Bridge Street / St John’s / Angel Street Masterplan

Final Report

February 2008
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1. **Introduction**

**Aims**

1.1. In June 2007 a team led by Taylor Young were commissioned to prepare a Masterplan for the areas of Bridge Street, St John’s and Angel Street in Northampton Town Centre. The study was commissioned by the project partners: Northampton Borough Council, Northamptonshire County Council and West Northamptonshire Development Corporation. Other project partners include East Midlands Development Agency and English Partnerships. The Taylor Young team also includes Lambert Smith Hampton (property market advisers) and Faber Maunsell (transport consultants).

1.2. This Masterplan report follows the earlier Technical Options Paper and Baseline Report which have been produced as part of the study (Appendices 1 and 2). Both of these reports have informed the production of this Masterplan Report. The Masterplan Report tells the story of the study to date, and includes the analysis and development at earlier stages, establishing a clear vision and illustrating the final outputs in a more graphical form.

**The Brief**

1.3. There was a complex Brief for the study, reflecting objectives from different partners for different parts of the study area. Key points included:

- Comprehensive and co-ordinated redevelopment of key locations within the study area;
- Ensuring proposals meet local policy and are in line with the Design, Development and Movement Framework (DDMF) for the Town Centre;
- The DDMF proposes that the area of St John’s could include an arts, crafts and culture quarter to build on the heritage and the existing themes which will also extend to a specialist area of shopping and ancillary restaurants and bars;
- Preserve and enhance the character of buildings and areas and provide a reference document against which planning applications can be made;
- Seek to maximise opportunities for high quality, distinctive design whilst maximizing the value of existing assets;
- Creation of a ‘state of the art’ NCC/public service headquarters presence in the Angel Street/County Hall to encourage public access and participation. This will unlock intrinsic value and provide a catalyst for regeneration;
- Maximising opportunities to provide a high quality mixed-use development incorporating offices, residential, retail and leisure uses; and
- To ensure that proposed schemes are viable and are market tested.
The Process

1.4. This report follows a lengthy masterplanning process which has been undertaken by the consultant team, in partnership with the Steering Group. This has comprised the following key stages:

- **Baseline Analysis** – detailed understanding of the existing context, as a basis for future proposals. This stage was summarised in the Baseline Report.

- **Options Stage** – development of a “vision” and principles which underpinned 3 land-use options, looking at different approaches to the study area. These were assessed by a range of factors and a preferred option was recommended, to form the basis for the masterplan. The options were accompanied by transport options, from which a preferred transport strategy was developed, in consultation with the Steering Group. This stage was summarised in a Technical Options Paper which was issued and then revised following comments from the Steering Group.

- **Draft Masterplan** – the preferred option was developed by the team to become the draft masterplan, with additional detail added in terms of height, massing and the schedule of land use. The preferred transport strategy was also refined in parallel with this. The draft masterplan proposals were the subject of viability assessments at this stage. The present report summarises this stage, and the previous stages leading up to it. Development parameters for the key sites are included alongside the draft masterplan.

- **Final Masterplan** – following comments from the Steering Group the Draft Masterplan report will be amended and re-issued, completing the commission.

Structure of Report

1.5. The report contains the following sections:

- **2. Challenges and Opportunities** – Presents the pertinent issues as set out in the Baseline Report and identifying the design considerations that the masterplan has had to address.

- **3. Consultation** – Summarises the meetings that have taken place during the production of the masterplan.

- **4. Options Assessment** – Reviews the methodology employed during the development and analysis of the options.

- **5. The Strategic Vision** – The Vision statement, the regeneration and urban design principles that underpin the masterplan. These were developed at options stage and have subsequently been refined.

- **6. Urban Design and Development Principles** – Outlines the urban design and development principles with reference to the masterplan.

- **7. The Masterplan** – This includes the masterplan itself with a thorough explanation.

- **8. The Public Realm Strategy** – Details the public realm
9. The Transport Strategy – Details the transport masterplan

10. The Three Project Areas – Further detail is given to the key development sites within areas A (St Johns), B (Angel Street) and C (Bridge Street). This includes scale and massing, illustrated with 3D visualisations, recommended mix of uses, design and development parameters and access and parking recommendations.

11. Delivery Strategy and Next Steps – a recommended delivery strategy is provided, including cost/value estimates and appraisals, and delivery vehicles. Sensitive financial information is included in a separate confidential appendix. Next steps are recommended.
Figure 2.1: Site Plan

- A - St. John's
- B - Angel Street
- C - Bridge Street

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drawn by: PMcB
checked by: SP
date: Jan 2008
drawing no: 3519.2.1
Figure 2.2: Aerial Site Plan

- A - St. John's
- B - Angel Street
- C - Bridge Street
Figure 2.3: Historical Plans

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2. Challenges and Opportunities

2.1. This section outlines the challenges and opportunities that have informed the development of the masterplan. This includes objectives within the Brief and partners’ aspirations; opportunities and constraints relating to sites and physical features; and other contextual issues, opportunities and proposals identified during the baseline research.

Northampton Context

2.2. Northampton is situated at the heart of England and is linked to the M1 by the A45, it also has a mainline railway service which connects to the rest of the Midlands, the North and to the South East of England.

2.3. The study area is located to the south of the town centre and conveniently situated adjacent to the southern section of the ring road from Victoria Promenade to St Peter’s Way and extending down to Bridge Street, near to the River Nene. Figure 2.1 shows the study area and figure 2.2 shows an aerial plan of the study area.

2.4. The study area is made up of three sites, which are labelled A, B and C. The sites contain a large amount of history and therefore large parts of the study areas are under conservation and home to a number of listed buildings.

History

2.5. With a district population nearing 195,000 people, Northampton is the third largest town in the UK that does not have city status. The town is located 67 miles north of London and historically was built on the back of the shoemaking industry. The population has risen steadily since the 1960s through a planned expansion instigated by the New Towns Commission. The main employers in the town are now the distribution and finance industries. These include the multinationals Carlsberg (located on Bridge Street in the study area), Panasonic and Barclaycard.

2.6. In 1968 Northampton was designated a New Town with an ambitious target of increasing the population to 260,000. This figure has not yet been reached but the Northampton Development Corporation succeeded in increasing the population by 40,000 between 1968 and 1988. Northampton was unsuccessful at gaining city status as part of the ‘Millennium Cities’ scheme.

2.7. The study area is made up of three sites, which are labelled A, B and C. The sites contain a large amount of history and therefore large parts of the study areas are under conservation and home to a number of listed buildings. Figure 2.3 show the historic plans of the town from 1883, 1900, 1925 and 1937. To the west of Bridge Street a brewery has been housed on the site since at least 1883. To the east of Bridge Street a cattle market was on site, which is now a supermarket and edge of town retail centre.

2.8. On site A only a handful of terraced housing remains on Albion Place and Victoria Promenade. Site B is the oldest part of the study area which has seen altered little since 1883. This site is under the Derngate and All Saints conservation area and holds historic value for Northampton Town. Site C has seen major changes since 1925 when it was an...
area of terraced housing. Over time the site has been affected by previous development, such as road widening and clearance of industrial premises.

**Understanding the Place**

2.9. The baseline study provides a comprehensive review of the access and movement issues identified to date in respect of the Masterplan area and importantly its hinterland.

2.10. Existing conditions – key observations;

- The masterplan study area is close to the town centre and is within walking distance of a range of shops and facilities including, a museum and art galley, bars and restaurants and council offices;
- The upper end of Bridge Street / Guildhall Road / George Row has good townscape value and strong frontages;
- Several historic and attractive townscape buildings within and adjacent to the masterplan area, especially to the north;
- Good views and vistas across the town;
- Connection of courtyards and jetties;
- Conservation areas;
- Strong History;
- Attractive riverside;
- There are some weak gateways upon entering into Northampton town centre from the south;
- Commercial uses on southern part of Bridge Street detract from character;
- Excessively engineered highways and level of traffic detract from character;
- Several vacant sites and low grade uses in high profile locations;
- Poor public realm; and
- St Peter’s way is a barrier to the town centre for pedestrians, pedestrians crossing feel unsafe.

**Access and Movement**

2.11. The baseline study provides a comprehensive review of the access and movement issues identified to date in respect of the Masterplan area and importantly its hinterland.

2.12. Existing conditions – key observations;

- Bridge Street/Cattle Market Road gyratory constraints – public transport/network capacity/walking and cycling;
- Angel Street and Fetter Street – run down parts of the study area with unattractive streetscape/linkages for pedestrians;
- County Hall – high density of buildings with poor pedestrian permeability through the area;
- Public transport – routes to/from the south constrained by gyratory and high levels of on-street parking on upper Bridge Street (both permitted and illegal parking);
- Cycling – limited opportunities for cycling through the study area, potential for some major amenity and linkages initiatives within the masterplan; and
- Parking – on-street parking heavily restricted in the study area. Off-street parking concentrated in St John’s/County Hall areas.

**Property Market**

2.13. The baseline study provides a comprehensive review of the property market issues identified to date in respect of the Masterplan area.

2.14. Existing conditions – key observations:

**Office Market**

- Out-of-town locations have been preferred to the town centre;
- Limited new office development;
- Low demand due to lack of good quality stock and transport issues;
- New stock can stimulate new demand;
- Need to consider new proposals adjacent to rail station; and
- Potential for some office development of appropriate scale in the masterplan area.

**Innovation Centre**

- Difficult to establish demand;
- Current provision is limited but includes University of Northampton and the Fishmarket;
- Demand could be higher than appears due to lack of space and entry requirements; and
- Demand for “easy-in/easy-out” office space.

**Retail**

- Key sub-regional centre, with catchment from surrounding County;
- Competes with Birmingham and Milton Keynes;
- Also several out-of-town retail centres;
- 49th UK centre in terms of requirements;
- Scope for new retail development in masterplan area; and
- Likely to be niche rather than of significant size.

**Leisure**
- Current evening leisure provision is disparate;
- Scope to create a real destination and focus;
- Theatre and museum creates a strong foundation for a cultural quarter; and
- Growing demand for hotels, scope within the study area, perhaps for boutique hotel.

**Residential**
- Town centre market has slowed down in last 12 months;
- Several recent apartment schemes – market beginning to reach saturation;
- Masterplan area is one of the most desirable but prices need to be sensible; and
- Scope for small apartments in the masterplan area but townhouses would be much stronger market.
3. Consultation

3.1. In understanding the study area and its issues the consultant team have engaged with a series of key stakeholders. This has been an important part of both the baseline and options stages, and has been ongoing into the draft report stage.

3.2. Engagement has included attendance of key stakeholders at regular Steering Group Meetings, separate one-to-one meetings and telephone discussions, and presentations to the Town Centre Commission and the Management Group.

3.3. The Steering Group has been attended by members of Northampton Borough Council, Northamptonshire County Council and West Northamptonshire Development Corporation. At various meetings this has included:

- Chris Cavanagh, Corporate Manager, NBC
- Mike Kitchen, Regeneration Project Officer, NBC
- Stuart Docker, Asst. Regeneration Project Officer, NBC
- Mick Lorkins, Economic Intelligence Manager, NBC
- Michael Reid, Commercial Director, NCC
- Alison Parry, NCC
- Chris Garden, Regeneration Manager, WNDC
- Natalie Oates, Urban Design Officer, WNDC

3.4. Separate meetings and stakeholder discussions have also been undertaken with a range of interested parties. These have included:

- Michael Reid, Commercial Director, NCC
- Chris Cavanagh, Corporate Manager, NBC
- Amanda Gray, Community Involvement Officer, NBC
- Paul Rushton, NCC
- Dr Darren Perry, The Property Team, NCC
- Mike Hayes, WNDC
- David Bodily, Carlsberg
- Donna Munday, Royal & Derngate Theatre
- Sue Bell, Focus Consultants (re Young Persons’ Centre)
- Mick Tilley - Highways Development Control, NCC
- Jonathan Cowe - Public Transport, NCC
- James Butlin - Road Safety, NCC
- Sarah Lister - Major Projects, NCC
- Sandie Griffiths/Ian Richardson/Jethro Punter/Keith Day - Sustainable Transport, NCC
- Lynda Collett - Asset Records, NCC
- Sue Flack - Head of Sustainable Transport, NCC
- Geoff Owen - Town Centre Operations, NBC
- Martin Ridnell - Facilities & Maintenance, NBC
- Victoria Bennett - Highways Agency
3.5. A series of presentations has also been made to various committees of the Northampton Town Centre Commission. This is a body of town centre stakeholders, incorporating both the public and private sectors, formed to respond to the Design, Development and Movement Framework and its progression into the Central Area Action Plan. The current study will form an important part of this and is consequently of great interest to the Commission. These presentations comprised:

- 5 September 2007: Presentation to Town Centre Commission
- 23 October 2007: Presentation to Management Group

3.6. The Taylor Young proposal allowed for a stakeholder visioning workshop providing the opportunity to raise awareness and develop consensus across a range of key public, voluntary and private stakeholders. The Steering Group has opted for the above presentations instead.

3.7. Key points to emerge from these various consultations include:

- An understanding of the client partners aspirations for the area, including the creation of a cultural quarter
- An understanding of the County Council's aspirations for the Public Service Centre
- An awareness of current proposals and schemes in and adjacent to the study area
- The opportunities provided for the cultural quarter offered by extending the niche retail from St Giles
- An understanding of the needs and aspirations of the Royal & Derngate theatre, based around the new south-facing entrance, a potential new square/events space and the relationship with the multi-storey car park
- The possibility of Carlsberg extending its scale of operations
- The need to understand highway improvements in the context of the wider town centre movement and parking context
- An understanding of the commercial realities of the local property market context.
4. **Options Assessment**

4.1. The Baseline Stage was followed by an Options Stage, in which three Concept Options were explored and assessed. For full details of the options and their assessment please refer to the Technical Options Paper in Appendix 2.

4.2. The purpose of the Options Paper was to set the context for and explain a range of conceptual intervention options for the masterplan area. These options were then summarised against a set of agreed criteria, including regeneration principles, sustainability appraisal and delivery/viability. A preferred option was then recommended.

4.3. 3 options were developed for the masterplan area, based on the approach to implementation. These are:

- Option 1: Market led approach – commercial approach, limited constraints
- Option 2: Public sector led approach – catalytic development & public realm work on public land
- Option 3: ‘Creating a market’ – pump-priming & harnessing quality, private sector involvement

4.4. The options also involved different land-use mixes and forms of development and access, considered in a conceptual level of detail. This was supported by an assessment matrix. The options were also the subject of emerging viability assessment, which informed their evaluation. Indicative delivery options were also explored. The preferred option was discussed and agreed with the Steering Group.

4.5. The preferred option which formed the starting point for the draft masterplan was a composite, combining elements from all 3 options, as well as additional proposals and refinements.

**Transport Options**

4.6. Options for the transport and movement strategy were also explored in parallel to the land-use options. This is also included and explained in full in the Technical Options Paper. The options for the transport strategy have been considered under the following key headings:

- Proposals for the Gyratory System;
- Parking Strategy;
- Pedestrian/Cycle Linkages;
- Public Transport; and
- Access to sites.

- A508 Bridge Street/Cattle Market Road Gyratory System
4.7. A preferred transport strategy was recommended. This was subsequently amended following discussions with stakeholders and the Steering Group.

Draft Masterplan

4.8. The Developed Preferred Option formed the basis of the Draft Masterplan. This was the subject of comments from the Steering Group and has been further refined and developed. 3D computer models were also developed for key sites to enable a more accurate understanding of development potential, which has informed the Developed Preferred Option.

4.9. The masterplan has now been drawn to a greater level of detail, to allow an appropriate block structure to be determined, including building heights, massing and footprints. This has allowed an indicative schedule of uses to be calculated, which has been the subject of a more detailed viability assessment and delivery strategy.

4.10. The accompanying preferred transport option has also been the subject of comment from the Steering Group and the Highways Authority. It has been developed and refined, alongside the preferred land-use option. The transport strategy has then been developed into an indicative highways layout, with road widths and access to sites defined. This has been integrated with the masterplan development.
5. The Strategic Vision

Aims

5.1. The findings from the Baseline report (Appendix 1) have informed the preparation of the Strategic Vision.

5.2. For these aspirations to be implemented, Northampton requires a vision to ensure that Northampton Borough and County Councils can realise its full potential as an attractive centre for local people that contributes fully to the future prosperity of the region.

5.3. The vision is intended to provide an overarching aspiration for the future of Northampton against which to assess the merits of development and new investment proposals, which emerge within the context of the Masterplan. The vision is delivered by the Masterplan.

**Figure 4.1 Steps to achieve the Masterplan**

**The Vision Statement**

5.4. The 21st century has seen the beginnings of a step change in Northampton’s fortunes – University town status, aspirations to be a regional centre and a focus for major growth, potentially increasing the town’s population by 50%. Housing growth needs to be matched by a transformation of the scale, range and importantly quality of the town centre offer. Northampton has ambitions to use the growth agenda as a platform to rise up the national town centre rankings as a significant regional centre serving its catchment in a sustainable manner.

5.5. As the town – and the St Johns area - embarks on this exciting phase of its development a clear vision and direction is essential to identify to all stakeholders
where St Johns wants to be in 2020 and how it can contribute to the whole town centre offer.

5.6. The Bridge Street south area is an important link between the waterside and the town centre. The focus for a meaningful area based vision is on St Johns.

5.7. The Northampton Central Area Framework provides a vision for the whole town centre: “Northampton is the prototype for the 21st century County town, its Market Square the centre of life for a fast growing creative and enterprising community in a dynamic city region. As the town becomes a compact city, offering the range and quality of services required by an aspirational, creative and critical population, it develops an identity drawn from the wealth of historic buildings and the intimacy of its streets and squares but also reflecting exciting new creative and entrepreneurial ambitions. The future town centre will provide the conditions for growth and success.”

5.8. Successful city and town centres are much more than shopping destinations. The emerging St Johns Quarter has a critical role in supporting Northampton’s rounded town centre offer. The vision to complement that of the whole town centre is as follows:

‘By 2020 St Johns is a prosperous quarter of the town centre focused on the Derngate Street and Angel Street squares with theatres, museums, art, high value innovation workspace, niche retail, commercial offices and quality restaurants. There is a new hotel and there are new private residences bringing life back into the town. A major new suite of office buildings provides a customer friendly centre for Northamptonshire’s public services with the 3,000 occupants injecting economic demand into the town. The whole area creates a welcoming bridge between the town centre and the regenerated riverside with attractive well managed public spaces.’

Regeneration Principles

5.9. The vision has been evolving throughout the Masterplanning process and is supported by seven regeneration principles which highlight how the vision can be achieved. A description of each is provided below, alongside aspirational images from other cities to illustrate each principle.

Provide the focus for a cultural quarter in St Johns whilst protecting and enhancing the existing Derngate Theatre

5.10. ‘Cultural’ quarters take different forms across the country. St Johns will be noted for the quality of its network of theatres, museums, restaurants and innovative businesses in an excellent historic and contemporary environment that further emphasises design quality. This will greatly assist in diversifying the town centre offer, retaining graduates and serving an increasingly discriminating population.
Provide safe and attractive connections to surrounding areas for a hierarchy of users

5.11. The concept of a compact town of integrated quarters and communities needs to be supported by safe and attractive connections. Links with the retail core will be supported by pedestrian friendly streets to the north, the opening up of courtyards and jitties and the expansion of retail uses along Guildhall Road. The remodelling of the gyratory to recreate streets with slower traffic speeds and crossings will integrate south Bridge Street with the town centre. The introduction of active ground floor uses will further transform Bridge Street as an approach to the town centre across the river. Proposed remodelling of paths across Becketts will lead visitors up Swan Street towards the new Derngate Square.

Enable town centre expansion, including wider retail, leisure and commercial uses (focusing on St Johns)

5.12. Connectivity and public realm improvements as outlined above will enable town centre expansion and diversification including shops along Guildhall Road as part of an organic extension of the St Giles niche retail area. Quality restaurants and bars will utilise St Johns rediscovered courtyards where the semi-public environment can differentiate these establishments from the offer on Bridge Street.
Support employment growth, particularly related to the cultural industries (focusing on St Johns)

5.13. Town centre commercial development generates significant daytime and early evening activity as illustrated by the loss of Barclaycard’s presence in the 1990s. The development of the proposed joint-service-centre will demonstrate the public sector's commitment to this element of the regeneration strategy. St Johns will complement the more main stream business park proposals being developed for the railway station area by focusing on cultural industries and public services that will sit well with the theme of this quarter.

Provide town centre living opportunities as part of a sustainable community

5.14. Successful town quarters have a strong element of mixed use. Residential uses provide activity into the evening when many town centre users leave, resulting in significant public safety benefits. The St Johns and Bridge Street south areas already have a core residential population and demand exists for urban and waterside apartments as well as town houses that would sit well in the historic environment of St Johns. The establishment of a critical mass of residents would support a true community.
Support a sustainable evening economy that complements the town’s existing offer

5.15. A strong leisure based evening economy is an important element of a successful contemporary town or city. The Derngate Theatre already attracts hundreds of thousands of visitors a year. Bridge Street satisfies a particular market. As outlined above St Johns semi-public courtyards and intimate streets provide an excellent foundation for restaurants and bars more geared to theatre-going and related markets. The Church restaurant and local members clubs provide examples of this opportunity.

Make the most of the areas assets whilst incorporating quality contemporary design

5.16. St Johns has a distinct character in part based on its heritage as a location for artisans, a rail station, cattle market and important public buildings, demonstrated by conservation areas and listed buildings. A fine grain network of streets, jetties and courtyards holds these elements together. Such an environment provides the foundation for a distinctive cultural quarter differentiating it from the ‘clone town’ environment of many shopping streets and centres. The areas key cleared sites provide the opportunity to create excellent contemporary buildings – ones that sit well within the urban fabric, built to high standards of sustainable construction and design without being pastiche.
6. **Urban Design and Development Principles**

6.1. The Development Principles set out below have been followed in the design of the masterplan and should also be followed in the subsequent masterplanning of the area by developers, as the masterplan moves to implementation. At reserved matters and detailed design stages these principles will become particularly important. Local planning policy should ensure that these development principles are upheld.

**Urban Design Principles**

6.2. A series of urban design principles underpin ensure that the principles of place-making will be achieved by the urban form that is developed, whatever the preferred land-uses are, and that new development forms integrate holistically with the historic and established building and street context. This is best illustrated in Figure 6.1 but the text below outlines the key points:

6.3. **Integrate new development and contribute to Northampton’s distinctiveness**

- Integrate the new proposals into Northampton’s structure and ensure that new development emphasises, retains or enhances Northampton’s identity;
- Protect and enhance the views to and from the new development; and
- Ensure that all new development reflects high quality and inspirational design and compliments the existing environment.

6.4. **Provide a clear and coherent spatial structure offering potential for diversity and vitality**

- Link the town centre to the waterside areas and the new residential developments beyond;
- Extend the evening economy along the historic routes;
- Provide activities along the full length of the street to create an active and safe public realm; and
• Connect with the surrounding structure and address adjacent development form and character.

Liverpool                  Cardiff

6.5. **Improve image and legibility**

• Enhance the appearance and maintain the complex and varied character of the main pedestrian and vehicular routes reinforce character reinforce local identity and create local identity;

• Provide pedestrian priority along Bridge Street from the town centre to the River; and

• Improve pedestrian permeability through the sites by creating a more permeable development and providing public access through linked courtyards where appropriate (especially in the blocks between Bridge Street / George Row / Angel Street).

Coventry                                         Coventry

6.6. **Strengthen and extend the network of green and civic spaces**

• Maximise opportunities to enhance and extend links to individual courtyard spaces and the open space network in the town centre;

• Conserve key historic buildings including County Hall and The Church restaurant and enhance their seeing;
• Improve linkages to the town centre core, including the Market Square and the St. Giles niche retail area; and

• Provide a new public square with supporting uses fronting onto the Derngate Theatre.

Reinforce the identity of the physical environment

• Ensure that new development strengthens the existing character of Northampton. Create pedestrian connections between the river, the park and the town centre. New building should not be higher nor of greater mass than adjacent existing development unless there are special townscape reason;

• Provide award winning architecture;

6.7. Reinforce the character and the sustainability

• Improve the historic and interesting frontage on Guildhall Road by attractive, appropriate and sustainable new uses which might include niche retail;
• Environmental enhancements to Albion Place and improve linkage to Beckett’s Park;
• Make reference to local, natural and built features; and
• Use quality local materials.
Sustainability

6.8. Sustainability is a key priority for all new development and the masterplan should act as an exemplar scheme for Northampton. The masterplan proposals should promote sustainable development in the following ways:

- Developing urban, town centre, brownfield sites, allowing residents to walk to the town centre and for offices and leisure uses to be reached easily by public transport.
- Re-use and refurbishment of existing buildings, making efficient use of robust stock.
- Providing a mix of uses in close proximity, including offices, residential and leisure. This will create a mixed and sustainable community.
- Developing at a high density, thereby making best use of land, enabling short walking times and allowing shops and services to be supported.
- Promoting public transport by provision of quality measures on Bridge Street.
- Promotion of walking and cycling by improvements to key linkages and improved permeability through the creation of new linkages.
- Developing buildings with high environmental, sustainability and design standards, such as Code for Sustainable Homes, renewable energy, energy efficiency, Building for Life, Secured by Design, affordable housing etc. The range of standards and level expected for each should be discussed in detail with the local planning authority.

Neighbourhood Renewal and Regeneration

6.9. The proposals for this area should contribute to the partners regeneration objectives by the following means:

- Developing a new high quality, innovative Public Service Centre to enhance public service provision and accessibility.
- Providing commercial office space for emerging office employment sectors to strengthen the local economy.
- Increasing the extent, quality and range of town centre housing. This will enhance the local housing market, support other uses, and increase surveillance and stewardship.
- The transport strategy proposals will enhance the pedestrian environment and public transport priority.
- Higher quality built form, in addition to the public realm, will create a more positive impression on this approach to the town centre for visitors, encouraging more people to visit Northampton, and will improve the local environment for residents.
The historic built form in this area, and its setting, will be enhanced.

Other Considerations

6.10. There are a number of other considerations that should direct development within the masterplan area. These principles have all been followed in the design of the Masterplan. They also relate to the detailed design stage. Developers should ensure that the following principles are incorporated into their designs:

- **Crime & Disorder Act**: new development should be designed to minimise the risk of crime. Designers should liaise with Police Architectural Liaison Officers and follow the principles of Secured By Design.

- **Design for Disabled Access**: new development should be equally accessible to all groups, despite disabilities. The current Building Regulations should be followed in this regard, and where possible exceeded.

- **Racial Equality**: Detailed design should ensure that buildings and uses are equally accessible to all ethnic groups.

- **Sustainability**: development should follow best practice in sustainability, energy efficiency and renewable energy. Council policy should be followed and where possible exceeded.
Opportunity to enhance existing gateway

Key Historic Buildings

Create a more permeable built form to enhance linkages

Environmental Improvements

Opportunity for new building fronting onto Bridge Street & St Johns St.

Link to Train Station

Opportunity to create niche retail units along Guildhall Road - opportunity to create niche retail

Environmental enhancements along Albion Place and create key linkages to Beckett's Park

Create a new public square as a setting for theatre and conferences

Opportunity for enhancements

Existing Theatre

Opportunity for a new development

Create a strong frontage onto Bridge Street

Opportunity to create green links to Beckett's Park along the disused railway line

Opportunity to extend the existing waterside community

Create linkages to the River Nene

Key linkage from the Town Centre to the River Nene

Opportunity to create green links to Beckett's Park along the disused railway line

Opportunity to extend the existing waterside community

Create a mixed environment with active uses leading to Theatre

Opportunity for gateway development overlooking Beckett's Park

Enhanced linkages to the Town Centre retail

Improve the setting of The Church

Enhanced linkages to the retail core

Core opportunities to extend the retail core

Opportunities for a gateway development

Downgrade Cattle Market Road and enhance Pedestrian Environment

Create a strong frontage onto Bridge Street

Link Waterside residential communities to town centre core with active and attractive pedestrian environment

Opportunities for key landmark building

Environmental improvements

Opportunities for key landmark building

Gateways

Key Nodes

Opportunity for New Development

New Public Square

Key Historic Building

Create Strong Frontage

Key Enhanced Pedestrian Route

Enhanced Integration and Linkage

Landmark Opportunities

Figure 6.1: Urban Design Concept Plan

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drawn by: PMcB
checked by: 
date: Jan 2008
drawing no: 3519.6.1
7. **The Masterplan**

7.1. This section describes the Masterplan for the Bridge Street/St John’s Area/Angel Street. The Masterplan is an illustration of the vision and the principles that underlie it. It is a visualisation of the type of place that the area should become when the principles are followed and a demonstration that these principles can generate viable and deliverable development. The schedule of development resulting from the masterplan has been used as the basis of development appraisals, in order to ensure that the proposals are viable.

7.2. The Masterplan is presented in a number of forms. Figure 7.1: Conceptual Masterplan follows the same level of detail as the earlier option plans and describes the land use, design, public realm and movement principles that have informed subsequent detailed development. This land-use masterplan has been developed in parallel with both the public realm framework (Figure 8.1) and the transport strategy (Figure 9.1) and all three are fully integrated.

7.3. The Masterplan has been developed in order to address the existing transport and movement issues, Northampton’s brand image, identify potential sites, the potential of the River and its relationship with the town centre and appearance of the public realm.

7.4. At the heart of the Masterplan there are a number of key interlinked projects which have the potential to transform the current areas into a vibrant, high quality and integrated Town Centre.

7.5. The Masterplan and key projects have been identified and the proposals are formulated through careful consideration of the vision for the town centre, objectives and principles. These formed the options as seen in the previous section. They should be seen as a carefully considered range of proposals which collectively will transform this part of the town centre. They are not simply a series of land proposals for individual areas and sites within the town centre.

7.6. This section includes an overview of the masterplan; development principles – which will direct subsequent development; the public realm strategy (section 8); and the transport and movement strategy (section 9). Section 7 presents the masterplan and development principles in more detail, specific to each of the 3 sub-areas; Bridge Street, St. Johns and Angel Street.

**Overview of Masterplan**

7.7. The Masterplan proposes significant new development and transformation across this part of the town centre and the Bridge Street corridor. This includes major changes to the transport network and the creation of major new public spaces. New development is sensitive to the valued historic context and several historic buildings are proposed for enhancement and refurbishment, most notably the County Hall complex.
7.8. **The St John’s area** will become the focus for the new cultural quarter. At its centerpiece will be a new innovation centre – high quality studio/office space for related businesses in emerging design/media/ICT sectors. This fronts onto high quality public realm, including a new square in front of the Derngate Theatre and provides bar/restaurant uses at ground floor to animate these spaces and extend visits. The mix of uses is complimented with a new luxury hotel: a major development opportunity on the existing surface car park site. This will link well with visits to the theatre and restaurants in this quarter and will also provide bar/restaurant facilities of its own, adding to the mix.

7.9. The success of Albion Place as a location for small business and professional services is strengthened by new development on the Blueberry Diner site (a smaller scale innovation centre). Re-development is proposed on the site of Albion Place, a high profile site. This is for office use at ground floor, whilst the opportunity to overlook Becket’s Park is maximised by residential use above.

7.10. **The Angel Street area** will become the focus for a new a new Public Service Centre (as the project progresses this should be given a more inspirational name, i.e. Peoples’ Point, Community Hub, Civic Base, Angels Centre etc). This will include a new base for the County Council in addition to front-door public services and commercial office space. Most of this is provided in two new 6 and 7 storey buildings on the Angel Street car park site, surrounding a new courtyard public space. Additional free standing office accommodation on adjacent buildings to the east and west complement this provision, including a new landmark building on the site of Walter Tull House. Achieving the County Council’s extensive requirement for around 3,000 sqm of office space has been challenging, especially in the context of the historic townscape. The masterplan demonstrates that this can be achieved but this level of floorspace is close to the maximum amount that could be developed in this context.

7.11. The existing County Hall complex of listed buildings is proposed for selective refurbishment and enhancement of external spaces. This is anticipated to remain in public service use in the foreseeable future. The opportunity to link outdoor spaces and courtyards and improve permeability through this area should be encouraged. This should also extend to the rear areas of the bars on Bridge Street, to the east of County Hall. Enhancement of these spaces and use for outdoor drinking and eating, in addition to the refurbishment of semi-derelict rear buildings on Angel Street will enhance this area and link well with the masterplan proposals.

7.12. To the east of County Hall the existing museum is proposed for refurbishment and expansion into the building to the rear, this will help to meet the museum’s aspirations for the 21st century. Elsewhere on Guildhall Road refurbishment of existing shop units for niche retail uses is promoted, to extend this sector southwards from the St Giles area so that it can link with and complement the cultural quarter in St Johns.

7.13. South of St John Street a major new public space is formed by downgrading existing roads and a new high quality public realm treatment. Removal of the northern arm of the gyratory will create an improved environment in this area and will enable better integration with the town centre. This new square will provide an excellent setting for The Church Restaurant, an important historic building, and will be animated by new ground floor bar/restaurants. To the south of this a new mixed use block is proposed, comprising commercial office space and residential apartments. This block is completed by the retained Plough Hotel, an important building in townscape terms.
7.14. **The Bridge Street** corridor (south of Victoria Promenade) will be changed radically as a result of the transport strategy. The removal of through traffic from the southern arm of Cattle Market Road will allow the southern part of this corridor to form a natural extension of the new waterside residential community; a mix of apartments and town houses are proposed here. To the north of Auctioneers Way a 3-4 storey office scheme is proposed in a perimeter block form – all development in this corridor will front both Bridge Street and Cattle Market Road. The northern development parcel will consist of a new landmark headquarters office building, which will wrap around a new multi-storey car park. This will replace parking lost elsewhere and respond to needs generated by new uses. The headquarters office will mark the southern gateway to the town centre. The mix of uses proposed on Bridge Street are consistent with varying proximity to the town centre core and will strengthen linkage from the waterside to the town centre.
Greater use of courtyards for existing Bars and Restaurants

Retail opportunity

County Council joint service centre plus commercial offices

Improve the setting of The Church

Offices fronting onto Bridge Street

Residential

Retain and refurbish the Plough Hotel

New landmark HQ office with multi-storey car park

Retain the Malt Shovel Public House

Office with A3 at Ground floor fronting Bridge Street

Downgrading of Cattle Market Road, improved Pedestrian environment

Residential (Town Houses)

Residential (gateway apartment building)

New niche retail on Guildhall Rd

Refurbish listed building to contain offices

Bars / Restaurants / Cafes surrounding the public square and street frontage with Cultural / Media workspace above

New Cultural / Media workspace in mixed use building and ground floor entrance on Albion Place

Refurbish County Hall providing public sector services including a venue for weddings conferences

Extension and enhancement of Northampton Museum

New landmark HQ office with multi-storey car park

New Public Square

New Apartment Building

Redevelopment of site for mixed use Office / Residential overlooking the park

New high quality Hotel with entrance onto St. John’s Street and leisure fronting Swan Street

Enhance riverside walks and links to and from the town centre

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drawn by: PMcB
checked by: SP
date: Sept 2007
drawing no: 3519.11.1
AREA SCHEDULE
NORTHAMPTON MASTERPLAN

COMMERCIAL OFFICES
C1- 4 Storey
3,400 sq.m. (36,500 sq.ft.)
C2- 4 Storey
2,700 sq.m. (29,000 sq.ft.)
C3- 3 Storey (Refurbished)
1,950 sq.m. (20,750 sq.ft.)
C4- Ground Floor
625 sq.m. (6,600 sq.ft.)
No. of Car Parking Spaces-125
C5- 6 Storey
9,750 sq.m. (104,750 sq.ft.)
No. of Car Parking Spaces-125
C6- 6 Storey
8,250 sq.m. (88,600 sq.ft.)
No. of Car Parking Spaces-125
C7- 5 Storey Above Retail
2,750 sq.m. (29,000 sq.ft.)
C8- 4 Storey
3,400 sq.m. (36,500 sq.ft.)
C9- 5 Storey
4,000 sq.m. (43,000 sq.ft.)
C10- 3 Storey
2,400 sq.m. (25,750 sq.ft.)
C11- 3 Storey
1,725 sq.m. (18,500 sq.ft.)
C12- 4 Storey
3,300 sq.m. (35,500 sq.ft.)

RESIDENTIAL
Apt.1- 2 Storey Above Retail
1,300 sq.m. (13,750 sq.ft.)
No. of Apartments- 15
No. of Car Parking Spaces-35
Apt.2- 3 Storey
600 sq.m. (6,250 sq.ft.)
No. of Apartments- 6
Apt.3- 3 Storey
1,950 sq.m. (20,600 sq.ft.)
No. of Apartments- 23
Apt.4- 3 Storey
1,350 (14,500 sq.ft.)
No. of Apartments- 18
Apt.5- 4 Storey
600 sq.m. (6,250 sq.ft.)
No. of Apartments- 8
Apt.6- 5 Storey
750 sq.m. (8,000 sq.ft.)
No. of Apartments- 9
No. of Car Parking Spaces-12
Apt.7- 5 Storey over Commercial
1,875 sq.m. (20,150 sq.ft.)
No. of Apartments- 21
No. of Car Parking Spaces-12
Res.1- 3 Storey
1,650 sq.m. (17,750 sq.ft.)
No. of Town Houses- 8
No. of Car Parking Spaces-8
Res.2- 3 Storey
1,860 sq.m. (20,000 sq.ft.)
No. of Town Houses- 9
No. of Car Parking Spaces-9

HOTEL
H1- 6 Storey
12,500 sq.m. (134,500 sq.ft.)
No. of Car Parking Spaces-48

INNOVATION CENTRE
CR1- 4 Storey
1,400 sq.m. (15,000 sq.ft.)
CR2- 2 Storey Above Retail
2,400 sq.m. (25,750 sq.ft.)

MULTISTOREY CAR PARKING
MCP- 4 Storey
9,000 sq.m. (96,750 sq.ft.)
No. of Car Parking Spaces-332

REFURBISHED SPACE
RS1- 4 Storey (New Museum)
1,600 sq.m. (17,000 sq.ft.)
RS2- 2/3 Storey (County Hall)
6,500 sq.m. (69,750 sq.ft.)

COMMERCIAL OFICES
R1- 2 Storey
2,100 sq.m. (22,500 sq.ft.)
R2- 2 Storey
750 sq.m. (8,000 sq.ft.)
R3- 4 Storey (Retail/Workspace)
700 sq.m. (7,500 sq.ft.)
R4- 2 Storey (Retail/Workspace)
600 sq.m. (6,250 sq.ft.)
R5- Ground Floor
550 sq.m. (5,900 sq.ft.)
R6- Ground Floor
400 sq.m. (4,300 sq.ft.)
R7- Ground Floor
400 sq.m. (4,300 sq.ft.)

RESIDENTIAL
Apt.1- 2 Storey Above Retail
1,300 sq.m. (13,750 sq.ft.)
No. of Apartments- 15
No. of Car Parking Spaces-35
Apt.2- 3 Storey
600 sq.m. (6,250 sq.ft.)
No. of Apartments- 6
Apt.3- 3 Storey
1,950 sq.m. (20,500 sq.ft.)
No. of Apartments- 23
Apt.4- 3 Storey
1,350 (14,500 sq.ft.)
No. of Apartments- 18
Apt.5- 4 Storey
600 sq.m. (6,250 sq.ft.)
No. of Apartments- 8
Apt.6- 5 Storey
750 sq.m. (8,000 sq.ft.)
No. of Apartments- 9
No. of Car Parking Spaces-12
Apt.7- 5 Storey over Commercial
1,875 sq.m. (20,150 sq.ft.)
No. of Apartments- 21
No. of Car Parking Spaces-12
Res.1- 3 Storey
1,650 sq.m. (17,750 sq.ft.)
No. of Town Houses- 8
No. of Car Parking Spaces-8
Res.2- 3 Storey
1,860 sq.m. (20,000 sq.ft.)
No. of Town Houses- 9
No. of Car Parking Spaces-9

Northampton
Bridge Street/ St John's/ Angel Street
Masterplan

Scale: 1:2500 @ A3
Reviewed by: SP

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8. Public Realm Strategy

8.1. A hierarchy of streets set out in Figure 8.1 Public Realm has been developed as follows, the terminology relates to the Central Area Framework with, in brackets, the similar/equivalent terminology from the Public Realm Implementation Framework document:

- The Cross (Priority and Secondary Streets)
- Pedestrianised Streets (Priority Historic Street)
- Pedestrian Priority Streets (Priority Historic Streets)
- 20mph Streets (Historic Streets)
- Distributor Road (Internal and External Boulevards)

8.2. A hierarchy of spaces is defined for this study as follows:

- Town Squares and Gateway Spaces
- Quarter Squares
- Secondary Spaces

8.3. Town Squares and Gateway Spaces are located at prime nodes relating to the functioning of the Town, similarly Quarter Squares are at prime nodes within the quarter. Secondary Spaces are generally located at junctions following the maxim ‘every junction is a space’ and so junctions should be designed as spaces rather than
highway intersection and should act as local squares with their prime functions being pedestrian movement, social interaction and to promote small scale retail businesses.

8.4. An indicative public realm masterplan, Figure 8.1 has been produced to communicate the location and character of streets and spaces identified in the Public Realm Schematic. Sketches have been developed based on the conceptual designs within the masterplan for three spaces:

- Derngate Square
- Public Service Centre Courtyard
- St John’s Square

Pedestrian Priority Environment

8.5. The Central Area Framework sets out a movement strategy that envisions a pedestrian priority environment to the north of Victoria Promenade. Responding to this, the majority of streets in the St John’s areas are proposed to be either Pedestrianised Streets or Pedestrian Priority Streets with junctions designed as public spaces which can accommodate vehicles rather than traditional highway junctions.

8.6. Extensive use will be made of shared surfaces which are spaces and streets designed such that pedestrians and vehicles mix freely. The concept creates an environment which encourages slow traffic speeds and interaction between drivers and pedestrians by raising the drivers’ awareness of their surroundings through presenting them with a non-standard highway environment. Priorities at junctions will not be expressed in the public realm requiring vehicles drivers to interact with one another and interact with pedestrians, allowing the design of the public realm to exhibit a sense of place rather than be restricted by highway design principles. The less the public realm dictates vehicular priorities, the more cautious drivers will be and the lower traffic speeds will be.

Bridge Street and St John’s Square

8.7. The Cross is the primary historic axis of Northampton and bounds the St John’s area as Bridge Street on the west and George Row/ St Giles Square and Derngate to the north. Bridge Street is a key route into the town centre for both vehicles and pedestrians, an important aspiration of the Central Area Framework is to link the town centre along Bridge Street with the River and Waterside area.

8.8. Presently the one-way gyratory along Bridge Street and Victoria Gardens isolates the valuable historic St John’s Church (now a restaurant) and the Plough Hotel, part of the Highway proposals within the Masterplan are to reconnect this block with the town centre by directing the majority of traffic along Victoria Promenade and creating the streets and spaces to the north of Victoria Promenade as pedestrian priority areas. As part of this, no traffic will be allowed to move between Bridge Street and St John’s Street creating a pedestrianised space.

8.9. The newly created St John’s Square will be a major gateway to the town centre defined as a Town Square, will have two facets. The western half of the square will be a formal square operating as a shared surface, pedestrians and traffic will be able to safely mix due to the vast reduction in traffic levels brought about by short-circuiting the gyratory
along Victoria Promenade and removal of through traffic from Bridge Street. The eastern half of the space will be a pedestrianised informal space designed to promote the value of the existing trees and deliver a new kind of space to Northampton. This will be a place for children and families. Low, rolling earth sculpture drumlins will promote imaginative play beneath the shade of the mature trees, a new pavilion cafe and restaurants spilling out on the north side of the space will provide sustenance for families looking for a break from shopping at this sunny location.

8.10. Bridge Street is part of the Cross and within this context to the north of Victoria Promenade, Bridge Street is defined as a Priority Street in the Public Realm Implementation Framework and will function as a pedestrian priority street with the carriageway constructed from granite setts, granite kerbs and yorkstone pavements. Consideration should be given to using a low (50mm) or flush kerb on Bridge Street to the north of Victoria Promenade to emphasise the pedestrian priority character this may also be expressed by use of larger granite setts on the carriageway.

8.11. To the south of Victoria Promenade Bridge Street is defined as a Secondary Street within The Cross, high quality pavements granite kerbs and a macadam carriageway are proposed to accommodate large volumes of traffic. The design of this section of Bridge Street will be similar to that of the Internal Boulevards detailed in the Public realm Implementation Framework and summarised later in this section.

8.12. Opportunities for tree planting should be investigated along Bridge Street and within the new St John’s Square. Materials palettes for Bridge Street are defined in the Public Realm Implementation Framework, a complementary palette should be used on the formal western half of St John’s Square but on the informal eastern half a more colourful and exciting palette should be considered to reflect its use as a play space. The use of a different palette here will have maintenance implications probably requiring increased resourcing.

8.13. Lighting is a key element in St Johns Square to exaggerate the playfulness of the eastern half and to emphasise the gateway space to the west. Along Bridge Street the lighting palette is discussed in the Public Realm Implementation Framework.

**Pedestrianised Streets (Priority Historic Street)**

Pedestrian Streets as defined in the Central Area Framework include:

- Swan Street north of St John’s Street,
- Angel Street to the east of Guildhall Road (around the Derngate Theatre) and;
- St John’s Station Passage

They are termed Historic Streets within the Public Realm Implementation Framework and within the St John’s area they are Priority Historic Streets which use the superior materials palette of sandstone pavements, granite sett carriageway and granite kerbs. A flush kerb detail would be appropriate on these streets with sawn granite blocks larger than the traditional sett used on the ‘carriageway’ area as this will be primarily for pedestrian traffic. Generally both pavement areas and carriageway will have to be designed for use by service vehicles unless this is physically prevented by use of
bollards. The flush kerb will lead to significant over-running of the pavement by service vehicles and pavement parking but such a detail is necessary to create a pedestrian environment.

**Pedestrian Priority Streets (Priority Historic Street)**

8.14. Such streets should be designed to encourage traffic speeds of no more than 10mph. Streets include:

- St John’s Street,
- Guildhall Road and;
- Victoria Gardens.

8.15. The same materials and unit sizes as pedestrianised streets should be used but a low kerb (50mm) rather than a flush kerb would be appropriate. Again pavements will attract over-running by vehicles and vehicle parking due to the low kerb. Parking on pavements must either be managed through an appropriate enforcement regime or bollards will have to be used along the back of kerbs. Bollards generally add to street clutter and emphasise the definition of the carriageway as a place for vehicles as opposed to pedestrians resulting in higher traffic speeds than if bollards are not used.

**20mph Streets (Historic Streets)**

8.16. 20mph streets include:

- Swan Street South of St John’s and access to the rear of the adjacent multi storey car park
- 20mph streets are more traditionally designed with a tarmac carriageway and full height, 100mm, granite kerbs and sandstone pavements. Details are set out in the Public Realm Implementation framework.

**Distribution Roads (Internal and External Boulevards)**

8.17. Victoria Promenade and Cattle Market Road are designated as Internal and External Boulevards details of treatment are set out in the Public Realm Implementation Framework. Sandstone paving is proposed for pavements with avenue tree planting. Kerbs are granite and carriageway tarmac.

8.18. The Public Realm Implementation Framework describes the character of internal and external boulevards to be based on the character of Victoria Promenade, a ‘green theme’ with tree lined boulevards and low hedges. Early identification of the location of statutory utilities services will have to be established to review the feasibility of avenue style tree planting which requires a significant clear width along the length of a road. If
service diversions are required to facilitate tree planting there may be a significant impact on any project budget.

**Street Lighting**

8.19. Columns and fittings should be of a clean simple high quality design which blends into the background, they should not be dramatic, ‘showy’ designs which attract attention to the column and reinforce the perception of a vehicular dominated environment. Wall mounted fittings should be used where possible but not on facades of architectural or historic importance. Wall mounted fittings should be as discreet as possible. More dramatic lighting schemes will be appropriate in the design of the squares and in the lighting of key buildings.

**Town Squares and Gateway Spaces**

8.20. Three spaces have been promoted as Town Squares or Gateway Spaces within the St John’s area:

- St John’s Square at the junction of St John’s St and Bridge St
- Junction of Victoria Promenade and Bridge Street
- Junction of Bridge Street and Cattle Market Road

8.21. St John’s Square is discussed at the start of this section and a sketch of this space can be seen in the image below. The other two key nodes are Gateway Spaces. Space for the gateway at the junction of Victoria Promenade is created by removing the existing left turn lane from St Peter’s Way to Bridge St North. The gateway at this point could be in the form of a new built development on the reclaimed highway land or as a formal space containing a prominent gateway feature. Such a feature or development would have to be of the highest quality to best promote the town centre and to match the architectural quality of the Plough Hotel and the Carlsberg brewery. The design of the gateway must encompass the whole junction such that the public realm, built form and highway are not separate elements but designed as a space. This space must also act as an intermediate link on Bridge Street between the Waterside and the Town Centre.

![St. John’s Square](image-url)

8.22. The junction of Bridge Street and Cattle Market road is a traditional natural gateway into Northampton and should be additionally designed to promote links from the Town Centre to the River Nene. The design of this space needs to incorporate the public realm, highway and built form to create a key space of strong character which
accommodates vehicle movements without prejudicing pedestrians. There may be an opportunity to convert the existing toilet block into a more attractive use such as a pavilion cafe or stall.

![Image of St. John’s Square]

**Quarter Squares**

8.23. Four Quarter Squares have been identified in this study:

- Derngate Square
- Public Service Centre Courtyard
- Junction of St John’s and Guildhall Road
- Roundabout Junction of Victoria Promenade and Swan Street
- Derngate Gardens

8.24. Derngate Square is a new space created by the mixed use development on the Blueberry Diner site. A social pedestrian space is created at the new main entrance to the Theatre a sketch impression is shown in the image below. The space will encourage dining and cafe bars to spill out from the new development into the square particularly on the east side of the space which will catch the evening sun. A balcony dining area at first floor level will create a colonnade along the south and east side of the square. The design of the space is dynamic, bright, exciting and theatrical creating an amphitheatre space for performances will accommodating vehicle servicing requirements. The large blank wall of the Theatre is transformed into a projection screen for digital artworks and to promote the theatre, projection equipment will be housed within a feature campanile tower in the new development.
8.25. Derngate Gardens could be a scheme which transforms the existing pocket green space to the east of the Derngate Theatre. This area presently functions as a useful breathing space within the urban environment, the semi-mature trees enhance the street scene as well as screening the large blank concrete eastern facade of the theatre. The space though does not function optimally as there is little natural surveillance, the design of the space is too enclosed and turns its back on the theatre.

8.26. There is potential to create a much more open space which will enhance natural surveillance and develop a place that links to the theatre with a broad flight of steps creating a sense of ownership to the space therefore improving safety and security. The steps can be a design feature capturing the winter morning and summer sun as they do and with some internal restructuring, link to facilities in the theatre. The envisioned space would contain more hard surfaces than at present but the design should include broad areas of grass and planting which may be on raised terraces to promote the sense of a positively designed garden space rather than a piece of left-over grass. Shrub planting should only involve low growing species to avoid impairing natural surveillance. Existing trees should be retained and additional tree planting could be accommodated.

8.27. The Public Service Centre Courtyard will be a new space that acts as a key pedestrian through route oriented on the axis to All Saint’s Church Tower between St John Street and Angel Street as seen in the image below. There is a significant level difference through the courtyard (between 4 and 6 metres) requiring a very sensitive design to avoid large blank walls, intimidating flights of steps or extensive systems of access ramp detracting from the space. It is important that this level difference is seen as a design feature of the courtyard and sunny aspects are exploited to create terrace areas accessible directly from the flanking buildings housing small retail or cafe units. There are assumed to be three levels of access into the courtyard from the buildings, St John Street level, Angel Street level and a mid-level access. Design of the courtyard may have to accommodate an underground parking area. The courtyard design comprises three routes through it:

- a direct route across the level change using four flights of steps aligned with the church tower,
- a zig-zag incline which should be at a gradient of less than 1 in 20 to provide easy access and so as not to be classified a ramp, and
• lift access via two lifts which access the mid-level, one from Angel St and one from St John St

8.28. Tree planting opportunities are limited where there is an underground car park but can be designed in to a detailed layout through careful planning or structural design. The design shows three such trees within the courtyard. Grasped areas are located on two levels centrally to avoid shading from the buildings which would slow grass growth and recovery in areas that may experience heavy usage. A fibre reinforced soil would be recommended to better withstand wear and tear. A water wall leading to a stream and pools is also located centrally in a sunny location - water features should not be located in shady areas as this encourages growth of moss and lichen and increases levels of damp and cold. Due to the large level change and the resultant expanse of hard surfaces, high quality materials should be used such as yorkstone and granite.

8.29. The junction of St John's and Guildhall Road is a key node on the pedestrian route to the Wathen Wigg footbridge and on the vehicular route to the new Public Service Centre. This space must be designed primarily for pedestrians and to encourage vehicular speeds as low as 5mph.

8.30. The junction at Victoria Promenade and Swan Street is presently a roundabout. This is a key entrance into the quarter and an important node on pedestrian/cycle routes through Beckett's Park and to the southeast. The design of this space should be based on its functions as a gateway to the quarter and to prioritise movements by pedestrians and cyclists whilst accommodating the large traffic flows along Victoria Promenade. It maybe appropriate to consider redesigning this junction as a signalised cross roads to reduce the land taken by highways and to make it a safer junction for cyclists to negotiate.

Secondary Spaces

8.31. Secondary spaces are located at all junctions and nodes within the St John's quarter and should be designed as pieces of public realm and as shared surfaces incorporating seating and tree planting where appropriate. These should act as local squares to benefit social interaction and small scale retail units or cafes located on the junctions.
9. Transport Strategy

9.1. The transport strategy has been prepared in the context of the existing transport network and future transport planning, and has benefited from discussions with the County Council Highways Authority. This existing context is described in Figure 9.1. The study area lies on the southern side of the town centre. The Bridge Street radial route (A508) lies between another two radials on this side of the town centre: the A43 and A428. All of these roads provide crossings over the River Nene. The strategic intention is for the Bridge Street corridor to be downgraded and for these other two radial roads to become the main access routes to the town centre from the south. Bridge can then become a primary corridor for pedestrian/cycle and public transport movement. These adjoin the A45 orbital road to the south, which acts as an inner ring road. Figure 9.4 describes the four major north-south pedestrian routes which provides access to the town centre from the south. These sometimes coincide with vehicular roads and sometimes do not. All of these are important routes and should be retained.

9.2. The key transport proposals can be seen in Figure 9.2 and a summary of the strategy is provided in the following paragraph.

9.3. The transport strategy sets out a comprehensive framework of measures and initiatives aimed to deliver a safe and sustainable transport network to support the regeneration proposals for the masterplan area and the future wider town growth agenda. The principle elements of the strategy include:

- The removal of the gyratory north of the A5123 Victoria Promenade.
- The widening of the A5123 through the gyratory and the reallocation of traffic on the A508 Bridge Street/Cattle Market Road Corridor.
- The parking strategy has considered the adequate provision of off-street parking facilities within the study area in the context of the current situation, the future offerings of masterplan proposals and the town centre as a whole, whilst the strategy proposes more regulation of on-street parking giving land back to the public realm.
- Promotion of the Bridge Street Corridor as a ‘sustainable’ route for pedestrians and a high quality bus corridor through providing a range of measures including a bus lane and bus priority initiatives on A508 Bridge Street, and downgrading the capacity of the route to improve the pedestrian linkages to/from the heart of the town centre.
- The access and servicing strategy has been developed to compliment the masterplan proposals for the three key sites within the study area.

Traffic Circulation

9.4. The proposals for the gyratory system can be seen in Figure 9.2. It should be noted that the proposals for the gyratory system have not been subject to a detailed design
and operational assessment. However, the most recent traffic counts (2003) have been reviewed and taken into consideration in developing the preliminary layout of the junctions.

9.5. The proposals involve:

- Removing the gyratory system to the north of the A5123 Victoria Promenade by closing the route between the junctions with Upper Bridge Street and St John’s Street. This land will be utilised for public realm improvements in the area to the north of the church. The BDP Central Area Framework promotes the removal of through traffic north of the A5123 Victoria Promenade, which would both support the shared surface proposals as well as bringing benefits to the pedestrian and cycle environment.

- Upper Bridge Street would become a two-way route (two-lanes) for town centre traffic and buses only, on-street parking would be reduced in line with the PRIF. This street would be characterised by pedestrian priority measures including the provision of shared surfaces at the Bridge Street/Kingswell Street/Commercial Street junction.

- Victoria Gardens would become a one-way route (one lane) out of the St John’s site from Fetter Street.

- Access to the town centre from A5123 St Peter’s Way to the west would be via Commercial Street.

- The A508 Bridge Street/A5123 Victoria Promenade/Upper Bridge Street junction would be signalised with the provision of controlled pedestrian crossing facilities. A508 Bridge Street becomes two-way for town centre traffic and buses only including a bus lane provided northbound from its existing junction with A508 Cattle Market Road. Upper Bridge Street would flare into two lanes on the approach to the junction with all turning movements facilitated.

- Signalisation of the A508 Cattle Market Road/A5123 Victoria Promenade/Victoria Gardens junction with the provision of controlled pedestrian crossing facilities. Victoria Gardens would become one-way out of the heart of the study area with all turning movements facilitated at the junction. A508 Cattle Market Road would become two-way with dedicated left and right turning lanes provided for A5123 traffic. The A5123 Victoria Promenade would become two-way through the gyratory between Bridge Street and Cattle Market Road. From the east of the gyratory the A5123 Victoria Promenade carriageway would be four lanes (two lanes in each direction), facilitating straight ahead traffic and southbound traffic for the A508 Cattle Market Road. Right turning lanes would be provided for both Upper Bridge Street traffic from the east and A508 Cattle Market Road from the west.

- To the south of the A5123 Victoria Promenade the gyratory would remain, albeit made smaller and rerouted through Navigation Row.

- Both the A508 Cattle Market Road/Navigation Row/Auctioneers Way and the A508 Bridge Street/Navigation Row junctions would be signalised, with controlled pedestrian crossing facilities and all turning movements facilitated at both junctions.
9.6. The key vehicular accesses into the study area are from the A5123 Victoria Promenade, via Upper Bridge Street and Swan Street. Both these access points would be two-way shared surface routes north of the A5123 in line with the principles set out in the PRIF. Swan Street would be promoted as the principle access point to the study area that links to St John’s Street, Guildhall Road and Fetter Street. To the west of its junction with Fetter Street, the shared surface route would be a one-way route southbound along Victoria Gardens to link back to the A5123.

9.7. These routes into the study area from the A5123 Victoria Promenade would be informal shared surface routes with no road markings and a gateway feature would be provided to emphasise the change in priority from the strategic highway network. There would also be the one-way access point into the town centre from A5123 St Peter’s Way to the west via Commercial Street.

9.8. The study area also includes the roundabout at the A5123 Victoria Promenade/Swan Street/Morrison’s junction to the east of the gyratory, and it is considered that providing a signal controlled junction (either in the form of a signalised roundabout or crossroads) at this location could bring benefits to the study area in relation to congestion and increasing pedestrian permeability. A signal controlled junction in this location would provide the opportunity to manage traffic flows and co-ordinate with adjacent junctions and stand alone pedestrian crossings along the southern section of the inner ring road.

Parking

9.9. Following discussions with representatives at NCC, it is understood that the parking strategy for Northampton is currently under review by NBC and NCC. The existing parking policy/standards for Northampton town centre are set out in the Northampton Local Plan (NLP) 1997-2006, however this policy document is due to be replaced by the emerging Local Development Framework (LDF)/Town Centre Strategy. As a result of discussions with NCC, it has been agreed to use the existing parking standards as the basis for any forward planning as the current study is not sufficiently advanced.

9.10. The emerging policy regarding public parking in the town centre is to reduce long stay car parking and provide an increase in parking facilities on the edge of the town, which should be allied with potential park and ride schemes. This therefore reduces both the demand for additional car parks and the need for private car trips to the town centre.

Off-Street Parking

9.11. The proposed masterplan includes the redevelopment of both St John surface and Albion Place surface car parks. This would result in the removal of approximately 255 short stay public car parking spaces from the study area. The removal of publicly available spaces needs to be considered in the context of the availability of other parking within the town centre and the proposals to provide parking elsewhere within the study area. As a minimum, it is proposed to provide a new Multi-Storey Car Park (MSCP) on the central Bridge Street site to accommodate approximately 332 spaces.
9.12. The existing St John MSCP would remain, however it is recommended that this car park should be encouraged as a short stay car park facility in line with emerging policy.

9.13. With regard to the proposed parking provision for the masterplan area for the new sites, this has been assessed against the existing parking standards as set out in the NLP 1997-2006. The analysis of parking provision has been based on proposed land use, and in addition for the office developments parking provision has been analysed against a commercially acceptable parking standard (based on advice provided by Lambert Smith Hampton) i.e. the minimum level of parking provision considered to make town centre offices attractive to the market. This is summarised in Table 9.1 overleaf.

Table 9.1: Commercial Office Parking

<table>
<thead>
<tr>
<th>Area</th>
<th>Car parking spaces based on NLP Standards</th>
<th>Car parking spaces based on commercially acceptable level (assumed 1 space per 65sq.m)</th>
<th>Proposed number of car parking spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>County Hall/Angel Street</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C1 – 4,800sq.m</td>
<td>126</td>
<td>74</td>
<td>287</td>
</tr>
<tr>
<td>C2 – 3,600sq.m</td>
<td>96</td>
<td>55</td>
<td></td>
</tr>
<tr>
<td>C4 – 1,350sq.m</td>
<td>40</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>C5 – 9,750sq.m</td>
<td>250</td>
<td>150</td>
<td></td>
</tr>
<tr>
<td>C6 – 8,250sq.m</td>
<td>212</td>
<td>127</td>
<td></td>
</tr>
<tr>
<td>C7 – 2,750sq.m</td>
<td>75</td>
<td>42</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>799</td>
<td>469</td>
<td>287</td>
</tr>
<tr>
<td>St Johns</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C3 – 625sq.m</td>
<td>22</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>22</td>
<td>10</td>
<td>Use St John multi-storey</td>
</tr>
<tr>
<td>Bridge Street</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C7 – 3,400sq.m</td>
<td>91</td>
<td>52</td>
<td>Use new multi-storey car park</td>
</tr>
<tr>
<td>C8 – 4,000sq.m</td>
<td>106</td>
<td>62</td>
<td></td>
</tr>
<tr>
<td>C9 – 2,400sq.m</td>
<td>66</td>
<td>37</td>
<td></td>
</tr>
<tr>
<td>C10 – 1,725sq.m</td>
<td>49</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td>C11 – 3,300sq.m</td>
<td>88</td>
<td>51</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>400</td>
<td>229</td>
<td></td>
</tr>
</tbody>
</table>

**Notes:** This does not include visitor parking

9.14. Based on NLP parking standards:

- 799 spaces would be required for the County Hall/Angel Street sites.
- 22 spaces for the St Johns sites.
- 400 for the Bridge Street sites.

9.15. However, given the central location of the development sites and to reflect current national, regional and local transport policy to encourage developments to be accessed by sustainable modes, it is recommended that a lower level of provision is proposed.

9.16. It is considered that for the office sites, given their sustainable town centre location with respect to access to public transport and nearby town centre/edge of town residential areas, the parking provision should be relaxed from NLP standards, with the commercial office parking standard considered more appropriate. In addition, this argument is supported in Policy T17 in the NLP, which is repeated below:
"The provision for parking in all new developments shall be in accordance with the Council’s guide to parking standards as set out in Appendix 11 unless:

A) The development is located in areas of good access to other means of travel”.

9.17. For the St Johns office site the existing car park would be utilised by employees. The adjacent St John multi-storey car park could be used as an overflow car park. It is considered the parking requirements of the Bridge Street sites would be accommodated by the proposed multi-storey car park located on the central Bridge Street, which would provide a total of approximately 332 spaces. In addition, given that they would be located on the Bridge Street public transport corridor and within easy walking distance of the potential (residential) development growth area along the river corridor, the sites should not require the NLP level of employee parking.

9.18. It is recommended that all of the new office developments within the masterplan area develop and implement travel plans to encourage employees and visitors to travel by alternative sustainable transport modes to the private car, and this would also reduce the demand for parking spaces at these sites.

9.19. The following table considers the proposed parking provision for new retail/A3 sites in the masterplan area against existing NLP parking standards.

<table>
<thead>
<tr>
<th>Area</th>
<th>Retail car parking spaces based on NLP Standards</th>
<th>A3 car parking spaces based on NLP Standards (based on numbers of staff)</th>
<th>Proposed number of car parking spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>County Hall/Angel Street</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>R3 – 350sq.m</td>
<td>4</td>
<td>27</td>
<td>Use St John multi-storey car park</td>
</tr>
<tr>
<td>R4 – 550sq.m</td>
<td>6</td>
<td>42</td>
<td>Part of new Angel Street Office Development</td>
</tr>
<tr>
<td>R6 – 400sq.m</td>
<td>4</td>
<td>31</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>14</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td><strong>St Johns</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>R1 – 2,100sq.m</td>
<td>21</td>
<td>162</td>
<td>Use St John multi-storey</td>
</tr>
<tr>
<td>R2 – 750sq.m</td>
<td>8</td>
<td>58</td>
<td>6 (St John multi storey)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>29</td>
<td>220</td>
<td>6</td>
</tr>
<tr>
<td><strong>Bridge Street</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>R5 – 400sq.m</td>
<td>4</td>
<td>31</td>
<td>Use new multi-storey car park</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>4</td>
<td>31</td>
<td></td>
</tr>
</tbody>
</table>

Notes: This does not include customer parking
This assessment assumes a level of 1 staff per 13sq.m of floor area for A3 (ODPM, 2001)

9.20. At this stage it is uncertain about the exact split of A3/retail on these sites. Therefore it can be seen from the above table that based on existing NLP standards for the worst case scenario of 100% all A3 development sites, there would need to be provision of approximately 100 car parking spaces for staff at the County Hall/Angel Street sites, 220 spaces at the St Johns sites and 31 spaces at the Bridge Street site. However, it can be seen from the above table that these numbers are reduced significantly when the retail parking standards are applied to the floor areas.

9.21. It is considered that for the retail/A3 sites, given their sustainable town centre location with respect to access to public transport and nearby town centre/edge of town residential areas, that the parking provision should be less than NLP standards, as set out in Policy T17 of the NLP. In addition, it is considered that for town centre A3/retail sites the majority of staff would not need to commute by private car, however the two
multi-storey car parks in the study area would offer accessible car parking. As these are town centre sites it is considered that no customer car parking should be provided, given the accessible location and the availability of public car parking available in the town centre.

9.22. It is recommended that all of the new retail/A3 developments within the masterplan area develop and implement travel plans to encourage employees and customers to travel by alternative sustainable transport modes to the private car, and this would also reduce the demand for parking spaces at these sites.

9.23. The following table considers the proposed parking provision for new residential sites in the masterplan area against existing NLP parking standards.

**Table 9.3: Residential Parking**

<table>
<thead>
<tr>
<th>Area</th>
<th>Residential car parking spaces based on NLP Standards</th>
<th>Proposed number of car parking spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>St Johns</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Apt 7 – 21 apartments</td>
<td>26</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>26</td>
</tr>
<tr>
<td><strong>Bridge Street</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Apt 1 – 15 apartments</td>
<td>19</td>
<td>35</td>
</tr>
<tr>
<td>Apt 2 – 6 apartments</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Apt 3 – 23 apartments</td>
<td>29</td>
<td></td>
</tr>
<tr>
<td>Apt 4 – 18 apartments</td>
<td>23</td>
<td></td>
</tr>
<tr>
<td>Apt 5 – 8 apartments</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Apt 6 – 9 apartments</td>
<td>11</td>
<td>12</td>
</tr>
<tr>
<td>Res 1 – 8 town houses</td>
<td>16</td>
<td>8</td>
</tr>
<tr>
<td>Res 2 – 9 town houses</td>
<td>18</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>134</td>
<td>74</td>
</tr>
</tbody>
</table>

**Notes:** Apartments assumed to be 1 bedroom
Town houses assumed to be 2-3 bedroom

9.24. It can be seen from the above table that based on existing NLP standards there would be a shortfall of approximately 74 car parking spaces for the residential development sites across the study area. Based on the above proposed parking provision, an approximate level of 0.55 spaces per dwelling is being provided, and this is considered acceptable for the following reasons:

- Any visitors would use the public short stay car parks.
- All new residential developments in the masterplan area should develop and implement a residential travel plan to encourage residents and visitors to travel by alternative sustainable transport modes to the private car.
- The potential for car sharing.
- Good accessibility to public transport.
- Significant numbers of residents likely to work in the town centre, which could result in lower levels of car ownership.
- Town centre/local facilities within easy walking distance.
9.25. The following table considers the proposed parking provision for new hotel in the masterplan area against existing NLP parking standards.

<table>
<thead>
<tr>
<th>Table 9.4: Hotel Parking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area</td>
</tr>
<tr>
<td>St Johns</td>
</tr>
<tr>
<td>Hotel – 200 rooms</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td>Notes: Assumes no resident staff car parking</td>
</tr>
</tbody>
</table>

9.26. It can be seen from the above table that based on existing NLP standards there would be a shortfall of approximately 152 car parking spaces for the hotel (based on visitor parking requirements), however this is considered acceptable for the following reasons:

- Guests at the hotel are able to park in the nearby St John MSCP, where overnight parking is available.
- The hotel should develop and implement a travel plan to encourage staff to travel by alternative sustainable transport modes to the private car.
- It is common place for hotels located in town and city centres to provide minimum or no levels of parking.
- Good accessibility to public transport.
- Staff may live in local residential areas within easy walking distance of the hotel (Bridge Street and the riverside areas, which could result in lower levels of car ownership.

9.27. The following table considers the proposed parking provision for the new innovation centre in the masterplan area against existing NLP parking standards.

<table>
<thead>
<tr>
<th>Table 9.5: Innovation Centre Parking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area</td>
</tr>
<tr>
<td>St Johns</td>
</tr>
<tr>
<td>CR1 – 1,400sq.m</td>
</tr>
<tr>
<td>CR2 – 2,400sq.m</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td>Notes: With regard to parking standards, Innovation Centre assumed to be B Class</td>
</tr>
</tbody>
</table>

9.28. It can be seen from the above table that no specific parking would be provided in relation to the proposed Innovation Centre. Given the central location of the site and to reflect current national, regional and local transport policy (Policy T17 in the NLP) to encourage developments to be accessed by sustainable modes, it is considered that no parking provision would be acceptable.

9.29. The nearby St John multi-storey car park to the south could be used by visitors and staff that choose not to travel to work using sustainable transport modes.

9.30. It is recommended that all of the Innovation Centre develop and implement a travel plan(s) to encourage employees and visitors to travel by alternative sustainable
transport modes to the private car, and this would also reduce the demand for parking spaces from the site.

9.31. A summary of all of the proposed off-street parking within the study area (public and private) is set out in the following table.

<table>
<thead>
<tr>
<th>Area</th>
<th>Number of Spaces (inc. disabled)</th>
</tr>
</thead>
<tbody>
<tr>
<td>St John MSCP</td>
<td>586 spaces</td>
</tr>
<tr>
<td>Proposed Bridge Street MSCP</td>
<td>332 spaces</td>
</tr>
<tr>
<td>Commercial Parking</td>
<td>287 spaces</td>
</tr>
<tr>
<td>Residential Parking</td>
<td>86 spaces</td>
</tr>
<tr>
<td>Retail/A3 Parking</td>
<td>6 spaces</td>
</tr>
<tr>
<td>Hotel Parking</td>
<td>48 spaces</td>
</tr>
<tr>
<td>Innovation Centre Parking</td>
<td>-</td>
</tr>
<tr>
<td><strong>Difference</strong></td>
<td><strong>1,345 spaces</strong></td>
</tr>
</tbody>
</table>

**On-Street Parking**

9.32. On-street parking is considered an important facility for short stay visitors to the town, however it should not be allowed to impede traffic movement in the town centre and the emerging policy is understood to adopt a broadly similar strategy to that set out in the NLP.

9.33. In terms of the strategy for on-street parking in the study area, it was identified in the baseline assessment that there are areas where it can be more regulated:

- **Upper Bridge Street** – it is considered that on-street parking should be reduced in line with the PRIF. However, any potential restrictions imposed would need considering in the context of the street. It would be beneficial if on-street parking is available in the evening for leisure uses.

- **A508 Bridge Street (Lower)** – it is considered the section of Lower Bridge Street south of its junction with Navigation Row, where there are no parking restrictions, should be regulated (no parking) as it is proposed for A508 Bridge Street to become a two-way route through this section.

- **George Row** – it is recommended that the area of short stay parking (1 hour) to the south of the Town Hall be reduced at the point where the proposed pedestrian route through the County Hall intersects the route, to improve pedestrian permeability (visibility) between the study area and the town centre/market square to the north.

- **Fetter Street** – it is recommended that the area of short stay parking (2 hour) be reduced or removed given the shared surface proposals for the route and that it is proposed to provide the access to the new Angel Street site off Fetter Street in line with the access proposals for and the new Angel Street site and shared surface proposals.

In addition, an area has been identified where on-street parking should remain:

- **Guildhall Road** – it is considered that the existing on-street parking (short stay parking 1 hour limit), situated on the east side of Guildall Road to the north of
its junction with Angel Street, should be retained as a result of the niche retail proposals for the street.

**Public Transport**

9.34. The public transport routes serving the study area form an important part of the transport strategy, which seeks to promote the Bridge Street Corridor as a high quality bus corridor. Currently, there are a total of approximately 15 bus routes that provide links to Northampton town centre via the Bridge Street Corridor. As recognised earlier in the study, it is essential to retain this corridor for high use by buses so that it remains an attractive form of transport into southern Northampton town centre from the ‘revitalised’ waterfront residential areas.

9.35. The public transport strategy would involve providing a range of measures including:

- A bus lane and bus priority measures on A508 Bridge Street. The bus lane would be provided northbound from its existing junction with the A508 Cattle Market Road to its junction with the A5123 Victoria Promenade. There would also be a priority traffic signal arrangement on A508 Bridge Street to give waiting buses priority to Upper Bridge Street ahead of the town centre traffic.

- Downgrading the route north of the junction with the A508 Cattle Market Road (Navigation Row) for town centre traffic and buses only (which would mean that traffic levels could be significantly reduced).

9.36. It is proposed to reduce on-street parking on Upper Bridge Street in line with the PRIF, which should be beneficial to bus journey times along the Bridge Street Corridor (both inbound and outbound). As a result of the proposals, the A508 Cattle Market Road would no longer be the route for outbound buses from the town centre, therefore the existing bus stop outside Morrison’s superstore would need to be relocated to A508 Bridge Street.

**Pedestrians and Cyclists**

9.37. The transport strategy promotes the Bridge Street Corridor as a ‘sustainable’ route and as recognised earlier in the study, it is important to improve pedestrian and cycle linkages to/from the heart of the town centre by creating better quality and more attractive routes on the north-south axis. The following four north-south pedestrian links connecting the town centre to the riverside corridor in the south have been identified as key routes in the context of the masterplan study area, and they can be seen in **Drawing Number 55194TBMD_022**:

- Bridge Street/Upper Bridge Street Corridor.

- Cattle Market Road/Victoria Gardens Corridor.

- Pedestrian link through Morrison’s/St John surface car park.

- Pedestrian link through Becketts Park/Swan Street/Blueberry Diner Site.
9.38. It is proposed to downgrade the capacity on the A508 Bridge Street north of its proposed junction with the A508 Cattle Market Road (Navigation Row) for town centre traffic and buses only. This would mean that traffic levels would be reduced as the majority of traffic travelling along the Bridge Street Corridor to/from the A5123 Victoria Promenade would use the A508 Cattle Market Road. This would help create attractive ‘walk able’ neighbourhoods along the river corridor that inter-relate well with the town centre, as well as provide a more cycle friendly environment. Additionally, the two signalised junctions on A5123 Victoria Promenade and Navigation Row would have controlled pedestrian crossing facilities.

9.39. To the north of A5123 Victoria Promenade the roads and junctions throughout the study area would be characterised by shared surface/pedestrian priority routes with no road markings in line with the PRIF. For pedestrians and cyclists, there would be three ‘gateway’ access points into the study area from A5123 Victoria Promenade via Upper Bridge Street, Victoria Gardens and Swan Street. In addition, a gateway feature would be provided on these routes just north of A5123 to emphasise to pedestrians and cyclists that vehicles are entering a shared surface/pedestrian priority area. The detailed design of these streets would need to ensure that vehicle speeds are kept below 20mph and give priority to pedestrians and cyclists.

9.40. For pedestrians and cyclists, Upper Bridge Street and Victoria Gardens provide key routes into the heart of the town centre. As discussed earlier, it is proposed to close the route north of A5123 Victoria Promenade between its junctions with Upper Bridge Street and St John’s Street. The area in front of the church would be developed into a public space (square) that would link to the shared surfaces on these two routes, and the footways on Upper Bridge Street and Victoria Gardens north of the A5123 would run into this public space. The BDP Central Area Framework it promotes the removal of through traffic north of the A5123 Victoria Promenade, which would both support the shared surface proposals as well as bring benefits to the pedestrian and cycle environment.

9.41. The shared surface continues northbound on Upper Bridge Street into the town centre, with reduced on-street parking. From the public square at Victoria Gardens the pedestrian route continues northbound through the proposed new office development on Angel Street, and then through the existing County Hall site to link to George Row. Pedestrians and cyclists would also access the study area via Swan Street. This shared surface route would provide access to the Blueberry Diner site and Derngate Theatre to the north, and also to Guildhall Road.

9.42. The pedestrian/cycle route through Beckets Park would be linked to Swan Street by the existing pedestrian crossing on the A5123 Victoria Promenade located to the east of the Morrison’s roundabout.

9.43. It is proposed to maintain the existing north-south pedestrian route that runs from Guildhall Road along the eastern boundary of the St John surface car park, through the Morrison’s site and the residential area and across the River Nene. As a result of the proposed development on the St John surface car park, the footway along the western boundary of the car park would become a shared surface route that would also be used as the service access to the site. From the junction of Guildhall Road with St John’s Street the abundance of shared surfaces facilitate easy access to other sites in the study area and the town centre for pedestrians and cyclists.
Summary

9.44. In summary, there are a series of key transport proposals that have been developed as part of the masterplan strategy for the study area:

- Removing the gyratory system to the north of the A5123 Victoria Promenade by closing the route between the junctions with Upper Bridge Street and St John’s Street.

- The A5123 Victoria Promenade would become two-way through the gyratory between Bridge Street and Cattle Market Road.

- A508 Bridge Street becomes two-way for town centre traffic and buses only including a bus lane provided northbound from its existing junction with A508 Cattle Market Road.

- A508 Cattle Market Road would become two-way with dedicated left and right turning lanes provided for A5123 traffic.

- To the south of the A5123 Victoria Promenade the gyratory would remain, albeit made smaller and rerouted through Navigation Row and both the A508 Cattle Market Road/Navigation Row/Auctioneers Way and the A508 Bridge Street/Navigation Row junctions would be signalised.

- The key vehicular accesses into the study area are from the A5123 Victoria Promenade, via Upper Bridge Street and Swan Street and Victoria Gardens would become a one-way route (one lane) out of the St John’s site from Fetter Street.

- The proposed masterplan includes the redevelopment of both St John surface and Albion Place surface car parks. This would result in the removal of approximately 255 short stay public car parking spaces from the study area.

- It is proposed to provide a new Multi-Storey Car Park (MSCP) on the central Bridge Street site to accommodate approximately 332 spaces.

- Off-street parking has been provided at the three key sites in the study area for the various different land uses and this has been considered against NLP standards, and office parking requirements have also been reviewed against a commercially acceptable standard.

- It is recommended that on-street parking should be more regulated in the study area on Upper Bridge Street, A508 Bridge Street (Lower), George Row and Fetter Street.

- Improving pedestrian and cycle linkages to/from the heart of the town centre by creating better quality and more attractive routes on the north-south axis on four key links connecting the town centre to the riverside corridor.

- To the north of A5123 Victoria Promenade the roads and junctions throughout the study area would be characterised by shared surface/pedestrian priority routes with no road markings in line with the PRIF.
Figure 9.1: Transport
Figure 9.2: Transport Strategy
Figure 9.4: North / South Axis Key Pedestrian Links

KEY
BRIDGE STREET / UPPER BRIDGE STREET CORRIDOR
CATTLE MARKET ROAD / VICTORIA GARDEN CORRIDOR
PEDESTRIAN LINK THROUGH MORRISONS / ST. JOHNS SURFACE CAR PARK
PEDESTRIAN LINK THROUGH BECKETS PARK / SWAN STREET / BLUEBERRY DINER SITE
10. The Three Project Areas

10.1. This section of the report sets out the principles that have been developed in respect of the masterplan, public realm strategy and transport strategy for the three project areas within the masterplan area:

- Area A: St Johns
- Area B: Angel Street
- Area C: Bridge Street

10.2. These Project Areas were defined in the Brief for this study and are shown on Figure 10.1. They have been determined in response to the different land ownerships, development opportunities and delivery strategies required. In addition each of the three areas will have distinct roles and characters (i.e. civic uses in Angel Street and a cultural quarter in St Johns).
10.3. Area A is referred to as **St John’s**. This area has seen a lot of changes recently and is undergoing some major work.

10.4. Next door to this redevelopment along Guildhall Street are the recently upgraded Derngate and Royal Theatres, providing the area with entertainment away from the busy bars on Bridge Street. The built quality along Guildhall Road is high and is seen to be of townscape value and traditional Northampton style. Outside the new entrance into the Derngate Theatre some clearance work has been undertaken and a new surface car park is now in place. The car park currently has no visual appeal to the wider area. At the end of this car park on Swan Street are two commercial buildings with frontage parking, which do not provide any townscape value.

10.5. A large multi-storey car park occupies a corner site on Swan Street which is functioning well on the junction of the town ring road (Victoria Promenade). To the south western side of the car park is a row of terraced housing which is of poorer quality than the existing housing in the Victoria gardens area. Behind the houses is a surface car park which is well used. However, this site is not being used to its full potential for such a prime location. To the far west of the site is Albion Place which has two sets of terraced housing and an office block. The terraced housing is currently being used for office space and is of good quality and in keeping with the building fabric of Northampton.

10.6. This area is also part of the Derngate conservation area. Guildhall Road has benefited from the refurbishment of some of the old warehouse buildings. The listed buildings within the study area on Guildhall Road are the Valcan works and the row of houses on Albion Place.

10.7. **St John’s** will become the focus for the new cultural quarter. At its centerpiece will be a new innovation centre – high quality studio/office space for related businesses in emerging design/media/ICT sectors. This fronts onto high quality public realm, including
a new square in front of the Derngate Theatre and provides bar/restaurant uses at ground floor to animate these spaces and extend visits. The mix of uses is complimented with a new luxury hotel: a major development opportunity on the existing surface car park site. This will link well with visits to the theatre and restaurants in this quarter and will also provide bar/restaurant facilities of its own, adding to the mix.

10.8. The success of Albion Place as a location for small business and professional services is strengthened by new development on the Blueberry Diner site (a smaller scale innovation centre building). Re-development is proposed on the site of Albion Place, a high profile site. This is for office use at ground floor, whilst the opportunity to overlook Becket’s Park is maximised by residential use above.

10.9. This section of the report sets out the proposals for this sub-area in more detail. It describes the main features of the masterplan and the key principles of development form and design that developers will be expected to follow.

**Indicative Schedule**

10.10. The masterplan has generated the following indicative schedule. This is intended as an indication of the floorspaces that can be generated if the principles and form described below and in the masterplan is followed. The actual schedule of development may vary from this, although the form and principles should be followed.

**Hotel:**
- 6 storeys of Hotel accommodation 200 bedrooms: 12,500 sqm (1,34,500 sq ft)
  - No. of car parking spaces – 48 spaces

**Offices with Residential Scheme above:**
- Ground Floor Office accommodation – 625 sqm (6,725 sqft)
- 3 storey residential accommodation – 1,875 sqm (20,150 sq.ft.)
  - No. of apartments; 21
  - No. car parking spaces; 12

**Bar/ Restaurant with car parking above:**
- 2 storey bar / restaurants 21,000 sqm (22,500sqft)
- No. 60 car parking spaces 42,000 sqm (16,000sqft)

**Bar/ Restaurant with innovation centre above (2 buildings)**
- 2 storey bar / restaurants 2,100 sqm (22,500sqft)
- 2 storey innovation centre 2,400sqm (25,750 sqft)
- 4 storey innovation centre 1,400 sqm (15,000 sqft)

### 3D View of Derngate Square looking south

#### Urban Structure and Grain

10.11. The urban grain is dictated by the alignment of the three parallel north-south streets and the east-west streets. This gives a large building footprint but it is achievable to accommodate a 200 bedroom hotel. The proposed highway improvements also have implications for urban grain. This allows for a more domestic scale of development and better integration with the adjacent residential neighbourhood.

10.12. It is important to provide an active façades onto all streets. The proposed hotel’s entrance should positively address St Johns and Swan Street and provide surveillance to the pedestrian route to the west.

10.13. St Johns area contains a mix of buildings with larger footprints than all of the other sub areas. There is a need for some buildings of presence to define gateways. There is also the need to integrate with domestic scale buildings with the historic townscape and the new modern buildings. With these points in mind the following urban structure and grain has been developed.

10.14. At Albion Place there are two well established building lines with the development opportunity site forming lying at the break between them. A covenant on this site restricts development to the western-most building line. This will ensure that new development does not detract from this established setting and the covenant should be followed.
10.15. There is an existing east-west pedestrian route on the Blueberry Diner site which should be retained, linking Albion Place and Swan Street. The masterplan accommodate this within a new linear public space to the north of the MSCP. It is important that this space is attractive and well overlooked. In order to achieve this the northern elevation of the MSCP should be re-designed (see para 10.24). The southern elevation of the innovation centre should also positively address this space and provide an entrance here.

**Height and Massing**

10.16. The need to provide an appropriate scale to address the width of Guildhall Road and Albion Place must be balanced against avoiding over-dominance of the adjacent, residential buildings. Buildings of 5 storeys are felt to be appropriate in these circumstances, with the development stepping down to address the domestic scale of existing housing on Victoria Promenade.

10.17. At Albion Place there is already a strong established of three storey townhouses (often with a half-basement level) and it is important that new development integrates sensitively with this context, providing development of a similar height and massing.

**Density and Mix**

10.18. Taking advantage of the location of the new entrance to the Royal & Derngate theatres a new public space should be designed as a focus for innovation work space and supporting bars/restaurants/cafes. A large public square should be created onto which the theatre entrance fronts, as does the bar/restaurant uses on the eastern side. These leisure uses will animate this space and draw people to the area, extending peoples visits by allowing linked trips (i.e. having a meal before going to the theatre). Commercially such uses will also help to deliver the innovation workspace. The workspace is proposed in the site to the south of the square, in a new building (or series of buildings) which need to front Swan Street, front the new square (and provide an appropriate level of enclosure) and front Albion Place. This latter point is important; the building must address the historically sensitive townscape of Albion Place whilst also addressing the change in building line here. Uses in this building are envisaged to be higher-end (e.g. architects and designers) and media studio space, for small/medium sized businesses.

10.19. Proposals for the surface car park adjacent to the existing multi-storey include building a new multi-storey car park and providing new retail units fronting St John’s Street. The loss of parking spaces resulting from building on car park sites, and the potential need to create more spaces in response to new and expanded uses, needs to be addressed. The leisure space here will help to cross-subsidise the public sector-led schemes and will also provide activity and vitality in this part of the town centre.

10.20. This option also supports delivery of the cultural quarter – incorporating a range of B1/media uses alongside bars and restaurant and a public square. In this option the bar/restaurant uses wrap around the square and extend south along Swan Street. These would be in the ground floor of a building that houses the cultural/media workspace on upper floors (with a ground floor entrance on both Swan Street and Albion Place). A similar approach is taken to the surface car park site to the south. This is proposed for hotel development with an active ground floor frontage on Swan Street, which could be a mix of bar/restaurant and retail. The intention is to create activity and interest on Swan Street, to encourage people northwards from the multi-storey car.
park, and terminating at the new square. The residential development will also help to create an attractive environment by providing surveillance and stewardship. This development will be of apartment blocks, double-aspect in form, with a central landscaped courtyard and some height at the south-eastern corner to take advantage of views across Becket’s Park.

**Building Type, Façade and Interface**

10.21. A mix of building types and styles are likely to occupy these sites, in accordance with the different uses and roles. In all cases the visibility of the development parcels, on the key approach to the town centre from the south, mean that high quality design will be required.

10.22. New development on Albion Place needs to address the existing historic context. This should be done by way of heights, colours and proportions and high quality design. Development should not be a pastiche or crude replication of the historic style. Contemporary development can be appropriate.

10.23. The hotel is a large building and will require careful detailing to break up its bulk and massing. A high quality and contemporary design should create a unique statement here and should reflect the high status of the hotel.

10.24. The northern frontage of the MSCP currently houses circulation space and public toilets but provides a poor external appearance. It is recommended that this elevation is redeveloped, to provide a café use on the first two storeys with additional parking above, but set behind an enhanced frontage. The current facilities in this area will be relocated elsewhere in the building. This will allow an improved setting to the new public space to the north with animation and overlooking from the café.

**Streetscape and Landscape**

10.25. The external environment should be of equal importance to the built form, especially as the public realm forms most people’s experience of the area. There are a number of different challenges and roles that the streetscape and landscape must address in this area. For full details please see the Public Realm Strategy but the roles of the key public realm areas are described below:

10.26. **Albion Place** is an attractive street, new development proposals must provide a strong green setting within development plots to address this street.

10.27. **Pedestrian Link (south of Innovation Centre)** – an accessible and attractive public realm area is needed to accommodate this east-west route.

10.28. **Derngate Square** – this is one of the key public spaces proposed in the masterplan, please refer to the Public Realm Strategy for detailed requirements.

10.29. **Swan Street/St Johns Street** – These are currently narrow, minor roads which will have an increased importance. A high quality landscape approach is required to reflect
the importance of the hotel and the desire to attract pedestrians to the cultural uses to the north, whilst also allowing for servicing and vehicle access.

10.30. **Pedestrian route (west of hotel)** – this is already a well-used pedestrian route but would benefit from an enhanced landscape treatment, especially given the presence of the adjacent hotel.

### Access and Servicing

10.31. The access and servicing guidance for the Blueberry Diner site can be seen in Figure 9.3. This route has been designed to accommodate an HG Rigid vehicle swept path. It is proposed to access the site from the wider highway network via Albion Place. Vehicles servicing this area would enter in forward gear, park alongside the buildings in the street to load/unload. The vehicles would reverse back to towards the Derngate Theatre and around to the west, before leaving the site in forward gear. Due to the location of the existing property immediately to the south of the access route, the forward visibility around the corner into the site is substandard, therefore it is considered necessary to provide measures such as mirrors to assist drivers entering and leaving the site.

10.32. The proposed retail site (R2) located to the north of the St John multi-storey car park would be accessed from Swan Street, and this can be seen in Figure 9.3. This route has been designed to accommodate an HG Rigid vehicle swept path. Vehicles servicing this area would be able to enter and leave the site in forward gear.

10.33. The proposed hotel (H1) located on the site of the existing St John surface car park would be accessed from the junction of St John’s Street with Guildhall Road, and this can be seen in Figure 9.3. The route has been designed to accommodate an HG Rigid vehicle swept path. Vehicles servicing the hotel would enter the site in forward gear and drive into the servicing area located to the south of the proposed building. The vehicles would be able to turn around in this area, before leaving the site in forward gear.
3D View looking north west
10.34. The **Angel Street** sub-area includes the part of the town centre bounded by Georges Row, Bridge Street, Guildhall Road and St. John’s Street. Angel Street passes through this area and divides it into two. The sub-area also includes the block to the south of St. John’s Street and the northern arm of the gyratory.

10.35. This sub-area is an important part of the town centre core and includes many historic buildings, especially the County Hall complex. Bridge Street is a key historic route in the town centre and a focus for the night-time economy. Guildhall Road contains many important townscape buildings although many of these are underused. Despite the historic context on these streets, at the core of this area (often focused on Angel Street) are several underused spaces and courtyards and low grade buildings in industrial use or semi-derelict. The Angel Street car park is a large development opportunity in this area. The block to the south of St. John’s Street is currently segregated from the town centre core by the gyratory and contains a mix of buildings including large format retail and historic buildings such as The Church and The Plough Hotel.

10.36. The proposals for the Angel Street sub-area have been set out in the masterplan. These include developing a new Public Service Centre on the Angel Street car park site and adjacent sites: including County Council uses and other public services focused around
a new high quality public space. The County Hall complex will be refurbished and remain in public sector use. Northampton Museum will expand into the building to its rear. Units on Guildhall Road will be refurbished for niche retail, allowing expansion of this sector southwards from St. Giles. The transport strategy will remove the northern arm of the gyratory, enabling the creation of an important new town square and allowing this area to integrate with the rest of the town centre. The area inside the gyratory will be redeveloped for a mix of residential and commercial office use, wrapping around the retained Plough Hotel.

3D View from Victoria Promenade looking north

10.37. This section of the report sets out the proposals for this sub-area in more detail. It describes the main features of the masterplan and the key principles of development form and design that developers will be expected to follow.

Indicative Schedule

10.38. The masterplan has generated the following indicative schedule. This is intended as an indication of the floorspaces that can be generated if the principles and form described below and in the masterplan is followed. The actual schedule of development may vary from this, although the form and principles should be followed.

County Hall Complex and other Refurbishments:

- 6,500 sqm refurbished County Hall complex
- 1,600 sqm refurbished space for Northampton Museum
- 1,950 sqm refurbished niche retail on Guildhall Road (north of Angel Street)
- 350 sqm refurbished niche retail on Guildhall Road (south of Angel Street)

Public Service Centre:
• 9,750 sqm office space in eastern wing (6 storey building)
• 8,250 sqm office space in western wing (7 storey building)
• 400 sqm retail/café at ground floor in western wing
• 9,750 sqm office space east of Fetter Street (6 storey building)
• 2,750 sqm office space on site of Walter Tull House (6 storey building)
• 550 sqm bar/restaurant at ground floor on Walter Tull House site

Mixed Use Block around The Plough:
• 3,400 sqm office space (4 storey building)
• 62 apartments in 4 buildings (all 3 storey)
• 400 sqm bar/restaurant at ground floor of apartment building

Urban Structure and Grain

10.39. As this area forms part of the historic core of Northampton, and new development is proposed in close proximity to retained historic buildings, it is important to maintain a fine grain mix of uses and a sensitive approach to development in the setting of historic or townscape buildings, especially the County Hall complex. This approach extends to an understanding of the alleys and courtyards that form an important part of the local vernacular. Existing alleys and courtyards are proposed for enhancement and new development should replicate this form where appropriate. The impact of new development on views, both short and long, to historic buildings and landscape features is also important (notably to the spire of All Saints Church). The orientation and scale of new development should ensure that these important views are not lost, moreover by framing existing views, they can be enhanced.

10.40. The area effectively forms into 3 parcels:
• The northern area between Georges Row and Angel Street, which is proposed mostly for refurbishment
• The middle area between Angel Street and St. Johns, which will mostly comprise the new Public Service Centre
• The southern area south of St. Johns Street, within the existing gyratory

10.41. On all sites it will be important to match the existing context with development at back of pavement, at least 3-storeys high and courtyard/parking spaces to the rear. Quality pedestrian linkages should ensure good permeability through development blocks.
3D Model showing the view of the public service centre square looking north

**Height and Massing**

10.42.**Northern area:** As this area is proposed for refurbishment only the existing context of 3-4 storey development will remain. New development elsewhere must not detract from the views to or setting of the listed County Hall buildings.

10.43.**Middle parcel:** There is a significant change in levels here which will allow some taller development at the southern part of this site. This is fortunate as the County Council’s requirement for around 3,000 sqm is challenging in design terms. It is important to ensure that this level of floorspace cannot prejudice the setting of County Hall and that views to All Saints spire should be retained. A scheme of 6-7 storeys, using the change in level, and orientating the central courtyard with the church spire (as shown on the masterplan) will achieve these design objectives. The Walter Tull House site presents an opportunity for development of around 6 storeys and this scale should be encouraged here as this site will define the southern edge to the evening leisure environment of Bridge Street, the southern end of the Public Service Centre and also overlooks the new public square to the south. East of Fetter Street are a number of industrial buildings which present an opportunity for new development, again of up to 6 storeys. This includes a listed building on Guildhall Road. The Guildhall Road frontage of this building is the only valuable element in historic or townscape terms. Therefore this frontage should be retained (and refurbished for niche retail) with the rear area redeveloped fronting Fetter Street, with a new parking/servicing courtyard between.

10.44.**Southern area:** The southern area requires a more domestic scale of development, lying slightly further from the town centre core and adjoining domestic properties on Victoria Gardens to the east. 3 storey development is appropriate in this context. There is a need for taller development, i.e. 4 storeys on Bridge Street to address these key town centre route. The Plough Hotel is an important townscape building occupying an important gateway position (though potentially in need of some refurbishment and
enhancement) and consequently should be retained. There are a number of later extensions to The Plough (on the eastern side and rear) which are less valuable in townscape terms. It should be appropriate to remove these to allow the new development and the widening of Victoria Promenade, as proposed in the transport strategy.

![3D Model showing the view from the public service centre square to the spire All Saints Church.](image)

**Density and Mix**

10.45. The **northern area** includes the County Hall complex. Although space is likely to be freed-up in here when the new Public Service Centre is built it is envisaged that it will remain in public service use. It is recommended that all the buildings and spaces are refurbished, such a scheme would need to be of the highest quality and subject to detailed discussion with English Heritage. There may be scope to introduce complimentary uses such as a wedding venue or conference venue role.

10.46. Northampton Museum has aspirations for enhancement and expansion. It is recommended that this occurs in the current location, with expansion into the building to the rear.

10.47. The buildings to the west of County Hall are generally in leisure use as bar/restaurants or members clubs. Whilst these are generally contributing well to the local economy no significant change is proposed but it would be desirable to raise the quality of these uses, promoting greater restaurant use and daytime use. There are opportunities to improve the rear courtyard spaces associated with these buildings. Many of these are private or used for storage or contain semi-derelict buildings. The area would be enhanced if these all become outdoor drinking/eating spaces (this would also link well with the indoor smoking ban). A significant benefit would be if these outdoor spaces could become linked to each other or surrounding streets, thereby improving pedestrian permeability through this largely impenetrable area.
10.48. The **middle area** is the key opportunity site for the Public Service Centre. This is a key objective of the County Council and will deliver public services in an innovative new form for the 21st century. The aim is to encourage public accessibility to services and the centerpiece of this development will be the central courtyard area which will have a high quality landscape treatment (as described in the public realm strategy). The frontages surrounding this space will have front-door access to services, and on the eastern side café/retail uses will animate the space. The space will also be used for through pedestrian access and will help to improve permeability. It will align with the view to All Saints church spire. A limited amount of parking will be provided at sub-ground level.

10.49. Due to the amount of office floorspace required additional office space is also proposed in new build offices to the east of Fetter Street and on the site of the existing Walter Tull House, which would be acquired and demolished. The ground floor of this latter building should have a bar/restaurant use in order to provide interest and animation to the new square proposed to the south. The new buildings east of Fetter Street also require the demolition of existing industrial buildings. The listed frontage to Guildhall Road should be retained and refurbished for niche retail use. Upper floors of this building could be for associated use of for office or residential use.

10.50. The **southern area** provides a good setting for residential use, linking with the existing residential to the east, expanding and enhancing the town centre residential market and providing overlooking and surveillance to the new public square. A bar/restaurant use is proposed at ground floor adjacent to the square to provide animation and vitality. The Bridge Street frontage offers the opportunity to extend the commercial office sector and address Bridge Street with a use appropriate to this edge of centre location.

**Building Type, Façade and Interface**

10.51. A range of building types and frontages will be required across this study area. The Public Service Centre will be an iconic, contemporary building of the type Northampton Town Centre currently lacks. It will need to be designed to the highest standards. These buildings will need to address Angel Street, the central courtyard, Fetter Street and St. John’s Street, providing entrances, overlooking and positive design on all of these aspects. The building on the Walter Tull House site occupies an important gateway site and will need to have an iconic landmark form, especially when viewed from the south, it also needs to positively address Bridge Street. These buildings should also utilise the latest techniques of energy efficiency and performance.

10.52. The southern area will require a strong back of pavement form on all side of the new perimeter block. The frontage to the new square will be particularly important and will require high quality design. The setting of The Church restaurant (a Scheduled Ancient Monument) is paramount here. The new square provides an excellent opportunity to enhance the setting of this building and the new development must do the same. The interface between The Church and the new development needs to be carefully considered. The interface with The Plough is also important and will also require careful design. The new apartment block adjacent to this building needs to work with the historic building, addressing its key design features (though not in a pastiche manner) and complementing, not dominating it. This building will also be highly visible at the end of Cattle Market Road and therefore requires high quality design.
10.53. Refurbishments in the northern area must be sensitive to the listed and historic elements of the buildings. Detailed discussions with the local planning authority and with English Heritage will be required.

**Streetscape and Landscape**

10.54. The external environment should be of equal importance to the built form, especially as the public realm forms most people’s experience of the area. There are a number of different challenges and roles that the streetscape and landscape must address in this area. The public realm strategy should be referred to for further detail.

10.55. **Georges Row** – It is a key street in the historic core, however accessibility from the sub-area to the central core could be improved. The configuration of on-street, parking, pedestrian routes and public realm could be enhanced here.

10.56. **Bridge Street** – Bridge Street is an historic and important town centre thoroughfare. It should be maintained to a high standard in the context of the transport strategy and public realm strategy.

10.57. **Guildhall Road** – Guildhall Road has many attractive historic buildings but could be enhanced in terms of its streetscape and frontages. These improvements will aid integration and linkage to the new cultural quarter at St Johns.

10.58. **Angel Street** – Angel Street is currently a narrow and low grade route, although it is a historic survival of the street pattern. This should become an enhanced street providing a strong pedestrian route and access to the heart of the new facilities within this area.

10.59. **St. Johns Street** (including the eastern arm of the existing gyratory) – will provide service access to the new uses in the town centre, becoming less of a through vehicle route than at present. The opportunity should be taken to slow vehicle speeds and improve the pedestrian environment, providing higher quality public realm that relates to the development form.

10.60. **Victoria Promenade** – The transport strategy will make the stretch of Victoria Promenade adjacent to this sub-area into a two-way route, requiring significant road widening. The northern side needs to present a strong positive to passing traffic whilst also providing an effective buffer to ensure residential amenity.

**Access and Servicing**

10.61. The proposed office development on the Angel Street car park site (C4 and C5) would be accessed from Fetter Street, and this can be seen in Figure 9.3. The route has been designed to accommodate an HG Rigid vehicle swept path. Vehicles servicing the site would drive into the site off Fetter Street and would be able to turn around within the development, before leaving the site in forward gear.
10.62. The Bridge Street sub-area comprises the area between Victoria Promenade and the River Nene, focused around Bridge Street and Cattle Market Road. This is an important linear corridor, linking the waterside (a focus of recent regeneration and new residential development) to the town centre.

10.63. At present this area is occupied by a range of low grade employment, retail and leisure uses. The area is underused and the urban form is poor. Most significantly the area is dominated by highways infrastructure.

10.64. The proposals for Bridge Street have been set out in the masterplan. These comprise re-modelling the road network to improve the pedestrian environment and to integrate the southern part with the adjacent residential community at the waterside. Land uses to the north comprise a new landmark office building, a new public multi-storey car park and a new office scheme in the central part of the area. The Malt Shovel public house is retained.
This section of the report sets out the proposals for this sub-area in more detail. It describes the main features of the masterplan and the key principles of development form and design that developers will be expected to follow.

**Indicative Schedule**

The masterplan has generated the following indicative schedule. This is intended as an indication of the floorspaces that can be generated if the principles and form described below and in the masterplan is followed. The actual schedule of development may vary from this, although the form and principles should be followed.

**HQ Office/MSCP Building:**
- 5 storeys of HQ office space: 4,000 sqm
- 4 storey Multi-storey car park – 332 spaces (9,000 sqm)

**Office Scheme** (3 buildings):
- 3 storey office – 2,400 sqm
- 3 storey office – 1,725 sqm
- 4 storey office – 3,300 sqm

**Residential Scheme:**
- 8 x 3-storey town houses on Cattle Market Road
- 9 x 3-storey town houses on Bridge Street
- 4-storey apartment block (north): 8 apartments
- 5-storey apartment block (south): 9 apartments

**Urban Structure and Grain**

10.67. The context for the Bridge Street area is more mixed than the rest of the masterplan area and includes some large buildings, such as the Carlsberg brewery and Morrison’s. There is a need for some buildings of presence to define gateways: both at the north side of the River, and adjacent to Victoria Promenade at the gateway to the town centre. There is also the need to integrate with domestic scale buildings (the new housing to the south-east) and to the historic townscape (notably The Plough public house). With these points in mind the following urban structure and grain has been developed.

10.68. The area effectively forms into 3 parcels:

- The northern parcel between Victoria Promenade and The Malt Shovel
- The middle parcel between The Malt Shovel and Auctioneers Way
- The southern parcel between Auctioneers Way and the River Nene

10.69. The urban grain is dictated by the alignment of the two parallel north-south streets and the importance of addressing both with development frontage. This gives a shallow plot depth but it is achievable to accommodate development on both frontages. The proposed highway improvements also have implications for urban grain. The main through route is diverted via Auctioneers Way allowing the southern part of Cattle Market Road to be downgraded (although this may remain as a residential access only). This allows for a more domestic scale of development and better integration with the adjacent residential neighbourhood.

**Height and Massing**

10.70. Northern parcel: The need to provide an appropriate scale to address the width of Victoria Promenade (which will be widened at this point in the masterplan proposals) must be balanced against avoiding over-dominance of the adjacent, historic Plough Hotel. A building of 5 storeys is felt to be appropriate in these circumstances. This height is continued on the Bridge Street frontage in order to hide the 4 storey MSCP behind. A design challenge of this site is how to then address the domestic scale of the Malt Shovel, which lies adjacent to this building. Inevitably there will be a major transition of scale here.

10.71. Middle parcel: This should be a medium-rise scheme which provides a strong frontage against all surrounding roads but steps down from the northern site. All buildings should be 3 to 4 storey.

10.72. Southern parcel: This is appropriate for a domestic scale scheme, integrating with the adjacent housing to the east. It should mostly consist of 3 storey buildings with higher buildings at key points. These key points are the south-western corner where the site marks a gateway on the northern side of the River; and the northern aspect on Auctioneers Way, where the development must provide an interface to the taller office
development on the adjacent side of the road. Development of 5 and 4 storeys respectively are recommended at these points.

**Density and Mix**

10.73. The sub-area is proposed for a mix of commercial office uses, multi-storey car parking and residential. The edge of centre site provides an excellent opportunity to expand the office sector and to generate buildings of sufficient massing. Particularly at the northern parcel where a large headquarters office building is proposed. To the south of this a smaller scale office scheme is proposed, in 3 buildings fronting both Bridge Street, Cattle Market Road and Auctioneers Way. This would be a mix of flexible, sub-dividable office space over several floors aimed at medium-sized businesses in emerging sectors. Both office schemes provide high quality, modern office floorspace of a type that is currently lacking in the town centre, and would therefore encourage growth of this sector.

10.74. There is a need to replace parking spaces lost elsewhere due to the masterplan proposals and this site offers the advantage of locating a new multi-storey car park (MSCP) adjacent to the town centre but to the south of the ring road, allowing the removal of a significant number of trips from the town centre. It is important to provide strong pedestrian linkages from the MSCP to the town centre. Including good quality pedestrian crossings over Victoria Promenade. The MSCP can be hidden by wrapping the headquarters office building around it. It is envisaged that some of the spaces would be reserved for use associated with this office.

10.75. The residential development forms a natural extension to the new waterside community and to encourage its linkage to the town centre. The predominant form is townhouses, of which there is limited provision in the town centre currently. Small apartment blocks are proposed where there is a need to provide greater height and articulate corners. The residential element will add surveillance and stewardship to the sub-area,
strengthen the town centre residential community, and its ability to support shops and services, and will broaden the mix of housing available in this area.

10.76. There is also a need to animate this route along Bridge Street with active uses and so the Malt Shovel public house, itself an important townscape building and valued local asset, is retained. The opportunity to provide further A1/A3 ground floor uses in the office buildings on Bridge Street was also considered but it is felt that there would be limited viability for these uses, especially given the close proximity of Morrison's.

**Building Type, Façade and Interface**

10.77. A mix of building types and styles are likely to occupy these sites, in accordance with the different uses and roles. In all cases the visibility of the development parcels, on the key approach to the town centre from the south, mean that high quality design will be required.

10.78. The office buildings, especially the headquarters office on the northern parcel, should be contemporary in design, using high quality materials. The headquarters building should be an individual architectural statement. The three buildings on the middle parcel require a co-ordinated approach to appearance and materials.

10.79. The multi-storey car park, although hidden on two sides, will be visible on the Cattle Market Road frontage. Despite the use, there are good recent examples of multi-storey car parks that embody good design principles and materials and a high quality approach is expected here.

![Multi-storey car park, Brindley Place](image)

10.80. The residential component should deliver a high quality, contemporary design that also addresses the traditional vernacular of the Northampton context. This could by use of colours, materials, proportions or inclusion of specific detail features. The housing must also respond to modern living requirements and sustainability standards.
Streetscape and Landscape

10.81. The external environment should be of equal importance to the built form, especially as the public realm forms most people’s experience of the area. There are a number of different challenges and roles that the streetscape and landscape must address in this area. The public realm strategy should be referred to for further detail.

10.82. **Bridge Street** – Bridge Street is a major historic thoroughfare and key route into the town centre. Its role will change as the result of the masterplan proposals. It will become more important as a pedestrian and public transport route and less important as a traffic route, as much of the traffic will be diverted to Cattle Market Road. It is therefore important the pedestrian environment is enhanced along this corridor, and that improved public transport measures are introduced (such as better bus stops, raised kerbs etc). These should be designed in an integrated manner.

10.83. **Auctioneers Way** – This road is currently relatively minor in nature as no development fronts it. Its importance will increase as the masterplan proposal recommend facing development on both sides, allowing creation of a functioning and safe street environment. The street also acts as an interface: with residential to the south and offices to the north. The public realm treatment should attempt to create a strong street environment and tie together these two uses.

10.84. **Cattle Market Road (north)** – Cattle Market Road will continue to carry high volumes of strategic traffic. This and the presence of the side elevation of Morrison’s to the east will mean that this remains a ‘road’ rather than a ‘street’. Nevertheless it is important to create a good impression to visitors approaching the town centre and the public realm should provide a strong interface and frontage to the new development on the western side.

10.85. **Cattle Market Road (south)** – Significant changes are planned for Cattle Market Road south of Auctioneers Way. In the transport strategy proposals this would be removed from the strategic network and will not carry through traffic. It is likely to remain as a street but only for local residential access. It will also be an important pedestrian linkage for residents and should examine innovative ways of accommodating car parking. Most importantly it should form an attractive residential setting with a priority for pedestrians and low vehicle speeds. It is consequently likely to be shared surface.

Access and Servicing

10.86. The proposed northern Bridge Street site (north of the A5123 Victoria Promenade) would be accessed from Victoria Gardens. It should be noted that due to the proposals to make Victoria Gardens/St John’s Street one-way southbound from its junction with Fetter Street then vehicles accessing this area would need to travel through the study area via Guildhall Road and Swan Street, and on leaving the site vehicles travel along Victoria Gardens to access the wider highway network via its junction with the A5123 Victoria Promenade.

10.87. The proposed central Bridge Street site would be accessed from the A508 Cattle Market Road, and the proposed residential development (south Bridge Street site) would be accessed via shared surface route from its junction with the A508 Cattle Market Road/Navigation Row/Auctioneers Way.
10.88. In summary, this section sets out the general principles with regard to the access and servicing strategy for the three key sites within the study area, however it should be noted that beyond the masterplanning work, the access and servicing strategies would need to be considered in more detail at an individual site level when the development layouts are being formalised.
11. **Delivery Strategy**

**Introduction**

11.1. This report builds on our work in the baseline, technical options paper, revised options paper and draft masterplan reports and sets out our analysis and advice as follows:

- A review of potential sources of funding and mechanisms
- A summary of possible delivery vehicles
- An implementation plan that sets out a series of phased public sector interventions that we believe provide the basis for the market-based regeneration of the main part of the study area based on our discussions with the private sector
- A risk assessment

11.2. This work is also supported by detailed Annexes that contain

- Development Appraisals of the main projects being delivered by this masterplan.

11.3. This report assumes that the vision for the study area is achieved.

**Development Appraisals**

11.4. We have undertaken development appraisals on the three project areas within the masterplan on Circle Developer, the appraisals are enclosed within **Appendix 3**. We have broken the appraisals down into the following areas:

- St. Johns—Including the Blueberry Diner Site
- Bridge Street – South of Victoria Promenade
- Angel Street – The New County Hall site
- Angel Street – Phase 2, including offices and residential surrounding the Plough Hotel.

**n.b.** – we have not included the refurbishment of the existing County Hall, including new space for the Northampton Museum, within our appraisals.

11.5. The appraisals show that all of the project area development proposals are viable and deliver a surplus profit. However, this does not include land assembly costs, public realm costs or infrastructure costs, which will have to be funded separately. Indicative costs for public realm works and infrastructure costs are included in Appendix 3.
Funding Sources and Mechanisms

Private Sector Funding

11.6. We have considered a number of ways in which private sector finance could be mobilised in order to regenerate the St John’s, Angel Street and Bridge Street areas. These are as follows:

- Owner-occupiers/ firm led development – driven by the need to expand or reconfigure their own premises or reduce accommodation by downsizing premises and selling/ leasing surplus space

- Orthodox Property Development – where development of new premises or the refurbishment of existing premises is undertaken by property developers who acquire sites, construct a building and let it out in the pursuit of a return on their investment (developer’s profit) that reflects the inherent risks of doing so. In some cases the owners of sites are property companies who let out their premises or companies whose main source of business is trading in and developing land.

- Recycled land value – allied to orthodox property development many elements of regeneration schemes have in the past been wholly or partly funded by revenues generated by the sale of land for high value use (typically retail and residential) that are effectively ‘recycled’ so that unviable elements are provided as a package within a project. The actual mechanisms for achieving this vary, but include the public sector allowing internal cross subsidy (where they own the land) and through the use of planning agreements (where the private sector owns the land).

- Special Investment Decisions – we use this expression to cover the possibility that some investors will be interested in the sites within the study area for special reasons. For example the new County Council Headquarters on Angel Street and the Blueberry Diner site. In these cases we believe that the private sector could be ‘guided’ to invest in the study area by the public sector pursuing a ‘joined-up’ approach to addressing the twin objectives of regeneration with targets for delivery of public services.

11.7. Taking each type in turn, our analysis for each is as follows:

- Owner occupiers in some part of the study area would appear to be planning and carrying out investment in their own premises, but it is generally of a minor nature and is unlikely to achieve the scale of change required to halt the overall rate of decline.

- Orthodox property development – such is the extent of public sector land ownership in the study area, there are only limited
opportunities for orthodox property development to happen. These are concentrated around Bridge Street.

- Fragmented land ownership, access and site remediation costs are seen by the private sector as the primary cost barriers to redevelopment. The public sector with its CPO powers is always going to be the first choice to assemble land. There are ways of reducing public sector exposure to the risk of a successful challenge to a CPO through the early introduction of a private sector partner to ensure that the proposals are both cost effective and as Market driven as possible.

- We are aware of private investors/developers undertaking land assembly work in the Bridge Street area and this is seen as a positive for the future of the area, as long as the public sector maintains an element of control through joint venture arrangements, possibly through its planning and compulsory purchase powers.

- Recycled land values – during the study we have explored the possibility of introducing land uses to the study area that would help to generate strongly positive land values. In particular we have considered the use of parts of the area for high value residential use.

- Whilst we had some early concerns off some consultees regarding the amount of new residential development already taking place in Northampton town centre, we believe that there is scope for the introduction of higher value developments in the study area, with demand being created by the new vitality and viability that is being created by the ongoing town centre development works and those that are still to come on stream as the town develops over the next twenty years.

- Special Investment Decisions – we believe special investment decisions are of strong importance to two of the development areas.

11.8. The key development site in Angel Street has been designated for a new headquarters for Northamptonshire County Council. Our understanding is that this will be a very large complex of buildings, providing at least 300,000sq.ft of office and ancillary space and potentially some supporting ancillary uses. It is likely to be the place of employment for at least three thousand people.

11.9. This development has the potential to deliver transformational change to the study area and the wider town centre. It can have positive economic impacts on the regional construction industry, service industry, hotels, leisure offer and the town centre retail trade.

11.10. We are uncertain how the county council intends to deliver the project, but we are aware that this special investment decision will be extremely
attractive to the private sector. Even with the increased costs that will need to be borne for very high design and environmental standards, plus underground parking, there will be very strong interest. One method of funding the scheme will be the pre-letting of the development to the county council on a long lease. The council will be in a strong position to negotiate a long rent free period and other incentives.

11.11. The **Blueberry Diner** site also has Special Investment Decision considerations. We understand that the site was acquired with the assistance of the East Midlands Development Agency. As such, any scheme that comes forward on the sites needs to deliver job creation outputs. This means that there must be employment generation on the site. The scheme we are proposing will deliver these outputs and will remain attractive to the market.

**Public: Private Joint Ventures**

11.12. A Joint Venture (JV) is an entity formed between two or more parties which both contribute equity and then share in the revenues, expenses and control of the venture. JVs can be for one specific project or for a continuing business relationship. The phrase refers to the purpose of the entity rather than the type of entity, so a JV can in fact be a corporation, a limited liability company, a partnership or another legal structure.

11.13. The public sector may own land which it will contribute to the JV or, where it does not own land, it brings its compulsory purchase powers. The private sector, meanwhile, may own land (and provide the JV with rights over that land) as well as providing funding for initial essential infrastructure and remediation work and its expertise and other resources.

11.14. We have undertaken discussions with several specialist regeneration developers. In these we have covered the potential benefits and practicalities of forming a public private Joint Venture. These consultations and our own knowledge of best practice and knowledge of what has worked elsewhere stresses the importance of partnership working.

11.15. The public sector has extensive land holding in the study area, particularly in Areas A and B and obviously has a very important role to play in the facilitation of the delivery of these schemes. There will clearly be decisions that need to be taken on land value when any joint ventures and development agreements are negotiated.

11.16. One method of delivery could see the public sector undertaking any outstanding land assembly work and selling on to the private sector at market value, thereby realising ‘best consideration’ and fulfilling the obligations of section 123 of the Local Government Act 1972.

11.17. Alternatively, the public sector could elect to put its land into the development partnership agreement at a discounted land value and accrue benefits over the long to medium term through increased values or overage agreements.
11.18. On land assembly, it is agreed by the public and private sector that the use (or credible threat) of CPO powers would be essential. It is important that an acquiring authority is able to demonstrate project viability at any CPO Inquiry. The selection of a development partner with well developed plans will lend weight to the entire CPO process and would improve the chances of it succeeding.

**Regeneration Investment Vehicles (RIVs) more commonly known as Local Asset Backed Vehicle**

11.19. A Local Asset Backed Vehicle (LABV) is a variation on a Joint Venture. It is a shared equity agreement between the public and private sector which typically involves the public sector supplying land and the private sector supplying capital in a 50/50 split. The split, however, can vary from case to case.

11.20. LABVs are generally seen as effective facilitators of private sector investment, providing new revenue for infrastructure and site preparation and creating long-term partnerships between the public and private sector. The Regional Development Agencies have delivered effective public-private partnerships through LABVs and local authorities are looking at this as an effective route to share in value capture, to benefit from the expertise of the private sector and, where necessary, to procure new civic facilities.

**Establishment Process**

11.21. Partnerships of this nature involve a services provision by the private sector to the public sector/the partnership - e.g. development management services. Therefore, the procurement of the private sector partner is typically conducted through a full OJEU procurement. This needs to be factored into any project plan. However, before a local authority goes to the market with its opportunity it must first appraise its assets and determine what assets are to be presented to the market in a manner in which the market will respond. As a broad indication, the asset appraisal will take at least 3 months and the procurement will take, on average, 12 months. Approvals processes will also need to be factored into the establishment process.

**Growth Area Funding**

11.22. West Northamptonshire Development Corporation (WNDC) has been allocated £25 million over two years (£10 million in 2006/07 and £15 million in 2007/08) as a block capital grant to spend in its area. In addition, a number of other projects receiving funding will benefit the people of the area.

11.23. The main criteria by which potential projects for funding from April 2006 will be assessed are:

- Must be consistent with Sustainable Communities Plan;
- Must be consistent with local strategic delivery objectives as set out in the WNDC's Regeneration Framework and Corporate Plan.
• Must directly deliver high quality sustainable development or facilitate the unlocking of development potential within the designated growth areas only. This would include:
  
  ➢ delivery of sustainable housing and jobs;
  ➢ development of skills;
  ➢ town centre improvements; and
  ➢ environmental and "greenspace" projects.
  ➢ Both short-term projects promoting immediate delivery and the facilitation of growth over a longer period will be considered;

• Must demonstrate best practice in terms of conception and design. Major projects will be expected to have significant input from CABE to help ensure that high design standards are maintained;

• Resources required must offer value for money and be commensurate with the scale of these outcomes. Must be compliant with Treasury "Green Book" appraisal standards;

• Must set out clear timescale for expenditure and be capable of delivery within the two years for which funding is available;

• Must have a clear lead delivery agency and identified accountable person;

• Must have a clear set of objectives and outcomes that are measurable and capable of achievement;

• Must demonstrate that project is sustainable and does not prejudice future opportunities for growth;

• Must be additional to existing delivery programmes by Agencies/OGDs e.g. to speed up housing growth and delivery of sustainable communities. Allocation decisions will take into account recent performance on housing delivery by the local authority.

**Desirable criteria**

• Should contribute to cross-cutting Government objectives;

• Should promote leverage from alternative public, private sector or EU sources. Where appropriate, should state levels of committed contributions.
11.24. The highways, infrastructure and public realm costs that are proposed in the masterplan are consistent with these objectives and are clearly policy compliant. These funds can help to unlock development potential and help to ensure that high design standards are maintained throughout the town centre.

**Implementation**

**Introduction**

11.25. In this section we consider how, given our earlier findings, the regeneration of the three areas should be brought forward. We therefore set out:

- How we believe the role of the Steering Group as the Area Champions should apply to its work and the importance of building the ‘New Northampton’ brand both locally and with potential private sector investors
- The importance of public sector partners in assisting delivery
- What the phased implementation might involve
- A review of the risks facing the public sector and methods of mitigating them

**Role of the Steering Group**

11.26. The masterplan establishes a long term spatial framework to guide the future development of Bridge Street, St Johns and Angel Street, as well as providing further comfort to the proposers of the current pipeline development projects happening in the area. It identifies a series of interlinked development projects to achieve the growth vision, which will take Northampton forward to become a progressive and dynamic town centre, it will become culturally rich and a living and working destination of choice.

11.27. The members of the Steering Group will have an important co-ordinating and championing role to play in bringing forward the masterplan, particularly by providing a single focus, whilst working throughout with its public and private sector partners in stimulating additional investment across the area.

11.28. In particular, the consortium will need to:

- Ensure the proposals are brought forward in a holistic and progressive manner through the public sector through its planning, transportation and social roles;
- Proactively encourage developers to embrace the quality agenda required
• Promote the need for co-ordinated public sector funding support to deliver key public realm and infrastructure projects required early on in the Masterplan proposals;

• Champion the complex projects that will initiate wider change in Northampton;

• Prepare projects which can then be taken on by private and public sector partners; and

• Ensure that development and public realm proposals are of the highest design quality.

11.29. The transformation of Northampton town centre can be achieved using a range of potential delivery mechanisms. Northampton Borough Council (along with the County Council and West Northamptonshire Development Corporation) has a significant catalytic development role. Securing the commitment of others is crucial, particularly in terms of land, planning, CPO, management and revenue costs. Successful collaboration with the private sector is also the key, not least to bring assets and funding to the table. Northampton BC will have a key role to play in creating certainty in the market place and reducing risk for the private sector.

11.30. The Steering Group should ensure that current best practice design is actually delivered by the housing industry, which is too often focused on driving down cost and with little effort put into design. Design guidance is often insufficient to control this. Northampton should encourage the use of development agreements where possible to demand full partnership and ensure a satisfactory end product.

The Importance of Public Sector Partners in Facilitating Delivery

11.31. A key factor in determining the development of a potential site is its ‘deliverability.’ Timing is vital if developments are to be commercially successful. The sites will need to have planning consents, any gap funding would need to be in place, the development plots would need to be serviced, remediated and prepared for development. Transport, infrastructure and public realm needs to be put in place in expectation of developments being completed. All these factors would need to be in place before works on site can commence.

11.32. The purchase and development of opportunity sites is vital to the success of the Masterplan, as it is only through the assembly of large, developable sites that the private sector will be attracted to invest in Northampton.

11.33. As such, land assembly will be a key factor in the delivery of developments in the area. Northampton’s role will be in co-ordinating the assembly of land currently in mixed ownership and developing these into a developable package.
11.34. In this instance we are fortunate that many of the sites in our area are already in public ownership, which increases the deliverability of bringing the sites forward for development. There are still considerable tracts of land that require site assembly.

11.35. In our experience, developers will be happy to work alongside the public sector in bringing these sites forward for development. Many developers will be happy to provide financial backing for the costs that may be incurred in the acquisition and cleaning of these sites. All they will require in return is the commitment of public bodies for the long term.

11.36. Compulsory Purchase Orders are likely to be necessary as a sound backdrop to land acquisition. Often the presence of CPO as a spectre of last resort is sufficient to focus landowners and developers on negotiated settlements, enabling development to proceed.

11.37. Acquisition by agreement may be more politically acceptable as a means of land assembly; but far too often, we are seeing whole regeneration schemes stymied by the stubbornness of certain key landowners’ unwillingness to sell their property unless for premium rates. Not only does such an impasse delay a scheme, it also has the effect of distorting a market across a whole area.

**Major Projects Team**

11.38. There are a large number of regeneration and development projects currently happening in and around Northampton town centre. As well as this project, these include the public realm strategy, the Avon site, the Grosvenor retail extension, Riverside Residential and the major office development proposed adjacent to the station.

11.39. Many of the same officers are on steering groups for many of the schemes and it is doubtful if they can truly dedicate sufficient resources to deliver on these proposals.

11.40. As such, we believe a major projects team should be set up, which can provide dedicated resources focusing on each of these separate schemes. The structure of this can be decided at a future date and the identification of an appropriate lead organisation.

**Relocation Strategy**

11.41. Relocation will be a major issue in this area and it will be important for the delivery body to liaise at an early stage with affected businesses and landowners and to keep them fully informed of proposals. Where possible, Northampton will need to provide suitable alternative accommodation for these businesses.

11.42. This is not a huge implication across the study area, as we are not suggesting wholesale land use changes, but there will be affected areas – notably Bridge Street.
11.43. Experience elsewhere across the country would suggest that such a relocation strategy can have a beneficial impact upon the local commercial property market as it causes an upsurge in demand, which can trigger activity in market sectors that have lain dormant for a considerable period of time.

**What Implementation Would Entail:**

**Design and Development Briefs**

11.44. Once the concept for the interventions are identified, simple development briefs should be created as appropriate for the individual projects. These will guide future development and also provide a basis for developers to bid against. The briefs should cover:

- Regeneration and Growth Context
- Land assembly issues
- Design Quality
- Requirements of preferred developer
- Financial arrangements
- Joint venture arrangements
- Selection Criteria

**Developer Engagement**

11.45. Successful transformation can only be achieved through the attraction of appropriate private sector investment. The Masterplan needs to create a positive investment climate for these investors to enter the market. We are aware of developers who are waiting to get involved in the programme.

11.46. Our experience from elsewhere would suggest that the best way of attracting market and development interest in regeneration programmes is by adopting a partnership approach. This will require a legal framework early on in the process. The appointment of a **Master Developer for each area** is also good practice. These should be selected through an Invitation to Negotiate process that should have a weighted scoring system including design standards, environmental ratings, type and tenure. The successful developers should then sign up to an Overarching Development Agreement (ODA).

11.47. As long as there are sites that are large enough to attract these developers, we do not see a real disincentive to their participation. Land values and the sale prices that are being achieved in the area would all suggest that developers would be able to achieve strong returns on their investment.

11.48. In their development appraisals that they undertake before deciding on pursuing schemes, developers tend to look for a profit of at least 15% from all schemes. We would certainly believe that this kind of return is likely from any new developments that are carried out in Northampton.

11.49. These projects will generate substantial profits in the long term. The public sector will be justified in receiving a full land value and profit share in return
for conceiving the projects, for existing land holdings and for the on-going partnership assistance to developer partners, particularly the land assembly work.

11.50. Overage should be incorporated into any development agreements that are drawn up. This is a concept that provides for a share of the development profits generated throughout the delivery stage and calculated after scheme completion. It is an important concept in regeneration areas because developers will seek to reduce initial rises but are often prepared to share in a financial upside as and when the regeneration programme produces successful results.

11.51. The full financial deal will be detailed and secured through the legal documentation for the partnership, ideally development agreements.

11.52. Examples of where this money can be redirected can include a sinking fund for the maintenance of the public realm, or another possibility is to provide funds to support local skills training or local labour agreements as discussed later in this chapter.

**Master Developer**

11.53. We have consulted with several town centre regeneration developers as part of this process. All the developers were confident of Northampton’s future growth and success and all would be interested in helping to transform the town centre over the forthcoming decade. Two of the developers consulted specialise in office led town centre regeneration schemes and were very interested in the proposals which are now coming forward. Each of these expressed an interest in a ‘Master Developer’ arrangement, whereby they would act as the lead development partner in a Joint Venture arrangement and bring forward all of the development opportunities. The developers consulted are commercial developers, but they will sub-let as appropriate for residential and retail proposals.

11.54. They are not prescriptive over their involvement and they will listen to what the partner has to say before they decide on an appropriate course of action. They are happy to look at Joint Ventures/ draw downs / discounted land values or a variety of other mechanisms.

11.55. They see advantages in packaging sites to balance attractive, viable sites with lesser value ones.

11.56. We would recommend the appointment of a master developer for the delivery of this masterplan, particularly for the St John’s and Angel Street sites. A master developer as development partner can take a long term approach to the delivery of the scheme, can ensure an integrated approach and will also provide flexibility as the developer can value engineer as appropriate to cross subsidise individual elements of the scheme.

**Section 106 Agreements**

11.57. This proposal is a major scheme that will generate significant profits for the developers who engage. The implementation of the other town centre
schemes and those of the wider growth area will also create major development opportunities for the property industry.

11.58. Section 106 of the Town & Country Planning Act 1990 allows a Local Planning Authority (LPA) to enter into a legally binding agreement (planning obligation) with a land developer over a related issue. The obligation is sometimes termed as a ‘Section 106 Agreement’. These can act as a main instrument for placing restrictions on the developers, often requiring them to minimise the impact of the local community and to carry out tasks, or provide support, which will deliver community benefits.

11.59. The principle of using s106 agreements in Northampton should be explored in some detail. We believe that this exploration should also include the feasibility of using s106 agreements as a tool to implement local labour agreements with developers, backed up by the mechanisms and employability support required to help employers meet local labour objectives.

11.60. The diversion of money from s106 agreement should also be considered for the support of a local construction skills project. As touched upon earlier in this chapter the use and retention of local labour is a key advantage as we strive to create sustainable communities in Northampton.

11.61. We are aware of construction skills projects that have recently been started by councils elsewhere, funded through planning obligations. Continued financial support of this through development agreements should be explored.

11.62. We are aware of other regeneration schemes where local training centres for construction skills have been included as cross cutting projects of economic development and regeneration programmes.

11.63. A high quality public realm and ‘street’ framework is required throughout the neighbourhoods and is one of the key components of the Vision. An agreement whereby all developments contribute to the public realm costs through enhanced land values would be a desirable outcome.

**Phasing**

11.64. The interlinked nature of the masterplan means that the broad phasing programme is linked to a number of related projects.

11.65. The other main phasing issue relates to financial performance. The cashflow of the development will benefit generally from the earlier delivery of the most profitable elements such as the pre-let office schemes, retail and more attractive housing projects.

11.66. We would suggest **three development briefs** are drawn up. One for St Johns, one for the Bridge Street area and the third for the Angel Street area.

11.67. In timescale terms, we would suggest that the phasing of the plans follows this order. The rationale behind this is that it is the most easily deliverable of the three areas.
Phase One – Preliminary Infrastructure Works

11.68. The initial delivery phase will be infrastructure works. The alteration of the roundabout, widening of services roads and associated public realm works that are required to deliver the Blueberry Diner will be an immediate priority.

11.69. It will be advantageous if these are carried out concurrently with the works at the junction of Bridge Street and St Peter's Way and the removal of the gyratory. By doing this work early on, we will be opening up two major development sites and it will also enable public realm works to commence. The delivery of initial public realm works can be an early win for the masterplanning process.

Phase One – St. Johns: Cultural Quarter

11.70. Area A (St John's) is readily deliverable. There are five schemes suggested in the masterplan. Four of these developments are on land that is owned by the borough council.

11.71. Three of the developments are on cleared sites and these are largely free from encumbrance.

11.72. The Blueberry Diner site is presently used as a surface car park. The proposal for the site is a mixed commercial space comprising of leisure and retail use on the ground and first floor with two storeys of commercial office space above this. There is an ancillary building to the east. This will also be commercial office space.

11.73. The site was bought by Northampton Borough Council with the assistance of the East Midlands Development Agency. A requirement of the terms of the deal is that the site must generate employment outputs.

11.74. The aspiration for this site is that it is a key facet of the evolving cultural quarter. The building will provide restaurants and cafes and perhaps an element of niche retail. The visitors to the museum and the pre-theatre market provide much of the vitality and custom for this area. The buildings open out into a large civic square. This includes an outdoor performance space for use at festival time and over the course of the spring and summer months.

11.75. On the upper floors the centre will provide space for professional sectors such as architects, designers, marketing companies and digital media organisations.

11.76. It will need to be decided at a later date how the disposal of the land is to be dealt with and whether it is to be sold to a developer at market value, or
whether the land is to be discounted with overage provisions inserted into a development agreement after a specified period when values are stronger.

11.77. The development of a hotel on the site of the surface car park is another key scheme in the masterplan. There has been strong market interest in the past in this site and it is felt that a four star hotel would be well suited to this location. It would also fit comfortably with the evolving cultural quarter as hotel guests have an easy stroll up to the restaurants and bars and niche retail units that will develop around the theatre and piazza.

11.78. This is an easily deliverable site and we would expect strong market interest in bringing it forward for commercial use. As owners of the freehold interest, we would expect Northampton BC to grant a long lease of the site to the developer.

11.79. Additional value can be generated through the development of a residential/office building on the site on the corner of Victoria Promenade and Albion Place. This would be a tallish tower of about four storeys and with its pleasant vistas across Victoria Park and the River Nene it will generate strong values.

11.80. It is likely that there will be strong market interest, although there would need to be considerable acquisition and planning work undertaken before change of use could be contemplated on this site.

11.81. The addition of the multi-storey car park to the package of developments would add considerable value to the development and would increase its attractiveness to the development market.

11.82. We would recommend the ‘packaging up’ of these sites through one development brief. This will provide an opportunity for the more valuable elements of the proposals to help cross subsidise the costs of the civic square and public realm.

11.83. The site can be advertised to the open market through the OJEU process accompanied by a national advertising campaign or through targeted marketing of developers likely to be interested.

11.84. From here a short list can be drawn up and the preferred developer(s) selected.

**Phase Two – Angel Street: The Civic Quarter**

11.85. The centrepiece of this development will be the new Public Service Centre proposed on the Angel Street car park. This is a huge landmark project that has the capacity to transform this part of Northampton town centre. We understand the requirement is for circa 300,000 sq.ft of space for use as the headquarters for the County Council and other offices for the public services.

11.86. The scheme is essentially deliverable, as there is a high proportion of land that is owned by the public sector, particularly the county council with its
ownership of County Hall and the Angel Street car park. This ownership also means that the public sector can retain control of any scheme.

11.87. Our understanding is that the aspiration of the new county hall will be an exemplar in terms of a new generation of civic buildings. It will also be excellent in design and will ‘raise the bar’ in environmental sustainability.

11.88. In order to deliver a building of this quality and magnitude, we would recommend the County Council hold an international design competition. The objective of this will be to design an iconic, cutting edge building that is sympathetic to its historic context and the local vernacular. An intrinsic part of the development will be the use of civic squares and a strong public realm. We would envisage the use of water features, walkways and areas for public use in the development. These would be compatible commercial development within the scheme.

11.89. The competition, whilst design led, should also include financial considerations and be commercial. Deliverability should be a key element of any scoring system that is drawn up.

11.90. If the County Council was to take a pre-let of the building for a considerable period of time, this would be extremely attractive to the market. The County Council would be in a strong position for negotiating a long rent free period and future beneficial terms. Future regearing of the lease can help to generate further value.

11.91. Extensive underground car parking is a major cost and can affect the viability of the scheme. The use of green travel plans and other environmental transport policies should be considered by the council, particularly as there is a responsibility to ‘show the way’ to Northampton’s corporate sector.

11.92. The creation of the new Public Service Centre will free up space in the existing county hall. The fact that much of the building, particularly the frontage to St Giles Square and Sessions House is Grade 1 listed negates many uses from being considered. It is likely that the building will remain in County Council ownership and occupation. Some cross financing from refurbishment may be available through a development package with the new building. Other funding will be through the County Council’s capital funding programmes.

11.93. The Museum will be extended through capital funds.

11.94. The development package will also include opportunities for refurbishment and a limited amount of new build residential use. The refurbishment will be aimed at preserving the character of historic buildings. These proposals will happen incrementally through organic regeneration and will not require intervention from the public sector.

11.95. There are additional proposals to make more use of the hidden courtyards that are a feature of many of the bars of Bridge Street. These are an attractive feature and with sensitive use of architecture and design they can
enhance the leisure offer that is currently in place. Intervention in the public realm and hard landscaping can help to transform this area.

11.96. The highways proposal to sever the gyratory will create a public square in between The Church restaurant and the southern face of the Public Service Centre. These additions will add value to the scheme as a whole, although in this instance it will be a cost to be borne by the public sector and/ or a development partner.

11.97. The Plough Hotel is of important townscape heritage and will stay as it is. There is a longer term aspiration to generate additional value through a residential development that complements The Plough and enables future development, but any such change will be organic and will not be dependent upon intervention from the public sector. There may be a need for land assembly/ compulsory purchase of the retail scheme, but this is not an immediate priority.

Phase Three – Bridge Street

11.98. The public sector does not have land ownership in Area C and therefore does not have the same level of control as it has in the other two areas. The statutory bodies can help smooth the development process by entering into a joint venture with a developer and help to provide support through assistance with Land Assembly and if necessary CPO. It can also assist with the planning process. Through these methods it can help to make good design and sustainability an inherent part of the design and development process.

11.99. It is our understanding that Carlsberg are looking to consolidate their UK operations in Northampton and will expand their presence. Part of this expansion will result in a greater office requirement. Discussions have taken place between Carlsberg and WNDC and also the study team. It appears that the sites on Bridge Street are of interest as a site to locate these buildings.

11.100. Similarly to the Joint Service Centre, the pre-let of a new office building to a major brand would make any commercial scheme on Bridge Street highly attractive to the market and would be likely to stimulate further market activity. The cost of the multi-storey car park will be absorbed by the wider development.

11.101. Cattle Market Road will be reduced in length and this will create development land on the southern edge of the area. This will coalesce with the existing residential scheme, although its high profile location would necessitate landmark architecture to deliver a sense of place to the neighbourhood. There will be strong market interest in delivering this element as well.

11.102. Land Assembly will be required to help deliver the vision of Area C. We understand a development company is already in the process of bringing the sites together and that they are already in discussions with WNDC. The
public sector should maintain this dialogue and use its statutory powers in a manner that will ensure appropriate development.
Risk Assessment

11.103. This section on risk is intended to set out the main areas of uncertainty associated with a project of this type and consider types of mitigation.

11.104. The key risks facing the public sector’s promotion, leadership and funding of projects of the type being considered are as follows:

- Will the estimated costs of the project prove to be accurate?
- Will the estimated revenue from the project prove to be accurate?
- Will the estimated social and economic benefits of the project match up to those originally forecast?

11.105. The table below sets the main risks associated with the project based on the ‘default’ scenario of the public sector undertaking the acquisition of land, site remediation and infrastructure works and selling on the serviced sites to a developer:

<table>
<thead>
<tr>
<th>Type of risk</th>
<th>Nature of Risk</th>
<th>Suggested method of mitigation</th>
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</thead>
<tbody>
<tr>
<td>A. LAND ACQUISITION</td>
<td></td>
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<tr>
<td>A.1 Failure to acquire sites</td>
<td>Landowners and tenants with security of tenure refuse to sell at the required time (or at all).</td>
<td>If CPO powers are used, there is a possibility of a successful challenge (e.g. ultra vires – subject to application of Wednesbury Principles). Good pre-planning based on legal advice is crucial. If assembly is by negotiations using land sale agreements (effectively a ‘call’ option exercisable purchaser) this can be invaluable. A well developed ‘decant strategy’ for displaced occupiers that identifies premises for the occupier to move into and one-to-one ‘hand-holding’ can also be very effective.</td>
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<tr>
<td>A.2 Cost overrun</td>
<td>Projected acquisition costs prove to be unrealistic. Disturbance can be particularly hard to estimate with any degree of confidence.</td>
<td>Good quality up-front valuation advice on acquisitions and experienced negotiation. A ‘decant strategy’ and support (see above) can be effective in minimising cost.</td>
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<tr>
<td>A.3 ‘Ransom’ the land assembling body</td>
<td>Risk of landowner or tenant with security of tenure (often one that has avoided selling /</td>
<td>Use of CPO or enter into legally binding agreements to sell. This way all ownerships can</td>
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surrendering their lease until the final stages) holding out and ‘ransoming’ the acquirer. be ‘in the bag’ before actual transfer of title and payment for the land takes place. Only way to avoid risk totally though is through the use of CPO.

### B. PLANNING APPROVAL

| B.1 Planning permission refused | Local Planning Authority refuses to grant planning approval. | Close relationship with the local planning authority to ensure ‘no surprises’ is essential. We believe that strong planning involvement contributing to the preparation of a development brief is crucial. This is happening in the area. |
| B.2 Planning approval subject to a number of costly s.106 requirements. | Local Planning Authority attaches conditions to the planning approval that result in the addition of costs. | |
| B.3 Planning approval is restricted (e.g. not allowing change of use from industrial warehousing). | Market soundings reveal that permissions’ provide great comfort to developers and reduce their risk of future development. | |

### C. LAND REMEDIATION AND INFRASTRUCTURE

| C.1 Under-estimation of costs and timescales prior to letting of remediation and infrastructure contracts. | Failure to estimate cost items accurately – often due to insufficient site investigation work. | Detailed site investigation work and costings. |
| C.3 Cost and time over-run (as opposed to under-estimation in C.1) | Despite good quality site investigation and design work the contractor attempts to recover additional costs onto public sector employer. | Whilst use of ‘fixed price, date certain costs’ are used, the risk that this implies for a contractor will be reflected in the price quoted. Transferring the risk to a developer is probably the most effective method although it will impact on the level of return required by the developer to reflect the additional risk. |
| C.4 Additional highway infrastructure requirements | Despite good quality market research, we are aware that the new residential and commercial developments planned may cause an upsurge in congestion | Tackling the cause of increased traffic flows might help – therefore green travel plans linked to the upgrading of bus and metro linkages would all help reduce the risk of this event occurring. |

### D. Public sector project revenues

<p>| D.1 Failure to sell the sites to private developers. | The market is unwilling to purchase the sites. | High quality research is always of great value but cannot remove the possibility of market downturn. |</p>
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<th></th>
<th>D.2 Failure to achieve target land sales.</th>
<th>Original projections for land sales proceeds turn out to be over-optimistic.</th>
<th>Forward land sales to a developer in advance of remediation work being undertaken. High quality research and market soundings are invaluable but cannot remove the risk exposure.</th>
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<td></td>
<td>D.3 Sites once sold to the private sector are not developed.</td>
<td>Private developers fail to develop sites out due to (say) a ‘change of heart’ after purchasing site.</td>
<td>Avoid the use of clean land sale techniques and consider the use of building license agreements where freehold is transferred only once construction has been completed. Developers may want an option to ‘put’ requiring the public sector to buy back the site in return for this concession.</td>
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<td>D.4 Failure to achieve financial contributions for the connection of sites X,Y,Z.</td>
<td>Detailed work and negotiations with these site owners will be required in order to ‘Business Plan’ Phase 3.</td>
<td>Agreements would be entered into with landowners prior to commencement of any works. The use of CPO as a potential ‘stick’ to ensure that all parties cooperate will need careful consideration.</td>
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<td>D.5 Failure to derive any benefit from any increases in land value that accrue to the developer over the period that they are building the scheme.</td>
<td>Simply failure to capture overage the risk of which is usually only seen in terms of public sector ‘embarrassment factor’.</td>
<td>Insert an overage clause into any agreement with a developer.</td>
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<td>E. Economic and social benefits</td>
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<td></td>
<td>E.1 Completed new and refurbished housing is not attractive and new residential community does not develop</td>
<td>Private developers fail to obtain purchasers and tenants for the completed units resulting in no improvement in the housing market. Whilst the burden of commercial risk falls on the private sector the impact of failure will fall entirely on the public sector partner.</td>
<td>High quality market research &amp; identification of failsafe development opportunities are all useful techniques, but the risk is real and impossible to avoid.</td>
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<td>E.2 Failure to deliver employment benefits to deprived neighbourhoods.</td>
<td>Matching local skills to help deliver the programme is an underlying regeneration aim of the masterplan. However work will be required in understanding the barriers to</td>
<td>Strong links need to be made between the deliverer of physical regeneration and the work of other agencies in getting people ‘job ready’. Primarily a matter of ensuring good quality</td>
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employment and addressing them prior to the jobs becoming available e.g. transport links, access to childcare etc.

E.3 The relocation of existing local businesses means that the proposed projects bring about actual job losses to local businesses. This would result in unacceptable impacts that would have both political and VFM / output impacts that would reflect badly on all those involved.

A careful orchestrated relocation strategy based on solid research of the needs of local firms is the primary method for managing this risk.

11.106. In addition to this style of analysis we should however stress that as with any project of this size and complexity of this one it is crucial to identify the key decision points within the process and provide the opportunity for ‘taking stock’ at regular intervals on whether and how to continue. This is a risk mitigation strategy itself but is often not practised for reasons of inertia (and over optimism on the part of project managers).

11.107. To illustrate this, we believe that in the first 2 years there are a number of decision points that are critical to the sequencing of tasks and investment in professional advice.

11.108. By the end of Year 2, a much stronger sense of project feasibility will have been developed without committing large sums of public sector funding. This will allow for a land assembly strategy to be developed (including a decision as to whether and who should promote a CPO), site remediation plans to be prepared and agreement reached on a suitable structure for delivery.

11.109. Assuming a decision to go ahead is made, the next stage is to manage the delivery of this initial stage of the project on time and within budget.
Planning Policy Implications

11.110. At present the adopted statutory plan is the Local Plan, adopted in June 2007. This will soon be replaced by the emerging Local Development Framework (LDF). Although there are no major areas of conflict between the Masterplan and the Local Plan the opportunity should be taken to ensure that the LDF and the Masterplan support and reflect each other. This will ensure both that the Masterplan is deliverable in planning policy terms and that it reflects public opinion, benefiting from consultation on the LDF.

11.111. The Central Area Action Plan is the key document within the LDF in which the masterplan proposals should be reflected. An Issues and Options Paper has recently been prepared on this and undergone public consultation (Autumn 2007). The masterplan is consistent with the draft vision and draft strategic objectives expressed within this document, and the masterplan proposals are included within the options described for each.

11.112. Going forward it is recommended that the masterplan is reviewed in the light of comments received on the Issues and Options Paper and minor amendments undertaken if required. The masterplan proposals (the vision, regeneration principles, land-use mix, development principles, public realm proposals and transport strategy) should then be incorporated into the preferred option document, on which the next round of public consultation will be based. This will ensure that the masterplan proposals benefit from rigorous consultation and public endorsement, and that they will form part of a robust AAP.

Next Steps

11.113. As described in the delivery strategy, a number of actions will be required from the project partners before the masterplan proposals can be implemented. The following points summarise our recommendations for the way forward:

- The masterplan proposals should be integrated with the preferred option consultation on the Central Area Action Plan and ultimately form part of this AAP (see above).

- A special partnership body, or consortium, should be formed consisting of public sector partners, other key landowners and key stakeholders. The existing Town Centre Commission could form the basis of this group. The group should drive and control the delivery strategy and ensure that design quality and the principles of the masterplan are upheld.

- A clear strategy and programme of works should be prepared by the partnership to co-ordinate delivery and implementation. This should clearly identify phasing, responsibilities and budgets.

- A phasing programme needs to be developed which will consider such issues as property market implications, potential disruption to town centre businesses, access implications and continuity of ample parking provision.
11.114. Specific development briefs will need to be written for the key development sites, providing greater level of detail than that provided here but reflecting the proposals and principles in this document. These should be capable for use as promotional tools to seek developer partners etc. Certain sites may be packaged together into single briefs for this purpose. The EMDA requirements for funding on the Blueberry Diner site need to be picked up as part of this process and the development brief for this site is consequently likely to precede other briefs.

11.115. Detailed design work is required for the public realm strategy. This will generate a comprehensive set of proposals and a realistic assessment of costs. These proposals will need to be carefully co-ordinated with the transport strategy and the development of adjoining sites, and should follow the guidance of the Public Realm Implementation Framework. The extent of works that will be delivered by the Council and those which will be delivered as part of the site development proposals needs to be carefully considered. It is assumed that these works will be developed by the public sector. It is recommended that most of the public realm areas are adopted by the highways authority and an effective management and maintenance programme must be prepared.

- The transport strategy needs to be supported by detailed analysis and testing including traffic modeling, detailed design of roads and junctions and accurate costings. The strategy ultimately needs to be approved by the County Council as the highways authority and driven forward by them, in partnership with the Borough Council and WNDC. Land assembly will also be required for proposed road widening and this should be investigated early. The parking strategy needs to be carefully considered, phased and implemented. All of this should be considered in the context of the wider town centre context and movement pattern.

- Although most of the sites in the masterplan area are in public ownership there are a number sites in private ownership proposed for redevelopment or refurbishment. Landowners should be contacted early and engaged positively in the process. CPO powers are available as a last result but if this is necessary then the process should be started early enough so that the programme is not affected.

- An effective marketing and communication strategy should be developed to promote and communicate the masterplan. This will have a number of strands and will include the marketing of sites and opportunities to potential developers, communication to existing businesses and residents and wider public consultation. The timing and extent of information released when, and to whom, should be carefully considered. It will be important to engage effectively with stakeholders and businesses in a two-way process and to promote the masterplan positively to the public. This latter strand should be accessible and easily understood, and should also make use of a website. A professional PR or consultation company may be employed to best undertake this important work.