



## 6.0: Delivery and Next Steps

[6.1](#) Key Delivery Considerations

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[6.2](#) Priority and phasing

---

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

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[6.4](#) Key Project Delivery Tables

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[6.5](#) Next Steps

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## 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.

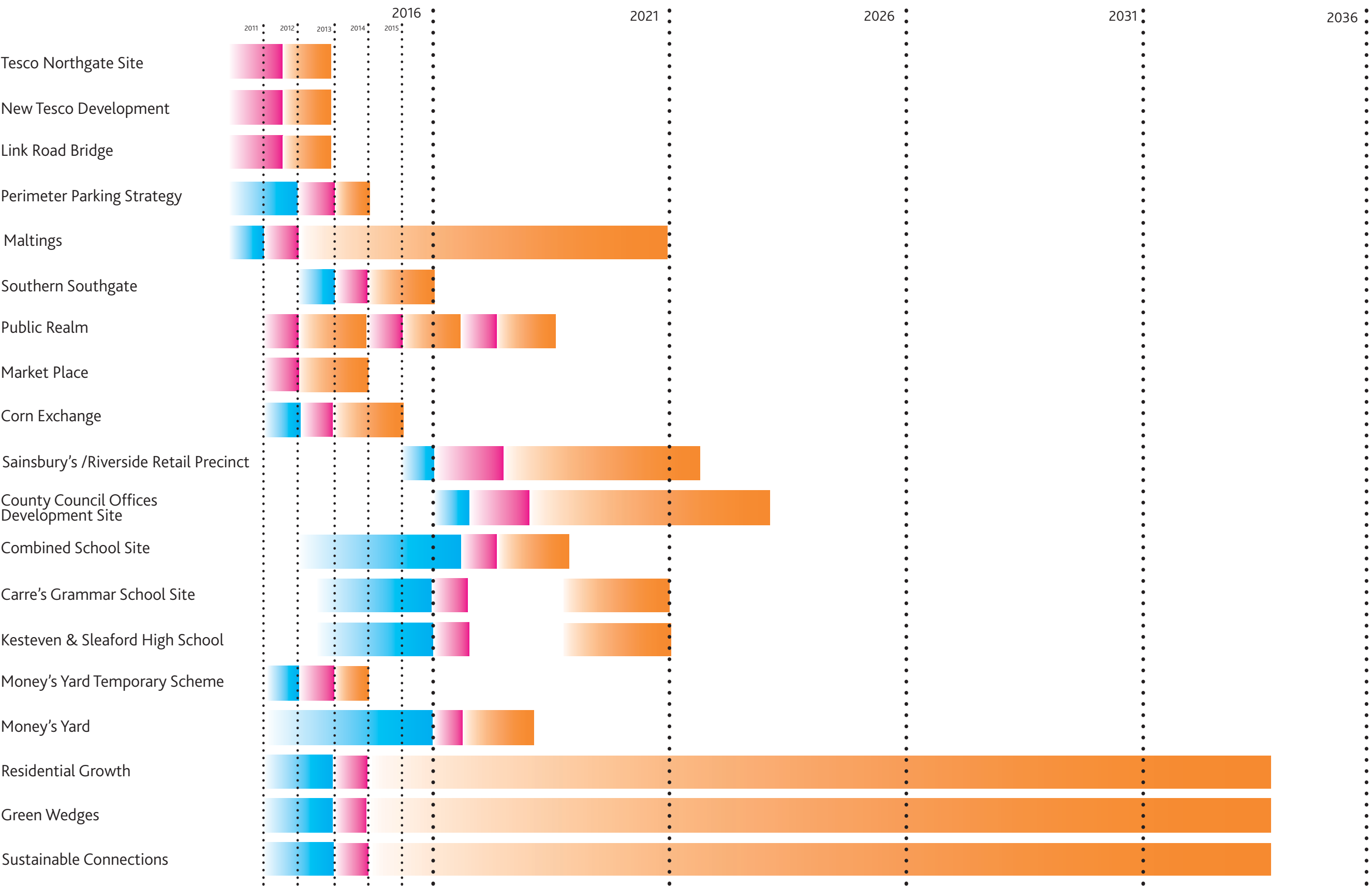
- Residential growth – the masterplan identifies areas in the northwest and south for long term residential growth. The northwest area represents the priority for early development, on the basis that it will facilitate employment land but also a new western access into the town centre from the A15. This 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

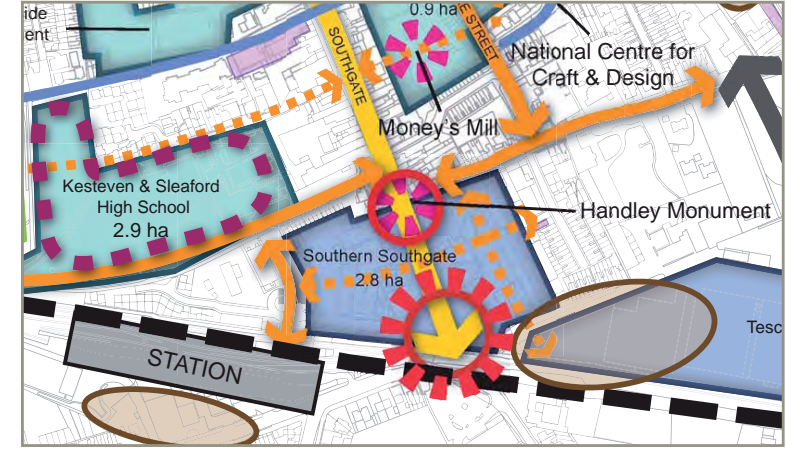
The following delivery tables have provided a working tool for the masterplan and have been developed in tandem with the emerging proposals. An Action Plan sets out the overarching priorities for year one of the masterplan period. This is followed by project specific tables that highlight key issues, proposals and potential project leaders for key projects (excluding those that are ongoing).

Table 1 Masterplan Action Plan

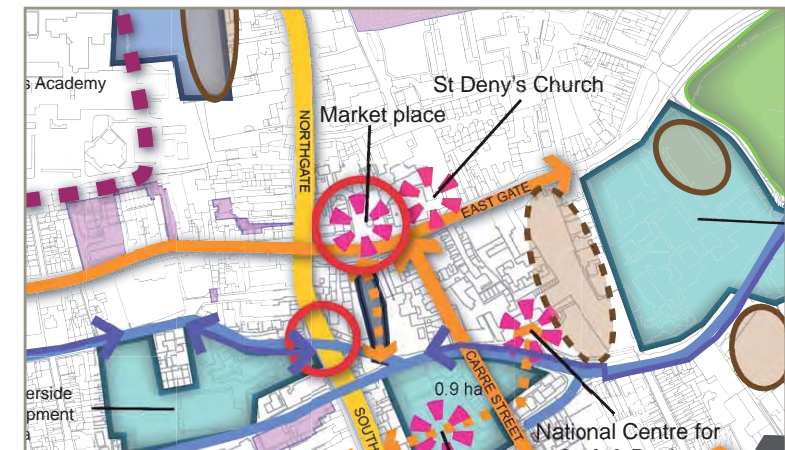
Year One Action Plan	
Timescale	Tasks
Following masterplan completion and prior to formal NKDC adoption	<div>Sleaford Regeneration Group</div> <div><div>➤ Create formal 'Sleaford Regeneration Group'</div><div>➤ Clarify role and function</div><div>➤ Establish Executive Board and sub-group system</div></div> <div>Review existing budgets and contributions</div> <div><div>➤ Identify where existing budgets can be realigned to support masterplan delivery</div><div>➤ Review current expected developer contributions, and consider opportunities to align closely to masterplan priorities</div></div> <div>Engage key landowners and developers</div> <div><div>➤ 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</div></div>
Post adoption – zero to 6 months	<div><div>➤ Embed the masterplan within the emerging Central Lincolnshire LDF process</div><div>➤ SRG sub-groups commence activity – preparing action plans for their specific areas</div><div>➤ Develop the Perimeter Parking Strategy in detail, setting out key actions and timescales.</div><div>➤ Establish engagement between the Governor groups of Carre's Grammar School and Kesteven &amp; Sleaford High School, on the issue of a combined site</div><div>➤ Identify interim uses for Money's Yard</div><div>➤ Prepare briefs for the detailed design and implementation of key public realm schemes – Southern Southgate and Market Place</div><div>➤ Agree a programme for the residential expansion – a phasing plan, in conjunction with the Central Lincolnshire Joint Planning Unit.</div><div>➤ Identify and engage with the key strategic landowners, in relation to residential and employment land allocations</div></div>

Year One Action Plan	
6 months to 1 year	<div><div>➤ Commence delivery of the Perimeter Parking Strategy</div><div>➤ Develop development briefs with landowners for Southern Southgate.</div><div>➤ Prepare a strategy and delivery plan for the unified school project</div><div>➤ Identify funding sources and an implementation plan for the key public realm schemes</div><div>➤ Identify specific projects emerging from the SRG sub-group work</div><div>➤ Commence preparation of an implementation and contribution plan for the large residential and employment allocations, addressing infrastructure and community requirements</div></div>

Southern Southgate development	
Site Area	<ul style="list-style-type: none"> <li>2.8 ha</li> </ul>
Existing Site Use	<ul style="list-style-type: none"> <li>Mix of retail, builders merchants, Post Office</li> </ul>
Ownership	<ul style="list-style-type: none"> <li>Various</li> </ul>
Key Issues	<ul style="list-style-type: none"> <li>A major retail destination and anchor to the south of the town centre, closely linked to the Tesco development</li> <li>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</li> <li>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</li> </ul>
Summary of Potential Uses & Initial Market View	<ul style="list-style-type: none"> <li>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).</li> <li>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).</li> </ul>
Timescale	<ul style="list-style-type: none"> <li>Southern Southgate is the next development area following completion of Tesco</li> <li>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</li> </ul>
Links to other masterplan projects and wider initiatives	<ul style="list-style-type: none"> <li>Key link project between the Tesco development and the town centre</li> </ul>
Public Sector Role	<ul style="list-style-type: none"> <li>Recognise the importance of Southern Southgate in maximising the benefits of the Tesco investment across the town</li> <li>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</li> <li>Raise opportunities with development industry - promotion of the brief</li> </ul>

Southern Southgate development	
Private Sector Role	<ul style="list-style-type: none"> <li>Landowners to engage with the relevant public authorities and discuss way forward for the site</li> </ul>
Funding Sources	<ul style="list-style-type: none"> <li>To be led and funded by the private sector</li> <li>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)</li> <li>Refer to Appendix 8 for capital cost assumptions and cashflow profile</li> </ul>
Project Champion and Next Steps	<p><b>Champion</b> – North Kesteven District Council</p> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>Engage with the landowners and proactively seek to progress the scheme</li> <li>Seek to develop a development brief and engage market interest – a 'Sleaford developer day'?</li> <li>Engage the Sleaford Regeneration Group, through their contacts and influence, to assist in progressing the site</li> </ul>
Site Location	 <p>▲ Extract from Figure 14 Town Centre Proposals</p>

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

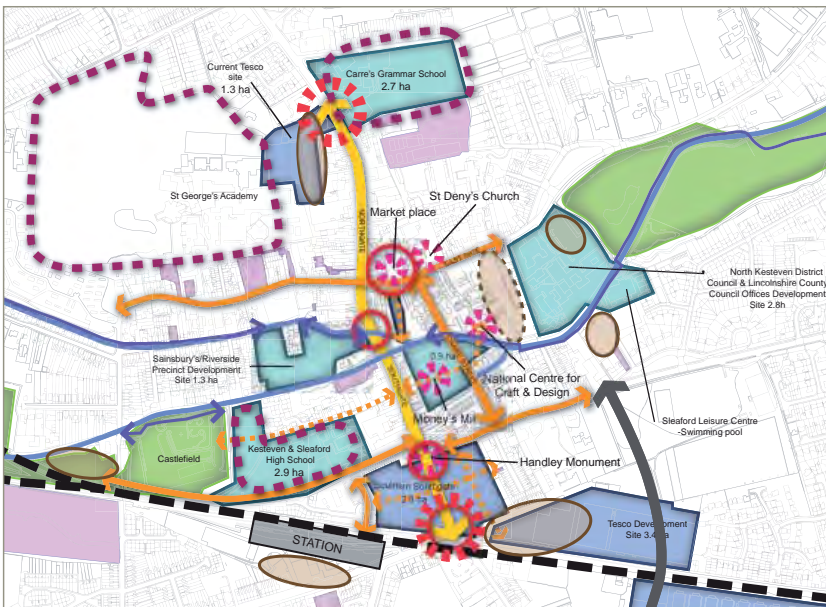
Market Place (including Corn Exchange)	
Project Champion and Next Steps	<p><b>Champion</b> – North Kesteven District Council/Lincolnshire County Council (Highways Authority)/Sleford Regeneration Group (with input from BID/Town Council)</p> <p><b>Next Steps:</b></p> <ul style="list-style-type: none">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



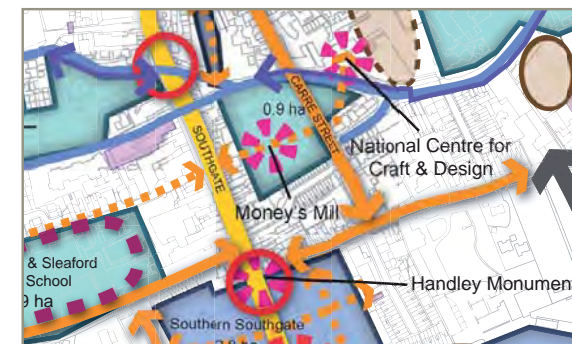
Public Realm	
Site Area	<ul style="list-style-type: none"> <li>N/A (To be confirmed through development of public realm strategy)</li> </ul>
Existing Site Use	<ul style="list-style-type: none"> <li>Southgate is the main retail core of the town centre with a mix of units running its length. Eastgate,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

Public Realm	
Private Sector Role	<ul style="list-style-type: none"> <li>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.</li> <li>Developer contributions to fund implementation of improved public realm</li> <li>Agreement to operate within the proposed delivery strategy will allow the vehicle restriction period to operate effectively, enabling the pedestrian zone to thrive</li> </ul>
Funding Sources	<ul style="list-style-type: none"> <li>Public sector/Developer contributions</li> <li>Refer to Appendix 8 for capital cost assumptions and cashflow profile</li> </ul>
Project Champion and Next Steps	<p><b>Champion</b> – North Kesteven District Council/Lincolnshire County Council (Highways Authority)/Sleford Regeneration Group (with input from BID/Town Council)</p> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>Commission detailed public realm/transport strategy</li> <li>Initial phase to introduce measures to Market Place (&amp; 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.</li> </ul>
Site Location	<p>Extract from Figure 14 Town Centre Proposals</p>

Perimeter Parking Strategy	
Site Area	<ul style="list-style-type: none"> <li>N/A (To be confirmed through detailed development of parking strategy)</li> </ul>
Existing Site Use	<ul style="list-style-type: none"> <li>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</li> </ul>
Ownership	<ul style="list-style-type: none"> <li>Various (public and private sector)</li> </ul>
Key Issues	<ul style="list-style-type: none"> <li>Delivery of Perimeter parking unlocks a number of critical town centre opportunities</li> <li>A variety of sites will have to be delivered in tandem (including removal of parking from Money's Yard etc)</li> <li>Tesco car park would need to be open for town centre visitors use</li> <li>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.</li> <li>Potential loss of revenue to car park landlords in short term until sites are redeveloped</li> </ul>
Summary of Potential Uses & Initial Market View	<ul style="list-style-type: none"> <li>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.</li> <li>Various uses are possible for each of the site reclaimed from parking. For example: <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul> </li> </ul>
Timescale	<ul style="list-style-type: none"> <li>Priority project. To be delivered over the next 2-3 years</li> </ul>
Links to other masterplan projects and wider initiatives	<ul style="list-style-type: none"> <li>All</li> </ul>
Public Sector Role	<ul style="list-style-type: none"> <li>Public sector is central to implementing this intervention including the need to secure necessary land for car parks.</li> <li>NKDC, LCC &amp; Sleaford Town Council to develop and implement a car parking strategy and enforcement policy</li> <li>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.</li> </ul>

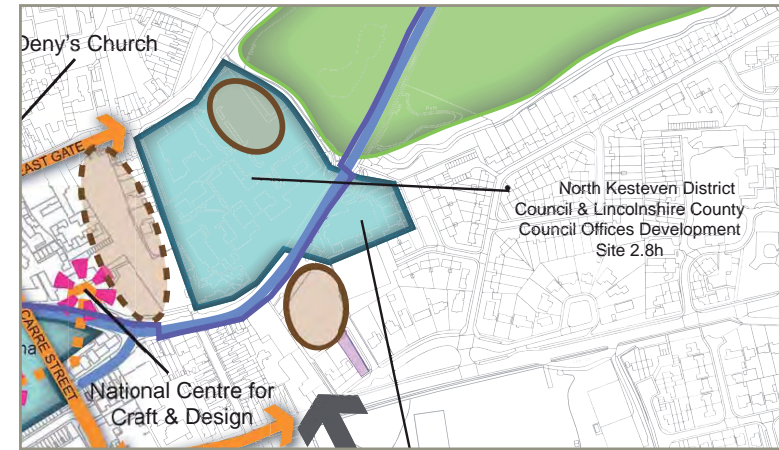
Perimeter Parking Strategy	
Private Sector Role	<ul style="list-style-type: none"> <li>Relies on the opening of the car park to the proposed Tesco site to ensure car parking space provision is maintained across the town.</li> <li>Private sector investment required to redevelop the use of the spaces that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

Money's Yard	
Site Area	<ul style="list-style-type: none"> <li>0.9 ha</li> </ul>
Existing Site Use	<ul style="list-style-type: none"> <li>Public car park located behind main shopping street and service access for Southgate retail units.</li> <li>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.</li> <li>A number of units surround the car park including offices and retail.</li> </ul>
Ownership	<ul style="list-style-type: none"> <li>Various</li> </ul>
Key issues	<ul style="list-style-type: none"> <li>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.</li> <li>The need to maintain existing service arrangements.</li> <li>Acquisition of several buildings to create development space and linkages to adjoining areas, such as the National Centre for Craft &amp; Design (The Hub).</li> <li>In market terms, redevelopment likely to follow completion of part of the Southern Southgate development.</li> <li>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.</li> </ul>
Summary of Potential Uses & Initial Market View	<ul style="list-style-type: none"> <li>Assumed mix - 80% retail, 10% office, 10% community/leisure. <ul style="list-style-type: none"> <li>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.</li> <li>Leisure uses including cafe's and restaurants</li> <li>Opportunity for small business employment/office</li> </ul> </li> <li>A new public space around Money's Mill and a riverside park/terrace opposite the National Centre for Craft &amp; Design (linked by a quality pedestrian route)</li> <li>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).</li> <li>Medium – long term: pedestrian link and public space framed by new retail units</li> </ul>
Timescale	<ul style="list-style-type: none"> <li>Temporary scheme within next 1-2 years</li> <li>Redevelopment scheme circa 5 years</li> </ul>

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



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

County Council Offices Development Site	
Site location	 <p>▲ Extract from Figure 14 Town Centre Proposals</p>

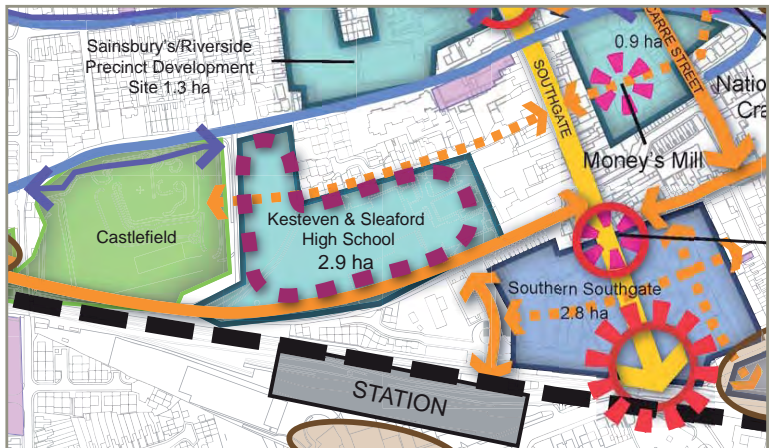
Combined School Campus & Existing School Site Redevelopment	
Site Area	<ul style="list-style-type: none"> <li>Requirements for an additional/combined school campus to be confirmed through feasibility study (Approximately 13 hectares may be required for a combined site)</li> <li>Carre's Grammar School existing site - 2.7 hectares</li> <li>Kesteven and Sleaford High School existing site 2.9 hectares</li> </ul>
Existing Site Uses	<ul style="list-style-type: none"> <li>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:</li> <li>Northwest Growth Area. A site that would be integrated into residential expansion of the town – on land owned by the private sector</li> <li>Southern Growth Area. A site that would be integrated into residential expansion of the town – on land owned by the private sector</li> <li>The Maltings – owned by the private sector</li> </ul>
Ownership	<ul style="list-style-type: none"> <li>Various</li> </ul>
Key Issues	<ul style="list-style-type: none"> <li>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:</li> <li>To provide long term growth capacity for both schools.</li> <li>To release two town centre development sites, key to providing long term commercial capacity in the town centre</li> <li>To address two major sources of traffic generation and therefore congestion in the town centre.</li> <li>To link the school campus in with green wedges and community/sports facilities</li> <li>To accommodate population growth and the associated school admissions</li> </ul>
Summary of Potential Uses & Initial Market View	<ul style="list-style-type: none"> <li>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</li> <li>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.</li> </ul>
Timescale	<ul style="list-style-type: none"> <li>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</li> </ul>

Combined School Campus & Existing School Site Redevelopment	
Links to other masterplan projects and wider initiatives	<ul style="list-style-type: none"> <li>Addressing the traffic and congestion issues in the town centre</li> <li>Providing opportunities for enhanced school provision for the growing population</li> <li>Releasing town centre sites for commercial developments</li> </ul>
Public Sector Role	<ul style="list-style-type: none"> <li>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</li> <li>If so, explore potential site options and agree the next steps to progressing the relocations</li> <li>Engage Education Authority in the process</li> </ul>
Private sector role	<ul style="list-style-type: none"> <li>Private sector led delivery of town centre redevelopment schemes</li> </ul>
Funding Sources	<ul style="list-style-type: none"> <li>Potential developer contributions – linked to need for additional school provision as a result of housing growth</li> <li>Education authority resources</li> <li>Land receipts</li> <li>Refer to Appendix 8 for capital cost assumptions and cashflow profile</li> </ul>
Project Champion & Next Steps	<p><b>Champion</b> – North Kesteven District Council, Lincolnshire County Council (Education Authority), Carre's Grammar School &amp; Kesteven and Sleaford High School</p> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>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"> <li>Potential site options for a new school</li> <li>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)</li> <li>Financial feasibility of the existing sites and new school site</li> </ul> </li> </ul>

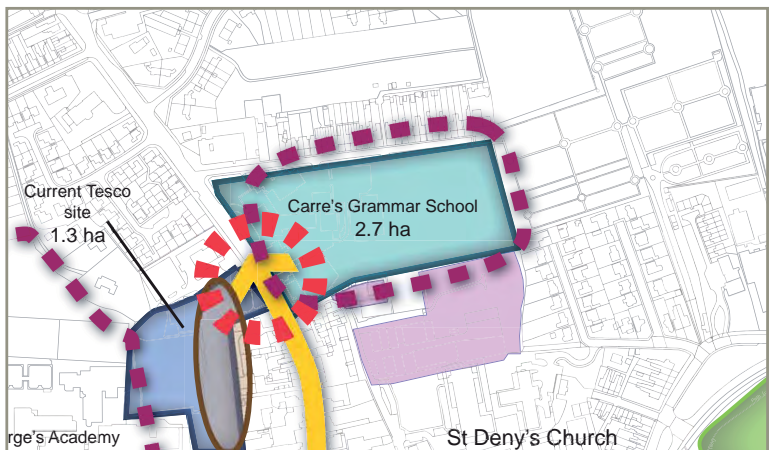
## Combined School Campus & Existing School Site Redevelopment

#### Site Location

Kesteven and Sleaford High School Site:

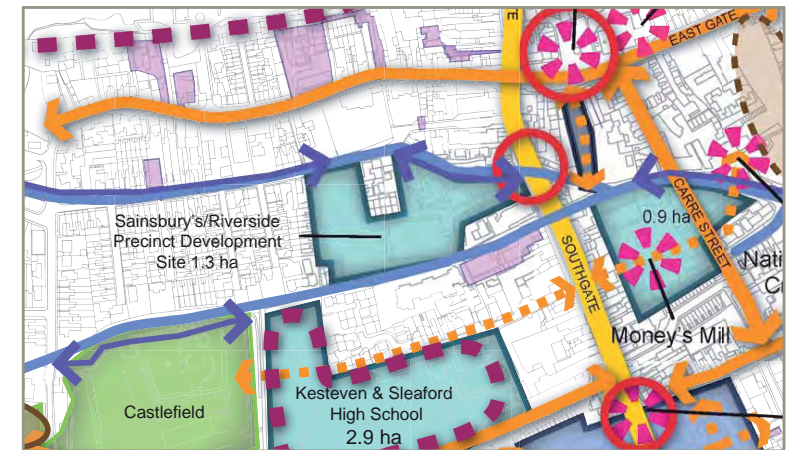


Carre's Grammar School Site:



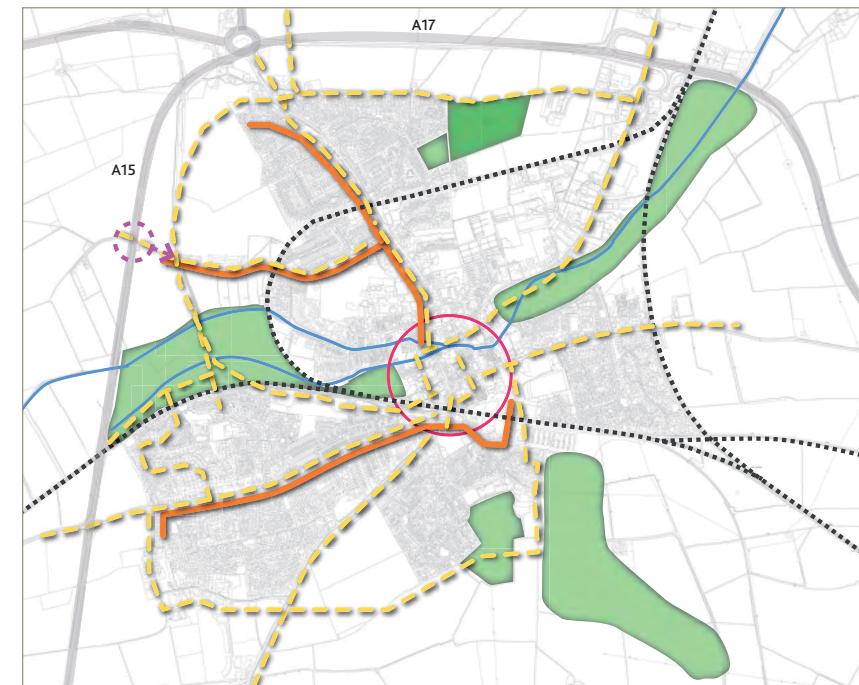
▲ Extracts from Figure 14 Town Centre Proposals

Sainsbury's/Riverside Retail Precinct	
Site Area	<ul style="list-style-type: none"> <li>1.3 ha</li> </ul>
Existing Site Use	<ul style="list-style-type: none"> <li>Leisure and retail uses</li> </ul>
Ownership	<ul style="list-style-type: none"> <li>Various</li> </ul>
Key Issues	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> </ul>
Summary of Potential Uses & Initial Market View	<ul style="list-style-type: none"> <li>Comprehensive redevelopment to provide new leisure facilities and an improved waterfront environment. Assumed mix - 70% retail, 30% community/leisure.</li> <li>Potential uses could include: <ul style="list-style-type: none"> <li>Cinema</li> <li>Riverside walk/seating</li> <li>Sports Leisure &amp; Hotel</li> <li>Public amenity space – linked to the riverside area</li> </ul> </li> <li>Provides a leisure mixed use proposition to attract market interest</li> <li>Likely to be in two phases with Sainsbury's site being a longer term opportunity</li> </ul>
Timescale	<ul style="list-style-type: none"> <li>Project will be led by the private sector, as market values and demand for accommodation in the town centre improves.</li> <li>Public sector could support investment in the riverside areas and amenity space, potentially through development contributions from other projects.</li> </ul>
Links to other masterplan projects and wider initiatives	<ul style="list-style-type: none"> <li>East-West Leisure link</li> <li>Investment in Southgate</li> <li>Investment in the green wedges</li> <li>Other town centre development sites</li> </ul>

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

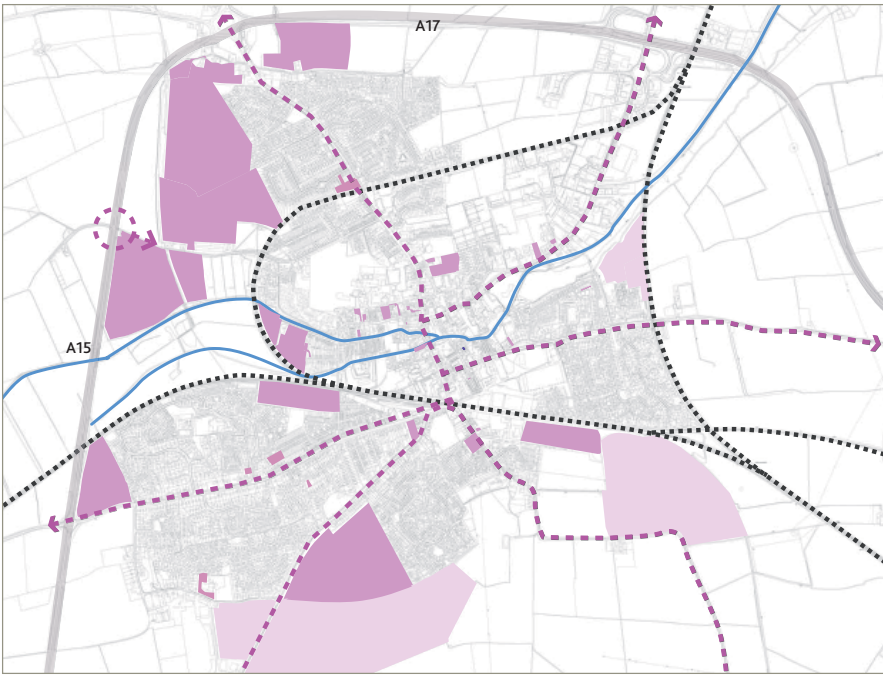


Green Wedges & Waterway Environment	
Site Area	<ul style="list-style-type: none"> <li>Approximately 100 hectares</li> </ul>
Existing Site Use	<ul style="list-style-type: none"> <li>Varied but generally Greenfield sites.</li> </ul>
Ownership	<ul style="list-style-type: none"> <li>Varied.</li> </ul>
Key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

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

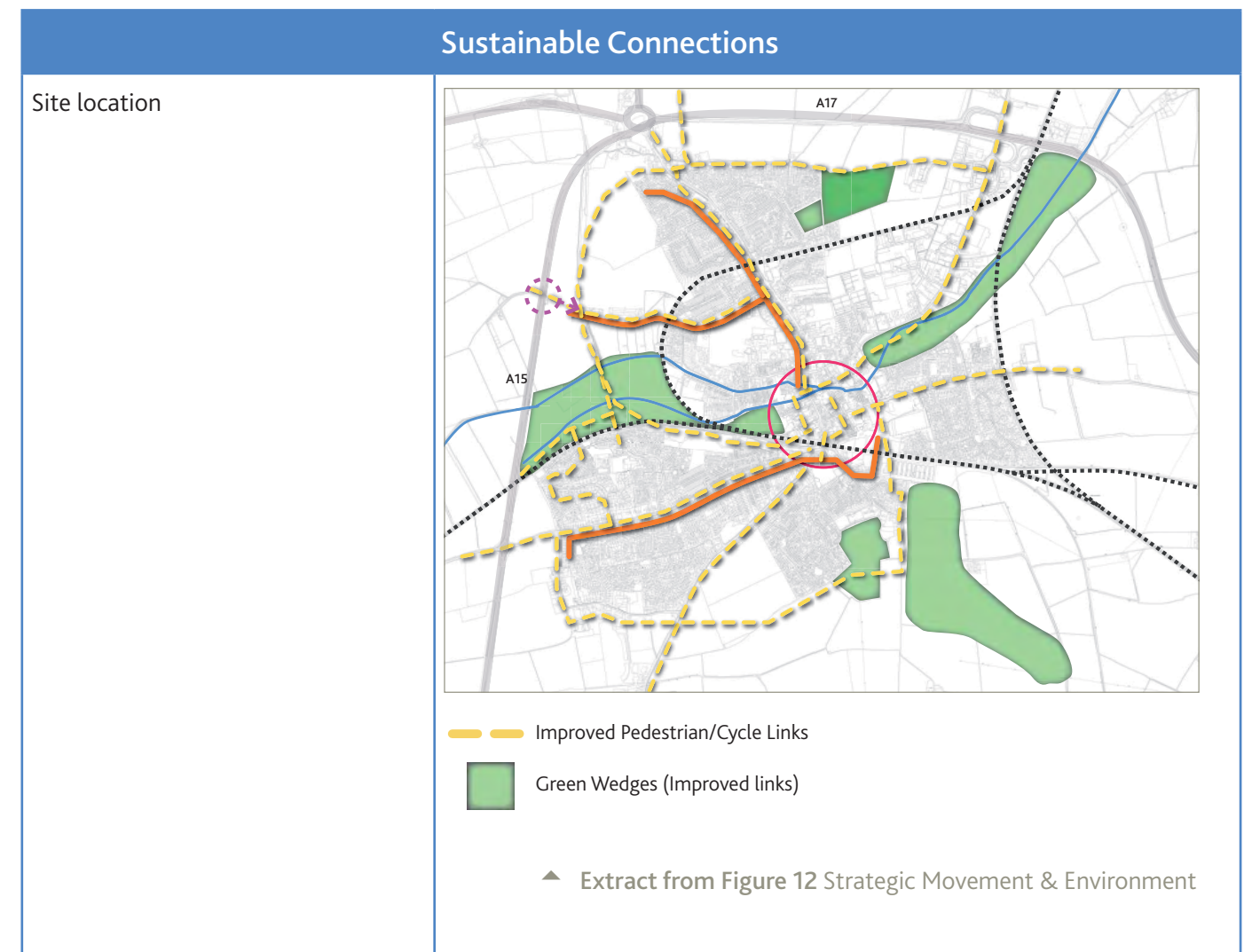
Residential Growth	
Site Area	<ul style="list-style-type: none"> <li>➤ Approx 130 hectares (in 25 year masterplan period)</li> </ul>
Existing Site Use	<ul style="list-style-type: none"> <li>➤ Largely agricultural</li> </ul>
Ownership	<ul style="list-style-type: none"> <li>➤ Various - A mix of ownerships likely</li> </ul>
Key Issues	<ul style="list-style-type: none"> <li>➤ 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.</li> <li>➤ 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.</li> <li>➤ 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</li> <li>➤ 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.</li> <li>➤ Creating sustainable transport links into the town centre will be a key component of planning the new residential communities.</li> <li>➤ The larger residential extensions should also consider the potential for accommodating new school provision both primary and secondary.</li> <li>➤ 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</li> </ul>

Residential Growth	
Summary of Potential Uses & Initial Market View	<ul style="list-style-type: none"> <li>➤ Focused on growth areas with a development density of 30 dwellings per hectare <ul style="list-style-type: none"> <li>▪ Northwest Growth Area - Approx. 70 hectares = 2100 dwellings</li> <li>▪ Southern Growth Area - Approx. 60 hectares = 1800 dwellings</li> </ul> </li> <li>➤ 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.</li> <li>➤ Affordable housing policy is currently 35% although this will be subject to future reviews of planning policy</li> <li>➤ Inclusion of local centres for growth areas to meet day to day needs</li> </ul>
Timescale	<ul style="list-style-type: none"> <li>➤ 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.</li> </ul>
Links to other masterplan projects and wider initiatives	<ul style="list-style-type: none"> <li>➤ Addressing socio-economic and demographic issues in the town</li> <li>➤ Employment land provision</li> <li>➤ Green wedges and sustainable corridors</li> <li>➤ Town Centre redevelopment – supported by developer contributions</li> <li>➤ New school provision</li> </ul>
Public Sector Role	<ul style="list-style-type: none"> <li>➤ To progress the masterplan allocations and strategy through the joint LDF</li> <li>➤ To confirm the phasing plan for residential growth, in particular how it fits with other aspects such as new school development and transport infrastructure</li> <li>➤ To liaise and coordinate with the private sector landowners, including the preparation of development briefs and masterplans as appropriate</li> </ul>

Residential Growth	
Private sector role	<ul style="list-style-type: none"> <li>Private sector delivery of developments &amp; contributions for on-site and off site improvements</li> </ul>
Funding sources	<ul style="list-style-type: none"> <li>To be delivered by the private sector. No major abnormalities have been identified and demand should underpin the market.</li> <li>Public sector investment may be required to support new school development subject to other elements of the developer contributions package</li> <li>Refer to Appendix 8 for capital cost assumptions and cashflow profile</li> </ul>
Project Champion and Next Steps	<p><b>Champion</b> - North Kesteven District Council/Lincolnshire County Council (Highways Authority)/Central Lincolnshire Joint Planning Unit and key private sector partners.</p> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>To progress the residential allocations through the Joint LDF process</li> <li>To commence discussions with land owners and developers – to review the need and timing of development briefs, detailed infrastructure studies etc</li> </ul>
Site location	 <p> <span style="display: inline-block; width: 15px; height: 15px; background-color: #800080; margin-right: 5px;"></span> Potential housing sites for Masterplan period - circa 3,500 - 4,000 dwellings  <span style="display: inline-block; width: 15px; height: 15px; background-color: #DDA0DD; margin-right: 5px;"></span> 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"> <li>N/A (To be confirmed through development of green infrastructure strategy)</li> </ul>
Existing Site Use	<ul style="list-style-type: none"> <li>Varies but generally brown and Greenfield sites.</li> </ul>
Ownership	<ul style="list-style-type: none"> <li>Varied.</li> </ul>
Key Issues	<ul style="list-style-type: none"> <li>Provides efficient and effective routes to connect existing and new residential areas to existing and proposed employment zones, schools and the town centre</li> <li>Provides sustainable links around Sleaford, reducing reliance on private car use.</li> </ul>
Summary of Potential Uses & Initial market view	<ul style="list-style-type: none"> <li>Pedestrians, cyclists and mobility scooters, together with possible future public transport routes.</li> <li>Movement corridors for sustainable modes of transport.</li> </ul>
Timescale	<ul style="list-style-type: none"> <li>Delivered incrementally in coordination with green wedges/housing.</li> </ul>
Links to other masterplan projects and wider initiatives	<ul style="list-style-type: none"> <li>Housing and employment growth</li> <li>Complements the aspiration to reduce congestion and encourage a change in attitude to the use of the private car.</li> </ul>
Public Sector Role	<ul style="list-style-type: none"> <li>Public sector to protect routes around Sleaford that can become sustainable links of the future and avoid development in these areas.</li> <li>Public sector to source funding, through grants and S106 monies to assist in creating safe and secure facilities through these spaces.</li> </ul>
Private Sector Role	<ul style="list-style-type: none"> <li>Private sector to relate to these sustainable proposals, encourage employee use and support delivery through contributions.</li> </ul>
Funding Sources	<ul style="list-style-type: none"> <li>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.</li> <li>Refer to Appendix 8 for capital cost assumptions and cashflow profile</li> </ul>
Project Champion and Next Steps	<p><b>Champion</b> – Lincolnshire County Council (Highways Authority), North Kesteven District Council, Sleaford Town Council</p> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>Commission as part of Green Infrastructure Strategy</li> <li>Consider public/private partnership to assist in delivery as a JV community project</li> </ul>



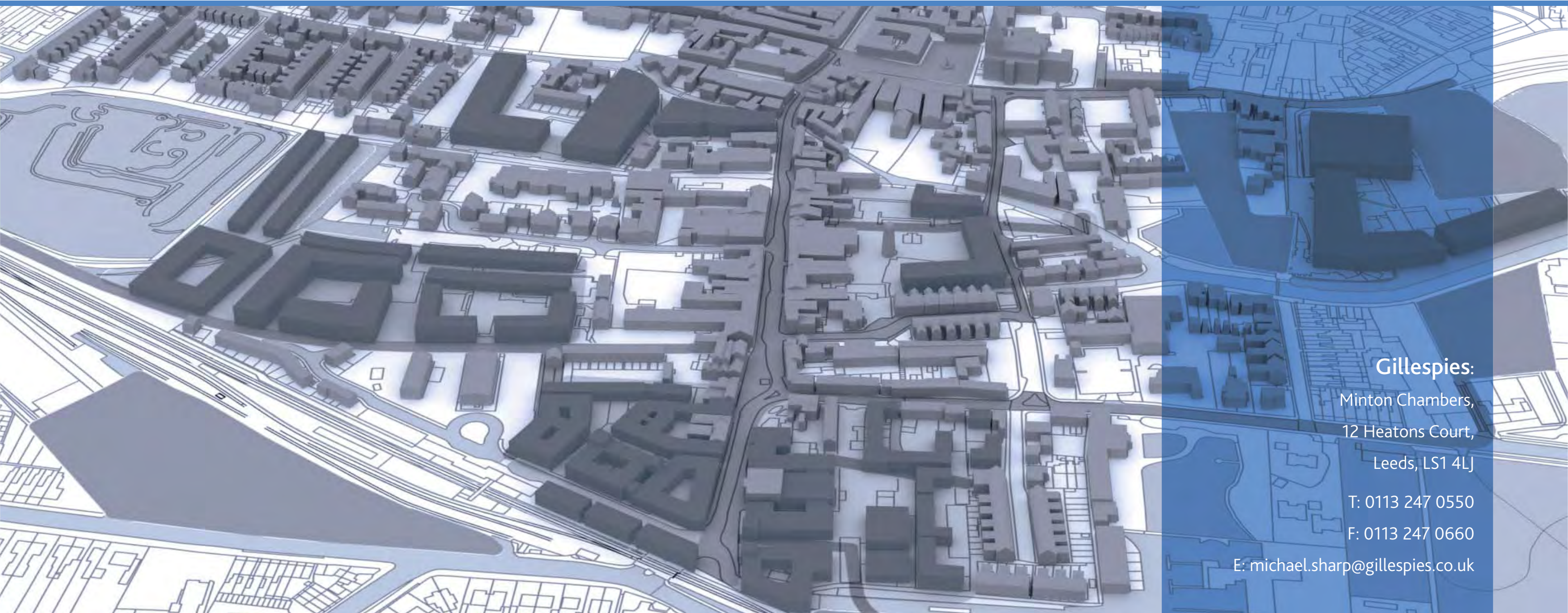
# 6.5 Next Steps

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.





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