

10. Implementation Plan

The Masterplan sets out a comprehensive programme of proposals and improvements that will transform the prospects for the Town Centre over the next fifteen years. Current evidence is that there is strong private sector interest in development in the town. That interest has to be nurtured and encouraged but it is essential that the Borough Council and its partners play their part by seeking the right mix of development, by securing the high quality development expected by the Masterplan, by negotiating the best outcomes from developer contributions and by providing the framework of public sector investment and infrastructure which is so essential for generating private sector confidence.

Loughborough has entered a period in its development where major opportunities for change and regeneration can be realised. These are outlined in the Masterplan and action plan below and together they have the potential to increase the attractiveness of the Town Centre, provide additional retail and residential development, improve key public spaces and deliver new cultural and leisure facilities.

Key Stakeholders and Partners

Charnwood Borough Council is the key agency in the preparation and delivery of the Masterplan. It is the planning authority and the Masterplan has been formally adopted as planning guidance which will be taken into account in planning decisions along with the adopted Local Plan and various Supplementary Planning Documents.

The Council is also a major provider of Town Centre services. It runs cleansing, car parking services and public toilets; it runs the Town Hall, the Leisure Centre and the Museum (jointly with the County Council); it has two major parks in the heart of the Town – Queens Park and Southfields Park.

Leicestershire County Council will play a key role in the delivery of the Masterplan through its role as Highway Authority and through the implementation of the proposals for Loughborough in the Local Transport Plan. The County is also responsible for the delivery of the Local Area Agreement, of

which town centre development is a major element

The County Council is also an important service provider in terms of the provision and upkeep of highways, cycle-ways and footpaths and also street lighting. It jointly runs the Charnwood Museum and also runs Loughborough Library – two key elements in the Town's leisure and cultural offer.

Charnwood Together is the Local Strategic Partnership. The successful development of Loughborough Town Centre is a key component of the Partnership's Community Strategy.

Loughborough Town Team is a representative body made up of a wide range of interested local bodies and organisations. It has been the key forum for consultation on the Masterplan and has been actively involved in the preparation of the final document. It is intended that the Team will continue to monitor progress of the Masterplan and to consider detailed proposals against the aims of the Plan as they come forward.

Loughborough Town Centre Partnership is a business-led initiative which seeks to raise money from its members to promote the success of the Town Centre and to carry out improvements, events and activities agreed by the membership. It is supported by the Borough Council, the Loughborough Chamber of Trade and Commerce, The Showman's Guild, the Market Traders Federation and Crime out of Loughborough

East Midlands Development Agency and the **Leicester Shire Economic Partnership** are the key regional and sub-regional agencies charged with facilitating the economic development and regeneration of the area. The Council will continue to liaise with these agencies and seek funding assistance where appropriate

Private Developers Landowners and Companies will be key partners in the delivery of many of the proposals of the Masterplan. Without their involvement major schemes such as the Rushes Centre simply would not have happened. The Borough Council will continue to work closely with private interests to ensure the implementation of the Masterplan. For

example, the Council is working in partnership with Network Rail to deliver the Loughborough Eastern Gateway scheme.

Timetable and Programming

The Masterplan covers the period from 2007 to 2021. Some of its proposals are complex and long term, whilst others are simpler and can be delivered more quickly. Some, such as the public realm improvements, are in the hands of the Borough Council. Others, such as the Inner Relief Road and public transport improvements, rely on decisions and funding from other sources like the Government and the County Council.

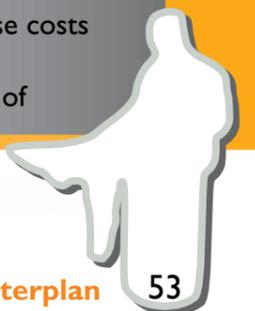
However, most of the proposals will rely on individual investment decisions by private developers, investors, retailers and other businesses. In this context the role of the Masterplan is to create the conditions and the policy framework to encourage these private interests to develop and invest in the Town Centre. The Borough Council and its partners will actively engage with these private interests in order to promote the implementation of the Plan.

The Action Plan below sets out each of the Masterplan's proposals and indicates the likely timescale in one of three five-year time bands and identifies the lead body for implementing the proposal and the likely sources of finance.

The design guidelines and principles in the Masterplan and its development aspirations for particular sites will be applied to all proposals submitted for Town Centre development and each proposal will be tested against them.

Costs and Funding

As far as costs are concerned, the main ones of concern from a Masterplan point of view are those related to public programmes and proposals. These need to be funded and possible sources are identified below. There are of course costs associated with private developments too, but these are undertaken on a commercial basis with the expectation of



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creating value and generating development profit.

There are three main sources of funding to implement the Masterplan proposals:

- **Private Sector Investment** - The Masterplan proposals will increase private sector confidence and help create an environment for investment. Funding through private sector investment will be crucial in making things happen on the ground. Private sector investment has already transformed a number of sites in the Town Centre – the Wharf, the Rushes and the Curzon Cinema sites for example. A number of other sites are attracting developer interest. An ongoing dialogue is required with these developers and consortiums to ensure high quality development can be achieved on these important sites.
- **Public Sector Funding** – The Borough Council has allocated significant funds in its Capital Plan specifically for improvements in the Town Centre, particularly in the public realm. A level of investment will need to be sustained over the remainder of the Masterplan to ensure the implementation of the public realm strategy and other improvements. Such investment can also be used as the basis for match funding bids to agencies such as East Midlands Development Agency and Leicester Shire Economic Partnership. A funding and bidding strategy will need to be developed. Opportunities to ensure “Green flag” status for Queen’s Park and a Heritage Lottery bid are being pursued. The Masterplan and action plan provide a rationale for securing funding for new projects by demonstrating they form part of a comprehensive and coherent regeneration strategy for the Town Centre. The Borough Council can also ensure that its other funds and programmes which impact on the Town Centre are properly programmed and coordinated. There are major transport infrastructure improvements proposed in the town which are fundamental to the delivery of the Masterplan.

Leicestershire County Council with support from the Borough Council is seeking Government funding through the Local Transport Plan for the provision of the Inner Relief Road. This is a key strategic project which will finally enable the two sides of the Town Centre, severed by the heavy traffic on the A6, to be re-connected. Associated with this project will be a number of related traffic management improvements, major investment in new infrastructure for bus services and significant public realm and pedestrian improvements in High Street, Swan Street and Market Place.

- **Developer Contributions (S106 Agreements)** – To ensure that development in Loughborough makes its full contribution to mitigating its impact on the environment and on the demand for community facilities and infrastructure the Borough Council will seek to enter into legal agreements with private developers under Section 106 of the Town and Country Planning Act 1990. In doing this the Council will apply the guidance set out in its Supplementary Planning Document “Section 106 Agreements”. This document, together with the Masterplan will give general and site-specific guidance as to the expectations. This could include agreements for:-
 - **The improvement, extension and creation of new public spaces.**
 - **Amending traffic circulation and improving facilities for pedestrians and cyclists and car parking.**
 - **Public transport services and infrastructure.**
 - **Affordable housing.**
 - **Contributions to community facilities, arts and culture and recreation.**
 - **Town Centre security.**

In determining the extent of such obligations consideration will, of course, need to be given to the financial viability of schemes.

Land Ownership

The Borough Council does own key pieces of land in the Town Centre which, subject to appropriate financial appraisal, it will make available to help to deliver the Masterplan. Some of this land is in key development sites such as Devonshire Square and Granby Street. Public space and Highway land will also be used where necessary to deliver public realm schemes. The Council also has powers to acquire land compulsorily. It will make use of these compulsory powers where necessary in order to ensure the delivery of key proposals in the Masterplan.

Utilities and Infrastructure

The major utilities and service providers have been consulted in the preparation of the Masterplan and there are no anticipated difficulties in servicing the Masterplan’s proposals. The Borough Council will continue to liaise with providers to ensure that any issues are identified and addressed.

Parts of the Town Centre are affected by the flood plain of the Wood Brook which runs through the centre and affects some of the key development sites. The land considered to be at risk from flooding is identified on Plan 18. In all cases where development is proposed within this area early consultation with the Environment Agency will be required and flood risk assessments will be required with appropriate mitigation measures where necessary.

Marketing

Marketing and promotion of the Town Centre will be an essential component in attracting investment and in generating awareness of development opportunities. The Borough Council will work closely with the Loughborough Town Centre Partnership to develop a marketing strategy for the town centre and it will actively seek development partners and

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directly engage with national retailers known to have a property requirement in Loughborough.

Key Development Sites and Public Realm Proposals

The Borough Council will develop Project Plans and establish Project Teams to secure the delivery of the three key development sites and the major public realm improvements set out in the Masterplan. It will work with relevant private parties, landowners and other agencies to deliver these projects.

Assessing Other Development Proposals

The Borough Council will continue to deal with planning applications in the Town Centre in the light of relevant planning policy and in the context of this Masterplan. The Town Team will continue to meet to consider planning applications and development proposals and advise the Borough Council on how they contribute to meeting the Masterplan's aspirations and objectives.

Action Plan

CBC – Charnwood Borough Council
 LCC – Leicestershire County Council
 NR – Network Rail
 Funding Bodies – EMDA, LSEP
 TCP – Town Centre Partnership
 TT – Town Team

Section	Proposal	2006 - 2010	2011 - 2015	2015 - 2021	Funding	Lead Body
Transport and Movement	New pedestrian links High St. to Magistrate's Court		*		Private/S106	CBC
	Improved pedestrian and cycle facilities at Station	*			Network Rail	NR
	Improved pedestrian links from Southfields Road and Wood Gate		*		Public/S106	CBC/LCC
	Cycle parking at key locations	*	*	*	Public/S106	LCC
	Cycle use of bus lanes		*		Public	LCC
	High quality bus interchange facilities		*		Public/Private	LCC
	Improved interchange facilities at station	*			Network Rail	NR
	Bus only access along Swan Street - High Street		*		Public	LCC
	Improved lighting and signing to Station and new bus hubs		*		Public/S106	CBC/LCC
	Completion of Inner Relief Road and junctions	*			Public	LCC
	New access to former Hospital/Aumberry Gap site		*		Public/Private	LCC/CBC
	Southfield Road to two-way		*		Private/Public	CBC/LCC
	Removal of through traffic from Bedford Square		*		S106/Public	CBC/LCC
	Restricted access to Wards End	*			S106/Public	CBC/LCC
	Review of servicing and delivery arrangements	*			Public/Private	CBC/LCC
	Provision of parking in line with Parking Study Recommendations	*	*	*	Private/S106/Public	CBC
	Review of parking provision in Wards End/Bedford Square/Devonshire Square	*			Public	LCC/CBC



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Section	Proposal	2006 - 2010	2011 - 2015	2015 - 2021	Funding	Lead Body
	Revised parking provision at Granby Street/Browns Lane	*	*		Public/Private	CBC
	Revised access to Granby Street car park	*			Private/Public	LCC/CBC
	New MS car park at Former Hospital/Aumberry Gap		*		Public/Private/S106	CBC
	Redevelopment of Southfields Road car park	*			Private	CBC
	Provision of Visible Messaging for town centre car parks		*		Public/S106	CBC/LCC
	Footpath widening	*	*	*	Public/Private	CBC/LCC
	Pedestrian routes in new developments	*	*	*	Private/S106	CBC/LCC
	Public transport improvements as part of public realm	*	*	*	Public/S106	LCC/CBC
	Removal of traffic from A6	*			Public	LCC
	Develop a network of Town Walks	*	*	*	Public/S106	CBC/LCC
Public Realm	Apply public realm design principles	*	*	*	Public	CBC/TT
	Swan Street/High Street		*		Public/Funding bodies/S106	CBC
	Bedford Square/Wards End	*			Public/Funding bodies/S106	CBC
	Queens Park/Devonshire Square/Granby Street	*			Public/Funding bodies/S106	CBC
	Former Hospital/Aumberry Gap		*		Public/Funding bodies/S106	CBC
	Station Forecourt	*			Network Rail	NR/CBC
	Station to Town Centre via Nottingham Road	*	*		Public/Funding bodies/S106	CBC/LCC
	Parish Green	*			Public/Funding bodies	CBC
Urban Design	Design and Access Statements with all planning applications	*	*	*	Private	CBC
	Application of urban design principles checklist	*	*	*	Public	CBC/TT

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Section	Proposal	2006 - 2010	2011 - 2015	2015 - 2021	Funding	Lead Body
Key Development Sites	Devonshire Square and Granby Street Car Park Site	*	*		Private/Public	CBC
	Former General Hospital and Aumberry Gap Site	*	*		Private/Public	CBC
	Loughborough Eastern Gateway	*			Public/Private	CBC/NR
Other Sites	Sites for development, redevelopment or improvement	*	*	*	Private	CBC/TT
	Sites to be retained or protected	*	*	*	Private/Public	CBC
Implementation	Funding and Bidding Strategy	*			Public	CBC
	Land acquisition as required	*	*	*	Public/Private/ Funding bodies	CBC
	Liaison with service providers and utilities	*	*	*	Private/Public	CBC
	Marketing and Promotion Strategy	*			Private/Public	CBC/TCP
	Key Site and Public Realm Project Teams	*			Public	CBC/TT
	Monitoring & Review	*	*	*	Public	CBC/TT



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Risk Analysis

Risk	Likelihood	Impact	Mitigating Measures
That the Inner Relief Road will fail to receive Government approval and funding	LOW	HIGH	An alternative transport strategy would have to be developed which looked at traffic management and regulation to reduce the impact of traffic in the Town Centre
That competition from the three Cities, out of town and internet shopping will severely reduce retail growth in Loughborough	MEDIUM	HIGH	Target particular retailers; consider alternative uses; work with the Town Centre Partnership to develop marketing and promotion responses; consider financial incentives
That public realm improvements will be limited by lack of public funding or lack of private development to produce S106 funds	MEDIUM	MEDIUM	Prepare funding strategy to ensure external funding opportunities are maximised. Seek S106 contributions from developments beyond immediate town centre
That it will prove difficult to attract private sector investment in the town centre	MEDIUM	MEDIUM	Take proactive approach to attracting private developers and retailers using established networks. Consider other incentives
That private landowners on key sites will not be willing to make their land available	MEDIUM	HIGH	Resolve to use compulsory purchase powers and seek private developer partners to back CPO action
That it will not be possible to control the content or timing of private sector proposals to ensure that they match Masterplan aspirations	HIGH	LOW	Active encouragement of suitable submissions coupled with a pragmatic approach to alternative proposals which maximises the achievable Masterplan benefits

Monitoring and Review

The action plan provides a recommended programme in terms of short, medium and long term actions. Should circumstances change, priorities will need to be reviewed and medium/long term and new projects will need to be brought forward. The action plan brings together all site specific, infrastructure and public realm proposals under one plan.

As with all Masterplans the deliverability of proposals is always sensitive to the market, changing priorities and changes in the level of funding available.

A risk analysis has been carried out (see table) which identifies the main potential risks which will need to be kept under review and for which mitigating measures have been assessed.

In certain circumstances it may be appropriate to use compulsory purchase powers, identify sources of gap funding or increase development value through the density or content of development.

The action plan must be used as a working document that is reviewed on an annual basis to take account of changing circumstances and progress. This is an important and ongoing role for the Town Team.

Key to further studies and evaluation of development impact within Loughborough will be the Highway Authority traffic model. It is recommended that this model is used as a consistent basis for evaluating the effects of the changes and as a source of data for the more detailed models of specific junctions. The model should also be used as a source of data for transport assessments of individual planning applications thus ensuring a consistent approach to development control within the town.

Changes to the highway network as proposed in the Masterplan will be tested in detail the Local Highway Authority (Leicestershire County Council) for capacity and safety. An initial desk top analysis of the proposals as identified in the Transport Strategy suggest that there are no major constraints in bringing the proposals forward. However, if as a result of the LHA assessment, the alterations to the existing highway network and proposed new roads are not practical and feasible then alternative options will be considered as the Masterplan evolves to ensure that there will be no detriment to the safety and operation of the local highway network.