list-style-type: none"> Varied but generally Greenfield sites.
Ownership	<ul style="list-style-type: none"> Varied.
Key Issues	<ul style="list-style-type: none"> Opportunity for community group ownership of project Provides new parks for existing and future residents. Provides sustainable links to town centre, assisting in reduction in private car use. Utilises flood zones for public/civic use.
Summary of Potential Uses & Initial Market View	<ul style="list-style-type: none"> Possible utilisation for new school sports facilities which could then be open to public use outside of school hours. Connects existing and proposed residential areas with the town centre and proposed employment and community facilities through sustainable connections Focal parks/community led initiatives (such as community orchards, sculpture trails, bmx tracks, education/heritage) Habitat creation Continue to develop opportunities for leisure use of waterways (such as a marina) Community green space and waterside environment
Timescale	<ul style="list-style-type: none"> The sites will be progressed in a coordinated manner linking in with residential growth and opportunities as they arise
Links to other masterplan projects and wider initiatives	<ul style="list-style-type: none"> All.
Public Sector Role	<ul style="list-style-type: none"> Public sector to reject proposals to develop in these areas. Public sector to source funding, through grants and S106 monies to assist in creating safe and secure facilities through these spaces.
Private Sector Role	<ul style="list-style-type: none"> Developer contributions to aid delivery of green wedges
Funding Sources	<ul style="list-style-type: none"> Combination of public and private contributions to finance the schemes. Funding from the likes of the National Lottery, EU etc should be explored by the public sector. Refer to Appendix 8 for capital cost assumptions and cashflow profile

Green Wedges & Waterway Environment	
Project Champion and Next Steps	<p>Champion – North Kesteven District Council/Green Wedges working group (opportunity for Sleaford Regeneration Group/Town Council/'Friends of' group)</p> <p>Next Steps:</p> <ul style="list-style-type: none"> Commission Green Infrastructure Strategy (create a framework to deliver over time as opportunities arise) Consider public/community group to assist in delivery as a community project
Site Location	 <p>▲ Extract from Figure 12 Strategic Movement & Environment</p>

Residential Growth	
Site Area	<ul style="list-style-type: none"> Approx 130 hectares (in 25 year masterplan period)
Existing Site Use	<ul style="list-style-type: none"> Largely agricultural
Ownership	<ul style="list-style-type: none"> Various - A mix of ownerships likely
Key Issues	<ul style="list-style-type: none"> Long term scale and location of residential growth has been tested through the consultation process and there is recognition that the town will grow in the future. Concern that growth is sustainable and leads to an improved town centre and employment opportunities. The starting point for residential growth is considered to be in the north west area of the town, close to Holdingham roundabout, given that the principal movement flows are to the west and north. This allocation therefore avoids the cross-town centre movement, however will require significant infrastructure investment to provide access. Growth in the north west could also include employment use as part of a mixed use development, again focused on Sleaford's strategic links to the west and north Progressing residential growth will need to follow the preparation of the Central Lincolnshire Joint Local Development Framework, which will use the masterplan as a key input for the Sleaford area. This will set out the policy framework for the consideration of planning applications. Creating sustainable transport links into the town centre will be a key component of planning the new residential communities. The larger residential extensions should also consider the potential for accommodating new school provision both primary and secondary. The delivery of good quality strategic sites will be attractive to the market in the medium to long term, with strong interest expected from the major house builders

Residential Growth	
Summary of Potential Uses & Initial Market View	<ul style="list-style-type: none"> Focused on growth areas with a development density of 30 dwellings per hectare <ul style="list-style-type: none"> Northwest Growth Area - Approx. 70 hectares = 2100 dwellings Southern Growth Area - Approx. 60 hectares = 1800 dwellings The current market view suggests a mix of 2, 3, 4 and 5 bed traditional dwellings that include a range of semi and detached properties. Detailed proposals will be required to demonstrate consideration of local need and character. Affordable housing policy is currently 35% although this will be subject to future reviews of planning policy Inclusion of local centres for growth areas to meet day to day needs
Timescale	<ul style="list-style-type: none"> The sites will be progressed in a coordinated manner across the town in accordance with a five year housing profile to be prepared by the Council through the joint LDF.
Links to other masterplan projects and wider initiatives	<ul style="list-style-type: none"> Addressing socio-economic and demographic issues in the town Employment land provision Green wedges and sustainable corridors Town Centre redevelopment – supported by developer contributions New school provision
Public Sector Role	<ul style="list-style-type: none"> To progress the masterplan allocations and strategy through the joint LDF To confirm the phasing plan for residential growth, in particular how it fits with other aspects such as new school development and transport infrastructure To liaise and coordinate with the private sector landowners, including the preparation of development briefs and masterplans as appropriate

Residential Growth	
Private sector role	<ul style="list-style-type: none"> Private sector delivery of developments & contributions for on-site and off site improvements
Funding sources	<ul style="list-style-type: none"> To be delivered by the private sector. No major abnormalities have been identified and demand should underpin the market. Public sector investment may be required to support new school development subject to other elements of the developer contributions package Refer to Appendix 8 for capital cost assumptions and cashflow profile
Project Champion and Next Steps	<p>Champion - North Kesteven District Council/Lincolnshire County Council (Highways Authority)/Central Lincolnshire Joint Planning Unit and key private sector partners.</p> <p>Next steps:</p> <ul style="list-style-type: none"> To progress the residential allocations through the Joint LDF process To commence discussions with land owners and developers – to review the need and timing of development briefs, detailed infrastructure studies etc
Site location	 <p> Potential housing sites for Masterplan period - circa 3,500 - 4,000 dwellings Potential long term housing sites (post Masterplan) circa 2,700 dwellings </p> <p style="text-align: center;">▲ Extract from Figure 7 Strategic Housing Sites</p>

Sustainable Connections	
Site Area	<ul style="list-style-type: none"> N/A (To be confirmed through development of green infrastructure strategy)
Existing Site Use	<ul style="list-style-type: none"> Varies but generally brown and Greenfield sites.
Ownership	<ul style="list-style-type: none"> Varied.
Key Issues	<ul style="list-style-type: none"> Provides efficient and effective routes to connect existing and new residential areas to existing and proposed employment zones, schools and the town centre Provides sustainable links around Sleaford, reducing reliance on private car use.
Summary of Potential Uses & Initial market view	<ul style="list-style-type: none"> Pedestrians, cyclists and mobility scooters, together with possible future public transport routes. Movement corridors for sustainable modes of transport.
Timescale	<ul style="list-style-type: none"> Delivered incrementally in coordination with green wedges/housing.
Links to other masterplan projects and wider initiatives	<ul style="list-style-type: none"> Housing and employment growth Complements the aspiration to reduce congestion and encourage a change in attitude to the use of the private car.
Public Sector Role	<ul style="list-style-type: none"> Public sector to protect routes around Sleaford that can become sustainable links of the future and avoid development in these areas. Public sector to source funding, through grants and S106 monies to assist in creating safe and secure facilities through these spaces.
Private Sector Role	<ul style="list-style-type: none"> Private sector to relate to these sustainable proposals, encourage employee use and support delivery through contributions.
Funding Sources	<ul style="list-style-type: none"> Combination of public and private contributions to finance the schemes. Funding from the likes of the National Lottery, EU etc should be explored by the public sector. Refer to Appendix 8 for capital cost assumptions and cashflow profile
Project Champion and Next Steps	<p>Champion – Lincolnshire County Council (Highways Authority), North Kesteven District Council, Sleaford Town Council</p> <p>Next Steps:</p> <ul style="list-style-type: none"> Commission as part of Green Infrastructure Strategy Consider public/private partnership to assist in delivery as a JV community project

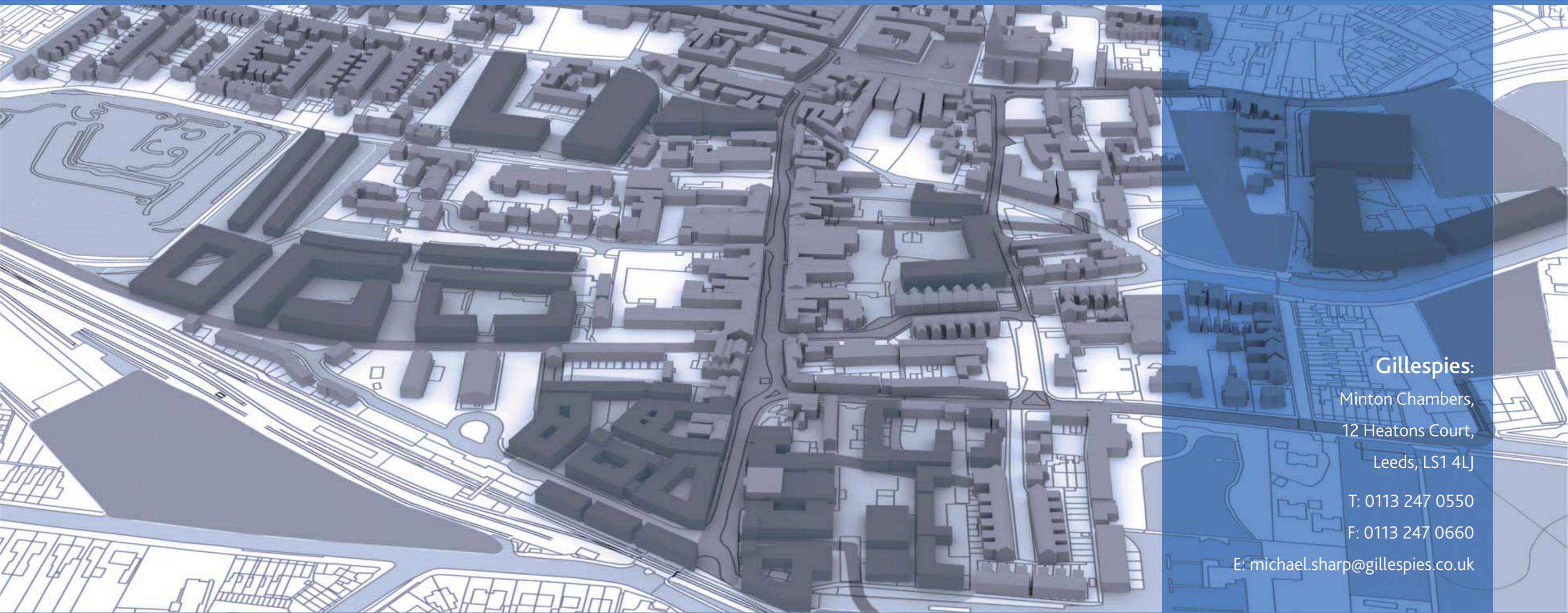


6.5 Next Steps

The formation of a masterplan delivery group is recommended, potentially consisting of senior NKDC, LCC, Sleaford Town Council, HCA and Sleaford Regeneration Group (SRG) representatives, covering the key themes including housing, employment, schools, leisure, movement and town centre. The development of action plans for key projects would be overseen by this group.

It is recommended that the SRG establishes theme based sub groups to produce these action plans, with a senior officer from the masterplan delivery group overseeing and providing liaison between them and the masterplan delivery group.

The Key Project Delivery Tables (Section 6.4) form the basis of the action plans and are intended to be working tools for use in the early stages of development.



Gillespies:

Minton Chambers,
12 Heaton's Court,
Leeds, LS1 4LJ

T: 0113 247 0550

F: 0113 247 0660

E: michael.sharp@gillespies.co.uk

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MARTIN STOCKLEY ASSOCIATES
Consulting Engineers



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