

FOCUS

Create and Deliver

Northampton Heritage Gateway

Executive Summary

May 2013



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1.0 Executive Summary

This report investigates the options for developing Northampton’s Heritage Gateway. It has been commissioned and managed by Northamptonshire County Council, with support from key local partners including Northampton Borough Council, Northampton University, West Northampton Development Corporation, The Friends of Northampton Castle and The Churches Conservation Trust.

The purpose of this feasibility and options appraisal is to explore the potential around the site of the former Northampton Castle and the other heritage assets in this area. This will inform the development of a programme of works that can raise awareness of the importance of Northampton’s heritage, increase local pride in the area, draw people to and encourage them to stay in the area and create a lasting impression of the town as people arrive and leave on the train.

The report focuses on some key sites identified throughout the study. These key sites were classified as assets, potential assets or potential blockages.

The key assets

- Castle Hill/ Mound
- St Peter’s Church
- St Peter’s Green and the Saxon Palace
- Hazelrig House
- Doddridge United Reform Church

The potential assets

- Railway Station
- Postern Gate and area behind
- Chalk Lane Car Park
- Doddridge Car Park
- Black Lion Pub
- Black Lion Bus Stop
- St Andrews/ Marefair Corner Plot
- Gold Street
- Innovation Centre

The potential blockages

- St Peter’s House
- Castle House
- Railway Workers Social Club
- Sol Central
- Electricity Substation
- Western View Residential
- Chalk Lane Residential.

The Stories to Tell

In addition to these key built features the wider history of the area was also considered to capture any themes that should be used to inform the Heritage Gateway interpretation, particularly in terms of the stories to tell. The key themes arising were:

- The castle is located where it is because of the Saxon town. There is a need to introduce people to the origins of the town and the important buildings lying under St Peter's Green
- There is a need to explain that the story of medieval Northampton has largely been forgotten
- There is a need to tell stories about people and their lives rather than linear chronological development
- Initial stories about the castle should include a focus on what visitors are likely to know something of – so King John and Thomas a Becket stand out.
- The destruction of the castle (Civil War and Victorian) and its re-presentation (not least community involvement in this) present a story that people can really engage with.

The central issues are:

- a) To define what stories to tell about it and the adjacent area; and
- b) How to present those stories interpretively.

How to tell those stories comes next.

Any interpretive approach will be based around three key concepts:

Relate: If people exploring the content cannot relate it to their own life experiences and interests, it will be sterile.

Provoke: Interpretation is not about just giving information, it is about provoking people to think about what they are engaging with, and potentially encouraging their participation.

Reveal: Clearly interpretation will always include information, but it is about revealing meanings by encouraging people to explore in more depth.

1.1 Methodology

Consultation was undertaken with a number of key stakeholders from within the partner organisations; for the local authorities this was done at both councillor and officer levels. The consultation highlighted the key needs for the various sites within the Heritage Gateway and allowed information about existing current plans, and potential future ideas for interventions to be collated. Examples of the types of interventions arising from the consultation included: improved signage, re landscaping of the castle mound, creating a heritage centre and better interpretation. A full list can be found in the main report.

This information, along with a review of the relevant policies and strategies for the area, and the previous experience of developing similar initiatives of Focus and Purcell, was used to score the importance of each of the various sites in terms of their potential contribution to the Heritage Gateway. In addition to this the various proposed interventions for the Heritage Gateway were categorised into the essential and desirable components.

From this information, a variety of costed options for the Gateway were developed, ranging from a very low impact option to a very high impact option. These differing options were used to inform a workshop session with representatives from key partner organisations and to gauge the level of commitment and appetite for change.

The culmination of this workshop was the creation of a rationalised option that took into account the risk, realism and deliverability of the different proposed interventions. This preferred mix of interventions has an estimated cost of **£8,182,500 + VAT**. The development stage budget required for this would be Circa £270,000. An overview of the funding to be spent in each of the various locations considered as part of the study is shown below.

| Ref | Project Component | Cost of the interventions at this location (£) |
|--------|---|--|
| A | Railway Station | 580,000 |
| B | Signage | 155,000 |
| C | Trails | 162,500 |
| D | Innovation Centre | 85,000 |
| E | St Peter's Church | 175,000 |
| F | Saxon Palace | 375,000 |
| G | Black Lion Pub | 1,100,000 |
| H | Castle Hill Mound | 840,000 |
| I | Postern Gate | 45,000 |
| J | Public Realm/Landscape/Greenway Interventions | 3,740,000 |
| K | Black Lion Hill Bus Stop | 100,000 |
| L | Hazelrigg House | 0 |
| M | Gold Street | 675,000 |
| N | Road Interchanges/Key Pedestrian Crossings | 150,000 |
| Totals | | 8,182,500 |

The interventions associated with this rationalised option were then categorised into immediate, short term and medium term actions and grouped into discrete, deliverable packages (none of the interventions were classified as long term). These different packages are shown on the maps over the following pages along more detailed cost information.

1.2 Immediate, Short Term and Medium Term Packages of Interventions

1.2.1 Immediate Interventions – Total Cost £215,000

The different packages of interventions considered to be needed immediately are listed below and shown on the map over the page. The red interventions relate to works that are considered to be essential and the blue represents desired works. It is suggested that these interventions are delivered within the year.

THE PACKAGES OF INTERVENTIONS AND ASSOCIATED COSTS FOR IMMEDIATE DELIVERY

Package 1 – Railway Station Essential (£100,000)

- Railway Station A1- Interpretation panels internally detailing the history of Northampton - **£10,000**
- Railway Station A5 - Etching to windows of railway station building, possibly of the Castle- **£20,000**
- Railway Station A8 - Renaming to Northampton Castle Station - **£0, already happening**
- Railway Station A10 - Signage directing people to the key attractions in the Heritage Gateway and the rest of the town - **£50,000**
- Railway Station A11 - Interpretation panels externally detailing the history of Northampton - **£20,000**

Package 1+ Railway Station Desired (£55,000)

- Railway Station A6 - Touch model of the Castle showing where it was and what it would have looked like - **£30,000**
- Railway Station A14A - Marking out of the original Castle footprint using flagpoles - **£25,000**

Package 2 – Innovation Centre Desired (£60,000)

- Innovation Centre D2 - Interpretation panels internally, possibly focusing on historical Northampton innovators - **£10,000**
- Innovation Centre D3 - Etching to the windows of the innovation centre- **£20,000**
- Innovation Centre D4 - Signpost the greenways - **£10,000**
- Innovation Centre D6 - Virtual model of castle - **£20,000.**

The packages of interventions for immediate delivery

Key Red – Immediate Essential Blue – Immediate Desired



1.2.2 Short Term Interventions - £262,500 (in addition to the immediate)

The different packages of interventions considered by the working group to be needed in the short term are listed below and shown on the map (in green) along with the immediate interventions (red and blue). It is suggested that these interventions are delivered within 1-2 years.

The packages of interventions for short term delivery

Package 3 – Heritage Gateway Crucial £262,500

- Signage B1 - Signposting to the major heritage attractions and key nodes in the town - **£35,000**
- Signage B2 - Brown signage - **£30,000**
- Signage B4 - Interpretation panels externally detailing the history of the Heritage Gateway area and links to the rest of the town - **£40,000**

- Trails C1 - Trail leaflets - **£7,500**

- Public Realm J1 - Landscaping / remodeling of corner spot between Marefair and St Andrews - **£50,000**

- Bus Stop K1 - Create landmark - **£100,000.**

The packages of interventions for short term delivery

Key Red – immediate essential Blue – immediate desired Green – Short term



1.2.3 Medium Term Interventions (in addition to the immediate and short term)

The medium term interventions have been split in to the desired (shown on the map as purple) and the essential (shown on the map as pink) for ease of clarification. They can be seen on the map over the page and explained in more detail below. These should be delivered in addition to the immediate and short term interventions shown above.

a. Essential Medium Term Interventions- £1,970,000

The different packages of interventions considered to be needed in the medium term are listed below. It is suggested that these interventions are delivered within 3-5 years.

The packages of interventions for medium term essential delivery

Package 4 - Heritage Resource Centre (£630,000)

- Black Lion G1/G2/G3 - External repairs/ refurbishment/ creation of a heritage centre **£80,000 + £50,000 + £350,000**
- St Peter's Church E1 - Public realm improvements **£150,000**

Package 5 – Revealing Heritage (£1,340,000)

- Saxon Palace F1- Landscaping of the grassed area **£200,000**
- Saxon Palace F2 - Marking out the footprint of the building **£75,000**
- Castle Mound H1- Improved access to the site **£250,000**
- Castle Mound H2 - Landscaping of the mound **£200,000**
- Castle Mound H3 - Castle model **£30,000**
- Castle Mound H4 - Viewing platform **£75,000**
- Castle Mound H6 - Marking out the castle remains on the surface **£80,000**
- Castle Mound H7 - Improved lighting **£100,000**
- Postern Gate I2 – Use as more of a heritage feature **£30,000**
- Public Realm J2 - Chalk Lane car park remodeling **£300,000.**

b. Desirable Medium Term Interventions- £5,735,000

The different packages of interventions considered to be desired in the medium term are listed below. It is suggested that these interventions are delivered within 3-5 years.

The packages of interventions for medium term desirable delivery

Package 4+ - Heritage Resource Centre Additional (645,000)

- St Peter's Church E4 - Equipment to facilitate events and talks within the church - **£25,000**
- Public Realm G4 - St Peter's House, acquisition, demolition and landscaping - **£620,000**

Package 5+ - Revealing Heritage Additional (£3,610,000)

- Saxon Palace F3B - Artistic fencing / boundary treatments around the perimeter of the green- **£100,000**
- Public Realm J3 - Create castle themed children's playground - **£400,000**
- Public Realm J4- Landscaping behind Postern Gate to highlight the location of the scheduled ancient monument - **£150,000**
- Public Realm J5/J6 - Castle House, acquisition, demolition and landscaping - **£350,000 + £1,100,000**
- Public Realm J7 - Chalk Lane terraces demolition and rebuild of new housing adjacent to Sol Central - **£1,390,000**
- Castle Mound H5 - Archaeological works with the local community - **£50,000**
- Castle Mound H8 - Mosaic set in to the grass detailing the history/ timeline - **£30,000**
- Castle Mound H9 - Flagpoles and banners to mark out the layout of the castle- **£25,000**
- Postern Gate I1 - Improved lighting - **£15,000**

Package 6 – Heritage Gateway Enhancements (£655,000)

- Railway Station A7 - High tech interpretation detailing the history of the town and other local attractions - **£150,000**
- Railway Station - A9 Image projections on the side of the railway station- **£150,000**
- Railway Station - A12 Pavement poetry e.g. etched into the paving - **£25,000**
- Railway Station - A13 Start of sculpture trail - **£100,000**
- Signage B3 - Sculpture based signage - **£50,000**
- Trails - C2 Pavement based guide ways - **£10,000**
- Trails - C3 Downloadable apps for trails - **£80,000**
- Trails - C4 Alan Moore trail - **£25,000**
- Trails - C5 Interacting gaming building on the history of the town, developed with local community youth groups - **£30,000**
- Trails C6 - Blue Badge trails - **£10,000**
- Innovation Centre D5 - Pavement Poetry etched in to the floor- **£25,000**

Package 7 – Heritage Retail Concourse (£825,000)

- Roads N1- Traffic calming pedestrian crossing- **£150,000**
- Gold Street M1- Highlight significant upper built environment with improved lighting **£75,000**
- Gold Street M2 - Grant scheme to improve shops - **£600,00**

The packages of interventions for medium term delivery

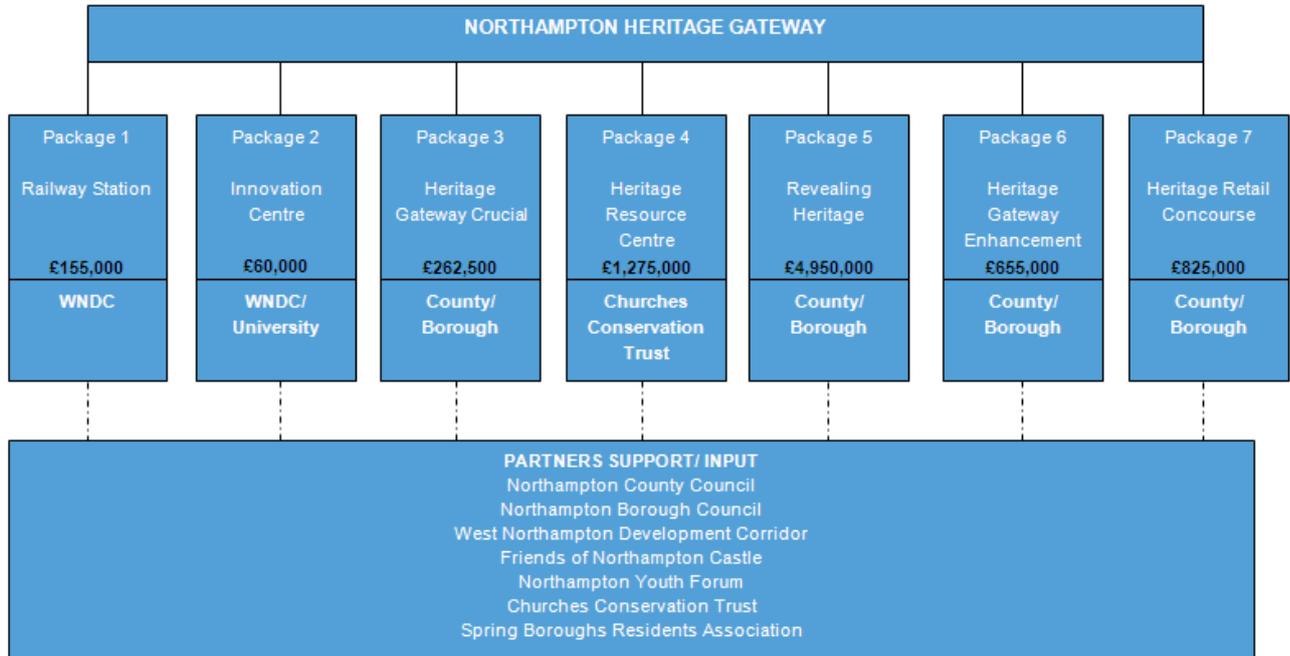
Key Red – Immediate essential Blue – Immediate desired Green – Short term Purple – Medium term desired Pink – Medium term essential



1.3 Delivery

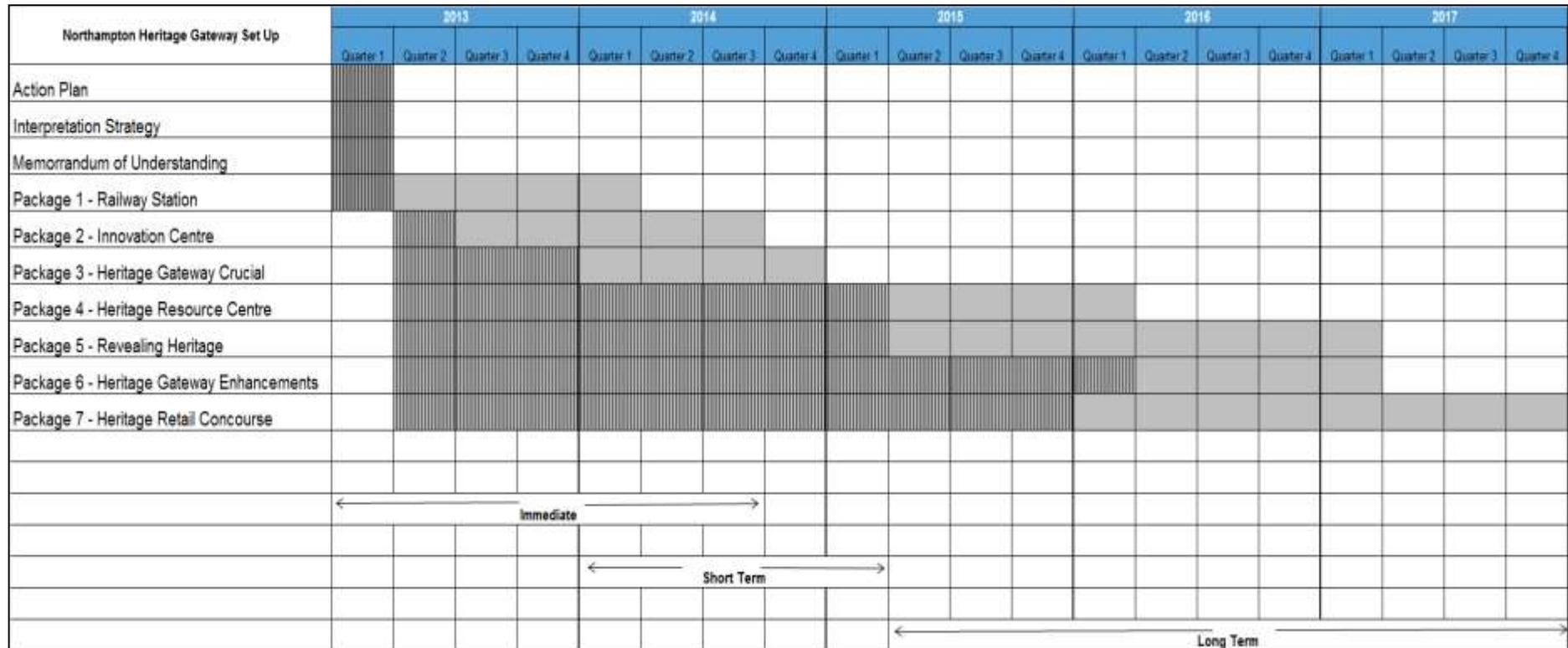
1.3.1 Delivery Partners

The suggested delivery partner for each package is shown in the table below.



1.3.2 Delivery Plan

The proposed delivery plan for each package and for developing the action plan, interpretation strategy and the memorandum of understanding is shown below.



Key:



Development/Funding Phase



Delivery Phase/Construction

1.3.3 Funding

The matrix below show potential sources of funding that could be targeted to support the different elements of the project.

| Funding Applicant/Lead | Package | Essential or Desired | Cost | FUNDER | | | | | | | | | | | |
|-----------------------------|---|----------------------|------------|------------|-----------------------|---------------------------|----------|--------------|-------------|-------------------------|----------|------------------------|-----------------|-------|------------|
| | | | | Partners | Heritage Lottery Fund | Heritage Enterprise (HLF) | THI | Our Heritage | Young Roots | ERDF/Regeneration Funds | ACE | Trusts and Foundations | Capital Receipt | TOTAL | |
| N/A | Package 1 Railway | Essential | £100,000 | £100,000 | | | | | | | | | | | £100,000 |
| N/A | Package 1+ Railway | Desired | £55,000 | £55,000 | | | | | | | | | | | £55,000 |
| N/A | Package 2 Innovation Centre | Desired | £60,000 | £60,000 | | | | | | | | | | | £60,000 |
| Borough Council | Package 3 Heritage Gateway Critical | Essential | £262,500 | £162,500 | £100,000 | | | | | | | | | | £262,500 |
| Churches Conservation Trust | Package 4 Heritage Resource Centre | Essential | £630,000 | £100,000 | | £530,000 | | | | | | | | | £630,000 |
| Churches Conservation Trust | Package 4+ Heritage Resource Centre | Desired | £645,000 | £160,000 | | £460,000 | | | | | | £25,000 | | | £645,000 |
| Borough Council | Package 5 Revealing Heritage | Essential | £1,340,000 | £240,000 | £1,000,000 | | | | | | | £100,000 | | | £1,340,000 |
| Borough Council | Package 5+ Revealing Heritage | Desired | £3,610,000 | £910,000 | £900,000 | | | £100,000 | | £1,500,000 | | | £200,000 | | £3,610,000 |
| County Council | Package 6 Heritage Gateway Enhancements | Desired | £655,000 | £505,000 | | | | | | £50,000 | | £100,000 | | | £655,000 |
| County or Borough Council | Package 7 Heritage Retail Concourse | Desired | £825,000 | £125,000 | | | £500,000 | | | | £200,000 | | | | £825,000 |
| | | | £8,182,500 | £2,417,500 | £2,000,000 | £990,000 | £500,000 | £100,000 | £50,000 | £1,700,000 | £100,000 | £125,000 | £200,000 | | £8,182,500 |
| Percentage Contribution % | | | | 29.54 | 24.44 | 12.10 | 6.11 | 1.22 | 0.61 | 20.78 | 1.22 | 1.53 | 2.44 | | 100.00 |

1.3.4 Programme Management

The information below highlights the suggested programme management structure for the project.

STRATEGIC BOARD – KEY DECISIONS

| | | |
|---------------|---|--|
| Tony Ciaburro | - | County Council |
| Steve Boyes | - | Borough Council |
| Chris Garden | - | West Northants Development Corporation |
| Nick Petford | - | University of Northampton |

DELIVERY / PROGRAMME MANAGEMENT REQUIREMENTS

Including Approximate Resources Required

| | | | |
|---|------------------|---------------------------------|------------------------|
| • | Graham Callister | (County Council) | 2 Days a week |
| • | Duncan Harper | (WNDC) | 1 Day a week |
| • | Susan Badcock | (University) | 2 Hours a week |
| • | TBC | (Borough Council) | 1 Day a week |
| • | Peter Aiers | (Churches Conservation Trust) | 1 Day a week |
| • | Marie Dickie | (Friends of Northampton Castle) | 1/2 Day a week. |

PROJECT SUPPORT TEAM

- Focus Consultants
- Purcell Architects
- Graham Black Interpretations.

1.3.5 Key Risks and Issues Identified

All of the information outlined above must be considered along with the potential risks and issues highlighted throughout the process. These are listed below.

1. Partners commitment / ambition
 - Effective partnership working
2. Partners responsibilities
 - Capital
 - Sustainable management and maintenance
 - Continued renewal / investment strategy
3. Changing political climate
4. Potential to miss opportunity
5. Intellectual integrity
 - Heritage Gateway and the wider Northampton offer
6. Engaging the public
7. Securing funding
8. Legal issues
9. Securing strategic stakeholders support
10. Overall management and co-ordination.

1.4 The Next Steps

The next steps required to get this project underway will be for the partners to give initial funding approval for:

| | |
|-----------------------------|-----------------------|
| Action Plan | £30,000 |
| Interpretation Strategy | £30,000 |
| Memorandum of Understanding | £10,000 |
| Development Costs | £200,000 (circa) |
| Immediate Works | £215,000 |
| Short Term Works | £262,500 |
| Contingency Provision | £52,500 |
| Total | £800,000 + VAT |

