



## Market Rasen Town Council's Three-Year Vision

### **1 Introduction and Background to the Vision**

This document sets out the Town Council's Vision to support the growth and sustainability of the town over the three-year period from June 2018 to March 2021.

The past seventeen years have seen a number of initiatives focusing on Market Rasen's regeneration and future development. The most recent of these was the Portas Town Pilot<sup>1</sup> which prompted a national media focus on Market Rasen and which, amongst other achievements, created a branding legacy and award-winning virtual heritage tour of the town. The shared experience with past town regeneration initiatives would seem to be a challenge in maintaining momentum of endeavour, often because projects and initiatives are volunteer-led. Furthermore, it has not proved possible to achieve a long-term, sustained and cohesive approach from organisations, businesses and the wider community in working together on the shared goal of improving the town.

Past regeneration initiatives have identified the challenges facing the town's future development. Over the years, these priorities show a commonality, for example: the lack of daytime leisure facilities; poor public transport infrastructure; limited employment and leisure opportunities for young people; poor health outcomes across the demographic.

The Town Council's Strategy and Vision has evolved in part as a legacy of past projects and endeavours but also from work carried out more recently on its own projects and activities, including: a feasibility study on the Council's community venue; a re-invigorated calendar of town events; investment in a new skate park and early work on re-imagining the future of the Old Police Station. It is hoped that the current Strategy, with support from West Lindsey District Council, will provide a resilient framework for the town's future development.

### **2 Our Vision**

Our Vision for a strong and vibrant community is organised around the following Strategic Priorities:

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<sup>1</sup> Run by the Market Rasen Business Improvement Group from 2012 to 2017

1. **Environment and Heritage** - *Making Market Rasen an attractive place to live, work in and visit.*
2. **Health and Wellbeing** - *Addressing poor health outcomes and social vulnerability. Engage with our community in all its diversity.*
3. **Leisure and Culture** - *Giving people of all ages in Market Rasen a wide choice of music, entertainment, theatre and live events.*
4. **Development and Economy** - *Ensuring Market Rasen develops the housing, business and commercial capacity for its future growth; helping to address skills deficits.*
5. **Transport and Access** – *Influencing responsible bodies and transport providers to deliver a good quality and affordable service for residents and businesses*

### 3 Making this happen

This strategy will be delivered in partnership with West Lindsey District Council (WLDC) and is based on the explicit understanding that achieving economic growth is critical to its success. It is in accordance with WLDC’s Economic Growth Strategy, which sets out the long-term vision for West Lindsey to become ‘a resilient and diverse rural district which has embraced sustainable growth whilst retaining its quality, heritage and character for the benefit of all’. The Vision supports the following Priorities in WLDC’s Economic Growth Strategy<sup>2</sup>:

- Priority 1 A thriving micro-business sector (Corporate Plan Priority 1.2<sup>3</sup> - Job Creation, NEETs and Apprenticeships)
- Priority 5 A strong visitor economy attracting visitors and serving the needs of the local community
- Priority 6 Skilled and productive workforce with local jobs and training to match need
- Priority 7 A connected economy, improved transport links
- Priority 8 A balanced housing market to support economic growth

(The above Priorities are cross-referenced against each of the Vision’s Strategic Priorities set out in the Action Plan contained in this document.)

The Town Council is committed to working with local organisations to collaborate on projects and prevent duplication and waste of resources. These organisations will include the local heritage society, community learning provider and community information hub.

### 4 Public Engagement with the Vision

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<sup>2</sup> <https://www.west-lindsey.gov.uk/my-business/growth-and-regeneration/economic-strategy/>

<sup>3</sup> <https://www.west-lindsey.gov.uk/my-council/how-the-council-works/key-plans-policies-and-strategies/corporate-plan/>

Market Rasen Town Council (MRTC) has set out its proposed strategic priorities and actions under point 5 below. In developing this Vision further, the Council will ensure that the town’s community, its diverse groups, and all stakeholders will have the chance to contribute to and shape these proposals.

This Vision is a ‘live’ document which will form the basis of the Council’s essential on-going engagement with its community: it gives a framework and reference points for a meaningful dialogue with all parts of the Council’s community and stakeholders. A structured and planned programme of engagement and ‘listening’ events will be set up and run from early 2018 onwards.

The Town Council will work closely with WLDC on the delivery of this Vision over the next three years. WLDC will provide officer support to help carry out a period of engagement with local people and organisations in order to develop the strategy.

The Town Council will lead the work involved in making the Vision a reality.

## 5 Timescales

Activity	Timeline
Development of Vision by MRTC	October – December 2017
Consideration of Vision and proposal of support by WLDC	Prosperous Communities Committee 30 <sup>th</sup> January 2018
Community engagement on the Strategy	January – March 2018
Review of Strategic Priorities	April 2018
Endorsement by MRTC and Stakeholders	May 2018
Start of strategy	June 2018

## 6 Proposed Strategic Priorities and Action Plan

The three-year Vision runs from June 2018 to March 2021. Timescales for the proposed activities to be achieved are indicated as follows: Short Term (S) to March 2019; Medium Term (M) April 2019 to March 2020; Long Term (L) to March 2021 and onwards. A number of activities will be on going over the three-year period. The Cost Estimate is the total for the three-year period. Figures are shown for discrete areas of work and projects only and do not include costs for the Town Council’s on-going duties and responsibilities.

Strategic Priorities and Underpinning Objectives	Activities		Timescale S, M, L	Cost Estimate over 3-year period
<p><b>1 ENVIRONMENT AND HERITAGE</b></p> <p>Making Market Rasen an attractive place to live, work in and visit.</p> <p>WLDC Economic Plan Priority 1.</p>	1. 1	Festival Hall refurbishment; to create a modern, vibrant community centre for the town. Town Council to base its civic functions at the Hall.	L	£300k
	1. 2	Old Police Station re-development to form a town heritage and tourism information hub. Working in partnership with Rase Heritage Society <sup>4</sup> and Market Rasen Development Trust to secure funding and deliver this major capital project for the town.	L	£200k
	1. 3	Showcase the Grade 2 listed Magistrates' Court and Police Station <sup>5</sup> as a visitor attraction and town heritage centre. Build on the success during 2017 of Heritage Open Days and WW1 exhibition and community event.	On-going	£3k
	1. 4	Work with WLDC to improve the standing of the town's Conservation Area and safeguard the future of buildings of Special Architectural or Historic Interest: carry out a character appraisal of the Conservation Area; explore funding and partnership opportunities with Historic England <sup>6</sup> and Heritage Lottery Fund for a long-term project.	L	£10k
	1. 5	<p>Enhance the townscape and high street and promote civic pride in the town. Activities will include:</p> <ul style="list-style-type: none"> <li>• Christmas Trees and Lights</li> <li>• Lincolnshire Flags</li> <li>• Planters and hanging baskets</li> <li>• Work to keep the public spaces tidy and attractive</li> <li>• Notice boards spruced up</li> <li>• Work to tidy up High Street</li> <li>• Monthly walk-through the town to note areas of concern</li> </ul>	On-going	£30k
	1.	Development of MRTC's Green Spaces to ensure the equipment and leisure areas are safe and fit		

<sup>4</sup> Rase Heritage Society [www.raseheritage.org.uk/](http://www.raseheritage.org.uk/)

<sup>5</sup> Historic England Listing: <https://historicengland.org.uk/listing/the-list/list-entry/1063450>

<sup>6</sup> Historic England Partnership Schemes in Conservation Areas <https://historicengland.org.uk/services-skills/grants/our-grant-schemes/partnership-schemes-in-conservation-areas/>

	6	for purpose and meet the needs of the growing population: <ul style="list-style-type: none"> <li>• De Aston Field</li> <li>• Bell Park</li> <li>• Mill Road Playing Field</li> <li>• Funding of a new build skate park to replace existing one</li> <li>• Town Green</li> </ul>	Skate park on target for early 2018. Other areas = L	90k  40k
<b>2 HEALTH AND WELL-BEING</b>	<b>Activities</b>		<b>Timescale S, M, L</b>	<b>Cost Estimate</b>
Address poor health outcomes and social vulnerability in the town. Take account of the needs and perspectives of minority groups within our diverse community.  Reference has been made to Lincolnshire's Health and Wellbeing Strategy for this Strategic Priority. <sup>7</sup>	2.1	Work with providers, businesses and individuals to ensure that a wide range of social learning and leisure activities are available at all times of the day and during school holidays.	L	
	2.2	Continue to work with West Lindsey on their leisure centre development to ensure that our community sport and leisure facilities and choices complement their new leisure centre.	M	
	2.3	Improve MRTC's green spaces for recreation and healthy activity by people of all ages with priority development of De Aston Fields for adults.	M	£6k
	2.4	Continue to work in partnership with local learning provider CLIP <sup>8</sup> (Community Learning in Partnership) to offer new healthy activities at the Festival Hall and Old Police Station and Courtroom.	S-M	£2k
	2.5	Promote the Festival Hall as a space for hire for new activities, building on the success of ballroom dance in 2017.	On-going	£3k
	2.6	Continue to support the volunteer-run youth club at the Festival Hall. Work with LCVYS <sup>9</sup> and the Lincolnshire County Council Youth Development Worker to extend activities to appeal to older teenagers and young people up to 24 years old.	M-L	£1.5k

<sup>7</sup> <https://www.lincolnshire.gov.uk/residents/public-health/behind-the-scenes/policies-and-publications/joint-health-and-wellbeing-strategy/115339.article>

<sup>8</sup> <http://www.cliplearning.com/learning-centres/market-rasen.html>

<sup>9</sup> Lincolnshire Council for Voluntary Youth Services <http://www.lcvys.co.uk/>

	2.7	Support local Health Walk groups by promoting their walks and encouraging new walk groups to set up. (The printing of new Health Walk brochures was funded by MRTC in October 2017.) Continue to support the town's Walkers Are Welcome branch and offer free of cost use of the Festival Hall for their meetings. Support and promote the annual Wolds Walking Festival <sup>10</sup> with the consideration of financial and marketing support.	M-L	£3k
	2.8	Work with community groups, schools, clubs and societies to encourage people to walk more (link with this with the 'walkability' of the town in strategic aim 'Transport and Access'. Set up projects and take part in national initiatives such as 'Walk to School Week' <sup>11</sup>	L	£1k
	2.9	Work with existing groups, organisations and networks in initiating a town-wide approach to improving the mental health and wellbeing of the town's residents and vulnerable groups – whatever their background, race and ethnicity. This will involve working with, amongst others: GP surgery, community health team, community Learning Disability providers in the town (FocusAbility Service Provider <sup>12</sup> ) ACIS Housing Market Rasen House, CLIP, Market Rasen Hub, Churches and Schools. Care will be taken to ensure we engage with all groups and people in our community, whatever their background, diversity or needs. We will work to ensure we engage with hard-to-reach groups.	L	£1k
	2.10	Continue to liaise with Market Rasen Children's Centre and Town and Kiddies' Nursery to keep informed of issues and developments within the pre-school demographic.	On-going	
	2.11	Explore the potential for a community gardening / community allotment project on Town Council land. This includes interest in developing a project with learning disability day-care services provider FocusAbility and CLIP.	M-L	£500
<b>3 LEISURE AND CULTURE</b>	<b>Activities</b>		<b>Timescale S, M, L</b>	<b>Cost Estimate</b>
Giving people of all ages in Market Rasen a wide choice of music, entertainment, theatre and live events.	3.1	Promote the Festival Hall as the town's 'go-to' venue for live music, theatre and cultural events.	On-going	£3k
	3.2	Build on the success of live music nights and the ticket selling initiative with Lincoln Drill Hall to reach a wider audience for our high-quality events.	On-going	£3k
	3.3	Promote pride in our town with a full calendar of local civic events.	On-going	£3k

WLDC Economic Plan Priority 5.	3.4	In partnership with community groups and organisations, organise and deliver between four and six family events per year to improve the profile of the town.	On-going	£6k
	3.5	Encourage and support people to set up interest groups and activities; offer community rates and free of cost trial periods at the Festival Hall and Old Police Station.	On-going	£1.5k
	3.6	Continue to expand on the number and variety of cultural events for children running at the Festival Hall. In particular, build on the success of the Christmas 'Pint-Sized Panto' (around 200 attending in December 2017).	On-going	£300
	3.7	Offer high quality children's theatre events at the Festival Hall and commission two annual children's theatre events from the national Live and Local programme <sup>13</sup>	On-going	£1.5k
	3.8	Continue to work with the West Wolds U3A <sup>14</sup> as an important cultural and learning stakeholder in the town and surrounding area.	On-going	
	3.9	Explore the viability of offering a community cinema by trialling a film night at the Festival Hall.	M	£400
<b>4 DEVELOPMENT AND ECONOMY</b>	<b>Activities</b>		<b>Timescale S, M, L</b>	<b>Cost Estimate</b>
Ensure that major housing developments are appropriate to the character of the town and the needs of the local people.  WLDC Economic Plan Priority 8.	4.1	Give the people of Market Rasen a forum for debate on planning and development, this will include via: monthly Council meetings and Market Place Surgery, Annual Town Meeting and one-off meetings to discuss topics of wide interest, such as car parking.	On-going  L	
	4.2	Where appropriate, lobby for parish boundary changes so that the Town Council's precept realistically reflects the use of services in the town by residents of neighbouring parishes.	L	
	4.3	Maximise the benefit of S106 <sup>15</sup> agreements for the town. Work with developers and WLDC to ensure that new housing development bring investment to town amenities and services.		
<sup>10</sup> <a href="http://woldswalkingfestival.co.uk/supporters">http://woldswalkingfestival.co.uk/supporters</a>				

<sup>11</sup> <https://www.livingstreets.org.uk/what-we-do/projects>

<sup>12</sup> <http://www.focusability.co.uk/>

<p>Support the growth of the town and area visitor economy.</p> <p>WLDC Economic Plan Priority 5.</p>	4.4	Promote Town ‘Live’ and Community events to draw in people from the surrounding villages and wider area.	On-going	£3k
	4.5	Showcase the Market Place as the ‘centre piece’ for town ‘live’ and civic events. Sustain the MR BIG promise of revitalising the town’s market town with themed Market Place events four to six times each year.	On-going	£1.5k
	4.6	Explore options for the development and reinvigoration of the weekly markets, focusing on a main market day (Tuesday) as a draw for people to the town. Take advice from market experts including NABMA <sup>16</sup> on the strategic focus needed to grow the town’s market.	M-L	£1.5k
	4.7	Take part in Love Your Local Market Week <sup>17</sup> and other national initiatives in collaboration with the market traders.	On-going	£1.5k
	4.8	Connect with and support the Love Lincolnshire Wolds initiative, use the LLW branding on Town Council events. <a href="https://lovelincolnshirewolds.com/">https://lovelincolnshirewolds.com/</a>	On-going	
	4.9	Organise Town Council events to tie in with county and national initiatives such as Heritage Weekend, Lincolnshire Day, AONB Week, and British Food Fortnight.	On-going	
	4.10	Capitalise on links with wider history and heritage initiatives such as Mayflower 500 <sup>18</sup> . Organise exhibition space and talks at our Grade 2 listed Magistrates’ Courtroom to link with Mayflower 500 trails (Gainsborough to Immingham) encouraging national and international visitors to the town.	On-going	£1.5k

<sup>13</sup> <http://www.liveandlocal.org.uk/>

<sup>14</sup> <http://westwoldsu3a.org/> The Festival Hall is the venue for the group’s monthly meetings and talks which attract up to 200 attendees.

<sup>15</sup> S160 is likely to be replaced with the Community Infrastructure Levy (CIL) from January 2018 <https://www.west-lindsey.gov.uk/my-services/planning-and-building/planning-policy/west-lindsey-community-infrastructure-levy-cil/>

<sup>16</sup> <https://www.nabma.com/about-nabma/>

<sup>17</sup> <https://www.nabma.com/your-local-market/>

<sup>18</sup> <http://www.mayflower400uk.org/>



	4.11	Promote the town's virtual heritage tour <sup>19</sup> and use this award-winning feature as a prompt to further develop the town's heritage offer to visitors and residents alike.	On-going	
Support businesses and the High Street economy. WLDC Economic Plan Priorities 1 and 6.	4.12	Support the Development of the Town Business Partnership.	On-going	
	4.13	Build on the existing Local Data Company Foot Sensor Survey currently funded by WLDC by exploring the option of commissioned expertise (LDC or other organisation) to provide analysis and support to MRTC and Town Partnership.	M-L	£12k
	4.14	Offer sponsorship opportunities at town community events and Festival Hall live nights.	On-going	
	4.15	Work with the Town Partnership, develop closer links with businesses through promotional event / meal tie-ins to support the night time economy.	S-M	
	4.16	Continue to promote the Festival Hall box office on the high street (Garnetts' Sweet Shop).	On-going	
	4.17	Maintain face-to-face contact with the high street and Town Partnership through monthly distribution of 'What's On' listings and other promotional materials.	On-going	
	4.18	Support Construction's re-development of the Railway Station <sup>20</sup> building into a commercial office let (Town Council sits on project committee).	L	
	4.19	Maximise the commercial offer at the Town Council properties: renovate garage and outdoor space at the Old Police Station to rent out as workshop space; work with current dental surgery tenant to safeguard the long-term viability of the lease agreement.	M-L	£6k
Help to address skills deficits in the labour market.  WLDC Economic Plan	4.20	Increase and extend volunteer opportunities through the Town Council's projects and functions.	M-L	£9k
	4.21	Work with the local learning provider CLIP and Market Rasen Development Trust (Rasen Hub) to offer new courses and classes in community and employment-related learning.	On-going	£1k

<sup>19</sup> <http://marketrasenheritagetour.co.uk/>

<sup>20</sup> Heritage Lottery funded renovation of Grade 2 listed building led by owner Lindum Group Ltd <https://marketrasenstation.com/>

Priorities 1 and 6 and reference has been made to West Lindsey District Council's Employment and Skills Action Plan <sup>21</sup>	4.22	Encourage local businesses to take up apprenticeship and trainee opportunities. Town Council to take a lead and develop trainee and work experience opportunities in its organisation.	M-L	£24k
<b>5 TRANSPORT AND ACCESS</b>		<b>Activity</b>	<b>Timescale S, M, L</b>	<b>Cost Estimate</b>
Influencing responsible bodies and transport providers to deliver a good quality and affordable service for residents and businesses.  WLDC Economic Plan Priority 7.	5.1	Work with transport providers and Highways to improve transport links to the surrounding villages and the main urban areas.	L	
	5.2	Continue to review the town car parking strategy for Market Rasen and work with WLDC to mitigate any negative impact on the town's development.	M-L	
	5.3	Ensure that the roads and footpaths in the town are in good order; report potholes and issues to Highways Agency.	On-going	
	5.4	Work with developers to ensure that, wherever possible, new housing and other infrastructure developments (including the new leisure centre) increase the town's 'walkability' measure.	On-going	
	5.6	Work with the town's rail user group and Station Adoption Group to lobby Train Operating Companies for improved services and rolling stock.	On-going	
	5.7	Work with North Nottinghamshire and Lincolnshire Community Rail Partnership to lobby for increased frequency of train service, improvements to bus links between Market Rasen and Louth and upgrades to the A631	March 2018	
	5.8	Support West Lindsey District Council in its response to the Government's 'Creation of a Major		

<sup>21</sup> <https://www.west-lindsey.gov.uk/my-business/business-services/employment-and-skills/>

		Road Network' <sup>22</sup> consultation document. Work with WLDC in mitigating the consequences of not being part of the proposed strategic road network.		
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## 7 Delivery and Communication of the Strategy

7.1 In order to maximise financing and funding opportunities it is proposed that the Town Council sets up a separate 'trading-arm' organisation to deliver key project areas of the Strategy. It is envisaged that this separate organisation will be structured as a Charitable Incorporated Organisation (CIO) and will have representation from the partners, businesses and community organisations as identified in the Strategy. The Town Council will continue to use its duties and powers to fulfil its procedural and civic responsibilities and will have representation on the CIO.

A suggested split of areas of activity for the Town Council and CIO is shown below:

### Town Council

- Civic Events
- Planning
- Transport and Access
- Statutory Duties

### Charitable Incorporated Organisation

- Festival Hall Development
- Old Police Station Development
- Town Heritage Projects
- Town 'Live' Events and Visitor Economy
- Business Development
- Green Spaces and Health Promotion

7.2 The Town Council will ensure that its partners and the town's residents are kept up-to-date on progress in the delivery of the Strategy's activities. There will be a period of community engagement on the Strategy and from this a more detailed Delivery Plan will be developed. Monthly Town Council meetings will report on progress and regular Town Meetings will be convened as a more informal forum where the community can ask

<sup>22</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/670527/major-road-network-consultation.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/670527/major-road-network-consultation.pdf)

questions and learn how they can get involved in the projects being delivered. Monthly updates will be published in the local press (column space for Town Council updates has been guaranteed by the Rasen Mail).

## 8 Resourcing the Vision

8.1 WLDC proposal of a three-year grant funding agreement of up to £200K based on the above Vision.

8.2 Funding streams are being explored and applied for as follows:

<b>Funding / Financing Option</b>	<b>Activity Area / Project</b>	<b>Amount</b>
European RDPE Growth Programme for Rural Tourism <a href="https://www.gov.uk/government/publications/rdpe-growth-programme">https://www.gov.uk/government/publications/rdpe-growth-programme</a>	Old Police Station redevelopment	£150k
Heritage Lottery Grant <a href="https://www.hlf.org.uk/looking-funding/our-grant-programmes/heritage-grants">https://www.hlf.org.uk/looking-funding/our-grant-programmes/heritage-grants</a>	Old Police Station redevelopment	£100k
Architectural Heritage Fund Project Viability Grant and Project Development Grant <a href="http://ahfund.org.uk/grant/">http://ahfund.org.uk/grant/</a>	Old Police Station redevelopment	£5k to £25k
CIL / S106 funding from housing developments via WLDC	Skate park	£45K
Sports England Community Asset Fund <a href="http://www.sportengland.org/funding/community-asset-fund/">http://www.sportengland.org/funding/community-asset-fund/</a>	Skate park	£20k
West Lindsey Community Grant <a href="https://www.west-lindsey.gov.uk/my-services/my-community/grants-and-funding/large-community-grant/">https://www.west-lindsey.gov.uk/my-services/my-community/grants-and-funding/large-community-grant/</a>	Skate park and Festival Hall	£16k
County Playing Fields Association <a href="http://www.cpfas.org.uk/page.asp?node=1">http://www.cpfas.org.uk/page.asp?node=1</a>	Green spaces and playing field improvements and development	£5k
LCVYS <a href="http://www.lcvys.co.uk">http://www.lcvys.co.uk</a>	Youth Club	£1k
Town Partnership local funds	Town 'Live' community events	£5k