

YOUR **TOWN**. YOUR **THOUGHTS**. YOUR **FUTURE**.



WORKSOP TOWN CENTRE MASTERPLAN VISION.

By 2040 Worksop Town Centre will be the focus of community life, creating a place that serves the everyday needs of residents, whilst also being an exciting destination for visitors from the local area and further afield.



Bassetlaw
DISTRICT COUNCIL
— North Nottinghamshire —

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Portfolio Holder for Regeneration
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Foreword

Worksop not only enjoys a rich history and heritage, it is also an ambitious town with a future full of potential.

But Worksop Town Centre, like others across the UK, is facing up to considerable challenges posed by the Covid-19 pandemic, economic uncertainty, ongoing changes in shopping patterns and how people choose to spend their leisure time.

This ambitious, exciting masterplan has been created to provide us with the tools we need to ensure that over the next 20 years Worksop Town Centre is capable of positively meeting these challenges, but can develop and adapt to changing consumer demands, technological advances and climate change.

At its heart, is a comprehensive strategy for increasing the number of people who work, live, visit and enjoy the Town Centre. A new identity focussed around a rejuvenated community, will harness the potential within Worksop for; innovative business growth; a distinctive commercial and leisure offer; new homes within vibrant neighbourhoods; the positive re-use of existing buildings; better walking, cycling and bus connectivity; and the introduction of extensive flood management and green infrastructure through its core.

This is, therefore, not just about new development or bringing older buildings back in to use. It is about setting out a clear vision, and aspirations, based on what our partners in the private, public and third sectors have told us will give confidence to businesses, consumers, funders and investors to re-purpose and guide future development in Worksop Town Centre, and to secure investment to revitalise the heart of the town.

Although led by Bassetlaw District Council, its singular vision and direction will require collective buy-in by all partners; as such this masterplan has been finalised following recent community, business and stakeholder consultation, and its delivery will be a genuine partnership reflecting the collective wider ambitions for the Town Centre.

This masterplan provides the strategy for change over the next 20 years but also incorporates more short-term action - significant investment by the Council and its partners in education, training and business space at the WASH and Middletons; new family facilities at The Canch; and the newly revitalised Worksop Inspire - will help bring activity, jobs and business to the Town Centre from the outset. Set against the backdrop of Covid-19 this regeneration plan is even more important as we consider a new and different approach to our lives and livelihoods.

We are determined to 'restart' Worksop Town Centre and setting it on an ambitious pathway to success could not be more timely.

1.

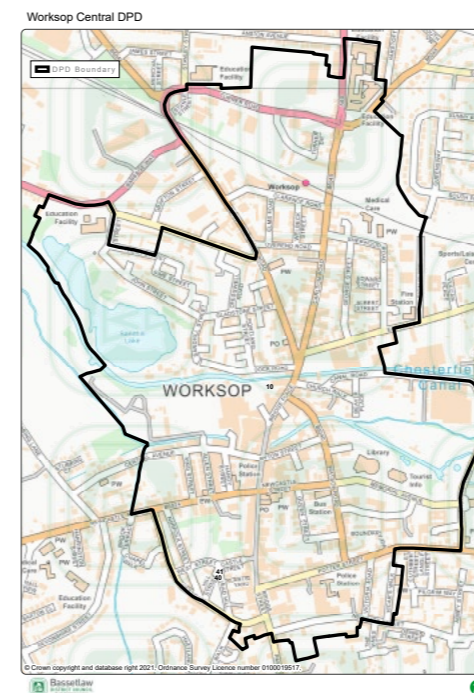
Introduction

This Masterplan for Worksop Town Centre seeks to bond together a range of existing and new initiatives into one holistic vision for the future, that honours the built, natural and cultural heritage of the town.

Worksop has a rich and deep multi-layered heritage and has a great number of assets in its urban structure and form, location, green infrastructure and historic assets. These, aligned to a compact form that could facilitate healthy travel choices for residents, will re-establish Worksop Town Centre as the focus of everyday needs and enjoyment for local people and those from further afield.

Whilst Worksop Town Centre has suffered a number of challenges in recent years relating to changes in shopping patterns and behaviours, economic restructuring in the region, and in recent years flooding, the future is bright. By tackling the challenges and embracing the opportunities this Masterplan sets the scene for investment and sustainable growth that will be inclusive, healthy and resilient.

This masterplan has been commissioned by Bassetlaw District Council (BDC) to provide a regeneration and growth strategy for Worksop Town Centre over the next 20 years. This overarching framework will build on a range of existing regeneration projects and inform future regeneration activities, development priorities, as well as supporting funding bids and investment decisions made by the Council and its partners. The masterplan covers the area below.



This masterplan has been prepared against a backdrop of changing patterns in the way people spend their leisure time. Town Centres have always been the places where people come together to meet, buy and sell goods and services, exchange ideas and enjoy themselves. Shifts in technology and lifestyle have changed shopping and leisure habits; new ways of spending time, with an emphasis on experiences, and changing patterns of socialising have gained widespread popularity, whilst traditional comparison retail has continued to retreat from the Town Centre to the internet.

The current Covid-19 pandemic in 2020 accelerated the wider structural retail and leisure market changes that were already underway as a result of a number of factors outside of the control of the Council. A strong, positive response is required by the Council and its partners to re-imagine the future role of Worksop Town Centre. A clear vision and aspiration set within a flexible regeneration strategy is vital to 'refocus' the Town Centre and place Worksop's existing and new businesses in a strong position to successfully manage a smooth transition and to bring about lasting recovery to the area. This will inspire confidence in businesses, funders, consumers and prospective investors in Worksop.

This coordinated masterplan will ensure that Council-owned assets will be developed and managed with the bigger picture in mind with potential future acquisitions that can be guided by this framework. The masterplan also provides a clearly articulated framework within which business and community partners can develop their projects and initiatives to benefit and strengthen the regeneration process and the outcomes for Worksop. As such, the masterplan identifies a series of Project Clusters to focus priorities for investment and catalyse change, providing certainty and helping to realise public goods.

The masterplan is supported by a high level 'living' project plan. This intentionally identifies mostly physical building and infrastructure interventions which the Council and its partners can have a direct influence on. But the masterplan also recognises that for regeneration to be successful interventions and projects that inform policy, and support business, community, educational and cultural initiatives must go hand in hand with the physical regeneration of Worksop. The delivery of the project plan will be facilitated by a new Town Centre Board of key partners. The project plan is designed to be flexible and responsive to business case development and as funding opportunities become available.

2.

Drivers for Change

Recent challenging economic conditions, the ongoing Covid pandemic, structural change in the retail market, coupled with changing consumer behaviours and expectations, have had a fundamental impact on high streets across the UK over the past decade.

This change, characterised by an oversupply of retail space in Town Centres coupled with high-profile national retail closures, has led to falling property values, and an increase in vacancies. This trend is expected to continue as operators consolidate operations, and online retailers buy brand names but without trading from their former high street stores, providing for an online consumer base. The internet is expected to account for 53% of retail sales in 10 years' time, an increase from a fifth at present, as younger people who are familiar with the internet become more than half of the UK's adult population. In response, more retailers are moving to click and collect and online sales, fundamentally changing the mix of uses in Town Centres.

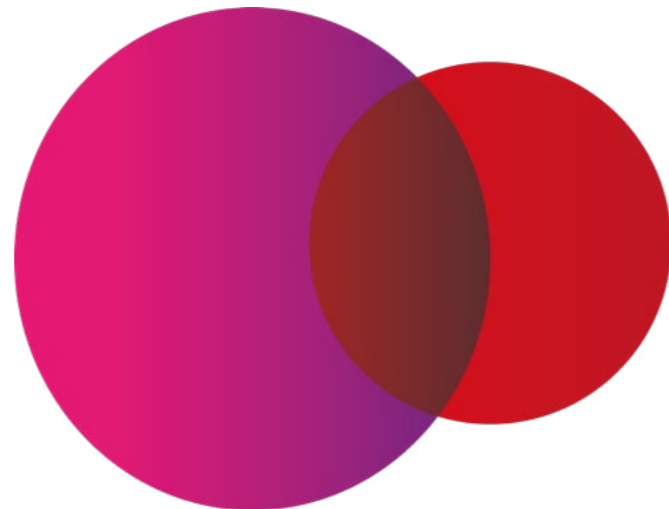
Looking forward, the commerciality of Town Centres and development opportunities are expected to remain, but the focus will change: to be successful Town Centres will need to reinvent themselves as mixed-use destinations, that include business, healthcare, education and community facilities, with landlords and developers looking to create integrated communities in which to live, work and shop. Fewer shops will mean retailers need to be more engaging and interactive to attract consumers and personalise their Town Centre experience.

An enhanced leisure offer which also encompasses health and well-being benefits, and sustainability, will form a key component of this diversified offer. More people are increasingly choosing to spend their disposable income on leisure experiences. There is considerable market growth potential going forward, with brands looking to expand their portfolios. There is also increasing cross over between market sectors, with the food as-you-go sector growing while restaurants are offering take-away options through delivery services.

Similarly, family friendly leisure experiences are an increasingly important attractor for the lucrative family market. Several leisure operators target Town Centres, including for indoor activity centres, as an anchor for mixed use development. The Town Centre in Worksop is currently underperforming in this regard, and this presents an opportunity for the future.

Due to the speed of social and technological change successful Town Centres will need to be capable of responding and adapting to change quickly or risk losing out to competitors or new formats. The uncertain nature of change makes planning for specific outcomes more difficult than in the past; a masterplan with a clear vision and aspiration is more important than ever, giving confidence to businesses, funders, consumers and investors, will support innovation and an ability to secure investment.

The drivers summarise the outcome of research and stakeholder engagement on what factors could move the Town Centre forward successfully.



VISION 2040

Stemming the Decline of the Retail High Street

By 2040: The retail core will be well-contained providing more space in the wider area to bring exciting new experiences, community activities and more people into the Town Centre. A range of complementary uses to the core retail offer will drive footfall and retain visitors for longer. Worksop's Town Centre will support education and training, the growth of independent new businesses through a variety of formats, including in the green energy sector, but also by promoting a fluid leisure and community focussed opportunity for those who live and work in Worksop and the wider area.



Upskilling Residents & Providing Better Paid Employment

By 2040: the Town Centre will support a range of further and higher education and training opportunities to enable local residents to enhance their skills, get better paid jobs and enjoy the associated quality of life benefits. Providing more space for start-up businesses and independent business growth will enable local business to grow and prosper, retain national enterprises and retain skills to the benefit of the District.

Quality Urban Living

By 2040: more people will move to Worksop to take advantage of location, house prices, lifestyle and quality of life. A range of new homes will appear in the Town Centre, in part delivered by public organisations, in part by private investment. They will be high quality, sustainable, attractive and meet needs of professionals, families as well as older residents in recognition of the benefits intergenerational living can bring to community. Investment will help stimulate positive activity in the residential and commercial market.

Changes to Mobility & Technology

By 2040: more sustainable travel options, such as electric and alternative fuel technology vehicles will be commonplace, with smart infrastructure actively managing movement around the town. The centre will be fully enabled with the most effective digital infrastructure to encourage quality business, living and community growth, including the ongoing demand for homeworking. Smart sensors will monitor and help to manage the urban environment, supporting health, wellbeing and economic growth.

Managing Flood Risk

By 2040: The Town Centre will be protected from flooding by a comprehensive flood management scheme and an integrated sustainable drainage network, supported by a robust, attractive Green-Blue Ribbon to provide greater resilience to the town's business and residential communities, whilst contributing to the wider biodiversity and climate change agenda. The Blue-Green Ribbon will transform Worksop's relationship with the River Rytton, creating an improved image of the Town Centre and becoming the focus of wellbeing and economic activity. The Chesterfield Canal and Sandhill lake will provide enhanced leisure opportunities for all.

Building Stronger Communities

By 2040: The Town Centre will promote quality urban and intergenerational living in a safe, inclusive and accessible environment. Housing for older people will sit alongside that for younger people and families fostering a sense of community, whilst the wider environment will offer meeting places, community, health and education services for all. Supported by a diverse cultural and community offer, attractive daytime and evening leisure options, the Town Centre will be a vibrant place with a genuine sense of community.



Jonathan Nalder from Kilcoy, Australia. © Wikimedia Commons <https://creativecommons.org/licenses/by/2.0>

Pedestrian, Cycle & Public Transport Accessibility

By 2040: The Town Centre will be inclusive and accessible supporting active travel and public transport, enabling more people to have opportunities for healthy, active lifestyles. Connectivity within the Town Centre and to nearby areas will be easy and safe on foot or by bike. Green transport options will be embedded in design supporting wider aspirations for climate change mitigation and a greener environment for all. As a multi-modal transport hub Worksop Town Centre will become the gateway to the sub-region and a great place to live.



Highway Infrastructure Improvements

By 2040: Improved connectivity within the Town Centre and to neighbouring areas for vehicles and improvements in public realm will make movement easier and safer for all, improve traffic flow and encourage greater use of the Town Centre attractions and facilities.

Townscape Heritage

By 2040: The celebration of Worksop's built heritage will act as a catalyst for investment, with the sensitive and innovative re-use of the built form and the creation of attractive public and green spaces and corridors creating a distinctive setting for urban living and working. Diverse business space will attract small, creative heritage related businesses to establish in the Tow

Climate Change & Sustainability Requirements

By 2040: The Town Centre will have showcase sustainability and biodiversity principles: from the way it is accessed to the way the local community interacts with the environment. New developments, regenerated spaces and retrofitted buildings will have exemplary sustainability standards, support green energy, enhance biodiversity, and benefit from built in climate resilience and carbon offsetting through new flood management, tree planting and nature-based solutions.

Wider Connections

By 2040: Quality, active and sustainable connections to nearby visitor and cultural attractions like Clumber Park, Creswell Crags, Welbeck Estate will be easy, making the town a hub for visitors, encouraging longer stays and more frequent visits to the Town Centre as part of the visitor experience.



3

Historical Background

Worksop is an ancient town to be found in the North West of Nottinghamshire and described in the Domesday book as Wirchesop (although there are numerous other spelling and meanings) which name supposedly meant 'a fortified hill. 'The ancient earthworks known as Castle Hill evident at the time of the Norman Invasion seem to support this. This site is still marked but it is unclear whether a stone-built castle ever existed although there is some evidence of a wooden structure having been there.

Around 1103 an Augustinian Priory was established by William de Lovetot and although most of the original was demolished at the time of the Dissolution, part still remained and has been incorporated in the existing Priory Church of St Cuthbert and St Mary. The church has been fully restored and is now well maintained for future generations. There is a great deal of fascinating history around this church which is one of Worksop's best-known landmarks along with the Priory Gatehouse which was built at the beginning of the 14th century by the Augustinian Order from the Priory. Evidently 200 oaks were felled in Sherwood Forest to be used in the building of the Gateway. A market cross had existed in the vicinity from around 1160 for Cheapside or Radford which at that time was a separate parish but it has since merged with Worksop. The cross was re-sited in 1896 and now stands where the original road once passed through the archway.

The Gateway has had many uses over the centuries and originally provided shelter and hospitality for visitors but after 1539 this came to an end and the church lands were handed to the Talbot family, Earls of Shrewsbury who owned Worksop Manor at that time. The Gatehouse subsequently changed hands several times but had been used as an elementary school in 1628 and then as a 'school for poor boys' in 1853 supported by voluntary subscription. Later as an annexe for the Abbey School, parish room, offices, tearoom and art gallery. Recently it was used as a shelter for homeless people. It is presently unused and will hopefully be restored in the near future after securing grant funding.

Worksop is now known as the 'Gateway to the Dukeries' and indeed is surrounded by stately homes and lands at one time belonging to such dukes and earls as Newcastle, Shrewsbury, Portland, Devonshire, Rutland and Norfolk to name just a few. Many of these grand houses no longer exist but Worksop is still close to many of the parks which were originally part of Sherwood Forest (Robin Hood country) such as

Clumber, Rufford, Welbeck and Thoresby, all open to the public apart from Welbeck Abbey which is still in private hands.

Worksop was originally a small market town known mainly for agriculture and related services. In the late 18th century it was famous for being one of the biggest producers of liquorice along with hat making (16 hat makers still in Beaver Place in 1841), and also for the manufacture of Windsor Chairs.

With the opening of the Chesterfield Canal in 1777 and the Manchester Sheffield and Lincolnshire Railway in 1849 it became a bustling town with many local tradesmen, maltings, breweries, milling industries, timber yards, glass manufacturing, engineering works and refractories which all benefited from the increased accessibility for moving goods. A colliery was opened at Manton in Worksop in 1898 which provided many new jobs and caused workers from outside the town to settle in Worksop.

(Courtesy of Worksop Archaeological and Local History Society)

Benefiting from an accessible location and transport links in the form of the canal, railways and the A1 Worksop benefitted from the discovery of extensive coal seams and this formed the basis for employment and prosperity in the 19th and 20th Centuries. After the closure of the mines, ending in the 1990's there was a period of decline and economic restructuring.

The local economy in Worksop is now dominated by service industries, manufacturing and distribution. Major employers in the area include Premier Foods, Greencore, Wilko, RDS Transport (the Flying Fridge), B&Q, MAKE polymers, OCG Cacao, part of Cargill, Pandrol, GCHQ and the NHS (Doncaster and Bassetlaw NHS Trust and Nottinghamshire Healthcare NHS Trust).



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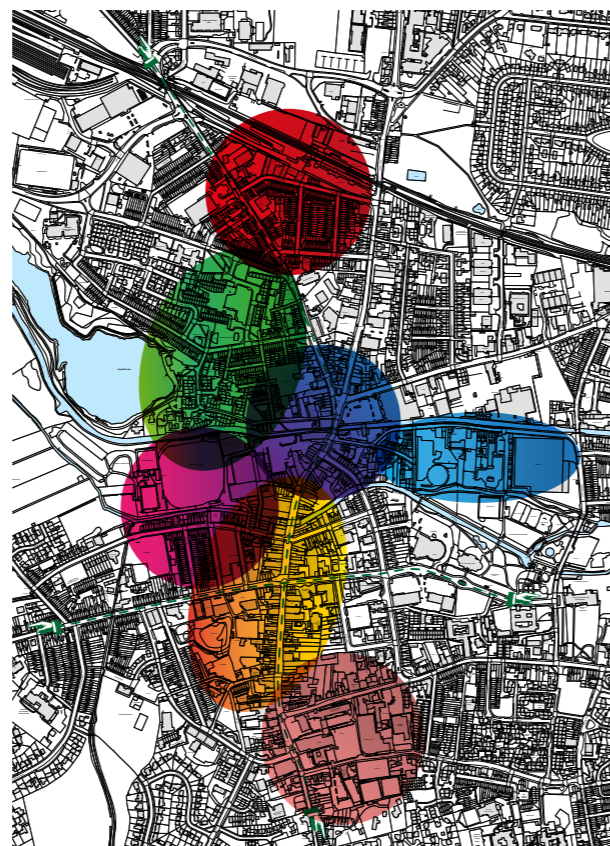
Key Concepts

Based on an analysis of the opportunities and the key issues outlined above and following briefings from local experts, Elected Members and stakeholders five Key Concepts were developed to frame the Masterplan and provide the starting point for the design and regeneration process.

Smart and Sustainable Economic Growth

A mix of Town Centre uses, and a rebalancing of these to facilitate growth in key growth sectors, as well as support independent for local business growth, and significant increases in urban living will meet the challenges of the future and secure a vibrant, sustainable future for Worksop. With an emphasis on skills and quality job creation Worksop Town Centre will become the engine room of the local and sub-regional economic picture and an aspirational place to live, learn, work and play.

New technology will both facilitate and be the driver of change and the Masterplan seeks to establish the necessary infrastructure to support innovation, skills development, design for manufacture and the knowledge economy. Building on key anchors at the Creative Village, and new opportunities at the WASH and Middletons, start-ups, incubation and business clusters in an around the Town Centre will emerge. The holistic vision is to re-purpose the whole District as a vibrant, productive and inclusive environment where people can thrive and prosper.



Reviving a Sense of Community

The future of Worksop Town Centre will lie in meeting the everyday needs of the Town Centre community and those that live in the surrounding area, whilst attracting and retaining visitors for unique and memorable experiences. Existing and new green spaces will attract and retain footfall in the Town Centre creating an environment for people to enjoy the leisure, retail, market and food and drink options available. The proposed new housing in the Town Centre, alongside improvements to the existing stock, will attract new residents with spending power, supporting retail, leisure, services and hospitality.

As a compact town, Worksop is accessible for pedestrians and cyclists from the Town Centre, to the suburbs and beyond. Taking advantage of improved transport connections for cycling and public transport, everyday facilities, jobs and leisure will be easily accessible encouraging more people to live and work

in Worksop and greater use of a mixed and vibrant Town Centre with activity throughout the day and evening which allows local people and businesses to thrive.

The Masterplan proposes a series of inclusive spaces that will meet the needs of all, whether they are local residents or visitors from further afield. A new cultural offer will underpin a drive towards developing an active civil society that will assist in the curation of a place for everyone to enjoy.

This concept is further validated by the recently published Build Back Better Covid-19 Supplement for Town Centres (2020), which identifies the re-focussing of Town Centres around public spaces, local identity and sustainable transport as the future. These are reflected in the Project Clusters described below.

Life on the Waterfront

The presence of water is both an asset and a threat to the Town Centre. As part of the Masterplan, improved flood resilient measures and waterside habitats will enhance the image of the town. Flood defence development; making room for water; river restoration; green walls, roofs and public spaces all form part of the Masterplan Concept of Life on the Waterfront. Opportunities exist to create upstream storage to improve the flow of the River Ryton to reduce flood risk, alongside measures to remove downstream obstructions and constraints.

New developments will be sustainable, meeting at least the Future Homes Standard and the retrofitting of existing buildings will further mitigate climate change.

Whilst localised flood risk will be managed through climate change adaptation measures, the Masterplan seeks to reduce the overall carbon footprint of

Worksop Town Centre through promoting sustainable transport, improvements to existing buildings and the establishment of a heat network focussed on the river valley, creating an exemplar.

With the retrofitting of currently unsympathetic buildings, the green heart of Worksop will grow, enjoying a theme of nature, heritage and vibrant public spaces, allowing both the daytime and evening economy to grow.

This high-level concept is being developed in partnership with the Environment Agency to develop a flood alleviation scheme featuring nature-based solutions alongside significant engineering works to ensure that flood and water management becomes an opportunity rather than a threat to the Town Centre. This is explored further under Waterfront Leisure and the Blue Green Ribbon.

Active Travel Choices and Sustainable Transport

Encouraging walking and cycling will re-establish the Town Centre as a safe and healthy destination. Through a combination of cycle lanes, customer focussed public transport and traffic management, routes through the Town Centre will connect the suburbs, railway station, bus station, retail and leisure outlets for visitors and residents. With onward routes to Clumber Park, the Town Centre will form part of the visitor economy whilst also serving everyday needs. Improved cycling infrastructure will provide healthier travel choices for work and leisure trips.

Two major axes have been identified that form the basis for thinking about walking and cycling and

public transport in the Town Centre. One route connects Worksop Town Centre with the suburbs to the north, the railway station the National Cycle Network and onwards to Clumber Park from north to south. A second route connects the Castle site to the west with the Priory and The Canch to the east creating a corridor across the Town Centre. Cycle, electric and alternative fuel vehicle charging hubs will allow bikes/vehicles to be parked safely at key locations. This will complement opportunities along the Chesterfield Canal and River Ryton, both are green walking and cycling corridors, connecting Worksop to neighbouring communities and the countryside around.

Active travel is being further explored with Sustrans, while public transport providers and Northern Rail will consider routes and multi-modal connectivity with the proposed cycle hubs, the railway station, electric vehicle/cycle and alternative fuel vehicle charging and improved access to Bridge Street.

Reconnecting People and History

Worksop has a rich and multi-layered history. The Masterplan will seek to reveal the sometimes-hidden heritage of the Town Centre. Public spaces, quality street furniture and distinctive landscaping will improve the setting of the historic buildings, for example on Bridge Street while the extension of the historic Market Square in the south of the Town Centre will enhance the setting for the range historic buildings around its edge that have statutory protection and that are in need of sustainable uses and investment.

The Masterplan will seek to make better use of the Castle as a historic location whilst also celebrating Worksop's industrial and market town heritage. Improved access across the Town Centre will link the older buildings with great public spaces to create a pleasant place to live and visit. A heritage trail will encourage exploration, particularly of little-known

aspects of the Town Centre providing opportunities for independent businesses to establish along its route.

The River Ryton and Chesterfield Canal, in addition to being important green infrastructure assets, have a historic significance relating to the earliest origins of Worksop and the town's later growth and prosperity. These assets are celebrated and revealed through the Masterplan and will become key anchors for regeneration and economic growth.

This Key Concept is closely related to the culture offer of the Town Centre with a synergy between the historic places and spaces, key assets and buildings and the role of the arts in attracting and retaining visitors to the Town Centre. Whilst this element remains intangible, the resonance of this needs to be captured to bring life to the places and spaces within the Town Centre.

5. Project Clusters

In order to deliver the Key Concepts and bring together these strands a series of Project Clusters have been identified to focus priorities for investment and catalyse change. Whilst these have notional boundaries and geographic locations, their impact and resonance is intended to be Town Centre wide, recognising the compact nature of Worksop.

The Innovation District

Innovation Districts are becoming a common feature of many towns and cities across the UK. The clustering of businesses, research, training and supporting facilities recognises the importance of collaboration and the cross-fertilisation of ideas.

“Innovation districts constitute the ultimate mash-up of entrepreneurs and educational institutions, start-ups and schools, mixed-use development and medical innovations, bike-sharing and bankable investments - all connected by transit, powered by clean energy, wired for digital technology, and fuelled by caffeine”.

Katz and Wager 2017

Typically, also incorporating meeting and events spaces, leisure, residential, renewable and low carbon energy and high-quality public spaces, innovation districts are now becoming a feature of smart economic growth. Fast and robust free wireless internet is available everywhere in the Town Centre for visitors and residents to benefit from. Great broadband in an Innovation district makes it easy for businesses to take advantage of the opportunities global connectivity brings.



Image by Gateshead Council/WSP Ltd

Gateshead Energy Centre.

Innovative businesses are already established in Worksop, whether that be Whitworth Brothers at the forefront of flour milling, or the already established creative industries in the Creative Village and elsewhere.

Industry training in the digital and low carbon growth industries as well as the health and care sectors, business incubation and product development would co-locate fostering home-grown talent, creating better paid jobs and upskilling the workforce, designing new products, developing the knowledge economy and providing solutions to climate change, health and wellbeing in one central location.

Building on this, the Worksop Access to Skills Hub (the WASH) will bring together the RNN Group (of Colleges), Bassetlaw CCG and the University of Derby as well as other public sector and business providers to provide a state of the art skills and educational hub, as complementary focal point for an Innovation District in Worksop. This approach is highly aligned to best international practice and reflects an innovative approach from a number of partners and the Council wishes to expand this theme in the future.

Low carbon energy, in particular heat, is a challenge for the electricity grid and opportunities exist nearby to create an energy centre that will provide low carbon heat and electricity serving the Innovation District and the wider area with affordable warmth and power to the new homes and businesses. Innovation in low carbon energy may be a future specialism in terms of training and skills development.

A significant element in most Innovation Districts is the role of arts and culture and many co-locate events and conference spaces with the capability to host concerts and recitals. This allied to the nearby greenspace of The Canch and its improved family friendly facilities, easy access to the Town Centre and existing range of cultural facilities makes the chosen location the ideal place for a new mixed-use quarter for Worksop with café's, public spaces, sustainable housing and waterside activity.

Key benefits

- Increased skills and workforce development
- High quality job creation
- Live Work opportunities and compact (sustainable) growth
- Area based regeneration
- Fuel poverty alleviation and energy-based income streams for the public sector

Funding sources

- Land value capture
- Innovation Funding
- Private Investment
- LEP

Next steps

- Engagement with academic partners
- Heat Network Delivery Unit (HNDU) Funding for feasibility studies
- Development Plan Document Site Allocations
- Planning and Development Brief(s)

Waterfront Leisure & the Blue Green Ribbon

Adjoining the Innovation District, opportunities for great public spaces, waterside access and a new mooring exist to make this area the focus of the evening economy, whilst also being a vibrant daytime destination for new and existing residents and visitors alike.

Like many towns Worksop has 'turned its back' to the river; For many people the River Ryton is not immediately visible in the Town Centre. The map of 1900 shows the course of the river through the town and the amount of space around the water, including green spaces and trees that previously existed.

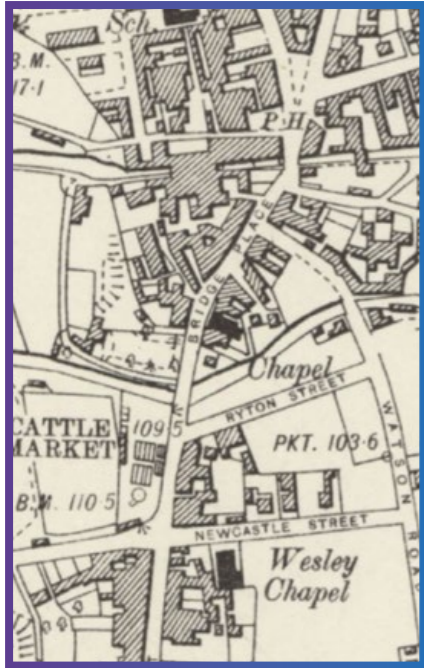
Recent floods of 2020 were a reminder of the presence of a force of nature. Over time the course of the river has changed, and it has become constrained within artificial banks whilst also having being built over on Bridge Street and the Priory Centre. There is no longer a bridge on Bridge Street and the only reminder of the presence of the river is on the ground with swirls picked out in the paving, hinting at the water below.

Opportunities exist to put the river at the heart of the Town Centre in a safe, sustainable and attractive way. By providing flood storage upstream and removing obstructions downstream the river can once again be a good neighbour. Through the restoration of natural processes in the channel this attractive feature will provide a quality green setting for the development of the future Town Centre.



Nature in the Town Centre





The River Ryton brings nature into the Town Centre and as such is an asset with a great potential to add economic value whilst also providing significant new greenspace and habitats. This area will have a strong, energetic identity and 'water themed' public spaces with 'gateway' features. Access to the River Ryton and the Chesterfield Canal should be improved. Being at the centre of a range of routes and paths, this area will be the entry point for the canal and riverside leading the rejuvenation of the area. Opportunities will be taken to create buildings that overlook this asset with the opportunity for new public spaces, leisure and living, all enhanced by the presence of water.

To the north of the River and once important for the town in terms of supporting industry is the Chesterfield Canal. Restored as a navigable waterway after falling into disrepair in the twentieth century the canal has a wide range of characterful buildings alongside what is an important route for barges but also an important recreation resource for walking and cycling along the towpath. With connections to Nottinghamshire, South Yorkshire and Derbyshire the Chesterfield Canal has a great potential for sustainable tourism, bringing people directly into the Town Centre.

Many towns and cities have re-imagined their waterside places and their relationship to the aquatic environment. A similar opportunity exists in Worksop; By opening up views and connections to the waterside, the river and canal environment in the valley offers a great potential for quality leisure, employment and living.

In the long term the 'Blue Green Ribbon' will be the catalyst of a new 'green' future for Worksop showcasing nature-based solutions to flood risk management and climate change alongside a quality recreation and leisure offer. This waterside environment will provide the green link between the ever-popular Canch Town Centre park and an improved Sandhill Lake to the west of the Town Centre. Across its length space for play, recreation, social interaction and nature will sit comfortably side by side connected by quality walking and cycling routes inclusive and safe for all. Appropriate leisure uses such as cafes, bars and restaurants will encourage people to positively use this significant linear greenspace and stay longer.



The national cycle route uses the Chesterfield Canal through Worksop and this route, with new connections to improved walking and cycling infrastructure in the Town Centre will make active travel between home, work and leisure easy, whilst supporting health and wellbeing through providing access to nature.

In addition to the immediate waterside environment there is an opportunity to green the wider valley bringing nature into the urban environment through greening spaces and buildings and improvements to the streetscape. Innovative public art, such as water features and play could form part of the Town Centre experience, driving up footfall and retaining people for longer.

Key benefits

- Flood Risk Management
- Habitat creation, biodiversity and water quality improvements
- Increased land and property values
- Improved image of Worksop
- Health and wellbeing benefits (recreation, stress reduction, healthy travel)
- Support for the hospitality industry and visitor economy

Funding sources

- Land value capture
- Asset backed vehicles / land receipts
- Flood Defence Grant in Aid (FDGIA) – Environment Agency
- Canal and Rivers trusts
- Local Nature Recovery Networks (upcoming)

Next steps

- Local Levy Funding (via NCC) for full Flood Alleviation Scheme
- Development Plan Document Site Allocations
- Planning and Development Brief(s)

Improving Existing Housing

There are many advantages to living close to the Town Centre in Worksop. With easy access to shops and services, the river and canal, and public transport the Town Centre is a great place to live, and this area will remain primarily residential, but there is room for improvement if this is to be an aspirational location.

The Council owns and manages a significant number of homes close to the Town Centre in the Sandhill and Sandy Lane areas and there are opportunities to improve the quality of the properties and public spaces in some cases whilst also improving connectivity in and around the area. The Council has a good track record in providing innovative quality housing, with recent notable examples evident in the suburb of Manton. Opportunities exist to improve canal access, providing new crossing points and links to other regeneration areas.

Working with the Sandhill and Sandy Lane communities, potential exists to improve the living

conditions of residents whilst also adding to the variety of housing available within the Town Centre.

Sandhill Lake is an attractive community asset that could add value to the Town Centre and the communities that live around it. A significant opportunity exists in this part of the Town Centre to positively integrate Sandhill Lake in the Town Centre offer, reinforcing the concept of life on the waterfront. Through the regeneration of the existing housing in this area and by building additional new housing, a sense of identity and community would be achieved whilst improvements to the lake's environment would be welcoming for visitors and lake users.

The area identified in the masterplan includes some privately owned terraced properties that would benefit from improvements in terms of energy efficiency, parking and street design and this would improve the living conditions whilst also making the Town Centre a more attractive place to live.



Image by Igloo Regeneration

Key benefits

- Reduced fuel poverty
- Improved living conditions
- Greater access to Sandhill Lake
- Increased affordable housing supply
- Long-term income streams
- Improved image of Town Centre living

Funding sources

- HRA
- Homes England
- Green Industrial Revolution Funding (10 point Plan)
- Partnerships with Registered Providers
- Green Bonds and other innovative funding
- Property Assessed Clean Energy (PACE)
- Land Value Capture
- Private investment

Next steps

- Detailed masterplans for the regeneration of existing estates
- Identification of further sites for Council housing delivery
- Development Plan Document Allocations
- Survey of property types and retrofitting potential



Town Centre Living

Creating homes that people want to live in, with riverside and canal side views, within a historic environment and with excellent routes directly into the Town Centre with its retail, leisure and core services are at the heart of Town Centre living.

Whilst the recent Covid 19 crisis have increased demand for out of town living temporarily, the sense of community, ease of access and sustainability benefits of Town Centre living are still compelling. However there needs to be some changes in terms of design, patterns of ownership and tenure if we are to attract a new generation of Town Centre residents. Affordability, security of tenure, access to outdoor space and housing quality are all considerations alongside the management and maintenance of buildings.

Re-use of existing buildings and significant new housing identified through the planning process that caters to different age and income groups and increases opportunities for affordable housing and intergenerational living will increase the resident population in the Town Centre and improve the vitality and viability of Town Centre retail, leisure and service sectors during the day, but also in the evening and at the weekend.

Historically many more people lived in the Town Centre before the suburban expansion of Worksop and the Masterplan seeks to re-establish this pattern. With a range of local services and community facilities within 15 minutes and close to home, the Town Centre will once again serve the needs of the town's population. As an increasing number of younger people choose not to drive, and a third of the under 25's not having a licence, the Town Centre may be an attractive option as a place to live.

More quality housing in or close to the Town Centre, will be sustainable in terms of location. The creation of walkable 15-minute neighbourhoods, with most homes having great access to the river and canal and local shops and services and the attractions of the Town Centre - will increase opportunities for active travel and public transport, reducing vehicle trips and

congestion, bringing significant health and wellbeing benefits. As well as securing environmental benefits, the vision of a sustainable and vibrant mixed used Town Centre, will establish Worksop as an aspirational place to live.

In and around the Town Centre there are a number of opportunities that would be suitable for new residential development. Designed to the highest standards of energy efficiency and providing gardens and new public spaces these homes would be attractive to families and would help to support the Town Centre as a hub for the new and existing communities.

Well-connected and accessible, the new housing will be integrated with the existing homes in the area, ensuring that the benefits of the new development are shared.

Good examples of new, sustainable affordable housing include the award-winning Goldsmith Street in Norwich which balances an appropriate density whilst also providing gardens and public spaces. These homes are highly energy efficient and the running costs are low, whilst also helping to reduce carbon emissions. A greater number of people living in the Town Centre generates activity during the day and night, reinforcing community safety with more people occupying the streets going about their business and taking exercise.

Key benefits

- Improved image of Town Centre living
- Compact and sustainable patterns of growth
- Support for Town Centre Businesses
- Re-use of redundant buildings and upper floors

Funding sources

- Homes England
- Successors to current projects (THI)
- Land Value Capture
- Asset Backed Vehicles and land receipts

Next steps

- Development Plan Document Allocations
- Survey of property types and retrofitting potential



More residents in the Town Centre will support local markets



Historic Bridge Street & Cultural Heritage

Bridge Street is a finely structured high street that gently curves down from the Town Hall to the River Ryton and the Chesterfield Canal. The bridge forms the name of the street is now lost, with only a hint at the water below picked out in the paving. The Ordnance Survey map of 1886 shows how the Town Centre was laid out, with a clear gap where Bridge Street crossed the river. Bridge Street as an important route from north to south is crossed by Newcastle Street that connects the site of Worksop Castle to the former Priory and Priory Church. At the crossing of these two routes are fine buildings that demonstrate the historic importance of Worksop; as wealth was created from the mining industry and the presence of the Chesterfield Canal.

To the south the historic burgage plots, the long narrow plots to the rear of each property, can be clearly seen and the yards and lanes created as these plots were built out are still in evidence today. To the west of Bridge Street these are more evident than to the east, although closer observation reveals these historic routes.

These yards have a distinctive and intimate feel and ongoing projects such as the Middletons Business Hub demonstrates the regeneration potential for these areas to the rear of Bridge Street to come to life, accommodating a wide range of uses, and may be particularly attractive for a range of small-scale independent Town Centre uses.



The Masterplan seeks to celebrate the multi-layered history of Worksop, using improved walking and cycling connectivity to better reveal the assets and add to the offer of the town.

Traditionally the retail centre of the town, the Bridge Street area identified by the Masterplan has significant potential to be re-focussed as a distinctive mixed-use quarter. Benefitting from high quality historic buildings and improved use of public spaces, this area will be the focus for a well-contained retail core alongside a full range of complementary Town Centre uses and housing. Appropriate pop up or temporary uses, as well as the fluid management of public spaces will be supported, as these can add to the vibrancy of the streetscene.

The urban structure and the historic assets are important, and their protection is essential if their use in the future is to be secured, through a resurgence in a range of Town Centre uses as the Town Centre is re-established as a place to live and work and once

again be the heart of the community. Positive re-use of under-used upper floors, a strong and attractive range of ground floor uses, this area will serve the day-to day needs of residents whilst also being a destination offering leisure facilities and core services for Worksop.

Opportunities will be taken to 'reveal' the River Ryton where it has been 'lost'. Where there are unsympathetic buildings the Masterplan proposes that these are transformed through the use of green walls and shopfront, façade improvements to provide a contrast and setting for the historic buildings, whilst also extending the potential for habitats and ecology whilst linking to the natural assets of the river. The image below shows the potential for green walls to improve the character of the street, alongside additional tree planting within the public realm, adding to the character and distinctiveness of this important route.





Artists impression of Bridge Street in the future

Through the process of consulting on the Masterplan the importance of cultural heritage was highlighted, including the role of the Acorn Theatre, The Crossing Church and Centre and Inspire (Worksop Library). These cultural assets are related to Bridge Street, although disconnected. The re-establishment of the former yards structure of the Street, anchored by; the opening of Middletons, is an opportunity to connect the arts and culture to the offer of Bridge Street, and promote social enterprise in the Town Centre by providing a mix of community, education which respond to the needs of communities, and extend the business services and incubation of local start-ups. Middletons sets the scene for a new future for the Bridge Street area, bringing employment into the Town Centre alongside artisans and specialist retail.

In order to enhance Bridge Street and stimulate debate and the wider curation of the historic assets and the future of the Town Centre the establishment of an Urban Room is recommended to provide space for exhibitions. This could also serve the purpose of hosting experimental retail, the showcasing of local products and Tourist Information. Depending on the size of the unit other uses, such as the establishment of a cycle hub might also create footfall and stimulate active travel choices to, from and within the Town Centre.

There are significant opportunities to increase the positive use of the upper floors of buildings in the Town Centre, securing the long-term future of these historic buildings.

Key benefits

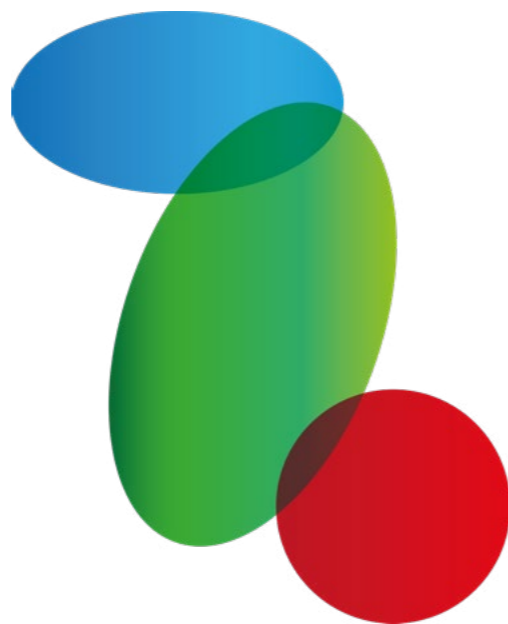
- Improved image of Town Centre living
- Compact and sustainable patterns of growth
- Support for Town Centre Businesses
- Re-use of redundant buildings and upper floors
- Support for the arts and culture offer
- Conservation and preservation of heritage assets
- Improved connectivity
- Extending support to start-up and independent businesses

Funding sources

- Successors to current projects (THI)
- Land Value Capture
- Asset Backed Vehicles and land receipts
- Private investment

Next steps

- Development Plan Document Allocations
- Survey of property types and retrofitting potential
- Survey of key property ownerships
- Selective acquisitions
- Establishment of an Urban Room
- Delivery of new transport infrastructure (see Infrastructure Requirements)



Healthy Places and Spaces

If the Town Centre is to become an attractive place to live, work and to visit in the future the quality of the outdoor spaces is going to be important. The historic Market Place provides an ideal opportunity to create a space that forms the setting for the historic buildings, the Civic life of the town and complements the established health and wellbeing services, offering the beginnings of a community health and well-being hub.

The popular Savoy Cinema provides an anchor to the space, acting as a focus for a destination for leisure but currently the Market Place lacks purpose, and whilst the space is attractively planted with places to sit it could contribute more to the life of the town. The quality of the space, and the buildings around it, are compromised by the traffic that enters from Potter Street. With creative re-use of the historic surrounding buildings, the old market square would benefit from pedestrianisation to create a key point of arrival for visitors by bus, foot or cycle.

Creating a multi-use pedestrianised area adjacent to the Town Hall, will take advantage of the improved walking and cycling access from the wider Town Centre to provide family-friendly space for outdoor entertainment, eating, drinking and leisure. While a re-imagined public transport offer will ensure that residents are able to be picked up and dropped off in convenient locations, whether at the Newgate Surgery, the Savoy, visit other locations elsewhere in the Town Centre after making good use of improved pedestrian access.

For those wishing to use vehicles, significant additional parking at the former Mayfair Centre will provide support for this family friendly destination. This new facility would make an ideal location for electric vehicle and alternative fuel vehicle charging hub.

It is possible to redirect the traffic moving through the area, creating a pedestrianised space that is safe and that could accommodate more community and cultural events, specialist markets and pavement cafes.

The area contains a wealth of historic buildings, which if re-purposed could provide complementary facilities creating an attractive leisure hub. The Old Ship public house is an example of a historic building that would

be an excellent restaurant venue with space outside for al fresco dining. With additional tree planting the new market square would be an attractive place to spend time. The artists impression below shows how the space could be transformed, creating a gateway to Bridge Street, whilst also allowing traffic movements along Westgate.

This is complemented by the expansion of the Health Centre, providing another focus and destination for residents during the day. The nature of public spaces can be transformed by activities such as local food production. Examples such as Incredible Edible Todmorden demonstrate how food growing can be integrated into public spaces, bringing people together and creating a sense of ownership, whilst promoting healthy living, ideal as part of a complementary holistic offer for the adjoining improved health centre. Elsewhere in the Town Centre there could be opportunities, such as community orchards, that would transform currently underused spaces.

In order to establish Worksop as a safe and attractive family friendly destination linking the attractions of The Canch, the historic assets, the newly established leisure destination with visitor attractions further afield the Town Centre will provide for the needs of families and children, including creative play whilst ensuring that older people feel safe and secure through the careful design of streets and spaces, alongside facilities such as toilets, places to sit and shade.

Access to Clumber Park is an important consideration. This new leisure destination is in the south of the Town Centre, with access to quiet and safe routes to the south of the town and Clumber Park whilst also being on the proposed improved cycling network. The Market Place would make an ideal cycle hub, where bikes, including electric bikes could be hired by the hour to explore the town and beyond.

There is the potential to incorporate new public art features in the Town Centre, including in pedestrianised areas, that might include water or other engaging points of interest that will drive footfall and increase dwell time. This could be complemented by creating a 'playable environment' with features that provide interest whilst also being stimulating and fun for all.





The extension of Newgate Surgery provides the opportunity to re-vision the Market Place as a wider health and wellbeing hub.

Key benefits

- A permanent venue for arts, culture and markets
- An improved setting for the historic buildings of southern Bridge Street
- Synergies with the Health Centre extension
- Increased footfall and safe spaces changing the mix of uses and activities in the Town Centre
- Positive re-use of vacant buildings, land and upper floors
- Improved connectivity to and through the area

Funding sources

- CCG
- Successors to current projects (THI)
- LEP
- Capital Investment

Next steps

- Development Plan Document Allocations
- Survey of property types and retrofitting potential
- Detailed design
- Infrastructure Planning



Station Gateway

Worksop Station is Grade II Listed and is a fine example of railway architecture, however the forecourt is harsh, car dominated, and it is currently removed from Clarence Road by a fence that restricts pedestrian access. The stand of trees to the south, whilst contributing to the setting, are poorly managed and a landscape led approach to the frontage would add to the attractiveness of this asset and improve the user and arrival experience.

Opportunities exist to reveal the station frontage and offer cycle and electric bike hub with ancillary retail and catering uses and an electric vehicle charging hub which could also be used by the local community who may have difficulties retrofitting their properties with appropriate infrastructure. Repurposing underused units within the station ownership for a variety of commercial/business uses will help bring a sense of purpose to the wider area, complemented by additional new homes close by, taking advantage of a close proximity to the rail network.

The wider area extending towards Worksop has a number of underused historic buildings. Underused and vacant sites could make a better contribution to the character of this key gateway to the Town Centre and the wider Conservation Area.

All provide an opportunity to be part of a new mixed-use quarter; blending living, working and education environments, the Station Gateway will set the tone for the wider Worksop Town Centre experience. Over time, this masterplan will re-purpose and re-connect this area with the wider Town Centre, with opportunities to make a significant contribution to a quality intergenerational and affordable housing offer in an accessible location, close to the station and North Notts College whilst positive re-use should

improve the character and quality of the townscape in a sustainable location. Opportunities to green the key walking/cycling route along Carlton Road would reinforce the vision for the wider area. Well-connected as an interchange with the local bus routes, the inclusion of a cycle hub in this location will promote healthy travel choices into the Town Centre.

Key benefits

- An improved point of arrival
- Environmental improvements
- Conservation of the Grade II Listed Station
- Housing growth to meet local needs
- Employment and mixed-use development opportunities
- Sustainable transport interchange
- Positive re-use of vacant buildings and land and positive re-use of upper floors

Funding sources

- LEP
- Network Rail
- NLHF
- Private investment

Next steps

- Development Plan Document Allocations
- Station masterplan





Towards Delivery

This masterplan sets out a comprehensive framework that will help to deliver positive change, and a range of projects and improvements to transform Worksop Town Centre over the next 20 years, enabling its role and function to adjust to changing market conditions, structural change and user expectations.

Current evidence is that there is strong private sector interest in development in the town. That interest has to be encouraged but it is essential that the Council and its partners play their part by seeking the right mix and quality of development expected by the Masterplan, by negotiating the best outcomes from developer contributions and by providing a robust framework to enable the Council and its partners to maximise opportunities to secure investment and infrastructure which is so essential for generating private sector confidence.

Crucially, the Town Centre ambition needs to be positioned within the wider ambition for Worksop. Action should be taken now to embed the project clusters into the wider development strategy for Worksop. It is important that the links between edge of town growth proposed through the emerging Local Plan and Town Centre regeneration are clear and contribute towards the same ambition to reinvigorate Worksop to support successful communities and businesses in the future.

Worksop has entered a period in its development where major opportunities for change and regeneration can be realised. Together they have the potential to increase the attractiveness of the Town Centre, provide additional Town Centre and residential development, deliver new cultural and leisure facilities improve key public spaces and deliver meaningful strategic infrastructure.

A Council that supports growth and partnership working

The Council will provide the strategic lead for Worksop Town Centre's sustainable regeneration, proactively facilitating strong partnership working between the public, private and third sectors, to achieve agreed outcomes. This includes:

- Providing strong leadership
- Communicating with and involving partners, stakeholders and businesses
- Understanding the needs of residents and local markets to shape places
- Ensuring a positive planning environment
- Using public sector assets more responsively to meet the needs of communities and businesses
- Being ambitious to help deliver an even stronger future for the District and sub-region

To advance the Masterplan's ambitious agenda will require the Council to be more interventionist, taking on the role of the developer (in part), to assemble land, secure funding and streamline development, build on strong partnership arrangements through local structures such as the East Midlands Chamber of Commerce, the North Notts BID and regional structures such as the Local Enterprise Partnership (LEP).

Strong coordinated partnership working will enable the Council and its partners to ensure that their funds and programmes which impact on the Town Centre are properly managed and coordinated to deliver best value, lever in investment and be used as match funding in future.

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

Planning Policy Framework

Whilst short term change, including temporary 'pop-up' development, can be delivered in the Town Centre through Permitted Development Rights, establishing a pro-active policy basis for regeneration is vital for permanent, long term change. A flexible, positive and pro-active planning strategy is vital as a catalyst for recovery, regeneration and growth to ensure the Town Centre can evolve and attract new investment.

On that basis, and reflecting recent changes to national planning legislation, the emerging Local Plan sets out a flexible policy framework to support appropriate change in the Town Centre to secure a more diversified offer consistent with masterplan aspirations. It is anticipated that the Local Plan will be adopted in 2022.

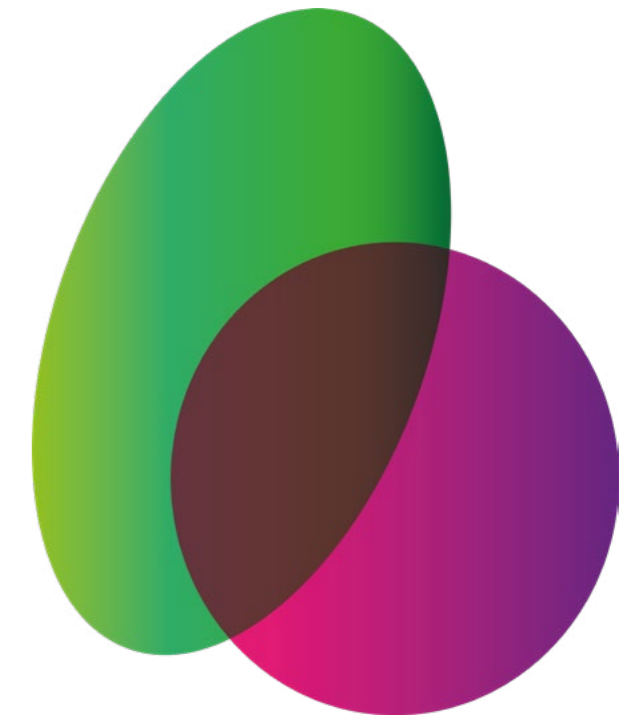
Further changes are expected to the national planning system in the short term so it is important that the effectiveness of adopted Local Plan policies is assessed to ensure changing national planning policy, market conditions and consumer behaviour can be considered, and, if necessary, re-visited through future Local Plan reviews.

In the meantime, the Worksop Central Development Plan Document will be prepared. It is anticipated it will be adopted in 2023. Covering this Masterplan area, this detailed planning policy framework will promote the regeneration of the area, through strategic policies and specific site allocations, supported by appropriate strategic infrastructure necessary to deliver change. Draft Local Plan policy ST5 provides the policy framework to enable the delivery of the Development Plan Document.

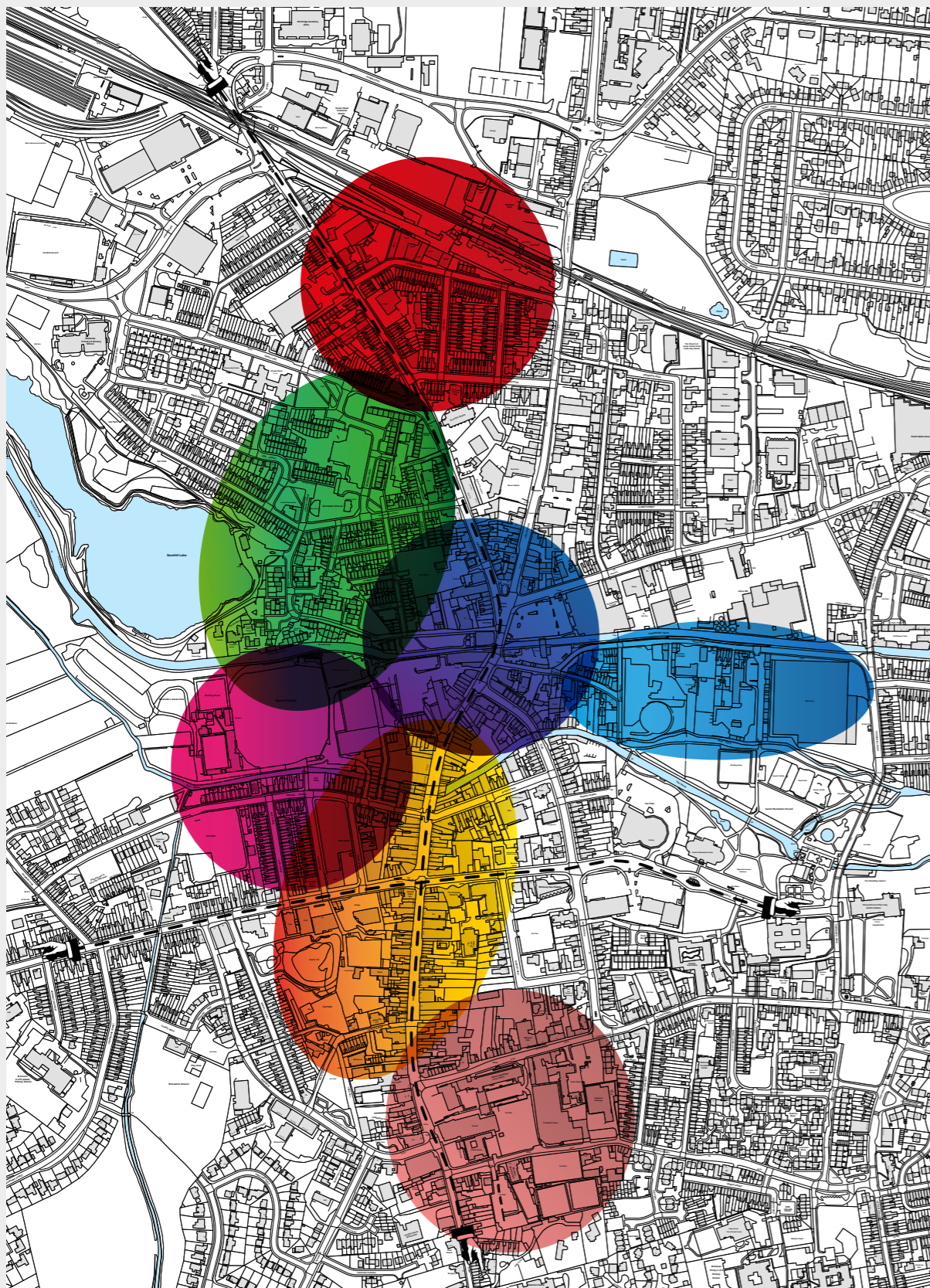
Consideration should also be given to preparing development briefs for key sites or masterplan frameworks for key areas to guide their development following adoption of the Local Plan.

These will set out how the Council would like the regeneration of the sites/areas to come forward and the overall design codes they should be consistent with. The plans for these sites will be informed by more detailed financial viability testing, as well as consideration of the wider context through the preparation of the Development Plan Document.

This masterplan will form an important part of the evidence base underpinning both the Local Plan and the Development Plan Document.



YOUR WORKSOP.



Appendix

Worksop Town Centre Project Plan

The Masterplan covers the period from 2020 to 2040. This is a 'living' document and will be updated annually to reflect changes, priorities and funding streams becoming available. Site proposals will be added once the Development Plan Document has progressed.

Some of its proposals are complex and long term, whilst others are simpler and can be delivered more quickly. Delivery of quick win projects will help to stimulate community, business and investor interest whilst plans for more structural change are developed and implemented in the medium to long term, through specific site schemes identified in the Development Plan Document.

Some, such as public realm improvements, are in the hands of the Council. Others, such as the strategic flood management scheme and public transport improvements, rely on decisions and funding from other sources like the Environment Agency and the bus operators.

To influence change across the centre, the strategic projects that offer the greatest potential for positive impact by driving vitality and viability, in the short and long term and being the catalyst for wider investment are:

- The WASH and Middletons – the creation of new nodes that re-focus parts of the Town Centre and break away from the classic retail-driven environment, providing anchor activity between the Innovation District, the civic centre and the retail element of the Town Centre;
- Worksop flood management scheme – the creation of a comprehensive flood management solution to protect Worksop Town Centre in the long term and enable a vibrant housing/business/leisure quarter to be focussed around quality green/blue infrastructure;
- The extension of the historic Market Square - the extension of this key community asset in the southern part of the centre offers a new focus for leisure, restaurant and café uses whilst providing space to strengthen the cultural and community offer; and
- Re-imagined movement network – the introduction of new public space and a re-organised road network will enable the better management of

vehicle movement through the Town Centre, enabling a more efficient customer focussed route for public transport to be delivered, supported by a safe, well-connected cycling and walking network to surrounding areas and key activity nodes.

- The preferred option for Bridge Street, following consultation and subject to feasibility is to create a one way single lane carriageway from south to north along Bridge Place and Bridge Street. This would include a cycle lane and allow for short term bay parking throughout the day with pavements to each side. Vehicles would turn right at the top of Bridge Street to enter from Potter Street if the old Market Square becomes a family-friendly outdoor pedestrianised space. This project allied to improvements in the wider movement network designed to support walking and cycling and public transport and multi-modal travel will ensure that economic growth is facilitated. A full feasibility study is envisaged through the Local Plan to finalise the infrastructure interventions required.

Whilst these projects offer the greatest potential for positive impact, the resources available mean that the projects within the masterplan will need to be delivered in phases. Alongside these physical interventions other projects will explore the further feasibility of more complex interventions providing a range of projects that can attract funding and finance and secure multiple benefits that will deliver the vision for 2040.

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

- Short term (next 5 years) – quick wins, sites in Council ownership and/ or opportunities for income generation;
- Medium term (5 to 10 years) – more complex projects; and
- Long term (10-15 years) – aspirational projects that are more challenging, will require multi-agency approach, structural change or where market conditions are less favourable.

Costs and Funding

The Government is placing more emphasis on investment in 'place' as a major driver of local economies. So, it is essential that it is clearly expressed how investments in the Town Centre will drive the wider economy and achieve other strategic Government priorities.

To successfully secure funds post-Covid-19, a clear vision and definition of the wider impact of investment in the Town Centre is vital. Plans need to be transformative to gain the support of agencies such as Homes England.

As a catalyst for future investment, Worksop has received funding to enable the provision of the WASH and Middletons; a starting point for further significant projects in coming years. Significant funding has already been secured from the National Lottery Heritage Fund to support the Townscape Heritage Initiative on Bridge Street. It is important that this funding is used to lever other potential sources of funding in order to achieve the best possible outcomes for the Town Centre.

In terms of costs, the main ones 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 costs associated with private developments too, but these are undertaken on a commercial basis with the expectation of creating value and development profit. These will be assessed through the planning policy process for the Development Plan Document.

There are three main sources of funding that can be used to implement the masterplan proposals. These are:

- **Private sector investment** – the masterplan will increase private sector confidence and help create an environment for investment. Private sector investment will be vital in making things happen on the ground, the development of which could potentially be through public/private joint ventures.
- **Public sector investment** – this masterplan has been developed at a time of economic uncertainty. The Council has allocated funding for improvements to the Town Centre and will contribute key sites. Such investment can also be used as match funding bids to agencies such as the Environment Agency.

But with development viability in Bassetlaw marginal, gap funding will be required to deliver strategic infrastructure projects. This masterplan must be seen as a strategic opportunity to provide the rationale for securing funding for new projects by demonstrating that they form part of a comprehensive and coherent regeneration strategy for the Town Centre to lever in funding from a range of organisations, including Government agencies to enable delivery.

This match funding could come from a variety of sources including Homes England, North Notts BID, the Arts Council, National Lottery as well as the District and County Councils.

- **Developer contributions/Community Infrastructure Levy (CIL)** – funds raised from Bassetlaw Council's CIL and/or developer contributions, which is collected from new developments, could be used in conjunction with service and infrastructure providers to deliver infrastructure improvements across the Town Centre. This also provides a source of match funding to enable delivery of key projects.

Land ownership

Bassetlaw District Council owns key pieces of land in the Town Centre which, subject to planning and financial appraisal, will be made available to help deliver the masterplan. Public space and Highway land will also be used where necessary to deliver public realm schemes. The Council will work with public sector partners like Homes England to acquire strategic sites and facilitate interventions to prepare key sites for development and/or to provide strategic infrastructure. It 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. A local Asset Backed Vehicle is an option to draw down funding and finance if required.

Governance

The Worksop Town Centre Board is the key stakeholder group involved in the delivery of the masterplan. To be effective, the Town Centre Board needs to be able to make proactive and agile decisions so that the Town Centre can respond to change. Its purpose is to drive forward economic growth and regeneration proposals in Worksop Centre identified in this masterplan.

Facilitated by the Council, the Town Centre Board comprises representatives from a wide range of public and private sector organisations including the District and County Councils, the North Notts BID, the East Midlands Chamber of Commerce, and the third sector.

Having a Town Centre Board with a public, private and third sector organisation representation adds value and helps to maximise leverage of additional public/private investment, crucial to the successful delivery of this masterplan.

The Covid-19 crisis is accelerating changes that are underway, such as in the retail sector. But it is also accelerating wider change in working patterns, as well as placing renewed focus on health and wellbeing, social exclusion, mobility, easy access to everyday facilities and an increased recognition of the importance

of nature and green space in our towns. Rather than return to 'business as usual', in future it will be important to consider where step change can be achieved. The Town Centre Board can help to deliver against this bigger transformative agenda, responding to the drivers of change by providing strategic oversight of the development and delivery of projects. This will require challenging the standard approach to planning and development and initiating catalytic activities such as temporary or 'pop up' uses. It should also seek to identify meaningful opportunities to lever in funding, and secure the support and engagement of partner organisations, including Homes England, the Environment Agency as well as other Government agencies to help deliver transformative change.

The Council will act as the link between the Town Centre Board and project leaders. It will provide the secretariat and the support to remove development barriers and create positive engagement with the development industry. Effectively, the Council will co-ordinate public sector 'enabling' activity, including planning policy development, development briefs,

land assembly, funding applications and legal requirements, to de-risk development proposals for the private sector.

The Council's internal delivery teams – who have a strong track record in the successful management and recent delivery of external funding and regeneration projects - will manage the day to day delivery of the programme, in partnership with the relevant project delivery partners. The governance arrangements for delivery are set out below, using similar governance to business case development.

Monitoring and review

The deliverability of the masterplan will always be sensitive to the market, changing priorities and changes in the level of funding available. The masterplan and its project plan is therefore a living document that should be reviewed annually to take account of changing circumstances and progress. This is an important and ongoing role for the Town Centre Board.

