

# Gainsborough Regained

## The Masterplan

### Framework for Delivery

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# 1 Context

West Lindsey District Council (WLDC) in partnership with Lincolnshire County Council (LCC) and Lincolnshire Enterprise has commissioned a team led by Gillespies to prepare a long term vision and masterplan for the town of Gainsborough and adjoining parishes of Lea and Morton. Gillespies has been assisted in this project by economic consultants GENECON, traffic consultants MVA, community consultation experts David Potts Associates and commercial agents King Sturge.

The first stage of the masterplan process was the production of a scoping document. This detailed the current socio-economic position of Gainsborough and the key social, economic and physical issues that should be the priorities for action. In the second stage, the baseline information and views gathered from the consultation meetings provided the framework for the development of the long term masterplan for Gainsborough.

The masterplan is presented as a separate document, containing the strategic framework and rationale behind the vision and objectives. The masterplan also identifies the key projects and initiatives that will be required to address the issues and deliver the objectives for the town for the next 25 years. The purpose of this 'Framework for Delivery' is to act as the 'working document' for the masterplan delivery champion, setting out the key projects, providing information on phasing and delivery, setting out the key management/coordination issues that need to be addressed and also containing detailed information for each project.

This document will need to be updated on a regular basis, and agreed by all project partners, if it is to remain as an effective tool for the masterplan delivery.

## 1.1 Masterplan Vision and Aims

The masterplan has identified the 'vision' for Gainsborough:

*'In the last century Gainsborough lost its way but with the help of the community this masterplan will restore its lost character, reclaim its identity and repair the heart of the town. Together we will regain its role and stature as a strong independent place growing confidently into the 21<sup>st</sup> Century.'*

To achieve this vision, the masterplan focused on several key aims and objectives.

**'Put down a marker'** – the masterplan sets out a clear signal of intent, both locally and regionally, that the town needs to grow, but within a 'quality' framework. The objective for masterplan is to consider where does Gainsborough want to be in 20 years and beyond and to prepare a route to get there.

**Gainsborough's spatial future** – the masterplan establishes a strategic spatial framework for the town setting out targets in terms of residential and employment land and infrastructure issues. This provides the framework for establishing the town's 'spatial future' to support delivery of policy objectives whilst considering environmental constraints and community views.



**Quality of life** – the need to address the significant levels of socio-economic deprivation which impact on many elements of Gainsborough's day to day life. The masterplan proposes a number of interventions, coordinated by the District Council but supported by other agencies, targeted at the most deprived communities.

**A strong town centre** – within the central area of the town, the need to address the impacts that will result from the development of Marshall's Yard and to improve several aspects of the town centre's quality and offer. The objective is to regain the hierarchy of spaces, streets and focal points that the town once had, but lost during the physical and economic changes of the last century. 'Gateways' to the town centre and the associated urban fabric issues in the deprived wards are also key objectives.

**Community representation** – engagement with the local community has been a key element of the masterplan process with the objective of seeking local views and through the newly established Gainsborough Stakeholder Network. The role of this group is to act as a coordinated sounding board for the Council and the masterplan delivery champion, but also to become a key player in considering delivery and implementation issues at a strategic and project level.

## 1.2 Framework for Delivery

The masterplan document is structured around a number of key themes – strategic framework, transport and infrastructure, the town centre, neighbourhood/community, and the Gainsborough Stakeholder Network. Within these themes specific projects have been identified which should be delivered during the masterplan process. For each of these projects there is an Action Plan pro-forma and these are attached as an appendix to this document.

This 'Framework for Delivery' sets out the following:

- ❑ Key projects and actions;
- ❑ Phasing framework;
- ❑ Key delivery issues and next steps;
- ❑ Phasing framework; and
- ❑ Detailed Action Plan project proformas.

## 2 Themes and projects

### 2.1 Masterplan themes

The masterplan has identified key themes within which a range of projects and initiatives have emerged. The themes reflect the strategic areas for intervention, including:

- ❑ delivery of the masterplan and ensuring it responds to changes in strategic policy;
- ❑ highway and infrastructure provision to facilitate growth;
- ❑ town centre regeneration and renewal, to address the impact of Marshalls Yard and a largely ageing/unwelcoming environment and service provision;
- ❑ responding to the key neighbourhood renewal and community facility issues that are required to support growth and economic vitality; and
- ❑ co-ordinating and supporting an effective Community Networking Group, as a mechanism for engaging with the local community and assisting with project delivery.

This section summarises the key projects within the masterplan themes. Further details of each project are included within the Appendix.

### 2.2 Theme 1 - Strategic framework

There are three main strategic actions integral to the masterplan:

#### **Masterplan delivery champion**

*Appoint a senior officer with responsibility for the delivery of the Masterplan. This person would oversee the delivery of the masterplan. Key elements of this would be liaison with partners and project case officers, co-ordination and ongoing communication the Gainsborough Stakeholder Network.*

#### **Masterplan delivery mechanism**

*Delivery of the masterplan will need to be supported by a mechanism that enables developer contributions towards physical and social infrastructure to be identified and captured. This will require preparation of a detailed service infrastructure study, identifying the interventions needed, and their cost. This, together with the requirements to upgrade the highway infrastructure and enhance social/community facilities, will require discussion and agreement with the key landowner at an early stage, to inform preparation of the Local Development Framework.*

#### **Strategic overview**

*To ensure that the masterplan continues to be consistent with and respond to, changes in the wider strategic and policy framework. In particular, maintaining strategic fit between the masterplan and economic and regeneration policy at a national, regional and local level.*

## 2.3 Theme 2 - Transport and infrastructure

The masterplan identifies eight projects which relate to transport and infrastructure. Their primary focus is to improve connectivity, to enhance the existing transport infrastructure and address 'green corridor' issues, to meet the needs of a growing population. These are summarised in the table below.

| <b>Table 2.1: Transport and infrastructure projects</b> |                                                                                                                                                                                                                                                                                  |
|---------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Action Plan</b>                                      | <b>Summary description</b>                                                                                                                                                                                                                                                       |
| Trinity Street and Beaumont Street                      | A reduction in the status and 'through route' nature of Trinity and Beaumont Street to improve connectivity between the existing town centre areas and the new developments at Marshall's Yard and improve safety and accessibility.                                             |
| Belt Road                                               | Improvements to the route, to support the downgrading of Trinity Street in the town centre, and also to facilitate development identified in this northern area of the town.                                                                                                     |
| Foxby Lane                                              | To upgrade Foxby Lane and connecting roads, to increase capacity that will support future development to the south and east.                                                                                                                                                     |
| Gainsborough Rail Station                               | To enhance Gainsborough's rail offer by improving integration with the town centre and surrounding neighbourhoods, including the opportunity for a new station that serves both rail routes.                                                                                     |
| Bus Network                                             | To enhance bus provision in line with planned expansions for the town, increasing accessibility and 'user friendliness' for the town centre.                                                                                                                                     |
| Pedestrian and Cycle Network                            | To create a comprehensive pedestrian and cycle network across Gainsborough, linked to the new development areas and the town.                                                                                                                                                    |
| Green Corridor                                          | To create a green corridor, of cycle and footpath networks, around the edge of the town which will connect sites of scientific interest and conservation importance; nature reserves and woodlands, with residential areas of the town and increase public access and enjoyment. |
| Town Centre Pedestrian River Crossing                   | To create a footbridge and cycleway crossing over the river, linking the town centre area with the west bank of the Trent and the open space opportunities in that area.                                                                                                         |

## 2.4 Theme 3 - Town centre

The following table lists nine action plans designed to repair the physical fabric of the Town Centre via a series of interventions that will regain the historic character, improve connections and set a standard for high quality buildings and public realm.

| <b>Table 2.2: Town Centre projects</b> |                                                                                                                                                                                  |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Action Plan</b>                     | <b>Summary description</b>                                                                                                                                                       |
| Guildhall site                         | To shape and create a key development site that repairs the grain of the town and provides a new focus for activity.                                                             |
| Market Place public realm              | To create a new landscape and public realm scheme for the Market Place that sets a high quality benchmark for external space.                                                    |
| Lindsey Centre                         | To create a more sympathetic retail offer in the town centre. Re-establish the road from Heaton Street to Market Street and restore connections and legibility through the town. |
| Bridge Street                          | To create a new commercial area for the town centre, provide attractive links to Silver Street and the Market Place and establish links to Marshall's Yard.                      |

|                              |                                                                                                                                                                                                                                                                 |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Torr Street                  | To create an active retail frontage with residential or retail use along Torr Street.                                                                                                                                                                           |
| Hickman Street               | The scheme will replace the existing flats and other users with new residential/commercial space. A pedestrian thoroughfare will run between the two pockets of development providing a strong link from the southern part of the town centre to Silver Street. |
| Wembley Street               | A new road is proposed linking Primrose Street with Wembley Street creating a new major route from Bridge Road to the south. Residential use is proposed for this site with active frontages along Wembley Street and the new link road.                        |
| Tooley and Willoughby Street | Residential use is proposed for this site with active frontages along Primrose Street and Bridge Street. A major new public park is also planned for this site with strong links to the riverside.                                                              |
| Thornton Street              | The proposal is to create a quality gateway scheme highly prominent from the bridge.                                                                                                                                                                            |

## 2.5 Theme 4 – Neighbourhood and Community

These projects will help address some of Gainsborough's key socio-economic issues. Their primary focus is on housing, crime, education and young people although the projects will have wider benefits for the community and Gainsborough as a whole. A summary of each project is set out below:

### **Neighbourhood renewal**

*This project will renew five target neighbourhoods in South West Ward identified as in most need of improvements to the quality of housing and wider physical environment. Crime and anti-social behaviour are key issues for the area and the project focuses on remodelling these neighbourhoods to improve the quality of housing, the physical environment and to design out crime. In addition, it will help address issues such as empty dwellings, absentee private landlords, lack of tenure mix and quality of life.*

### **Embedding the benefits of the Gainsborough Educational Village**

*The key focus of this project is, in addition to the provision of mainstream secondary school education, to embed the wider benefits of the Educational Village. In particular the project aims to address issues of low educational attainment and expectations; increase the take-up of places in higher and further education; create a culture of lifelong learning among children and adults; and improve the provision of community and leisure facilities. A key aspect of achieving these aims is partnership working with the community; further education providers and local employers.*

### **Young people's coffee bar**

*This project will provide a coffee bar in the evenings where young people can spend independent leisure time. During the day, the project will provide an alternative education service targeted at young people disaffected with or excluded from school. The facility will be aimed at young people aged 13-21 years old. The location, design and renovation elements of the coffee bar will result in an iconic building at a key gateway to the town.*

## **2.6 Theme 5 – Community Networking Group – Gainsborough Stakeholder Network**

The masterplanning process created an opportunity for some members of the community stakeholder group to remain working together as a potential delivery partner for the Gainsborough masterplan and to set up as a Gainsborough Stakeholder Network. This project focuses on the establishment of a credible community networking group which has a clear role in the delivery of the masterplan. Key aspects of the project are profile raising, obtaining funding and completing a business/action plan.



### **3 Key delivery issues**

The preceding sections have set out the key projects/initiatives that West Lindsey District Council and its partners will need to deliver to achieve the objectives of the masterplan. Each of these projects has specific delivery issues that will need to be addressed by the identified case officer. In addition, there are a number of key overarching tasks that the Council will need to ensure are progressed in order to facilitate the masterplan implementation. These are set out below.

#### **3.1 Masterplan champion**

To successfully deliver the masterplan, WLDC, LCC in partnership, need to appoint a 'delivery champion'. The masterplan champion would need to be a senior appointment to influence and co-ordinate several Council departments and the County Council in the implementation of the masterplan. Key aspects of the role are:

- ☐ To be responsible for the delivery of the masterplan;
- ☐ To identify individual officers that will be the nominated 'case officers' for the projects/initiatives, and to work closely with them to progress implementation;
- ☐ To co-ordinate the projects and convene regular meetings of the individual project case officers, as a means of ensuring progress;
- ☐ To establish a 'masterplan steering group' or 'masterplan board' that will be the key client group responsible for progressing the masterplan and help maintain and enhance the current partnership arrangements between LCC and WLDC;
- ☐ To work closely with the Gainsborough Stakeholder Network – see below;
- ☐ To liaise with the departmental chief officers and senior officials in other organisations to unlock issues as required;
- ☐ To act as a point of contact for the project case officers; and
- ☐ To report to the Regeneration Board and Local Strategic Partnership.

#### **3.2 Continuation of community engagement**

Ongoing and meaningful community engagement is central to the successful delivery of the masterplan. To address this, the masterplan champion should support the newly established Gainsborough Stakeholder Network. A key role of this networking group is to support and where appropriate, deliver elements of the Gainsborough masterplan. The role of the masterplan champion will be to help ensure the ongoing involvement of the group and to provide support, where appropriate, for the group to deliver a project/initiative. As an example, the group could have a key role in progressing public consultation activity in the housing renewal areas.

The continuation of this group is an important short term task. It is critical that the momentum established during the masterplan development in establishing and working with the Gainsborough Stakeholder Network is rolled forward without undue delay.

#### **3.3 Partnership with key landowner**

A significant benefit in terms of implementing the masterplan is that virtually all the undeveloped land in and around Gainsborough is within the ownership of a single party. This party has appointed a team of planning, environmental and technical advisers and the key principles of the masterplan have been discussed with this team and there is broad consensus on the approach set out. This requires a more formal relationship,

between the District Council/County Council and the key landowner, to achieve the following:

- ❑ agreement on the general principles, scale and location, for the growth of Gainsborough, to enable preparation of the Local Development Framework;
- ❑ progression of a detailed 'growth statement' setting out where development should be progressed initially and how that will be phased across the wider growth area;
- ❑ detailed discussions regarding phasing and delivery. A key issue to consider is the delivery of necessary infrastructure, particularly highway infrastructure, and this will need to be funded largely by the private sector. It will be important for the Council and the key landowner to agree the priority infrastructure investments needed to release development land in the town and how that relates to a phasing programme. For example, it may be appropriate to release land for development at an early stage, that can then release 'value' for the key landowner to invest in key infrastructure provision that will be necessary to facilitate further land releases;
- ❑ to agree the scale of other community and social investments that may be required to support the growth of the town, such as education, health, leisure/recreation and community sector support; and
- ❑ to agree the timing of planning applications for the infrastructure and development works.

### **3.4 Progression of the Local Development Framework**

A key role for the masterplan is to inform the West Lindsey LDF and to provide the 'rationale' for the growth of the town. This process needs to be supported by two key tasks:

- ❑ the discussions with the key landowner, as set out above. This will need to reach broad agreement on the scale, location, nature and pace of the growth of the town; and
- ❑ monitoring the strategic influences on the masterplan, in particular the RSS, RES and issues relating to the quantification of employment land. In the short/medium term, changes to this strategic approach are unlikely to be wide ranging but could influence land allocations within the masterplan. The masterplan champion will need to ensure that there is strong correlation between the masterplan and the LDF. This will require the key principles and actions set out in the masterplan to be kept under review – particularly the levels of new housing and employment land required. The masterplan should remain an up-to-date and effective blueprint for the growth of the town, supporting the progression of the LDF.

## 4 Phasing and Delivery

This section sets out the short term (1-2 years) and medium/long term (2 years +) tasks that will be required to progress implementation of the projects within the five themes. This will enable the masterplan delivery champion and the client team to identify appropriate case officers for each project and determine key early tasks. This element of delivery framework will need to be regularly reviewed. Further details of the actions are included in the separate proformas in the Appendix.

### 4.1 Theme 1 - Strategic Framework

| Table 4.1 Strategic framework actions – phasing and delivery |                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                  |
|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Action Plan/Project                                          | Short Term                                                                                                                                                                                                                                                                                                                                                                                                 | Medium to Long Term                                                                                                                                                                                                              |
| 1A) Masterplan Delivery Champion                             | <ul style="list-style-type: none"> <li>Appoint Masterplan Delivery Champion</li> <li>Masterplan Champion to identify appropriate case officers in partnership with Regeneration Board</li> <li>Masterplan Champion to develop close links with key agencies and project champions</li> <li>Prioritisation of short term actions identified for the individual projects</li> </ul>                          |                                                                                                                                                                                                                                  |
| 1B) Masterplan Delivery Mechanism                            | <ul style="list-style-type: none"> <li>Masterplan Delivery Champion to commence discussions with the key landowner, LCC and WLDC legal team</li> <li>Identify the key physical and social infrastructure requirements, linked to land use and planning – preparation of a detailed infrastructure study</li> <li>Agree a phasing plan and the funding sources</li> <li>Complete legal agreement</li> </ul> | <ul style="list-style-type: none"> <li>Masterplan delivery champion to ensure that implementation occurs in accordance with the legal agreement</li> </ul>                                                                       |
| 1C) Strategic overview                                       | <ul style="list-style-type: none"> <li>Masterplan Delivery Champion to ensure that the masterplan land allocations are formally adopted within the Local Development Framework</li> <li>Masterplan Delivery Champion to keep a watching brief on local, regional and national economic and regeneration policies</li> </ul>                                                                                | <ul style="list-style-type: none"> <li>Masterplan Delivery Champion to keep a watching brief on local, regional and national economic and regeneration policies – ensuring that the masterplan responds to any issues</li> </ul> |

## 4.2 Theme 2 - Transport and Infrastructure

| Table 4.2 Transport projects – phasing and delivery |                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Action Plan/Project                                 | Short Term                                                                                                                                                                                                                                                                                                                                               | Medium to Long Term                                                                                                                                                                                                                                                                                |
| Key initial tasks                                   | <ul style="list-style-type: none"> <li>Masterplan Champion to identify an appropriate highway and infrastructure case officer – may need several depending on project and scope</li> <li>Prioritisation of short term actions identified for the individual projects</li> <li>Ensure work progresses effectively</li> </ul>                              | <ul style="list-style-type: none"> <li>Monitor and review progress</li> </ul>                                                                                                                                                                                                                      |
| 2A) Trinity Street/Beaumont Street                  | <ul style="list-style-type: none"> <li>Remedial improvements to increase pedestrian and cycle priorities, traffic management and parking arrangements, linked to an alternative route signage strategy</li> </ul>                                                                                                                                        | <ul style="list-style-type: none"> <li>Delivery of alternative highway route through a supplementary planning document approach to enable further downgrading of Trinity Street</li> </ul>                                                                                                         |
| 2B) Belt Road                                       | <ul style="list-style-type: none"> <li>Project needs to be developed with the Trinity Street scheme and also with emerging development proposals in this area of the town</li> <li>To coordinate discussion between Council Officers and developers of sites along the route to establish upgrading requirements and a funding mechanism</li> </ul>      | <ul style="list-style-type: none"> <li>Co-ordinate scheme delivery with private sector</li> </ul>                                                                                                                                                                                                  |
| 2C) Foxby Lane                                      | <ul style="list-style-type: none"> <li>Initial road construction will be required to support the proposed business/industrial park</li> <li>Coordinate this and address funding issues with private sector</li> </ul>                                                                                                                                    | <ul style="list-style-type: none"> <li>Extension of the route east to Corringham Road undertaken in conjunction with the future development of the adjacent areas</li> </ul>                                                                                                                       |
| 2D) Gainsborough Railway Station(s)                 | <ul style="list-style-type: none"> <li>Obtain funding for and carry out a detailed feasibility study for the redevelopment of a new station site and/or Lea Road Station</li> </ul>                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Determine strategy and key actions</li> </ul>                                                                                                                                                                                                               |
| 2E) Bus Network                                     | <ul style="list-style-type: none"> <li>Identification of alternative town centre stopping arrangements</li> <li>Stakeholder group and action plan (with identified priority areas for work) in place</li> <li>Obtain developer contributions to support expansion of the bus network to Gainsborough Educational Village and Lea Road Station</li> </ul> | <ul style="list-style-type: none"> <li>Phased development in line with wider developments in the town</li> <li>Provision of a new interurban link to the east of the town</li> <li>Real time passenger information</li> <li>Obtaining developer contributions to deliver physical works</li> </ul> |

|                                  |                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2F) Pedestrian and cycle network | <ul style="list-style-type: none"> <li>• Identification of suitable pedestrian and cycle 'desire lines'</li> <li>• Stakeholder group in place with agreed role and remit</li> <li>• Action plan, with identified priority areas for work, agreed by all stakeholders</li> <li>• Upgrade public cycle parking in the town centre</li> </ul> | <ul style="list-style-type: none"> <li>• Phased development in line with wider developments in the town</li> <li>• Creation of regional, primary off-road, cycle network that provides a major leisure and recreation asset</li> <li>• Obtain further private and public sector funding to deliver physical works</li> </ul>                                                                                                                                                       |
| 2G) Green Corridor               | <ul style="list-style-type: none"> <li>• Establish land ownerships</li> <li>• Consult landowners and partnering organisations.</li> <li>• Commence land assembly</li> </ul>                                                                                                                                                                | <ul style="list-style-type: none"> <li>• Commence scoping for Environmental Impact Assessment (EIA).</li> <li>• Complete land assembly.</li> <li>• Continue structure planting.</li> <li>• Monitor habitats and wildlife patterns.</li> <li>• Commence Environmental Impact Assessment (EIA) if required.</li> <li>• Complete circular route.</li> <li>• Continue structure planting</li> <li>• Complete formal/ informal play near to new housing sites to south east.</li> </ul> |
| 2H) Pedestrian River Crossing    | <ul style="list-style-type: none"> <li>• Establish land ownerships.</li> <li>• Formally adopt location at Chapel Staith.</li> <li>• Gain approval of Port Authority/River Navigation</li> <li>• Commence bridge design.</li> <li>• Commence land assembly</li> <li>• Scoping for Environmental Impact Assessment (EIA).</li> </ul>         | <ul style="list-style-type: none"> <li>• Complete land assembly as necessary.</li> <li>• Monitor habitats and wildlife patterns.</li> <li>• Build bridge and associated works.</li> <li>• Complete circular route.</li> <li>• Continue arts and tourism initiatives around new bridge</li> </ul>                                                                                                                                                                                   |



## 4.3 Theme 3 - Town centre

| Table 4.3 Town centre projects – phasing and delivery |                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Action Plan/Project                                   | Short Term                                                                                                                                                                                                                                                                                                                                                                                      | Medium to Long Term                                                                                                                                                                                                                                                                                                                                                                          |
| Key initial tasks                                     | <ul style="list-style-type: none"> <li>Masterplan Delivery Champion to determine how the town centre issues are to be co-ordinated, i.e. a senior individual or an internal project team co-ordinated by the Masterplan Champion and closely connected to the Planning and Highways department.</li> <li>Prioritisation of short term actions identified for the individual projects</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                              |
| 3) Town Centre                                        | <ul style="list-style-type: none"> <li>Site prioritisation exercise with Regeneration Board, LSP and Regeneration Committee</li> <li>Establish lease holdings and land ownerships for current users</li> <li>Identify key sites for design guidance/development briefs</li> <li>Consult with Employment users on relocation issues.</li> </ul>                                                  |                                                                                                                                                                                                                                                                                                                                                                                              |
| 3A) Guildhall Site                                    | <ul style="list-style-type: none"> <li>Consult hotel operators.</li> <li>Consult Doctors surgery.</li> <li>Establish level of private sector interest in the site.</li> <li>Undertake site development appraisal.</li> <li>Commence site disposal when feasible</li> <li>Commence land assembly</li> </ul>                                                                                      | <ul style="list-style-type: none"> <li>Identify funding opportunities if required</li> <li>Develop potential users and opportunities.</li> <li>Commence relocation of retail (B&amp;M Bargains) users.</li> <li>Commence physical renewal.</li> <li>Complete relocation of existing users where necessary.</li> <li>Complete physical renewal</li> <li>Consult Ship Court traders</li> </ul> |

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|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3B) Market Place Public Realm | <ul style="list-style-type: none"> <li>• Undertake detail design of the site.</li> <li>• Complete condition survey of site.</li> <li>• Agree core team to take proposals forward and agree procurement vehicle.</li> <li>• Consult market traders and organise alternative trading arrangements during site operations.</li> <li>• Consult Highways authority re- detail design.</li> <li>• Commence production information and tender packages.</li> <li>• Start on site</li> <li>• Complete scheme.</li> </ul> | <ul style="list-style-type: none"> <li>• Completed scheme defect liability</li> </ul>                                                                                                                                                                                                                                                                                                                                             |
| 3C) Lindsey Centre            | <ul style="list-style-type: none"> <li>• Consult Employment Office.</li> <li>• Consult Bus operators.</li> <li>• Undertake site development appraisal.</li> </ul>                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>• Progress scheme with private sector.</li> <li>• Continue to monitor the retail performance of the Centre.</li> <li>• Complete relocation of existing users where necessary.</li> <li>• Commence physical renewal</li> </ul>                                                                                                                                                              |
| 3D) Bridge Street             | <ul style="list-style-type: none"> <li>• Commence detail design of the site with particular reference to understanding the car park issues.</li> <li>• Consult Employment Office.</li> <li>• Consult Children's Centre</li> <li>• Establish level of private sector interest in the site.</li> <li>• Complete site development appraisal.</li> <li>• Commence land assembly.</li> </ul>                                                                                                                          | <ul style="list-style-type: none"> <li>• Progress scheme with private sector.</li> <li>• Commence detail design of site</li> <li>• Demolition of Employment Office, Argos and Sports Direct buildings if feasible.</li> <li>• Commence physical renewal.</li> <li>• Continue acquisition works and demolitions.</li> <li>• Complete relocation of existing users where necessary.</li> <li>• Complete physical renewal</li> </ul> |
| E) Torr Street                | <ul style="list-style-type: none"> <li>• Organise detail design, as per prioritisation exercise, of the site with particular reference to understanding the car park issues.</li> </ul>                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>• Progress scheme with private sector</li> <li>• Relocation of Employment users.</li> </ul>                                                                                                                                                                                                                                                                                                |

|                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                        |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                    | <ul style="list-style-type: none"> <li>• Consult residents concerning private parking arrangements.</li> <li>• Consult employment users concerning relocations.</li> <li>• Complete site development appraisal.</li> <li>• Commence land assembly.</li> </ul>                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>• Commence physical renewal.</li> <li>• Continue acquisition works and demolitions.</li> <li>• Complete relocation of existing users where necessary.</li> <li>• Complete physical renewal</li> </ul>                                                                                                           |
| 3F) Hickman Street | <ul style="list-style-type: none"> <li>• Establish level of private sector interest in the site</li> <li>• Consult residents concerning relocations – through ACIS</li> <li>• Consult employment users concerning relocations.</li> <li>• Establish detail design, as per prioritisation exercise, of Wembley Street, Bridge Street junction.</li> <li>• Establish detail design, as per prioritisation exercise, of pedestrian walkway.</li> <li>• Complete site development appraisal.</li> <li>• Commence land assembly.</li> </ul> | <ul style="list-style-type: none"> <li>• Progress scheme with private sector</li> <li>• Relocation of Employment and residential users.</li> <li>• Commence physical renewal.</li> <li>• Continue acquisition works and demolitions.</li> <li>• Complete relocation of existing users where necessary.</li> <li>• Complete physical renewal</li> </ul> |
| 3G) Wembley Street | <ul style="list-style-type: none"> <li>• Establish level of private sector interest in the site.</li> <li>• Consult residents concerning relocations.</li> <li>• Consult employment users concerning relocations.</li> <li>• Establish detail design, as per prioritisation exercise, of Wembley Street, Bridge Street junction.</li> <li>• Establish detail design, as per prioritisation exercise, of pedestrian walkway.</li> <li>• Complete site development appraisal.</li> <li>• Commence land assembly.</li> </ul>              | <ul style="list-style-type: none"> <li>• Progress scheme with private sector</li> <li>• Relocation of Employment and residential users.</li> <li>• Commence physical renewal.</li> <li>• Continue acquisition works and demolitions.</li> <li>• Complete relocation of existing users where necessary.</li> <li>• Complete physical renewal</li> </ul> |

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| 3H) Tooley Street/Willoughby Street | <ul style="list-style-type: none"> <li>• Consult local interest groups.</li> <li>• Consult residents in the area.</li> <li>• Establish level of private sector interest in the site.</li> <li>• Complete site development appraisal.</li> <li>• Commence land assembly.</li> </ul> | <ul style="list-style-type: none"> <li>• Progress scheme with private sector.</li> <li>• Commence relocation of existing users.</li> <li>• Demolition of Employment sites.</li> <li>• Commence physical renewal.</li> <li>• Continue acquisition works and demolitions.</li> <li>• Complete relocation of existing users where necessary.</li> <li>• Complete physical renewal</li> </ul> |
| 3J) Thornton Street                 | <ul style="list-style-type: none"> <li>• Consult employment users regarding relocation.</li> <li>• Establish level of private sector interest in the site.</li> <li>• Complete site development appraisal.</li> <li>• Commence land assembly.</li> </ul>                           | <ul style="list-style-type: none"> <li>• Progress scheme with private.</li> <li>• Commence relocation of existing users.</li> <li>• Demolition of Employment sites.</li> <li>• Commence physical renewal.</li> <li>• Continue acquisition works and demolitions.</li> <li>• Complete relocation of existing users where necessary.</li> <li>• Complete physical renewal</li> </ul>        |

## 4.4 Theme 4 – Neighbourhood and Community

| Table 4.4 Socio-economic projects – phasing and delivery |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                        |
|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Action Plan/Project                                      | Short Term                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Medium to Long Term                                                                                                                                                                                    |
| 4A) Neighbourhood Renewal                                | <ul style="list-style-type: none"> <li>Masterplan champion to establish a link and work with the project champion</li> <li>Masterplan champion to support project champion in ensuring WLDC's commitment to CPO procedure</li> </ul> <p><b>Key tasks for the project champion:</b></p> <ul style="list-style-type: none"> <li>Fund the delivery of the neighbourhood redesign and feasibility work</li> <li>Develop and implement a community engagement strategy</li> <li>Partnership in place with agreed roles, funding and activity</li> <li>Prepare a design and action plan, with identified priorities for work, agreed by all stakeholders</li> <li>Begin acquisition of properties and clearance work</li> <li>Obtain funding to deliver physical works</li> </ul>                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Continue acquisition works and commence physical renewal works</li> </ul>                                                                                       |
| 4B) Gainsborough Educational Village                     | <ul style="list-style-type: none"> <li>Masterplan Champion and Education Village Executive Principal to establish appropriate mechanisms to ensure co-ordination between the delivery of Education Village alongside the masterplan</li> <li>Masterplan Champion and LCC Project Manager to ensure that the Castle Hills and Middlefield School sites are allocated for new uses within the Masterplan and Local Development Framework;</li> <li>Masterplan Champion and LCC Project Manager to promote the land sale of existing school sites, with phased development,</li> <li>Masterplan Champion and Executive Principal to ensure effective linkages are created between local businesses and the Educational Village and its partners providing training and skills;</li> <li>Masterplan Champion and Executive Principal to work through the 'extended' school options, particularly to seek early agreement on the strategy and way forward for the leisure centre and theatre.</li> </ul> | <ul style="list-style-type: none"> <li>Masterplan Champion and Executive Principal to review co-ordination and delivery issues in the transition to the Educational Village opening in 2009</li> </ul> |



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| 4C) Young People's Coffee Bar | <ul style="list-style-type: none"> <li>• Masterplan champion establishes a link with YASIG and project champion</li> </ul> <p><b>Key tasks for YASIG and project champion:</b></p> <ul style="list-style-type: none"> <li>• Negotiation and decision regarding the asset transfer</li> <li>• Agreement of the design plans for the building</li> <li>• Obtaining funding for renovation work to the building</li> <li>• Further consultation with young people about design of the building and coffee bar approach</li> <li>• Renovation work to begin</li> </ul> |  |
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## 4.5 Theme 5 - Community Networking Group – Gainsborough Stakeholder Network

| Table 4.5 Community engagement and consultation actions – phasing and delivery |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                   |
|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Action Plan/Project                                                            | Short Term                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Medium to Long Term                                                                                                                                                                                               |
| 5) Community engagement and consultation                                       | <ul style="list-style-type: none"> <li>Masterplan Champion to establish a link with the Gainsborough Stakeholder Network (GSN) become the key contact and support for the GSN and its interaction with the masterplan</li> <li>Masterplan Champion to help ensure links between GSN and other local infrastructure organisations, in line with the Local Area Agreement</li> </ul> <p><b>Key tasks for GSN:</b></p> <ul style="list-style-type: none"> <li>Develop a business plan</li> <li>Obtain funding to maintain a small staff team and office base</li> <li>Develop and implement a marketing and communications strategy</li> <li>Complete one or two quick win projects which have a strategic fit with the masterplan</li> <li>Develop the community network and organisation membership base</li> </ul> | <ul style="list-style-type: none"> <li>GSN review business plan in line with changing local context</li> <li>GSN grow membership of the community network</li> <li>GSN develop a portfolio of projects</li> </ul> |