



Market Rasen Town Council's Three-Year Vision and Strategy 2020 to 2023

1 Introduction and Background to the Vision and Strategy

This document sets out the Town Council's Vision and Strategy to support the growth and sustainability of Market Rasen from September 2020 to March 2023. The original Three-Year Vision adopted by the Town Council in May 2018 has been reviewed in light of Covid-19 recovery and also to ensure it fits with West Lindsey District Council's requirements for capital grant support. The work to review the document has been led by a voluntary Town Partnership of stakeholders, including members of the Town Council.

The past twenty years have seen a number of initiatives focusing on Market Rasen's regeneration. These include being chosen as one of the first UK Government Portas Towns¹. Past regeneration initiatives have identified the challenges facing the town's future development, these priorities show a commonality, namely: the lack of daytime leisure facilities; poor public transport infrastructure; limited employment and leisure opportunities for young people; poor health outcomes across the demographic. This is in contrast to the locally perceived traditional rural market town at the gateway of the Lincolnshire Wolds that has an interesting architectural heritage, history, good current range of independent shops and businesses.

The Town Council's Vision and Strategy has evolved in part as a legacy of past projects and endeavours but also from work carried on in the last five years, including: a conditions survey and options appraisal of the Old Police Station; a feasibility study on the Council's Festival Hall; a re-invigorated calendar of town events; investment in the town's 'Independent High Street'; new leisure parks and green spaces and the opening of a £7 million new Leisure Centre in Spring 2020. The current Vision, with support from West Lindsey District Council, will provide a resilient framework for the town's future development. A delivery plan, based on this document, is being developed by West Lindsey District Council and Market Rasen Town Council / Town Partnership Group for the civic year 2021-22.

¹ Run by the Market Rasen Business Improvement Group from 2012 to 2017

2 Our Vision

2.1 The Vision is organised around the following five Strategic Priorities.

Running through all the Strategic Priorities is a commitment to protect, enhance and sustain the planet for future generations.

Throughout the delivery of the Strategy 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.

1. **Buildings, High Street and Heritage** - *Making Market Rasen an attractive and vibrant market town.*
2. **Health, Wellbeing and Green Spaces** - *Addressing poor health outcomes and social vulnerability, making the most of our open space, parks and access to nature and the outdoors*
3. **Leisure and Culture** - *Giving people of all ages in Market Rasen a wide choice of music, entertainment, theatre and live events.*
4. **Town Development, Encouraging Enterprise and Supporting the Visitor Economy** - *Ensuring Market Rasen develops the housing, business and commercial capacity for its future growth; helping to address skills deficits and supporting the High Street economy. Growth and development will be sustainable, taking into account the implications of global warming and climate change, and associated risks to biodiversity.*
5. **Transport and Access** – *Influencing responsible bodies and transport providers to deliver a good quality and affordable service for residents and businesses*

2.2 Geographical Area

For purposes of the Vision, Market Rasen is defined as the built up area on either side of the A631 from Willingham Woods in the west to just beyond The Limes Hotel in the east. It is recognised that this area includes land and properties beyond the boundary of Market Rasen Town Council. We will consult with neighbouring parishes and keep them informed of progress throughout the delivery of the Strategy.

3 Making this happen

The Strategy will be delivered in partnership with West Lindsey District Council and 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 and Strategy support the following Priorities in WLDC's Economic Growth Strategy² as follows:

- Priority 1 A thriving micro-business sector (Corporate Plan Priority 1.2³ - Job Creation, NEETs and Apprenticeships)
- Priority 5 A strong visitor economy with an extensive leisure and cultural offer which complements the natural environment and built character of the area; attracting visitors as well as serving the needs of the local community.
- Priority 6 Skilled and productive workforce with local jobs and training options to match their needs
- Priority 7 A connected economy with high speed broadband provision and improved transport links, attracting businesses to the area
- Priority 8 A balanced housing market providing a range of quality housing in appropriate locations to support economic growth

(The above Priorities are cross-referenced on the Action Plan against each of the Vision's Strategic Priorities.)

The Town Council will work with local organisations and the business community to collaborate on projects and prevent duplication and waste of resources. The organisations will include the Town Partnership, Market Rasen Action Group, Rase Heritage Society, community learning provider, the community information hub, local churches and local charities and others as required.

4 Consulting about the Vision and Strategy

Market Rasen Town Council has set out its proposed strategic priorities and actions under point 5 below. The Vision and Strategy is a 'live' document which will form the basis of the Town Council's essential on-going consultation with its community: it gives a framework and reference points for meaningful consultation with all parts of the Council's community and stakeholders. A structured and planned programme of consultation engagement and 'listening' events will be undertaken.

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

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

5 Timescales

Activity	Timeline
Review of Strategic Priorities within the original Vision (2018 to 2021)	Summer 2020
Endorsement by MRTC	December 2020
Consultation with Community and Stakeholders	By Spring 2021

6 Proposed Strategic Priorities and Action Plan

The three-year Vision and Strategy runs from December 2020 to March 2023. Timescales for outputs from the proposed activities are indicated as follows:

Short Term	S	Up to March 2021
Medium Term	M	April 2021 to March 2022
Long Term	L	April 2022 onwards

A number of activities will be run 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.

<p>Strategic Priority No 1</p> <p>BUILDINGS, HIGH STREET AND HERITAGE</p>	<p>Underpinning Objectives:</p> <ul style="list-style-type: none"> • Make Market Rasen an attractive and vibrant market town. • Safeguard the town’s Heritage at Risk and support initiatives to restore and repair significant buildings in the town centre. • Deliver wider economic and social benefits through heritage regeneration. <p>WLDC Economic Plan Priorities 1 and 5</p>		
Activities		Timescale S, M, L	Cost Estimate over 3-year period
1.1	<p>The Festival Hall: Replace the roof and refurbish the 1970s building to create a modern, vibrant community centre for the town. Refurbishment of the WLDC office area was completed in 2019 providing the Town Council’s civic base in the town.</p>	M	
1.2	<p>Renovate and develop the Grade II listed Magistrates Court and Police Station⁴ to create a community Heritage Centre with dedicated exhibition space for a County Police Museum, along with a Tourist Information Centre and Community Information Hub.</p> <p>This will be a joint capital project led by the Town Council with WLDC and working in partnership with the Lincolnshire Police, Market Rasen Hub and Rase Heritage Society.</p>	L	
1.3	<p>Dear Street Business Park</p> <p>Work with Developers and WLDC on a capital investment project to convert buildings on Mill Street former factory site into a high-quality mixed development of artisan workshops, affordable housing, and education space. Existing listed buildings to be incorporated into new-build development to create a new, vibrant focus for this part of the town centre.</p>	L	

⁴ Historic England Listing: <https://historicengland.org.uk/listing/the-list/list-entry/1063450>

1.4	<p>Market Place Securing the Market Place as a long-term (permanent) Town Council asset. Developing the infrastructure of the Market Place to allow multiple use – car parking, trade, tourism and recreational. To improve the buildings to the north of the Market Place, namely:</p> <ul style="list-style-type: none"> • Former HSBC Bank 9 -10 Market Place – convert to workshops/residential property • Former Nat West Bank Building • White Hart Court 	L	
1.5	<p>High Street</p> <ul style="list-style-type: none"> • Improve and restore first floor fascias and frontages – in particular the empty shops on King Street, Queen Street and opposite Mill Street • Repurpose empty retail units • Explore ‘pop up’ and hot desk facilities (see 4.12) 	L	
1.6	<p>Conservation Area and Heritage At Risk Work with WLDC Planning and Conservation Officers 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 England⁵ and Heritage Lottery Fund for a long-term project.</p>	M	
1.7	<p>Take an active role in the Extensive Urban Survey⁶ being carried out by Lincolnshire County Council until 2021. Encourage community engagement with the Survey and to increase awareness and appreciation of the town’s historic environment. Promote the learning about the town’s archaeology and heritage to the town’s community.</p>	S	

⁵ Historic England Partnership Schemes in Conservation Areas <https://historicengland.org.uk/services-skills/grants/our-grant-schemes/partnership-schemes-in-conservation-areas/>

⁶ <https://www.lincsabout.town>

1.8	Public realm and Civic Pride Improve and enhance the town's streets and public spaces, to include: <ul style="list-style-type: none">• Christmas Trees and Lights• Lincolnshire Flags. Planters and hanging baskets• Work to keep the public realm tidy and attractive• Notice boards painted and attractive• Bimonthly walk-through the town and Town Council property and open spaces to note areas of concern• To maintain a register of concerns and the corrective measures undertaken.	On-going	
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<p>Strategic Priority No: 2</p> <p>HEALTH, WELL-BEING and GREEN SPACES</p>	<p>Underpinning Objective:</p> <p>Maximise the benefit of the town’s open spaces, play parks, sport centre and other indoor activity venues.⁷</p>		
<p>Activities</p>		<p>Timescale S, M, L</p>	<p>Cost Estimate</p>
<p>2.1</p>	<p>Work with providers, businesses and individuals to ensure that a wide range of social and leisure activities are available all times of the day and during school holidays.</p>	<p>On-going</p>	
<p>2.2</p>	<p>Improve and sustain MRTC’s green spaces for recreation and healthy activity by people of all ages.</p> <p>Help mitigate the impact of climate and environmental change.</p> <ul style="list-style-type: none"> • De Aston Field • Bell Park • Mill Road Playing Field and Skatepark • Town Green • Woodland Walk [Arrange MRTC to take over ownership] • Grass Verges and other Green Spaces • John Street Green Spaces • Hedge rows by Staple Way, Lime Walk, frontage of Leisure Centre • TESCO-owned land off Chapel Street 	<p>S-M</p>	

⁷ Reference has been made to Lincolnshire’s Health and Wellbeing Strategy for this Strategic Priority <https://www.lincolnshire.gov.uk/downloads/file/2613/joint-health-and-wellbeing-strategy-for-lincolnshire-2018-pdf>

2.3	Develop De Aston Field as an arboretum with a measured exercise track. A collaborative project with Market Rasen Rotary Club.	On-going	
2.4	Work with Everyone Active ⁸ [SLM Leisure] on the new leisure centre development to ensure that our community sport and leisure facilities are “first class” and used by a wide cross section of the population. Work with residents and community towards the longer-term goal of a swimming pool on the same site.	On-going	
2.5	Extend and enhance partnership working with local learning provider CLIP ⁹ (Community Learning in Partnership) to offer new healthy, well-being activities in a variety of locations in town.	On-going	
2.6	Promote the Festival Hall as a space for hire for new activities	On-going	
2.7	Continue to support the volunteer-run youth club at the Festival Hall Work with LCVYS ¹⁰ and the Lincolnshire County Council Youth Development Worker to extend activities to appeal to older teenagers and young people up to 24 years old.	On-going	
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). Take part in national initiatives such as ‘Walk to School Week’ ¹¹ and prescribed health schemes. Publicise and promote the Town Walks and Town Heritage Trail to residents and visitors.	S-M	
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. To seek and promote opportunities for social prescribing.	L	

⁸ Everyone Active Market Rasen Leisure Centre <https://www.everyoneactive.com/centre/market-rasen-leisure-centre/>

⁹ Clip Learning (Community Learning in Partnership) www.cliplearning.com

¹⁰ Lincolnshire Council for Voluntary Youth Services <http://www.lcvys.co.uk/http://www.lcvys.co.uk/>

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

	This will involve working with, amongst others: GP surgery, community health team, community Learning Disability providers in the town (Focus Ability Service Provider ¹²), LCC Market Rasen Day Care Centre, ACIS Housing Market Rasen House, CLIP, Market Rasen Hub, Churches and Schools.		
2.10	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.	M	

¹² <http://www.focusability.co.uk/index.html>

Strategic Priority No: 3		Underpinning Objective: Give people of all ages in Market Rasen a wide choice of music, entertainment, theatre and live events. WLDC Economic Plan Priority 5.	
LEISURE AND CULTURE			
Activities		Timescale S, M, L	Cost Estimate
3.1	Promote the Festival Hall and Market Place as town venues for live music, theatre and cultural events, for all and across the age groups. Work alongside Trinity Arts Centre’s, Gainsborough, district-wide outreach programme.	On-going	
3.2	Promote pride in our town’s local civic events.	On-going	
3.3	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	
3.4	Encourage and support people to set up interest groups and activities; offer community rates and free-of-cost trial periods at the Festival Hall.	On-going	
3.5	Continue to work with the West Wolds U3A ¹³ as an important cultural and learning stakeholder in the town and surrounding area.	On-going	

¹³ <http://westwoldu3a.org/> The Festival Hall is the venue for the group’s monthly meetings and talks which attract up to 200 attendees.

<p>Strategic Priority No 4</p> <p>TOWN DEVELOPMENT</p> <p>ENCOURAGING ENTERPRISE</p> <p>SUPPORTING THE VISITOR ECONOMY</p>	<p>Underpinning Objective 1:</p> <p>Ensure that major housing developments are appropriate to the character of the town and the needs of the local people.</p> <p>WLDC Economic Plan Priority 8.</p>		
Activities		Timescale S, M, L	Cost Estimate
4.1	Give the people of Market Rasen a forum for debate on planning and development, this will include via: monthly Council meetings, pop up surgeries, Annual Town Meeting and one-off meetings to discuss topics of wide interest, such as car parking. Social media forums will be used to encourage people to take part in community decision-making.	On-going	
4.2	Where appropriate, support changes to the Town Council’s precept base to realistically reflect the use of services in the town by residents of neighbouring parishes.	L	
4.3	Maximise the benefit of S106 ¹⁴ and CIL agreements for the town. Work with developers and WLDC to ensure that new housing development bring investment to town amenities and services.	L	

¹⁴ <https://www.west-lindsey.gov.uk/my-services/planning-and-building/planning-policy/west-lindsey-community-infrastructure-levy-cil/>

Underpinning Objective 2:			
Support the growth of the Town and the area’s visitor economy.			
WLDC Economic Plan Priority 5.			
The GLLEP Destination Management Plan ¹⁵			
4.4	Develop a Digital Strategy to promote the visitor economy. To combine and upgrade the various ‘Market Rasen’ websites to reflect the changing needs of local residents and the visitor economy. This will include: <ul style="list-style-type: none"> • re-branding [a juxtaposition of modern technology and traditional heritage] • linkage with social media • a directory of local independent retail and commercial businesses and recreational attractions • updating the heritage trails and walks to a modern digital format • virtual tour of significant heritage buildings eg the Old Police Station, St Thomas’ Church 		
4.5	Promote Town ‘Live’ and Community events to draw in people from the surrounding villages and wider area.	On-going	
4.6	Reinvigoration of the Market Place as a draw for people to the town; including the weekly market and auctions. Take part in national initiatives such as: Love Your Local Market Week ¹⁶ , Small Business Saturday ¹⁷ Heritage Weekend, Lincolnshire Day, AONB Week, British Food Fortnight.	M	

¹⁵ Link to Greater Lincolnshire Local Enterprise Partnership (GLLEP) Destination Management Plan https://www.greaterlincolnshirelep.co.uk/assets/documents/Destination_Management_Plan.pdf

¹⁷ www.smallbusinesssaturdayuk.com

4.7	Connect with and support the Love Lincolnshire Wolds scheme as part of the development of Market Rasen’s visitor economy. Use the LLW branding on Town Council events.	On-going	
4.8	Add to the stories on the Market Rasen Heritage virtual tour . Promote the site and use this award-winning feature as a prompt to further develop the town’s heritage offer to visitors and residents alike.	On-going	
4.9	Support the Development of locally based independent businesses, the local visitor economy as part of the post-Covid recovery programme.	On-going	
<p>Underpinning Objective 3:</p> <p>Support businesses and the High Street economy.</p> <p>WLDC Economic Plan Priorities 1 and 6.</p>			
4.10	Work with property owners, developers and WLDC Planning Officers to mitigate the effect of empty properties on the High Street. This will include pop up shops and hot desk facilities.		
4.11	Maximise the commercial offer at the Town Council properties: renovate garage and outdoor space at the Old Police Station to create a commercially viable location.		
4.12	Support owners and developers to obtain planning and finance to renovate grade 2 listed, decaying and empty buildings (such as the Former Bank in the Market Place) to a useable and sustainable standard.		
4.13	Ensure that local businesses at the perimeter or adjacent to the town are included in development plans, marketing opportunities etc.		
<p>Underpinning Objective 4:</p> <p>Help to address skills deficits in the labour market.</p>			

WLDC Economic Plan Priorities 1 and 6 and reference has been made to West Lindsey District Council’s Employment and Skills Action Plan ¹⁸			
4.14	Increase and extend volunteer opportunities through the Town Council’s projects and functions.	M-L	
4.15	Work with the local learning provider CLIP, the schools and other providers to offer new courses and classes in community and employment-related learning.	On-going	
4.16	Encourage local businesses to take up apprenticeship and trainee opportunities. Promote WLDC support offer businesses and organisations.	M-L	
4.17	The Provision of start-up loans / grants [10 x £5K] to encourage businesses to locate in empty retail, office and workspaces in town. The loans/grants will be for Fixed Capital Costs [workspace refurbishment, equipment etc.] and must include creation of jobs and economic impact in Market Rasen.		

¹⁸ <https://www.west-lindsey.gov.uk/my-business/business-services/employment-and-skills/>

<p>Strategic Priority No 5</p> <p>TRANSPORT AND ACCESS</p>	<p>Underpinning Objective:</p> <p>Influencing responsible bodies and transport providers to deliver a good quality and affordable service for residents and businesses.</p> <p>WLDC Economic Plan Priority 7.</p>		
<p>Activities</p>		<p>Timescale S, M, L</p>	<p>Cost Estimate</p>
<p>5.1</p>	<p>Complete the signage review and take forward an action plan via Town Council, working with Lincolnshire County Council Highways, West Lindsey District Council and other bodies. Install signage reflecting the local visitor economy offer.</p>	<p>S</p>	
<p>5.2</p>	<p>Ensure that the roads and footpaths in the town are in good order; report potholes and other issues to Lincolnshire County Council’s Highway Department, via Fix-My-Street¹⁹. Engage with the living streets campaign²⁰ to lobby national government for a ban on pavement parking in England.</p>	<p>On-going</p>	
<p>5.3</p>	<p>Work with developers to ensure that new housing and other infrastructure developments increase the town’s ‘walkability’ and safe cycling measure.</p>	<p>M-L</p>	
<p>5.4</p>	<p>Work with North Nottinghamshire and Lincolnshire Community Rail Partnership and other transport groups to lobby for improved train services and rolling stock, improvements to bus links between Market Rasen, Louth and surrounding villages, and upgrades to the A631.</p>	<p>L</p>	

¹⁹ www.fixmystreet.com

²⁰ <https://www.livingstreets.org.uk/get-involved/campaign-with-us/ban-pavement-parking-in-england>

5.5	Work with WLDC in mitigating the consequences of not being part of the Government's Major Road Network ²¹	On-going	
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²¹ <https://www.gov.uk/government/consultations/proposals-for-the-creation-of-a-major-road-network>

7 Delivery and Communication of the Strategy

7.1

The Town Council and Town Partnership will seek financing and funding for the Strategy and, working with West Lindsey District Council, will lead on the day-to-day implementation of the Delivery Plan.

A suggested split of areas of activity for the Town Council and Town Partnership is as follows:

Town Council

- Festival Hall Development
- Purchase of Market Square
- Civic Events
- Planning
- Transport and Access
- Statutory Duties
- Communications

Town Partnership

- Festival Hall Development
- Purchase of Market Square
- 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, in association with WLDC, 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 consultation 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 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 WLDC undertakes to provide officer support and additional financing, for the Strategy, development of the local visitor economy and heritage-led regeneration.

8.2 Funding streams are being explored and include those outlined below. Funding options have reduced as a consequence of Brexit and Covid retraction with, for example, Nation Lottery and Heritage Lottery funding

Funding / Financing Option	Activity Area / Project	Amount
Town Partnership Local Funds	Town 'Live' community events	£5k
Woodland Trust free trees for communities https://www.woodlandtrust.org.uk/plant-trees/schools-and-communities/	Open Spaces	Free of Cost
National Lottery – Covid emergency funding in England https://www.tnlcommunityfund.org.uk/funding/programmes		
Digital Skills for Heritage (closes November 2020) but may be another tranche, Connected Communities. Purpose: increase resilience, promote innovation and attract digital volunteers within communities of practice. https://www.heritagefund.org.uk/funding/digital-skills-heritage-tranche-7-funding-connected-heritage		Up to £128k but likely to be smaller allocation
WLDC Covid Community Fund – up to 5K ends March 2021 https://www.sportengland.org/how-we-can-help/our-funds/community-asset-fund Must be registered with Lincolnshire Resilience Forum – for Covid related support services to vulnerable people		
The Return to Play Community Asset Fund is focused solely on supporting clubs and community groups through the coronavirus pandemic. Capital Funding only for adaptations to allow a safe return to play and sport. https://www.sportengland.org/how-we-can-help/our-funds/return-play-community-asset-fund	Possible for Youth Club / Festival Hall	
CIL / S106 funding from housing developments via WLDC		

LCVYS http://www.lcvys.co.uk	Youth Club	£750
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APPENDIX 2 – SPECIFIC PROJECTS CURRENTLY BEING CONSIDERED BY MARKET RASEN TOWN COUNCIL AND TOWN PARTNERSHIP

Tourist Information Office

- Redesign WLDC Tourist Posters – local influence
- Paper / on-line directory based on the visitor economy

Speed Reduction

- 25 mph zone
- Sleeping policemen, chicanes
- Bollards in King Street

Market Place

- Seating area
- Pop up market stall
- Reserved parking places for B and B
- Footfall counter
- Bus shelter and stop
- Market Rasen Fiddler Statue
- Phone Box – battery charger
- Foot fall sensor
- Wood Cladding of March Hare

Street-Scene

- Sun Canopy at Green Pantry
- Plant up border outside 'Rhodes' Flats
- Paint/replace bin at Hills Mills 'Pond'
- Architecture / religious / famous people plaque
- Posters/Banners/Bill boards advertising local What's on

- Planters in Market Square and Entrances

Allotment / Community Gardens