

Ashfield District Council

**Masterplans for
Sutton in Ashfield and
Kirkby in Ashfield**

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Sutton in Ashfield and
Kirkby in Ashfield**

February 2007

Ove Arup & Partners Ltd

The Arup Campus, Blythe Gate, Blythe Valley Park, Solihull, West Midlands. B90 8AE
Tel +44 (0)121 213 3000 Fax +44 (0)121 213 3001
www.arup.com

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		Name	Sue Manns	Hannah Marshall	Chris Stratford
		Signature			
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			Prepared by	Checked by	Approved by
		Name	Sue Manns	Hannah Marshall	Chris Stratford
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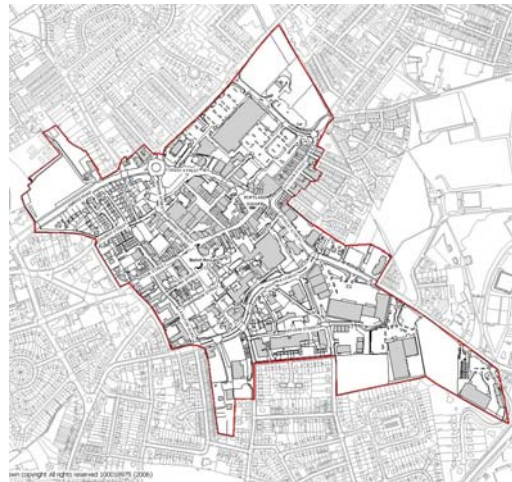
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Executive Summary

Introduction

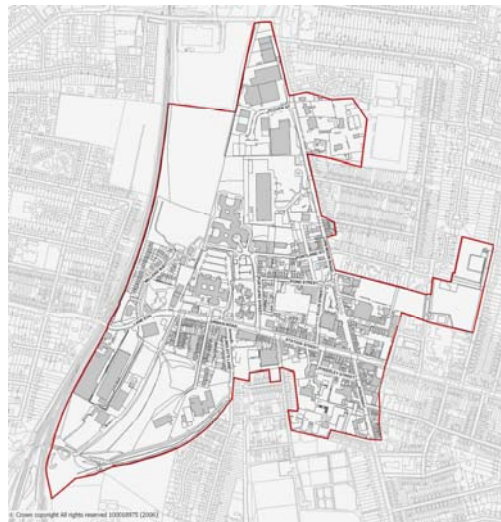
Arup, Innes England and Outerspace were commissioned by Ashfield District Council in May 2006 to prepare spatial Masterplans for Sutton in Ashfield and Kirkby in Ashfield town centres. These Masterplans are intended to help promote, guide and maximise the future sustainable development and regeneration potential of the town centres by building upon existing initiatives, as well as giving a clear direction for future investment.

The project comprised three stages: development of a sound evidence base and identification of key indicators to support a sustainable future for each centre; identification and testing of a series of potential projects for each town centre; and preparation of the masterplans with details of the specific 'priority projects' which together can deliver the changes needed and an associated implementation framework.



Sutton in Ashfield Study Area

The preparation process has been informed by a series of officer, councillor and wider consultations in the form of meetings, workshops and a public consultation event. In addition, all stages of the Masterplan were informed by property market advice to ensure that it represents a robust and feasible approach for the future.



Kirkby in Ashfield Study Area

This document provides a summary of the Masterplans. Further detail, plans and sketches are contained within the full Masterplans.

Role of the Masterplans

The Masterplans will set the physical framework for changes to support the future vitality and viability of the two town centres. They include proposals for new development, opportunities for environmental improvements, enhancements to local streets and public spaces. The Masterplans reinforce regeneration initiatives and planning objectives recognised in national, regional, county and local policy and respond to the challenges that currently face the two town centres, recognising and maximising the opportunities that they both provide.

A Masterplan for Sutton in Ashfield

An overarching vision for Sutton in Ashfield has guided the development of the Masterplan.

Vision

To create an active and vibrant town centre through encouraging a mix of uses that will increase the number of people living, working and visiting the centre, set in an environment Sutton in Ashfield residents are proud of.

This vision is underpinned by a set of broad principles:

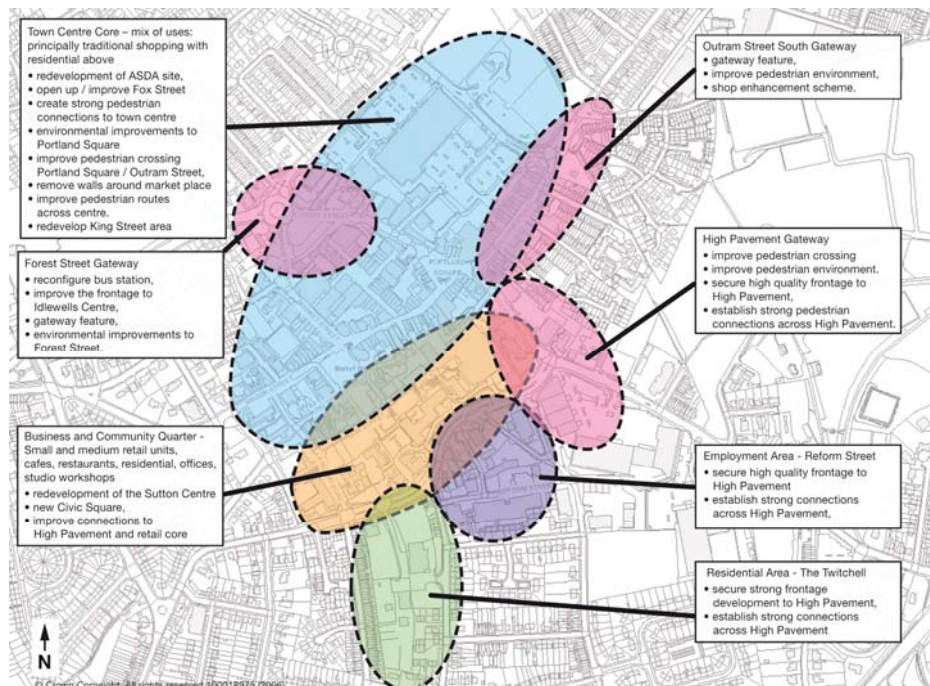
- A greater mix of uses to increase the number of people living, working and visiting the town centre, and to extend their use of the centre, appropriate to its role as a sub-regional town centre;
- A well connected public realm;
- Improved transport and movement;
- Capturing and maximising investment through development opportunities; and
- Quality architecture and design.

The principles are interrelated and in combination will contribute to realising the vision for Sutton in Ashfield town centre.

The Development Areas and Priority Projects

A number of development areas have been identified. Some contain a mix of uses, whilst others may have an emphasis on particular types of uses. The boundaries of the areas are not prescriptive (this would be a matter for a statutory development plan), rather each area recognises the existing pattern of land uses and seeks to retain flexibility and responsiveness to change as circumstances and opportunities are presented in the future.

Sutton in Ashfield – Development Areas



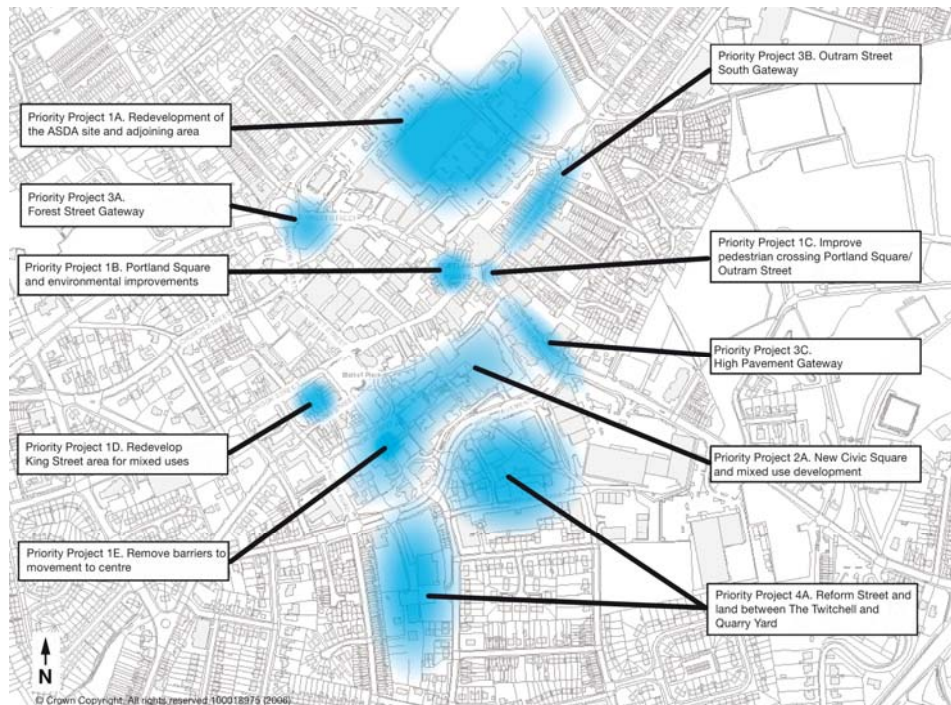
Each development area contains a series of 'priority projects'.

Sutton in Ashfield Development Areas and Priority Projects

Development Area	Priority project
Town centre core	1A. Redevelopment of ASDA area 1B. Portland Square 1C. Portland Street / Outram Street 1D. King Street area 1E. Barriers to movement 1F. Residential units at upper levels
Business and Community Area	2A. Civic Square and mixed use
Gateways	3A. Forest Street Gateway 3B. Outram Street Gateway 3C. High Pavement Gateway
Employment and Residential Areas	4A. Reform Street, the Twitchells and Quarry Yard area

The 'Priority Projects' each have the potential to contribute to the future health, vitality and viability of Sutton in Ashfield town centre. Their delivery will support improvements to the quality, attractiveness and safety of the centre, ensuring it remains competitive and a retail 'place of choice' for local residents. The Priority Projects are illustrated below. A number of initiatives which could be shared with nearby Kirkby in Ashfield have also been identified. These include a Town Centre Manager, Business Support Scheme and expanded Shop Enhancement Scheme.

Sutton in Ashfield Priority Projects



A Masterplan for Kirkby in Ashfield

An overarching vision for Kirkby in Ashfield has guided the development of the Masterplan

Vision

To arrest decline, tackle those areas where the fabric has become neglected, restore pride and confidence, and make Kirkby in Ashfield a vibrant local centre of choice for its catchment population.

This Vision is underpinned by a set of broad principles:

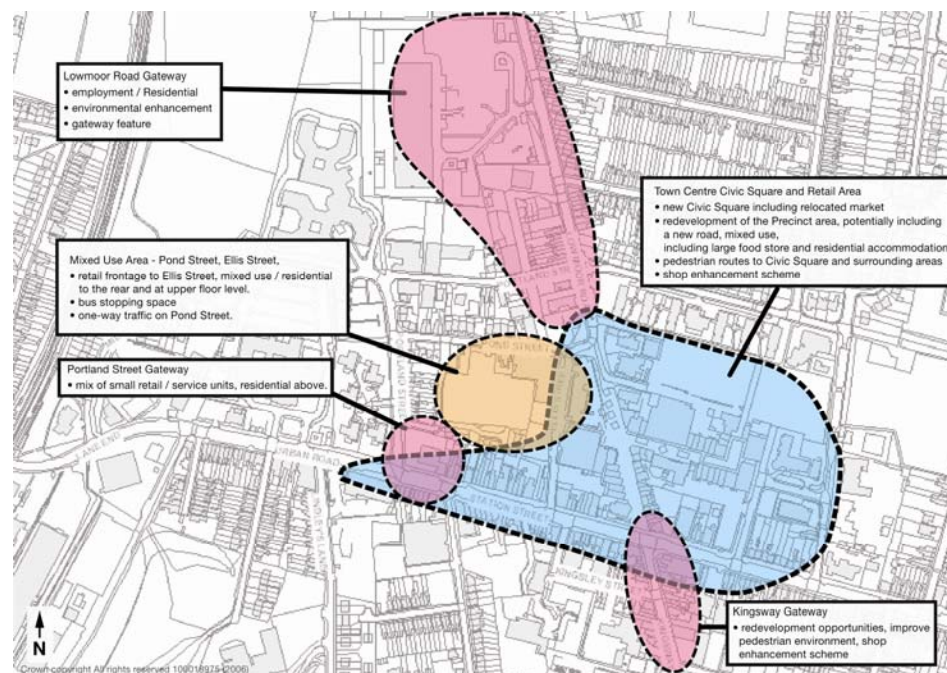
- A greater mix of uses to increase the number of people living, working and visiting the centre;
- A stronger, larger and well-connected focal public space within the central core, surrounded by lively active shopping frontages and activity levels appropriate to its role as a district centre;
- Public realm improvements;
- Improved connectivity within the centre and with its hinterland;
- Capturing and maximising investment through development opportunities; and
- Quality architecture and design.

The principles are interrelated and in combination will contribute to realising the vision for Kirkby in Ashfield town centre.

The Development Areas and Priority Projects

A number of development areas have been identified. Some contain a mix of uses, whilst others may have an emphasis on particular types of uses. The boundaries of the areas are not prescriptive (this would be a matter for a statutory development plan), rather each area recognises the existing pattern of land uses and seeks to retain flexibility and responsiveness to change as circumstances and opportunities are presented in the future.

Kirkby in Ashfield – Development Areas



Each development area contains a series of 'priority projects' .

Kirkby in Ashfield Development Areas and Priority Projects

Development Area	Priority project
Town Centre Civic Square and Core Retail Area	1A. Civic Square 1B. Shop enhancement scheme 1C. Residential units at upper levels 1D. Redevelopment of Precinct
Mixed Use Area	1E. Ellis Street / Pond Street area
Gateways	2A. Lowmoor Road Gateway 2B. Portland Street Gateway 2C. Kingsway Gateway

The 'Priority Projects' each have the potential to contribute to the future health, vitality and viability of Kirkby in Ashfield town centre. Their delivery will support improvements to the quality, attractiveness and safety of the centre, ensuring it remains competitive and a retail 'place of choice' for local residents. The Priority Projects are illustrated below. A number of initiatives which could be shared with nearby Sutton in Ashfield have also been identified. These include a Town Centre Manager, Business Support Scheme and expanded Shop Enhancement Scheme.

Kirkby in Ashfield Priority Projects



Benefits

The benefits to the two town centres from the increase in people living and working in the centres will be significant. The residential base will provide activity during current 'down periods' in the evenings and weekends and will support the local shops, bars, restaurants and community facilities. The working base will provide daytime activity and will also support the shops and other services. This activity, combined with a quality environment will contribute to an overall increase in town centre quality of life. Benefits from the physical improvements proposed will be maximised if the Masterplans are linked to wider regeneration initiatives.

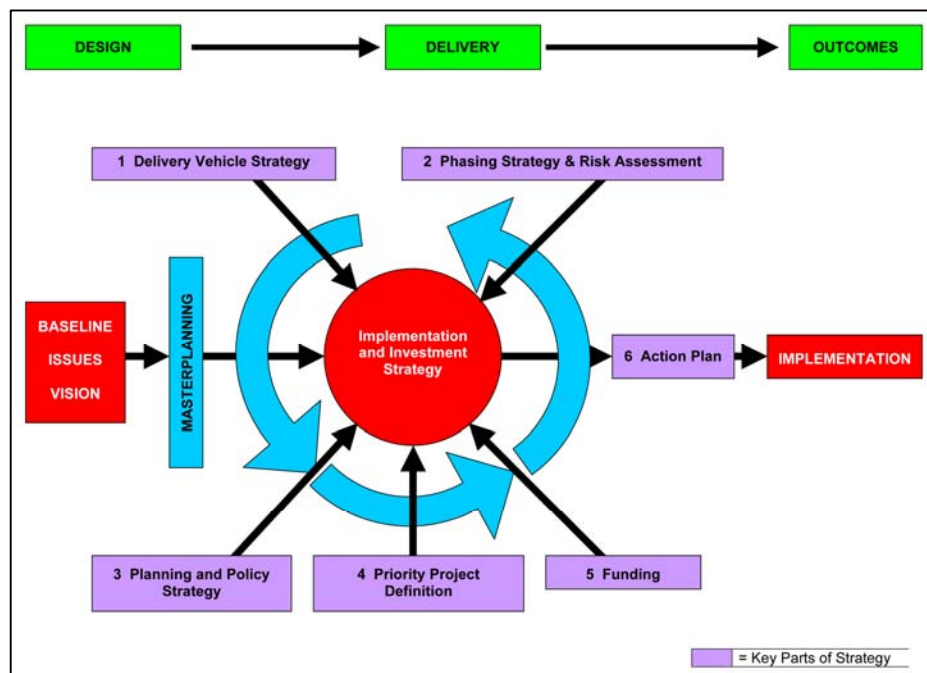
Implementation and Delivery

There are six elements to a successful Implementation and Investment Strategy and action is required on each if success is to be achieved. Delivery is not so much a step by step process, but a series of parallel, or cyclical processes, often dependent upon one another.

The projects include a mix of private sector / developer lead schemes and public sector projects. Whilst some projects are capable of early delivery, demonstrating confidence and determination to deliver change, others will require a longer gestation. A phasing plan has been developed to support the delivery of priority projects, with indicative preparation and delivery phases identified.

The Implementation and Investment strategy identifies the key activities and actions which need to happen to deliver the priority projects and achieve the outcomes identified.

Implementation and Investment Framework



1 Introduction

Arup, Innes England and Outerspace were commissioned by Ashfield District Council in May 2006 to prepare spatial Masterplans for Sutton in Ashfield and Kirkby in Ashfield town centres. These Masterplans are intended to help promote, guide and maximise the future sustainable development and regeneration potential of the town centres by building upon existing initiatives, as well as giving a clear direction for future investment.

1.1 The Project Brief

The brief set out a number of requirements to be met by these spatial Masterplans, namely to:

- Identify deliverable development options and recommendations, accompanied by robust analysis to inform Local Development Documents which form part of the Local Development Framework.
- Provide a framework for managing change within the town centres.
- Provide a means of delivering sustainable communities.
- Help shape the physical form of the town centre so that it can respond to economic and social dynamics.
- Provide a framework for both public and private sector investment
- Provide a framework for economic regeneration to strengthen local business activity, focusing support to local businesses and the business environment.

The Masterplans will help inform choices for the future, both by the public and private sectors, and assist Ashfield District Council deliver its visions that “By 2021, our district will be dynamic, sustainable and inclusive – a place to be proud of, created by confident thriving communities and a culture of enterprise and skills.”

1.2 The Masterplans

The Masterplans will set the physical framework for changes to support the future vitality and viability of the two town centres. They include proposals for new development, opportunities for environmental improvements, enhancements to local streets and public spaces.

The Masterplans reinforce regeneration initiatives and planning objectives recognised in national, regional, county and local policy and respond to the challenges that currently face the two town centres, recognising and maximising the opportunities that they both provide.

The role of the Masterplans is threefold:

- To provide certainty on the future of the town centres for residents, businesses, service providers, landowners and developers;
- To guide planning decisions when sites are proposed for development; and
- To highlight the investment potential of the town centres to future development partners and funders.

1.3 The Relationship to the Local Development Framework

Creating Local Development Frameworks: A Companion Guide to PPS12 (2004)¹ notes that “The Core Strategy will set out the spatial vision, spatial objectives, policies and a monitoring and implementation framework for a local authority area”.

¹ Creating Local Development Frameworks: A Companion Guide to PPS12 (2004) ODPM

The Core Strategy Preferred Options public consultation closed for comment on 26th February 2007. The Masterplans for Kirkby in Ashfield and Sutton in Ashfield and the Core Strategy are mutually compatible.

The two Masterplans are not intended by the Council to form a part of the Local Development Framework and as such no formal sustainability appraisal of the various options put forward has been undertaken.

The Masterplan process has engaged with the key stakeholders (as identified by Ashfield District Council) and views expressed have been taken into account.

1.4 Approach to Sustainability

The two Masterplans have not been subject to a formal sustainability appraisal, however the principles of sustainable development, as set out in the shared UK principles of Sustainable Development² have been integrated within the methodology adopted. (Figure 1)

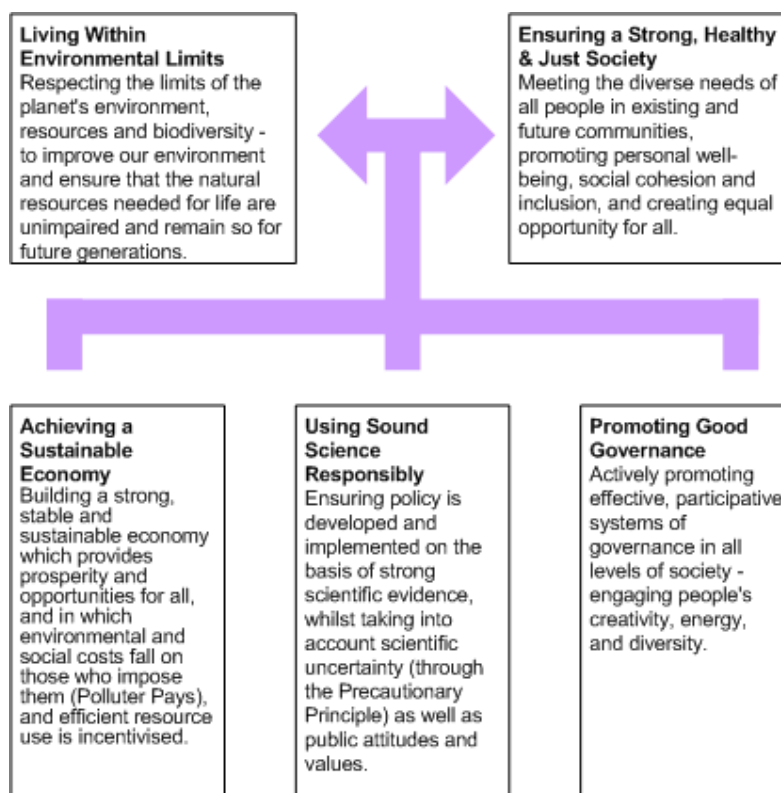


Figure 1: UK Shared Principles of Sustainable Development

Sustainable development is the core principle underpinning the development of the two Masterplans, which have at their heart “*the creation of sustainable communities that will stand the test of time, where people want to live, and which will enable people to meet their aspirations and potential*”.³

² Securing the Future - UK Government sustainable development strategy 2005

³ Planning Policy Statement 1 : the Government's Objectives for the Planning System (2003)

1.5 Objectives of the Study

The brief set out a series of objectives for both town centres. The objectives are broadly similar, with the key differences being set out in Table 1.1.

Table 1.1: Objectives for the Two Town Centres

Objective	Kirkby in Ashfield	Sutton In Ashfield
Determine the extent of the town centre (see para 1.5.1)		
Identify opportunities to redefine the role of the town centre within Ashfield District	✓	
Assess the impacts and implications of the North Ashfield Leisure Centre (NALC) on Sutton Town Centre's future role and function		✓
Consider current and future economic competitiveness and assess how to create (the right) conditions to attract (private) investment into the town centre	✓	✓
Assess current land uses in the town centre, whether they inhibit or enhance the role of the town centre and identify any redevelopment opportunities	✓	✓
Consider the potential alternative uses of disused shops on the periphery of the retail centre	✓	✓
Assess the existing parking provision within the town centre (Kirkby in Ashfield) and how this can be improved (Sutton in Ashfield)	✓	✓
Identify potential enhancements to the quality of green and civic spaces within and adjacent to the town centre	✓	✓
Assess the opportunities for improving the urban design framework within the town centre	✓	✓
Consider the opportunities to enhance pedestrian, cycling links and public transport and the needs of the less able	✓	✓
Consider how to enhance the sense of a distinctive local identity	✓	✓
Consider the (long term) management options for the town centre	✓	✓

1.5.1 Definition of the town centre boundary, primary shopping area, primary and secondary frontages.

Planning Policy Statement 6 'Positive Planning for Town Centres' (PPS 6) requires local planning authorities to work with stakeholders and the community to, amongst other matters, 'define the extent of the primary shopping area and the town centre, for the centres on their proposals map'.

PPS 6 defines a Town centre as an 'area, including the primary shopping area and areas of predominantly leisure, business and other main town centre uses within or adjacent to the primary shopping area. The extent of the town centre should be defined on the proposals map.'

A Primary Shopping Area is defined by PPS 6 as an 'area where retail development is concentrated (generally comprising the primary and those secondary frontages which are contiguous and closely related to the primary shopping frontage). The extent of the primary shopping area should be defined on the proposals map'.

Primary and Secondary frontages are similarly defined by the PPS as frontages with a high proportion of retail uses, or frontages where there are greater opportunities for a diversity of uses.

The two Masterplans are not statutory plans and have not undergone the necessary processes to support the definition of such boundaries (ie options and sustainability appraisal). However the Masterplans have been prepared in the context of existing and emerging planning policy, and are complementary to those policies.

They have identified a series of key development areas, which include, but do not define, the 'town centre retail core' (predominantly primary frontages) and 'gateway areas', which include, but do not define, predominantly secondary frontages. In doing so, the Masterplans will add to the evidence base available to the local planning authority when taking forward a review of the existing town centre boundaries, primary shopping areas, primary and secondary frontages, as part of the LDF preparation process.



Kirkby in Ashfield



Sutton in Ashfield

1.6 The Preparation Process

The brief set out the masterplan preparation process:

- **Stage One: Document Review, Evidence Gathering**

The development of a sound evidence base is essential if the work is to be taken forward and contribute to the development of forthcoming Development Plan Documents. This stage aimed to ensure that a robust evidence base was developed, which would both inform and provide a context for the subsequent stages. An independent review of relevant work completed to date, including relevant policies and plans, research and background documents was undertaken. This information was updated and supplemented by our own research where necessary.

Of particular importance was the need to test this evidence with key stakeholders; capturing and capitalising on their knowledge, and gauging views and opinions on the strengths, weaknesses, opportunities and threats (SWOT) facing the future of these two centres.

The output from Stage One was a report detailing the findings of the evidence review and consultation with stakeholders, along with a series of 'key indicators for success' which had been generated by this research. In August 2006 the report and indicators were approved by the Steering Group as the basis for work on Stage Two.

- **Stage Two: Analysis, Options and Recommendations**

A series of potential development options and interventions were generated and tested against the 'key indicators'. Those potential options and interventions which performed well were then tested further against current and emerging planning policy, were subject to a high level traffic impact assessment and finally underwent a market check by property consultants Innes England.

The output of this process was a series of Priority Projects which went forward into the two Masterplans. The draft proposals were presented to Ashfield District Council in September 2006, and refined in the light of comments received. A consultation event was held in October 2006, with the intention of seeking the views of local residents and key stakeholders on the proposals in the two Masterplans.

Following comments received, there was a need for further research to understand the implications for the masterplans and identify any actions necessary to address these. The Priority Projects were also re-assessed and amendments made to the draft masterplans.

- **Stage Three: Implementation**

This report is the product of the final stage of the work. All stages of the project have been informed by property market advice to ensure that the Masterplans represent a robust and feasible approach for the future.

1.7 Issues for Ashfield District Council – Kirkby in Ashfield

The public consultation event in October 2006 identified a number of issues which fall beyond the scope of this Masterplan to address.

For the residents of Kirkby in Ashfield, traffic congestion and movement through the town centre are major issues. The emphasis of the Masterplan is to set out strategies for the regeneration of the town centre. Consequently, its purposes were not to address specific traffic issues. However, they must not be over looked and the local authority is working with key partners to identify potential solutions. Further, it is anticipated that redevelopment opportunities in the town centre may provide a means to contribute towards improving traffic flows.

1.8 Structure of the Masterplans

- This report represents the Masterplan for each town centre.
- Chapter Two summarises the approach to the development of the Masterplans including the issues arising from the evidence review, the development of key indicators, option testing, the emergence of the draft masterplan, the public consultation exercise and further work undertaken.
- The Masterplans for Sutton in Ashfield (Chapter Three) and Kirkby in Ashfield (Chapter Four) identify the vision for each of the town centres, establish the principles for the development of the public realm, transport and movement and define the priority development areas. Details of priority projects are outlined for each town centre.
- Chapter Five sets out the benefits which could be achieved through the delivery of the Masterplans; and
- Chapter Six sets out a Framework for Implementation and Investment.

2 The Development of the Masterplans

2.1 Boundary of the Study Areas

The Masterplans are a response to the challenges facing the town centres and the opportunities that they offer.

The boundary of the two town centre study areas were agreed at the start of the project, in consultation with Ashfield District Council and are shown on Figures 2.1 and 2.2 below.

Figure 2.1: Sutton in Ashfield – Boundary of Study Area

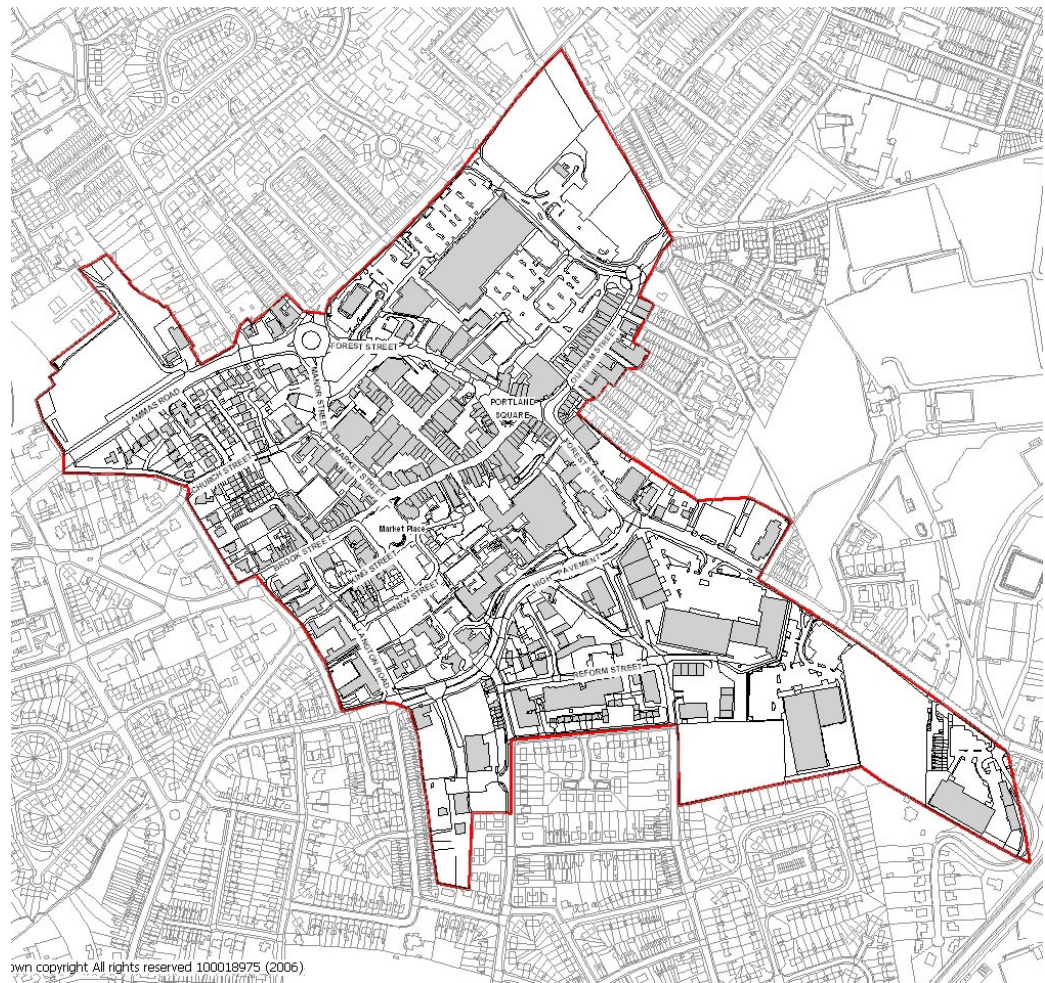
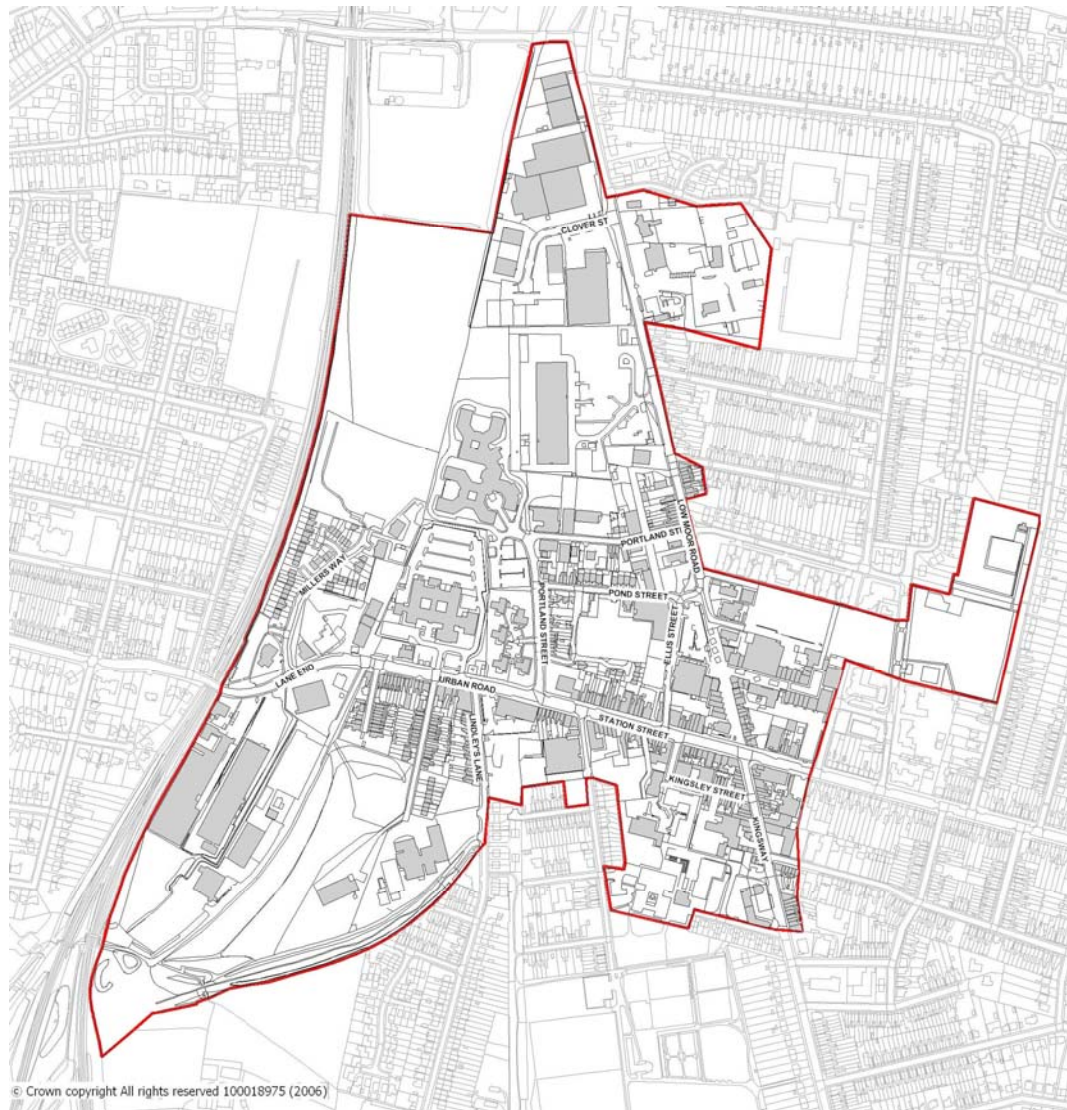


Figure 2.2: Kirkby in Ashfield - Boundary of Study Area

2.2 Summary of the Key Issues Emerging from the Evidence Review

An analysis of evidence relating to the existing situation in the town centres was undertaken, based on published materials, site visits, consultation events, property market research and retail information produced by GVA Grimley as part of a separate commission. The challenges and opportunities described below reflect this context. The findings of the evidence review and stakeholder workshop are detailed in the separate Review of Evidence Report (August 2006). The Evidence Review identified a number of key issues relevant to the preparation of the Masterplans, which are summarised below:

2.2.1 Planning Policy Context

Sutton in Ashfield is identified as a Sub Regional Town Centre by the Nottingham and Nottinghamshire Structure Plan and as a District Centre by the Ashfield Local Plan Review. The former plan is the more recent development plan.

Kirkby in Ashfield is identified as a District Centre in both the Nottingham and Nottinghamshire Structure Plan and the Ashfield Local Plan Review.

The proximity, future roles and relationships between the main centres in the northern sub region of the East Midlands will need to be taken into account in developing the Masterplans. Both Kirkby and Sutton town centres are well served by public transport.

The current review of RSS8 has identified options to accommodate housing growth across the region. This places a requirement for additional housing land to be identified in the District. In the interests of sustainable development, additional land will need to be identified within both towns, supporting the spending power of their retail catchments.

The objectives for the Core Strategy will need to be taken into account when developing the Masterplans. In particular, the need to 'Raise the Bar' in terms of new development, and ensure that the Council's aspirations to promote energy efficiency and make the most efficient use of resources.

2.2.2 Socio-economic

Ashfield's economy is under-developed with the average household income almost a quarter below the national average. A large proportion of the population is employed in semi-skilled and unskilled occupations. In Kirkby in Ashfield and Sutton in Ashfield the proportions of the population employed in the manufacturing sector is significantly greater than nationally, but is in decline. Regional policy emphasises growth in modern sectors such as 'Knowledge Industries' to compensate for this decline, however the skills and education base required for this transition is currently very low. Both towns are severely deprived in terms of education, skills and training and business start up rates are poor. There is a relatively high proportion of residents with no qualifications and below average proportion of people with university level education. A high proportion of the working age population are not in the workforce at all, with implications on spending power and social exclusion.

Crime and poor health are also areas which need addressing if Ashfield is to become a 'prosperous and dynamic area where people wish to live and work'. Crime rates are high and there is a widespread fear of crime after dark especially in the town centres. The areas within Kirkby and Sutton with severe incidences of multiple deprivation are Kirkby in Ashfield East and Sutton in Ashfield Central, and these are particularly associated adjacent to and including the town centre wards.

There is a high percentage of unfit dwellings, a high private vacancy rate and a higher than average number of semi-detached dwellings compared with the national average. Housing is relatively affordable when compared with national levels, but not when income levels are factored in. There is evidence of constrained house price growth linked to worklessness.

2.2.3 Retail provision

The Council's objective is to maintain and consolidate Sutton in Ashfield town centre as a significant sub-regional shopping centre. The centre however faces significant competition from major centres within and outside the region. A generally healthy town centre, Sutton in Ashfield has a high proportion of independent traders and low vacancy rates. Key attractor multiple retailers are present in proportion to the centre's size, with Asda serving as the key retailer within the centre. Nevertheless there is an over-representation of convenience retailing, building societies and travel agencies and an under-representation of restaurants, cafes and bars. There is a waiting list for the indoor market stalls at the Idlewells Centre.

Kirkby in Ashfield however suffers from high vacancy rates and issues of decline. It faces competition from other centres, particularly Sutton in Ashfield. There is a poor shopping environment within the precinct and an over-representation of convenience shopping. The market stalls are under-subscribed and are only utilised on market days.

2.2.4 Transport and accessibility

Sutton in Ashfield enjoys an excellent location with good access to the national road and rail network. It has good parking provision within the town centre and a bus station close to the major areas of retail activity. The town centre is not however connected to rail network.

Kirkby-in-Ashfield experiences some problems with traffic congestion on Station Street, which local people attribute to the pedestrianisation of Lowmoor Road. The Robin Hood Line station is located on the fringe of centre and offers good access to Nottingham. The centre is well served by bus services, but is not a 'timed stopping point / terminus'. There is an over supply of surface car parks.

2.2.5 Public and community services, leisure and recreation

The relocation of the Sutton Centre School will potentially release a key site for redevelopment within Sutton in Ashfield town centre. Both the existing school and leisure centre act as 'major attractors' within the town centre, drawing pedestrian flows from across the retail area.

There is a need to maintain and enhance connections with the areas of open space which surround both town centres, and ensure that best use is made of the spaces which exist.

2.2.6 Townscape, spaces, places and movement in the town centres

The urban fabric in Sutton in Ashfield is generally in good repair however there is a need to reconnect the centre, addressing both routes within and across the area. There are some opportunities to introduce new, higher density, mixed use developments into the town centre, filling the gaps in the urban fabric and creating an environment where natural surveillance acts as a deterrent to crime. Gateway features are needed to support the creation of a sense of place and identity to the town centre. Quality public art features in the town centre will also assist in this aim.

Kirkby in Ashfield Precinct was once seen as the 'modern focus of the town centre, but this has experienced considerable decline in recent years, failing to attract sufficient pedestrian flows and suffering economically. The environment is harsh and conveys a message of declining fortunes.

There is a need to introduce new, high density, high quality, mixed use development into the town centre, to support its vitality and viability and underpin its revival by supporting new and existing businesses. Gateway features are needed to support the creation of a sense of place and identity to the town centre. Quality public art features in the town centre will also assist in this aim.

2.3 Stakeholder Workshop – July 2006

Two workshops were held on Wednesday 5 July. The first focused on Sutton in Ashfield and was supported by over 50 participants, whilst the second focused on Kirkby in Ashfield and was attended by over 60 individuals, representing a range of local interests.

These sessions explored issues relating to the identity of both town centres, their strengths and weaknesses as a business location, together with opportunities and threats they face. Participants were challenged to develop a 'vision' for each town centre, considering how they would wish to describe them in twenty years time. They were then asked to develop a series of actions capable of moving the centres towards that future, and finally to prioritise these actions.

The responses are summarised in Tables 2.1 and 2.2. A 'weighted score' was calculated for each of the priorities, with a score of 3 being given to each 'first priority' a score of two for each 'second priority' and a score of one being given to each 'third priority'; scores for each priority were then totalled and the outcomes ranked according to the score.

Detailed information relating to the outputs of the workshops was included in the Evidence Review report.

Figure 2.3 Stakeholder Workshops – 5 July 2006



Table 2.1: Stakeholder Workshop: Summary of Key Priorities for Sutton in Ashfield

Priority	Weighted Score ⁴
Generating new funding / investment / multiplier effect	44
Aspirations / investing in youth	39
Identity	38
Town Centre Manager	34
Support for new and existing businesses	24
Public realm investment and a sense of place	20
Retail area expansion	19
Cultural / community focal point	14
Neighbourhood pride and respecting the environment	13
Increase public and private investment	11
Engage with key landowners	10
Improve security	8
Unique selling point	5
Protect cultural heritage	2

⁴ A 'weighted score' was calculated for each of the priorities, with a score of 3 being given to each 'first priority' a score of two for each 'second priority' and a score of one being given to each 'third priority'; scores for each priority were then totalled and the outcomes ranked according to the score.

Table 2.2: Stakeholder Workshop: Summary of Key Priorities for Kirkby in Ashfield

Priority	Weighted Score ⁵
Accessible and efficient road system	97
Redevelopment of Precinct	59
Investment into Kirkby	34
Investment in local training	25
Retail business support	18
Redevelopment of other key sites	16
Focus for the town centre	15
Bus station	14
Forward looking vision	13
Swimming pool	12
Investment in education	12
Role of Kirkby as a retail centre	6
Involvement of youth	6

2.4 The Principal Challenges

It is clear that both town centres are currently facing challenges that must be addressed if they are to be sustainable in the long term. Principal challenges include:

- Competition from nearby town and city centres, and out of town retail areas.
- Town centre perception – this strongly influences success and is a function of the range of uses and services, the quality of shop frontages and public realm, access to the town centres, safety in the town centre and physical environment.
- Socio economic profile – the indicators for education, health and income point to the need to integrate the Masterplans with socio-economic regeneration strategies and initiatives to improve educational attainment, reduce crime and improve the health and wealth of the local community.
- The need for a wider range of local employment opportunities
- Accessibility and movement - efficient and safe movement to, through and around the town centres from a range of transport modes is crucial to ensuring regular patronage.
- Complementary roles - as a result of the close proximity of the town centres they will inevitably have overlapping catchments. It will be essential to ensure that their future roles are complementary, not competing.
- Attract new public / private investment funding
- Support local businesses

⁵ A 'weighted score' was calculated for each of the priorities, with a score of 3 being given to each 'first priority' a score of two for each 'second priority' and a score of one being given to each 'third priority'; scores for each priority were then totalled and the outcomes ranked according to the score.

2.5 Analysis of the Evidence - Key Indicators for Success

Building on the outputs of evidence review, policy guidance in PPS6 and the stakeholder workshops, a series of 'key indicators for success' were identified, against which emerging options could be tested (Table 2.3).

Table 2.3: Key Indicators for Success

Key Indicator	Sutton in Ashfield	Kirkby in Ashfield
Support viability and vitality of the town centre	✓	✓
Support future competitiveness	✓	✓
Support new and existing businesses	✓	✓
Increase footfall in centre	✓	✓
Improve safety / reduce crime in the town centre at night	✓	✓
Improve the cultural offer	✓	
Reconnect and strengthen links within and across the centre	✓	
Enhance the public realm	✓	✓
Develop local distinctiveness and identity	✓	✓
Improve the streetscape	✓	✓
Create a sense of place	✓	✓
Improve linkages to open space	✓	✓
Introduce residential units	✓	✓
Improve the mix of housing	✓	✓
Improve the night time economy	✓	✓
Improve cycling and pedestrian routes	✓	✓
Improve access for less able	✓	✓
Improve the bus station area	✓	
Reduce congestion on Station Road/ Urban Road/ Diamond Ave		✓
Improve traffic circulation between Lowmoor Road and Station Street / Kingsway		✓
Redevelop the Precinct		✓
Make better use of car parking areas		✓
Reduce retail vacancy rates		✓
Increase demand for retail services		✓

2.6 Opportunities in Sutton in Ashfield Town Centre

There are a number of current and potential **development opportunities** that have great potential to reinforce and strengthen the town centre, creating confidence in Sutton in Ashfield as a place to invest in. For example, the relocation of the Sutton Centre or the redevelopment of ASDA could release a key town centre site for redevelopment, with the capacity to act as a catalyst for regeneration. In addition, there are a number of other locations across the centre where redevelopment could contribute to a strong and viable future for the centre, some of which are in private ownership, others under the control of Ashfield District Council and Nottinghamshire County Council.

There is an opportunity **to improve and diversify the town centre offer**. This can be realised through changes to the activities undertaken within existing premises, but more significantly from the development of sites that will arise over next 15 years. There is a need to **provide a broader mix of uses** in the town centre (beyond shopping) to create areas that are active throughout the day and week, generating additional footfall, and therefore expenditure, and combating crime, in the town centre.

There is an opportunity to **improve the physical environment** to ensure that the town centre provides a pleasant and useable environment in addition to providing necessary services. In particular, there is the potential to build upon recent public realm works within Sutton's town centre, to continue to improve the pedestrian environment, to provide co-ordinated public spaces, related public arts enhancements and to ensure high quality design from new development.

There is also an opportunity to **expand on the business and cultural offer of the town centre**, building on the town's location and leisure facilities.

There is considerable potential to **increase residential accommodation** both within the centre itself and on immediately adjoining sites. This will have the added advantages of raising the profile of the area with the development industry, improving development viability, increasing activity levels in the centre and improving the spending power of the immediate catchment, **supporting local businesses and improving natural surveillance** within the centre, whilst meeting the need for new residential accommodation in a sustainable location.

2.7 Opportunities in Kirkby in Ashfield Town Centre

The greatest opportunity for Kirkby in Ashfield town centre is provided by the **redevelopment of the Precinct / Co-op area**. This is vital in terms of the need to first halt, and then to turn around, the decline of recent years, improve the image, the development mix and offer of the town centre, and act as a catalyst for wider redevelopment.

Redevelopment of this area can be combined with the creation of a **new Town Centre Civic Square** to act as a focus for community activities, potentially including a community based arts programme and a relocated market. This would bring significant improvements to the environment of the centre and create a new 'heart' to the town. With **associated residential accommodation at upper floor levels**, there is a chance to recreate a traditional town centre, which would draw people to and through it, and strengthen the link between the Public Square and other town centre activities.

There may also be opportunities to secure improvements to traffic movements, relieving congestion on Station Street and other town centre roads.

Land to the south of Ellis Street also offers opportunities for **mixed use development**, delivering a high quality frontage to the new Civic Square.

Opportunities exist to improve the town centre offer by building on and supporting existing uses. For example, there is the potential for housing within and close to the town centre to

increase footfall in the town centre, improve natural surveillance and reduce crime. The additional spending power will assist in supporting local businesses. Recent planning permissions and developer interest indicate a demand for residential accommodation within this area.

2.8 Identification of Potential Projects

A series of potential projects were generated for each town centre, based upon opportunities identified through the research conducted by the consultants and ideas generated by the stakeholder workshop. For the potential projects comprising sites capable of alternative development mixes, a series of different land use options were generated and assessed in terms of their contribution to the key indicators (Table 2.3 above) and a preferred option identified.

2.8.1 The testing process

Each potential project was tested in terms of its likely contribution to the future improvement of the two town centres. One project was discounted at this stage. The projects were then assessed against:

- Current and emerging planning policy in order to identify major policy constraints;
- A high level traffic assessment, drawing on the expertise and knowledge of traffic generation by similar developments, but in the context of the two centres. (This did not involve any modelling work.); and
- A 'market reality check' undertaken by Innes England, drawing on their local knowledge and expertise. One project failed this test.

The output of this process was a set of 'Potential Projects', of various sizes, each of which has the potential to contribute to the delivery of the key indicators for success identified for a healthy future for the two centres.

The projects included a mix of public and private sector lead schemes, some capable of early delivery, whilst others requiring a longer delivery process. Appendix A1 and A2 records this process.

2.8.2 The potential projects

The Potential Projects were grouped within 'Development Areas'. The boundaries of these areas are not prescriptive (this would be a matter for a statutory development plan), rather each recognises the existing and/or potential future land use pattern and seeks to retain flexibility and responsiveness to change as circumstances and opportunities are presented in the future.

2.8.3 The draft masterplans

The draft proposals, which included the Development Areas and their constituent Potential Projects, were presented to Officers and Councillors and the proposals further refined in the light of comments received.

2.9 Public Consultation

A second stage of consultation was undertaken in October 2006. This involved re-engaging with key stakeholders and setting out the draft proposals for public comment.

Two **public exhibitions** were held from Friday 20th to Wednesday 25th October, excluding Sunday, and located in the Idlewells Centre in Sutton in Ashfield and Community Centrepoin in Kirkby in Ashfield. These exhibitions were widely promoted in the local press, and on local and regional radio. Posters and flyers were distributed locally through Council offices and local businesses. The exhibitions were staffed for most of each day. Feedback was undertaken through interactive voting and by way of response cards. A **Stakeholder Workshop** was held on Friday 20 October 2006.

The purpose of these events was to raise awareness of the emerging Masterplans, to test the principles, the scale of development and the nature of the changes being proposed, and to seek views as to whether the proposals were 'about right'.

Participants were asked to express their support or otherwise for the Masterplans through an interactive 'vote'. The results are set out in Table 2.3 below. Specific comments on particular sites were also invited (Table 2.4).

Whilst the public exhibitions appeared to be well attended the number of 'votes' cast was disappointing. It was evident to those 'manning' the exhibitions that many who attended did not comment or express their views on the proposals. Disappointingly the reliability of the 'interactive vote count' must also be treated with caution, as votes on at least one occasion exceeded the number of visitors to the exhibition at Kirkby in Ashfield.

Table 2.3: Results of the Stakeholder Workshop: Interactive Votes – have the consultants got it 'about right'

	Total votes	Yes	No	Unsure	Not specified
Sutton in Ashfield	36	22	8	6	-
Kirkby in Ashfield	223	8	191	24	-

It is clear that whilst there was general support for the Sutton in Ashfield proposals, this was not the case for Kirkby in Ashfield. The vast majority of those attending the stakeholder workshop were from Kirkby in Ashfield and only 16% of these considered the Masterplans to be 'about right'.

Table 2.4: Comment card responses from the Exhibitions

	Number of cards	Positive	Negative	Unclear	Not specified
Sutton in Ashfield	28	8	13	5	2
Kirkby in Ashfield	171	16	121	19	15

The comment card responses paint a similar picture (Table 2.4). It is the issues raised by these comments which need to be taken forward.

2.10 Summary of Issues Raised – Sutton in Ashfield

Response rates from Sutton in Ashfield were significantly lower than Kirkby in Ashfield and were broadly favourable. A summary of the issues is contained in Appendix A3 and A4. Key issues raised include:

- **Traffic** – new and improved pedestrian crossings in the town centre; improved disability access across centre; traffic congestion around Portland Square; open up Portland Square to traffic and promote cycle path into town centre.
- **Other issues** – improved security and lighting (night and day); more / less cafes; improve environment; replace library; more cultural amenities, community centre, theatre; heritage centre; extend gateway area to new Cross Area; safety at night; no four storey flats; mixed development not a good idea.

Comments were also sought on the need to identify a positive and innovative image for Sutton in Ashfield to guide the future promotion of the centre. Very few suggestions were received and there was little consistency between the suggestions.

2.11 Way Forward – Sutton in Ashfield

The limited number of responses would indicate that there are few issues of concern to local residents and the nature of the comments received would suggest that, with minor changes, the masterplan for Sutton in Ashfield is 'about right'.

The Masterplan proposes improvements to the pedestrian environment and additional residential development which will contribute to increased activity and natural surveillance within the centre. The Business and Community Quarter will support a range of community related uses. The height and design of new development will be a matter for consideration as part of any subsequent planning application.

2.12 Summary of Issues Raised – Kirkby in Ashfield

Response rates from Kirkby in Ashfield were significantly higher than Sutton in Ashfield and were broadly opposed, based largely on concerns relating to traffic congestion, to the draft proposals. A summary of the issues is contained in Appendix A3 and A4. Key issues raised include:

- **Traffic management issues** - There is little doubt that there is an overwhelming view held by those who commented that the masterplan proposals will fail unless action is taken to address perceptions relating to traffic flows, congestion and movement around the centre of Kirkby. Suggestions relating to traffic movement included re-opening Lowmoor Road to traffic; reconfiguring movements around the one-way system; reducing/removing the traffic lights on Station Street; installing mini islands in place of traffic lights; weight restrictions on routes through the centre; retain (free) car parks; no new road; remove Kirkby College to improve roads; provide a pedestrian bridge by Nags Head and retain two way traffic on Pond Street. Concern that residential development generates traffic. Those in favour of the proposals supported the use of under-used car parks and better through traffic route with a new road.

Other issues included:

- **Buses** – diverting buses off Station Street/remove parking on Station Street and use for buses; provide a bus station in Ellis Street; Ellis Street not considered suitable for buses and better public transport routes required and more buses after 6.30pm.
- **Retail** – attract another small supermarket, major retailer and more shops; redevelop precinct and replace with clean covered shopping centre; reduce shop rents and offer more assistance to shops; reduce takeaways and improve quality and mix of retail offer; more assistance to shops; less banks, hairdressers and estate agents and return market to Ellis Street.
- **Town centre environment** - environmental improvements to centre; better security and policing; more public art; better town centre; focal point; water fountains; cleaner streets; relocate police station to centre of Kirkby and open it 24 hours; demolish Station Street and rebuild; Civic Square not approved of and remove Larwood statue to Nuncargate.
- **Residential and other uses** - no new houses on Lindleys lane; no more factories; cinema; impact of residential units on school; locate industrial development outside town; more night life; redevelop Kingsway area from cinema to garage and swimming pool needed.
- **Other** - more activities in Kirkby; more facilities for children; town centre manager; dialogue with county councillors and return Kirkby back to a village.

Comments were also sought on the need to identify a positive and innovative image for Kirkby in Ashfield to guide the future promotion of the centre. Very few suggestions were received and there was little consistency between the suggestions.

2.13 Further Work – Kirkby in Ashfield

It was clear from the consultation responses relating to Kirkby in Ashfield that additional work was required to understand the nature of the concerns raised, how these might impact on the delivery of the Masterplan proposals and what options were available, if any, to address these concerns.

2.13.1 Traffic flows and traffic management

The majority of objections focus on traffic road management issues despite the fact that this did not form part of the original brief. The Evidence Review undertaken as part of Stage One had examined two studies funded by Nottinghamshire County Council undertaken by consultants Halcrow (2004) and Jacob Babbie (2004).

These reports were produced as part of a transport study, referred to as a Mobility Management Action Area (MMAA) which Nottinghamshire County Council undertook in Kirkby in Ashfield in 2004. The study focussed on the town centre and hinterland and aimed to increase sustainable access to Kirkby town centre. The MMAA involved wide public consultation which identified a series of small-scale improvement schemes and generated several proposals for more major works, which were further investigated by specialist consultants.

The first study had attempted to model solutions to the congestion caused by buses and delivery vehicles stopping in the streets which tended to push the problem to other parts of the road network. The report considered relocation of bus stops (in vicinity of Kingsway and Station St/Ellis St) but this was rejected on the grounds of cost and service disruption. The report recommended an “off line” stop facility but suggested that a longer term solution might be to provide alternative routes to remove traffic from Station St.

The Jacobs Babbie (December 2004) report to Nottinghamshire County Council had looked at specific changes to traffic management arrangements on Ellis Street, Portland Street and Pond Street to manage traffic circulation within the town centre. Positive changes identified did, however, produce negative side effects elsewhere (Portland St/Station St and Lowmoor Road / Portland St). At Lowmoor Road / Portland St the need to alter the signal phasing, set back the stop line (with resulting impact on infrastructure and signal times) and potential problems accommodating HGVs were identified as problems. HGVs cannot be banned from the junction as the alternative route uses narrow and/or residential streets.

The possibility of replacing one or more sets of traffic lights in the town centre with mini-roundabouts has been extensively investigated. The roundabouts would physically fit at all three junctions, if adjacent on-street parking was removed. However, the narrow approaches and restricted sight-lines for traffic approaching the islands mean that they would not operate safely or effectively at either the Nags Head or Ellis Street junctions. This would not be a problem at the remaining junction, Portland Street, although to meet the safety needs of pedestrians a PUFFIN crossing would also be required over the junction. PUFFIN crossings have special sensors built in which makes sure that traffic remains stopped until all the pedestrians have crossed the road. Modelling shows that the action of the crossings would reduce any potential delay savings gained from the mini-roundabout. These limitations make the replacement of any of the signalled junctions unfeasible.

As part of the 2004 transport study in Kirkby in Ashfield a number of schemes were implemented to make most effective use of the road space available. The measures included:

- Installation of a right green filter for traffic turning out of Diamond Avenue south onto Derby Road (A611).

- SCOOT traffic light optimisation system on four town centre junctions. This enables the lights to respond in 'real-time' to changing traffic conditions, helping traffic flow more smoothly and reducing delays.
- Improved links for sustainable transport options, including a footway from Sutton Parkway station and a cycle lane along Diamond Avenue.

Transport modelling in the Halcrow report suggested that the relocation of the bus stops on Station Street would have an imperceptible impact on traffic flow and congestion within the town centre because the dwell times of buses stopping on the carriageway were not significant. However, in light of the strong views expressed in the consultation, stops on the southern side of Station Street are to be relocated further away from the Nags Head Junction.

The Masterplan identifies regeneration aspirations and strategies for the town centre. As such it has sought to identify a 'different' solution to the traffic issues, namely the potential provision of a new road linking Diamond Avenue to Lowmoor Road, which could potentially be delivered as part of the redevelopment of the Precinct. The purpose of this road would be to relieve traffic flows on Station Street as vehicles wishing to move between these two points would no longer be required to travel through the most congested part of Station Street.

The public consultation indicated that the local community wanted to see change in the near future and that this should focus on Station Street and the one-way system. They were not convinced that the suggested route would deliver the improvements they believe were needed. In the light of this situation it was concluded that additional investigations were essential to ascertain the position with regard to:

- The severity of the traffic management issues;
- The opportunities for change; and
- The impact of these issues, if not addressed, on the deliverability of the masterplan proposals.

2.13.2 Lowmoor Road

The pedestrianisation of Lowmoor Road and the move of the Market was, in part, a response to the decline of the town centre. A survey of retail properties in the town centre in 1996 revealed a vacancy rate of 23%. The closure of the Post Office and its move into the Co-operative store had a significant impact on the pedestrian flow to the rear of the Precinct. The Market was also in decline from the early 1990's and a survey of the market traders in 1996, revealed that they considered the market would benefit from being more prominently located.

Removal of the pedestrianisation and re-opening Lowmoor Road to traffic, as suggested by many respondents in the consultation would be contrary to both Government guidance and the locally agreed transport strategy for Nottinghamshire detailed in the Local Transport Plan (LTP). The re-opening of the road would also act as a barrier making it harder for pedestrians to access the town centre shops. The narrow pavement widths which characterised the street before pedestrianisation, would make the area unattractive for pedestrians and would impair mobility. Road safety would be compromised as conflict between vehicles and pedestrians would be increased. There would also be adverse environmental impacts as air quality would decline.

From the market/developers viewpoint the lack of a pedestrianised centre would be detrimental to Kirkby in Ashfield as a retail centre. It is the view of Innes England Property Consultants that the commercial retail market is generally in favour of pedestrianised areas in small town centres such as Kirkby in Ashfield, so long as there is sufficient parking within the town centre. The GVA Ashfield Retail Study 2006 identifies over 600 parking spaces in

the town centre. It concluded that for a centre of its size, Kirkby in Ashfield is well served by car parking.

There is currently market interest in retail space in Kirkby in Ashfield from a limited number of multiple retailers. Their spatial search will focus on the demographic characteristics and the spending power of the catchment area. Innes England indicate that it is unlikely that this would be adversely affected by the existing traffic flows and movements around the centre, which are not considered to be atypical of many town centres across the country.

A major factor affecting developer confidence, and a decision to invest, is the physical condition and associated environmental quality of the retail area and the need for clarity and confidence in the Council's proposals to arrest the current decline. It is these issues the Masterplan seeks to address.

2.13.3 Covered centre

In terms of the retail environment, support was raised for an indoor/ covered shopping centre. Innes England has confirmed that there is little or no possibility of a commercial developer seeking to take forward proposals for a covered shopping centre within Kirkby in Ashfield. Retail rents in Kirkby in Ashfield are at the lower end of the market. Given the rental levels, the current occupancy rates and the quality of retailer demand in Kirkby in Ashfield, it is unrealistic for such a proposal to be taken forward. There has been interest from larger retailers in taking space within the town centre, but this would not be as part of an indoor shopping area.

If it were possible to provide such a centre any units therein would incur a service charge, over and above the rent and rates liability, towards the running of the centre. Typically, this would be £5 - £7 per square foot on an annual basis. This would add significantly to the occupation costs for any retailer moving into the town centre. Further, any redevelopment of an indoor centre would only serve to increase rent levels for local businesses and will not necessarily deliver long term viability. Care must be taken to ensure that the existing businesses are supported and this is best achieved by improving the attractiveness of the centre and increasing the catchment spending power.

2.13.4 Other issues

A number of other issues were raised by the local community which require consideration, including retention of car parks, environmental improvements and better security. There was also opposition to further residential development in Kirkby in Ashfield.

2.14 Way Forward – Kirkby in Ashfield

Whilst traffic issues were not a part of the masterplans' brief, the consultation responses have demonstrated the importance of this issue to local residents. The Council has subsequently worked closely with the County Council to identify a way forward for these issues. The response of the County Council to these concerns has been positive and feasibility studies are currently underway to determine whether potential alterations to the traffic system could result in improved flows. The results of this feasibility work should be available by mid 2007. However, any alterations to the traffic system could only be undertaken if they will result in significant improvements to the traffic flows and the necessary sums could be identified to finance the scheme.

New development is one means of securing funding (through section 106 contributions) to support necessary transport infrastructure improvements. A successful centre, which has a clear vision of its future form and role, is more likely to attract developer interest, than one facing continued decline. A commitment to delivering positive change in the physical environment of the centre, strengthening the residential catchment and improvements to the 'health and wealth' of the local population are key factors in an investment decision.

Residential development within, and close to, the centre is critical to the success of the masterplan. It will bring additional spending power to the catchment, activity levels will increase within the centre and natural surveillance will support crime reduction measures. New residential development also has the capacity to generate the necessary funds to support the delivery of the environmental and other improvements needed. At the same time, listening and acting on comments received is important, and to this end two residential 'potential projects' have been considered to 'fail' the consultation test' namely the possible sites at Tennyson Street car park and Lindleys Lane, adjacent to the Festival Hall..

The masterplan offers a positive way forward. To 'do nothing' or to delay action on this masterplan would, in our opinion, lead to the continued decline of Kirkby as a District Shopping centre. The Priority Projects identified by the masterplan have the potential to deliver the change needed and, if necessary to support changes to the transport network as and when they are identified.

2.15 Refining the Priority Projects

The results of the consultation events and feedback from key stakeholders were fed into the Priority Project assessment exercise and the results are recorded in Appendix A1 and A2.

In the case of Sutton in Ashfield, all Priority projects identified at the draft stage were taken forward. However in the case of Kirkby in Ashfield this process and reflection on the outcomes, three potential projects were not taken further.

2.16 Creating a Positive Identity

Both Sutton in Ashfield and Kirkby in Ashfield currently lack a strong sense of identity. There is a need for a positive image to support and drive forward the delivery of these Masterplans, and to support community pride. Public art programmes such as that recently carried out at Hucknall can create local distinctiveness and a pride in the heritage of a town and its centre, and a similar approach should be adopted in both Sutton and Kirkby.

Nottinghamshire and Ashfield are known for their historical association with the coal industry which drove the industrial revolution. Today there is a clear need to reduce energy consumption in response to the challenges of climate change. There is an opportunity for these Masterplans to shape and support a move towards a lower carbon future for the District, setting standards for the future to which others will aspire and with which residents will wish to be associated. It is a positive, clean, dynamic and inspirational image and connects well with the location of the two centres, close to Sherwood Forest.

Local opportunities should be captured wherever possible. Sustainable energy requirements should underpin each and every priority project taken forward as part of this masterplan, with a longer term aim of creating of carbon neutral town centres. Higher density development within the centres, high standards of construction, stretching energy generation targets and requirements for the use of renewables, are all achievable and will provide the foundation for energy security, diversity, affordability and reduced carbon emissions.

3 A Masterplan for Sutton in Ashfield

3.1 The Vision for Sutton in Ashfield Town Centre

Emerging from the first stakeholder workshop, an overarching vision for Sutton in Ashfield was developed. This vision has guided the development of the Masterplan.

To create an active and vibrant town centre through encouraging a mix of uses that will increase the number of people living, working and visiting the centre, set in an environment Sutton in Ashfield residents are proud of.

3.2 The Underpinning Principles

Five broad principles have been identified to achieve the vision for Sutton in Ashfield. These principles underpin the masterplan proposals:

- A greater mix of uses to increase the number of people living, working and visiting the town centre, and to extend their use of the centre, appropriate to its role as a sub-regional town centre;
- A well connected public realm;
- Improved transport and movement;
- Capturing and maximising investment through development opportunities; and
- Quality architecture and design.

The principles are interrelated and in combination they will contribute to realising the vision for Sutton in Ashfield town centre. For example a greater mix of uses can be achieved by making the most of forthcoming development sites, which together can create a vibrancy through an increase in the number of people living, working and visiting the town centre.

3.3 A Greater Mix of Uses

Sutton in Ashfield town centre is at present a predominantly retail area, with limited office and residential accommodation. The layout and disposition of buildings in parts of the centre interferes with connectivity. There is a perception that the centre is unsafe after dark. The introduction of a mix of uses into the centre and the opportunities created through redevelopment / intensification of existing uses should assist in redressing the current imbalance. In particular residential units are in short supply, but can add considerably to the feel and appearance of a centre through natural surveillance. Cultural uses, cafes and restaurants were identified in the consultation process as key omissions in the current offer; again redevelopment offers the opportunity to redress this situation.

3.4 A Well Connected Public Realm

Improvements to the public realm are essential to improving the image and attractiveness of Sutton in Ashfield town centre. Public realm improvements also offer the potential for 'early wins' and increased confidence in the area. The key elements of the Public Realm Framework are:

- Undertaking a town centre - wide approach to the public realm and design issues, building on current and planned public realm improvements and investment.

- A network of squares. The urban squares will act as a focus for activities including events, markets and meeting spaces. These are proposed at key locations to tie in with existing spaces (such as the Portland Square and the Market Place) and as new nodes of activity at the core of proposed development areas (Cultural Square the redevelopment of the Sutton Centre).
- Public spaces overlooked by active ground floor uses. Active ground floor uses are uses that relate directly to passing pedestrians, creating activity and interest. They include shops, restaurants, civic and community uses.⁶
- Extension of pedestrian routes to connect proposed and existing nodes of activity.
- Improvements to the public realm, including updated frontages, coordinated street furniture, signage, landscaping and public art. An industrial heritage theme could form the focus for improvements.
- Creation of gateway features and the introduction of landmark buildings at key locations, to provide improved legibility / orientation.
- Improvements to the pedestrian links from south of High Pavement to town centre, including improvements to the public realm to the south of the town centre.
- Improved physical and visual connections between the town centre and surrounding areas, particularly to the south. This will be achieved through the improved pedestrian crossings, identifiable routes through new developments and high quality complementary frontages.

Improving the quality of the public realm is synonymous with delivering a better, more popular and more profitable trading environment for businesses of all kinds.

3.5 Improved Transport and Movement

A number of studies have identified weaknesses in pedestrian connectivity across the town centre. Barriers are visual and physical. Improvements to the public realm can assist in guiding movement, but there are opportunities as a result of redevelopment to 'mend' the broken links and connect the key attractions across the centre, weaving them together and creating a unified whole which is easier to navigate, more attractive to the pedestrian and more sustainable as a centre.

Strong and legible pedestrian links between primary shopping areas and the rest of the centre, and a well connected public realm, are fundamental to the success of the centre as a whole.⁷

When considering movement within the centre, there is a need to consider the primary users of a particular space. There are a number of examples within the centre where the main users of the space are not those for whom the area has been designed. For example in the Forest Street area, close to Fox Street, the main users of the space are pedestrians; however the surface is designed to give priority to the car. A simple change in road surface can have a significant impact on the perception of the users of this space, returning priority to the pedestrian and at the same time improving safety.

The bus station is located to the west of the main town centre and at present is not particularly user friendly. There is a need to improve the layout and environment of the bus station and ensure it is well connected to the key attractors across the centre, particularly for the less able.

⁶ By Design (Urban Design in the Planning System: Towards Better Practice), DETR, 2000

⁷ Planning for Town Centres: Guidance on Design and Implementation Tools (2005)

3.6 Capturing and Maximising Investment Through Development Opportunities

The opportunities provided by the potential relocation of the Sutton Centre and leisure centre are considerable. Both developments currently occupy adjacent and prominent sites within the town centre and serve as major attractors in terms of the pedestrian foot flow. Neither existing development adds to the appearance of the town centre, rather they are somewhat drab and act as a blockage to easy pedestrian movement between High Pavement, the Market Place and Idlewells Centre.

Redevelopment of these sites provides an opportunity to lay down some clear principles for the future. There is a need to re-anchor the new uses ensuring they act as attractors across the centre. Connectivity needs to be improved. A new civic square should be provided. This could form the focus of outdoor community activities, arts events etc, both in the short term (related to the Sutton Centre School) and in the longer term. An industrial / textile theme could be developed to link with this.

Routes through from Idlewells Centre to High Pavement and Station Road should connect to this square. Mixed uses, retail, offices, cafes, restaurants, with residential accommodation on the upper floors, small studio / workshop premises, with a new library and associated theatre, should be included within any redevelopment proposals. This will introduce movement and activity to the area and re 'anchor' this part of the town centre which otherwise could flounder with the loss of activity associated with loss of its existing uses.

In addition, there are a number of other significant development opportunities within the town centre which can be taken forward by the private sector.

- The Idlewells Centre has recently been acquired by new owners, who are keen to invest in the centre.
- ASDA have indicated a desire to see the redevelopment of their store.
- The King Street / Brook Street area is ripe for redevelopment.

Taken together these present a unique set of opportunities to secure a sustainable future for the town centre. They offer an opportunity to achieve redevelopment that will integrate effectively with the existing town centre, add real value and improve connectivity across the centre and with the areas beyond its boundaries.

The Masterplan will provide a framework to enable Ashfield District Council to capture the real added value from each of these opportunities.

3.7 Quality Architecture and Design

There is a need to 'raise the bar' in terms of the quality of design and materials used in new development.

Planning Policy Statement 1: Delivering Sustainable Development (PPS1)⁸ notes, "design which is inappropriate in its context or which fails to take the opportunities available for improving the character and quality of an area and the way it functions, should not be accepted."

Planning for Town Centres: Guidance on Design and Implementation Tools (2005)⁹ sets out the following advice which is relevant to new developments in this centre:

"2.4 Development should:

- Normally be orientated so that it fronts the street;

⁸ ODPM Planning Policy Statement 1: Delivering Sustainable Development (2005)

⁹ Planning for Town Centres: Guidance on Design and Implementation Tools (2005)

- Respect the building lines of the existing urban environment and, where appropriate, build up to the edge of the curtilage;
- Maximise the amount of active street frontage;
- Avoid designs which are inward looking and which present blank frontages;
- Provide level access from the public realm; and in the case of development in edge-of-centre locations, provide good pedestrian access to the centre.

2.5 Developments with innovative layouts which maximise the use of a site and, where appropriate make use of multiple levels, should be encouraged, having regard to local context.

2.6 The design of buildings and shop fronts which are based on a standard design that is not well integrated with its local context should be avoided.

2.7 Roofscape design should be carefully considered within the wider context, with any adverse visual impact of rooftop servicing minimised.”

The Guidance note also notes that “large amounts of surface level parking are likely to detract from the overall appearance of a development and its surrounding area and are unlikely to maximise the development potential of available land.” (paragraph 2.9)

New development should seek to raise the environmental performance of the buildings through the incorporation of good designs that encourage behavioural changes with regard to energy use and conservation. Higher density development within the centres, high standards of construction, stretching energy generation targets and requirements for the use of renewables, should be pursued. There may also be an opportunity to contribute to a low energy, low carbon theme across the two centres through public art.

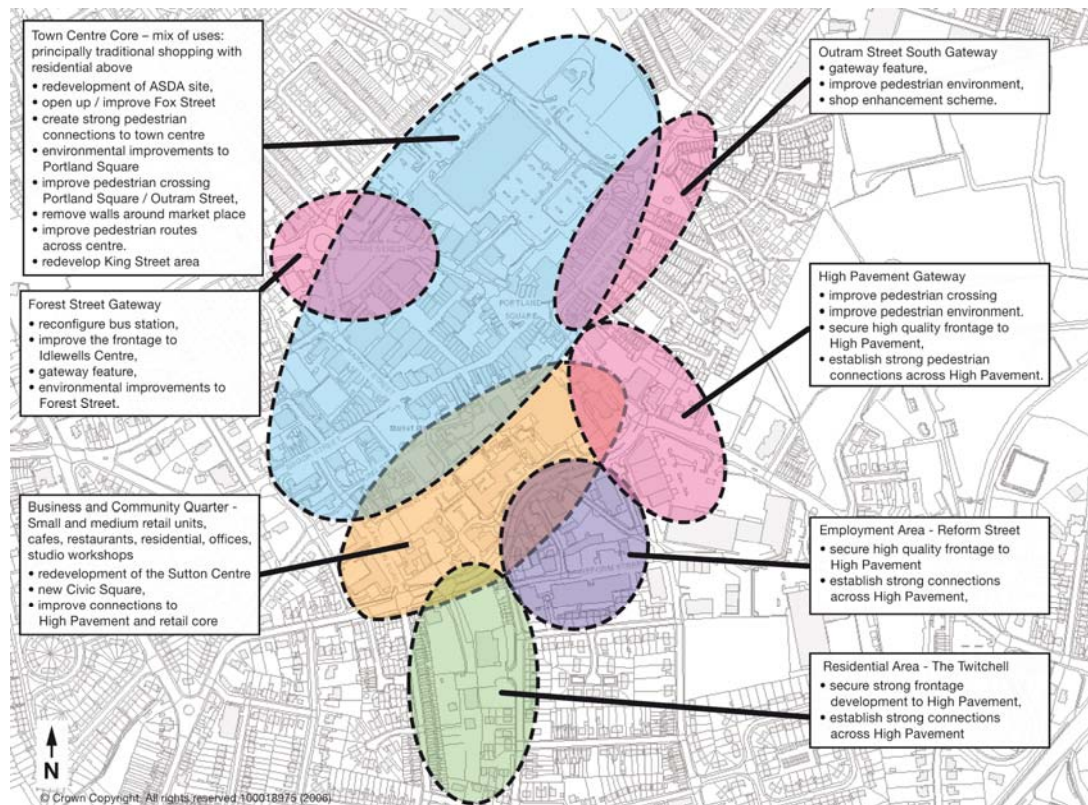
3.8 The Development Areas

A number of development areas have been identified within and immediately adjacent to Sutton in Ashfield Town Centre (Figure 3.1).

Some development areas contain a mix of uses, whilst others may have an emphasis on particular types of uses. The boundaries of the areas are not prescriptive (this would be a matter for a statutory development plan), rather each area recognises the existing pattern of land uses and seeks to retain flexibility and responsiveness to change as circumstances and opportunities are presented in the future.

The development areas are:

- **The Town Centre Core**
- **Business and Community Quarter**
- **Gateways** (Forest Street, Outram Street South and High Pavement Gateway).
- **Employment and Residential Area.**

Figure 3.1: Sutton in Ashfield Development Areas and Priority Projects

3.9 Role and Function of the Development Areas

Town Centre Core

The Town Centre Core is identified on the basis of the main shopping area, including King Street, Idlewells Centre and Portland Square. There are a number of opportunities for redevelopment and change within this area, each bringing with them the potential to deliver benefits for the centre as a whole:

- The redevelopment of the ASDA site, offers the opportunity for better integration of the site within the town centre, through stronger connections to Portland Square, opening up Fox Street, and the creation of pedestrian links between the town centre and residential areas / open space to the north;
- Improvements to the Idlewells, which also fronts a key gateway to the centre (see below);
- Improvements to Portland Square and surrounding public spaces;
- Improved pedestrian priority and pedestrian routes through the town centre;
- Introduce residential units above shops where opportunities allow; and
- Redevelopment of the area around King's Street.

Business and Mixed Use Quarter

This area builds on the current business uses in the area and redevelopment opportunities provided by the relocation of the leisure centre and Sutton Centre. There is a need to

introduce new uses which can 're-anchor' this part of the town centre, drawing visitors across the town centre, and linking with the retail, residential and employment areas beyond. Opportunities to develop this area include:

- Creation of a new public square surrounded by active mixed uses, such as cafes, shops, restaurants and a new library;
- Additional retail space to meet the demand identified by the GVA study;
- Active ground floors with residential and business uses above;
- A range of business premises that can cater for small studio / start-up units to medium sized offices);
- Creating a new library as a landmark, both in terms of its function as a community facility and as a landmark feature;
- Improved connections linking the town centre core with High Pavement and the retail, employment and residential areas beyond; and
- Improvements to the setting of the United Reform Church (a Grade II Listed Building)

Gateways

The principal function of the three Gateways is to act as an introduction to Sutton in Ashfield and the town centre itself. There is an opportunity to create a sense of 'arrival' in the town centre and to improve the physical and visual linkages from these gateways. There is a need to focus on environmental improvements in these areas with active uses drawing people into the main areas. The Gateways provide an ideal location for new public art.

- **Forest Street Gateway** – opportunity to improve a key arrival point in the town centre through a remodelling of the bus station, improved frontage to Idlewells Centre, a themed gateway feature, and environmental improvements to Forrest Street which give visual priority back to pedestrians – the main users of this area.
- **Outram Street South Gateway** – opportunity to provide themed gateway feature and provide a clear differentiation between the main centre and the smaller local shopping area to the north-west. Environmental improvements to the pedestrian environment, supported by a shop enhancement scheme are needed to enhance the attractiveness of this part of the centre.
- **High Pavement Gateway** – there is an opportunity to redress the existing priority given to the car over the pedestrian at this key gateway. This would improve connectivity between the retail park and the town centre, making movement safer and more attractive between the two areas. There is an opportunity to secure high quality frontages through redevelopment and establish strong pedestrian connections across High Pavement to the Sutton Centre site.
- Promote shop enhancement scheme – there is an opportunity to support existing businesses at these gateways, and improve the physical environment of the centre.

Employment Area and Residential Areas - Reform Street and land between the Twitchell and Quarry Yard

This area currently underperforms with vacant units and low density uses. Given its edge of centre location, the Reform Street employment area offers a strong opportunity for sustainable new employment creation. There is however a need for a mixture of employment unit types, sizes, uses and rent levels in sustainable locations, where accessibility by public transport is good; such areas have a key role to play in supporting new and existing businesses, and the retention of indigenous businesses as they expand.

It is considered that the definition of uses within the Reform Street employment area should not be overly prescriptive, as it is more important that the area reaches activity levels which will continue to support the town centre, in addition to providing local employment locations.

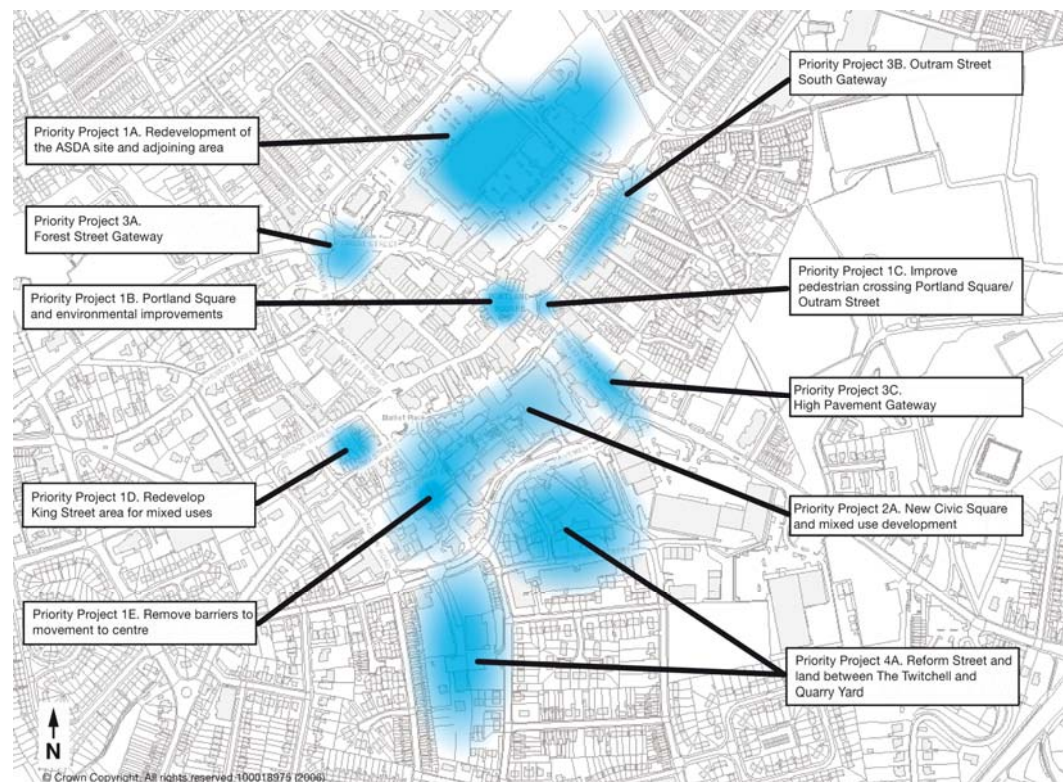
However, the High Pavement frontage can play a key role in enhancing the setting of the town centre. As such, when the opportunity arises, a high quality two/three/four storey development, capable of creating a sense of enclosure to the town centre should be sought.

Land between the Twitchell and Quarry Yard offers future opportunities for residential development close to the centre, and can support the visual and physical improvements needed to raise the image, quality and setting of the town centre. Development should be a mixture of two/three/four storeys in height and create a clear boundary to the town centre; 'a town wall'. Good pedestrian connections across High Pavement to the town centre will add to the local catchment of the centre, supporting local businesses and public transport usage.

3.10 The Priority Projects for Sutton in Ashfield

Within each development area the Masterplan identifies a set of priority projects (Figure 3.2). These are considered as priorities for stimulating town centre renaissance due to the potential impact they will have on the town centre in terms of the size of the site(s), their location at gateways to the town centre, the ability to activate the public realm and their potential to provide linkages or draws to other areas of the town centre.

Figure 3.2: Priority Projects in Sutton in Ashfield



Some of these projects can be realised in the short term, whilst others will have a longer gestation period. Ashfield District Council have significant control over their deliverability as one of the principal landowners and as the local planning authority.

3.10.1 Town Centre Core

Priority Project 1A. Redevelopment of the ASDA Site and Adjoining Area

The site is located within the Town Centre Core, at the northern end of the town centre. It is adjacent to two gateway areas and the main Portland Square. The site, and much of the surrounding area, is understood to be within the ownership and / or control of ASDA, who have been in discussion with Ashfield District Council in connection with redevelopment.

As the scheme is capable of delivery by the private sector, the role of the Masterplan is to identify some of the key principles which should guide the redevelopment of the site in order to ensure that it contributes effectively to the delivery of the vision for Sutton in Ashfield.

The site needs to play a clear role as an 'anchor' within the centre. In order to deliver this connectivity must be improved.

The guiding principles for redevelopment of this site include:

- Predominantly retail use of the site with a single large foodstore, supported by smaller retail units and potentially some residential units;
- Car parking and service area, well designed and located to minimise visual impact (ie to the rear, underneath or, if appropriate above, the development);
- Pedestrian routes across the site – safe, attractive and integrated within the development, linking it to the surrounding residential areas, open space, and the town centre;
- A high quality building and public realm, which avoids inward looking designs and maximises the amount of active street / pedestrian route frontage;
- Provision for taxis to pick up / drop off within the site (no pick up / drop off to be allowed within Fox Street); and
- High quality development worthy of a Gateway to the centre.



Figure 3.3. Fox Street – Artist impression after removal of taxis and environmental improvements.

Priority Project 1B. Portland Square and Environmental Improvements

Portland Square is the focal point within the town centre. It is located at the junction of a number of key routes across the centre. This large open space is cluttered with street furniture. The expanse of the space is such that it often feels underused, but it is this expanse which provides a real opportunity to add activity and a new focal point to the square. It is suggested that this could be achieved through rationalising the street furniture and introducing a small café at the centre of the Square. This would create a meeting point, add interest, activity and address a key need for more cafes within the centre (identified at the first stakeholder workshop). The guiding principles require:

- A high quality café located within a well maintained public square;
- Rationalisation of the existing street furniture;
- A public realm which allows the Square to perform its role as the key node within the centre;

Figure 3.4: Portland Square Environmental Enhancements (Artist impression)

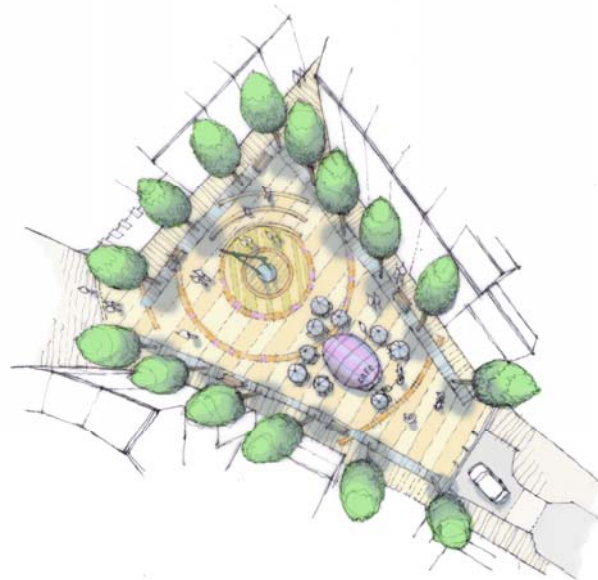


Figure 3.5: Example of café in public square



Priority Project 1C. Improve Pedestrian Crossing Portland Square / Outram Street

This is a key link between the town centre and the two gateways (Outram Street South and High Pavement). Pedestrian flows across the crossing are heavy, yet its visual definition is poor. Improvements to the road surface to identify pedestrian priority over vehicle movement could assist in improving both this end of Portland Square, flows across the centre and pedestrian safety.



Figure 3.6: Artist impression - Improved Pedestrian Crossing

Priority Project 1D. Redevelop King Street Area for Mixed Uses

The site is located within the southern end of the Town Centre Core, close to the Business and Community Quarter. The quality of the existing buildings on the site is mixed, with a number of properties in poor condition. There is a real opportunity to increase the retail floorspace of the existing centre within this area, contributing to the increased demand identified by the GVA Grimley retail study.

The proposal is based upon creating an active frontage to the town centre. This is achieved through the provision of retail units at ground floor level and residential accommodation above. The design principles for the site are summarised below:

- A mixed-use landmark building with retail uses on the ground floor and residential accommodation above, designed to define and improve visual and physical boundary entrance to the town centre.
- Quality frontage required and pedestrian environments enhanced.

Priority Project 1E. Remove Barriers to Movement across the Centre

There is a need to assess barriers to movement across the centre. Movement routes bind a town centre together and can be obstructed by both physical and visual features. Movement across Sutton is currently fractured, impacting on its ability to perform at the highest level. A typical priority project would be the removal of the walls around the market place.



Figure 3.7: Existing Route

Figure 3.8: Artist improvements - Possible improvements



Redevelopment opportunities around the town centre also offer potential opportunities to address this issue, which should be captured as they arise.

Priority Project 1F: Introduce residential units at upper floor levels where opportunities allow.

The introduction of residential accommodation throughout this centre would make a significant difference. It would add to the spending power of the local catchment, introduce activity to the centre at times when it is currently 'dead' and would contribute to meeting the housing needs of the District. In achieving the new units it is recommended that the local authority focus on smaller accommodation.

The town centre location and proximity to good bus service to make this an attractive and sustainable place of choice for first time buyers.

3.10.2 Business and Community Quarter

Priority Project 2A. New Civic Square and Mixed Use Development

The relocation of the Sutton Centre, could if not carefully managed, remove a key 'anchor' from the town centre. At present the existing uses act as an attractor, drawing pedestrian movements across the centre. Despite this, the current environment is inhospitable and often threatening, deterring movement other than to / from these attractors. There is a tremendous opportunity created by the relocation of these uses to address these issues, to mend the connections, and create an area of choice and enjoyable movement.

The proposals envisage a truly mixed-use area, with a predominance of offices and studio/work shop accommodation, supported by retail uses and cafés. Residential units would be included at upper floor level.

The public realm would consist of wide paths linking to a new Civic Square at the heart of the area, creating a new area of activity and a new 'node' in the movement links across the town centre. This square should in turn be well linked in all directions, ensuring it acts as a safe hub for community activity (Figure 3.9).

There is also potential to enhance the setting of the only Listed Building within the town centre (the United Reform Church – Grade II Listed Building) which fronts High Pavement.

Figure 3.9: Business and Community Quarter
Illustration of possible new Civic Square



3.10.3 Gateways

There is an opportunity to create an 'identity' for the town centre through the use of well designed buildings, or the addition of public art, at the key gateways to the centre.

Priority Project 3A. Forest Street Gateway

This priority project is located at the eastern gateway to the town centre where people enter by road and bus. It is located on the junction of Lammas Road, Manor Road, Forest Street and Preistsic Road. The gateway includes the Sutton in Ashfield bus station.

The proposal is based upon creating an active, pedestrian friendly, positive gateway which announces arrival and entry to the town centre. This is achieved by a reconfiguration of the bus station, improvements to the frontage of the Idlewells centre and public library, the erection of a themed gateway feature, and environmental improvements to the upper end of Forest Street, giving priority back to pedestrians through changes to the surfacing.

Priority Project 3B. Outram Street South Gateway

This priority project is located at the northern gateway to the town centre. There is a need to clearly demarcate the main centre from the local shopping centre immediately to the north-west and to announce 'arrival' in the main centre.

The proposal includes improvements to the pedestrian environment of Outram Street, supported by a **shop enhancement scheme** (see paragraph 3.12.3 below). There is an opportunity to connect this gateway with the ASDA redevelopment, capturing and connecting this currently 'fringe' area into the movement routes across the centre.

Demand for floorspace is expected to increase in coming years (based upon the GVA Grimley Report). It is therefore anticipated that with the improvements suggested there should be increased demand for the retail units in this part of the centre. Where redevelopment is proposed, it should focus on mixed uses, with retail and associated units at ground floor level and residential accommodation / small office units above.

Priority Project 3C. High Pavement Gateway

This priority project is located at the south-western gateway to the town. This area connects the main town centre to the retail park and carries heavy pedestrian flows along a route which gives them little priority. The current junction between High Pavement/ Forest Street and Station Road is wide and the phasing of the lights result in long waits for pedestrians trying to use a key pedestrian connection. This priority needs to be redressed.

3.10.4 Employment and Residential Areas

Priority Project 4A. Reform Street and land between the Twitchell and Quarry Yard

Located on the fringe of the town centre, the Reform Street employment area offers a highly sustainable location for an intensification of employment uses. Movement to / from this area across the town centre will increase footfall, supporting additional spending power. The location is within easy access of the town centre bus station and is currently under utilised. Existing uses on the site should be protected, however when applications come forward for redevelopment, the value of this area as an employment location should be protected and activity levels intensified.

Land to the south of Reform Street, between the Twitchell and Quarry Yard is also under-utilised at present. However in this case, proximity to residential development would suggest that a residential use could be more appropriate in this location when the site is no longer economically feasible for employment purposes. Again the sustainable location of this site will provide new residential accommodation which has the benefit of good pedestrian

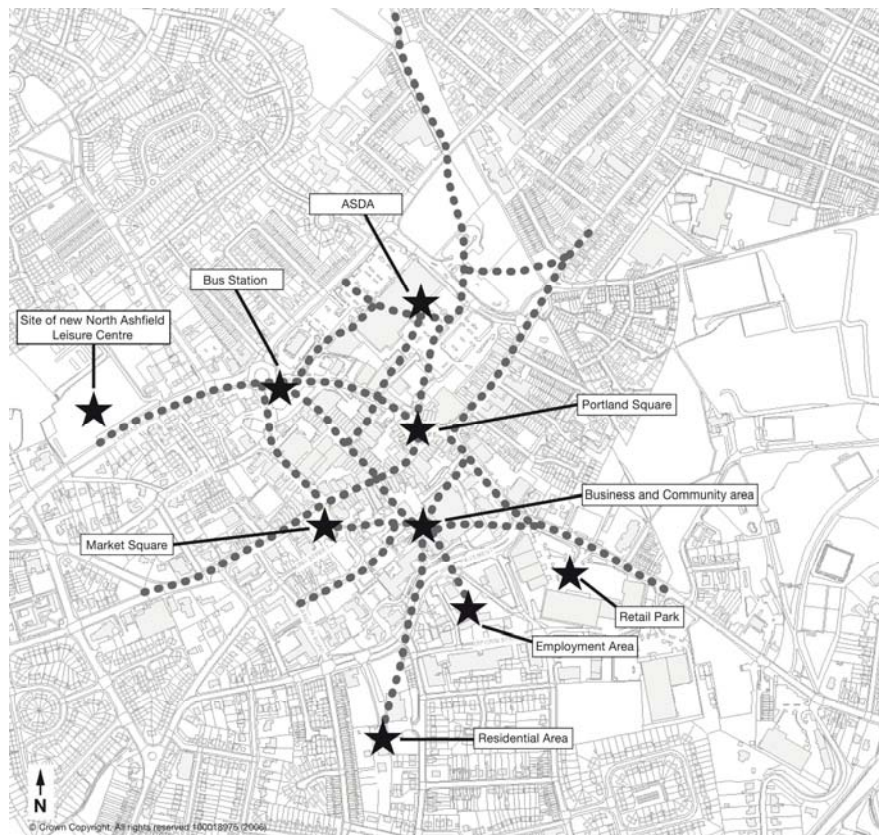
access to public transport, the town centre and its facilities. The additional population will support local businesses and spending in the town centre shops.

Where new development comes forward on these two sites, there is the opportunity to secure a high quality frontage to High pavement. Design guidance should seek to achieve a three / four storey frontage close to back of the pavement, to reflect the recent development which has already taken place along the southern side of High pavement. The intention should be to create a 'town wall' effect which serves to define the boundary and identity of the town centre.

3.11 A Pedestrian Movement Strategy

It is not enough to simply identify development areas, but if the Masterplan is to bring added value these must be connected together. Figure 3.10 identifies the key movement links and key attractors.

Figure 3.10: Connecting Key Attractors - Pedestrian Movement across the centre



3.11.1 Improved accessibility for the disabled

Underpinning the movement strategy is the need to consider accessibility of the disabled. Better connectivity is one element, ensuring that key attractors are safely and effectively linked. However in reviewing these connections there is a need to consider the use of suitable surface materials, provision of gentle slopes, and removal of barriers to movement. Better routes will attract higher usage from all sections of the community. Although priority projects have been identified which seek to improve accessibility to public transport and secure the removal of barriers to movement. It is important that when new schemes come forward these requirements are reflected in the proposed development.

3.12 Shared Initiatives with Kirkby in Ashfield

3.12.1 Town Centre Manager

There is a need for a Town Centre Manager to co-ordinate activities and opportunities within Sutton in Ashfield and Kirkby in Ashfield. Given the close proximity of these centres and their overlapping catchments, this role could be shared by the two centres¹⁰. There is an opportunity to secure funding support from local businesses, the local economic Strategic Partnership and through section 106 contributions from new developments¹¹.

Figure 3.11below¹² illustrates how effective town centre management can act as a positive influence on a range of factors that shape the development of town centres.

Figure 3.11: Function of Town Centre Management.



The role of the Manager could include:

- Liaising with local businesses, acting as the 'Voice of Businesses' to the Council, and the 'Voice of the Council' to businesses, hopefully providing a quick and efficient route into either sector, and being a point of contact for all manner of issues;
- Monitor services (i.e. define and secure standards for cleaning; refuse collection; lighting and the maintenance and improvement of public and private space).
- Working with businesses to promote the town centres and acting as town centre Ambassador;
- "Promote investment" in the town centre by identifying lacking retail, leisure and other facilities and taking steps to meet these needs, by marketing and promoting the strengths of the town as a place to invest in and handling queries on the town centres;
- Supporting community consultation on the implementation of the Priority schemes
- Involving statutory bodies, the voluntary sector, schools, in Town Centre issues
- Looking at ideas for the Town Centre around the issues of:
 - Crime Reduction;
 - Cleanliness;

¹⁰ Planning for Town Centres: Guidance on Design and Implementation Tools (2005)

¹¹ Town Centre Partnerships DETR/ATCM 1997

¹² Function of Town Centre Management; Association of Town Centre Management / Leeds Metro University 2000

- Traffic and parking;
 - Improving the retail mix;
 - Town centre events; and
 - Community Involvement.
- Help business development, including training initiatives and competitions such as Local Business Awards.

3.12.2 Business Support Scheme

A better trading environment enhances the status of town centres and the demand for property, increasing both its capital worth and rentable value. Increasing competitiveness enlarges the customer base, fuels a continuing drive for differentiation and unlocks opportunities for new facilities and attractions.

The Local Enterprise Growth Initiative includes a package of measures aimed at stimulating the growth and expansion of enterprise over an initial 3 year period including capital and revenue funds. This should be supplemented through additional section 106 monies.

3.12.3 Shop Enhancement Scheme

Whilst the need for a shop enhancement scheme has been specifically identified as forming a part of Priority project 3B: Outram Street Gateway, there may also be a case for the wider application of such a scheme within this centre.

Ashfield District Council has a strong and positive track record in the delivery of improvements to existing shop frontages through funding support for shop front enhancements. Schemes such as this can effectively lever not only private funding for 'environmental improvements' but also commitment to the future success of the centre. Additional funds could be secure through section 106 monies.

The existing Ashfield District Council Shopfront and Security Improvement Grant currently provides support for works associated with improving the external appearance of the buildings frontage (for example quality signage and heritage enhancements on key buildings) and measures to improve security. This could be expanded to include the following works:

- bringing vacant or underused basement or upper floors back into use; structural, internal works to increase or enhance the business and / or the commercial space;
- restoring or replacing shop fronts in a style appropriate to the building as well as external works to the front of the building (e.g: brick cleaning, re-pointing);
- improving eyesore sites and buildings and improving shared rear access ways;
- anti business crime measures;
- contributions to public art;
- provision of improved access for people with disabilities; and
- improvements that benefit a number of businesses and premises in carrying out minor improvements to the external fabric of the area. (Eligible works could include such items as signage, signs, local advertising, banners, hanging baskets and other environmental improvements that would help improve the area and the businesses located there).

3.12.4 Public Art Programme

Public Art Programmes can create local distinctiveness and a pride in the heritage of a town and its centre. Working together with the community, public art projects could add support to other measures designed to revitalise the town centres and improve environmental quality.

3.13 Delivery of the Priority Projects

The 'Priority Projects' each have the potential to contribute to the future health, vitality and viability of Sutton in Ashfield town centre. Their delivery will support improvements to the quality, attractiveness and safety of the centre, ensuring it remains competitive and a retail 'place of choice' for local residents.

The projects include a mix of private sector / developer lead schemes and public sector projects. Whilst some projects are capable of early delivery, demonstrating confidence and determination to deliver change, others will require a longer gestation. Table 3.1 below identifies suggested time periods for the preparation and delivery of each priority project.

Table 3.1 Sutton in Ashfield Suggested Priority Projects and Delivery Phasing

Priority Project	Phase 1 Short term 2007- 09	Phase 2 Medium Term 2009-13	Phase 3 Long term 2013 onwards
The Town Centre Core			
1A. Redevelopment of ASDA area	Prepare	Deliver	
1B. Portland Square	Prepare/Deliver		
1C. Portland Street / Outram Street	Prepare	Deliver	
1D. King Street area	Prepare	Deliver	
1E. Barriers to movement	Prepare/Deliver		
1F. Residential units at upper levels	Prepare/Deliver	Prepare/Deliver	Prepare/Deliver
Business and Community Quarter			
2A. New Civic Square and mixed use development		Prepare	Deliver
Gateways			
3A. Forest Street Gateway	Prepare	Prepare/Deliver	Deliver
3B. Outram Street South	Prepare	Prepare/Deliver	Deliver
3C. High Pavement Gateway	Prepare	Prepare/Deliver	Deliver
Employment and Residential Areas			
4A. Reform Street, the Twitchells and Quarry Yard area	Prepare	Prepare/Deliver	Prepare/Deliver
Shared Initiatives	Prepare/Deliver	Deliver	Deliver

Section Five below identifies the potential benefits which could be derived through delivery of the projects and Section Six Sets out a 'Framework for Implementation'. Section 6.6 and Table 6.8 develop a suggested an Action plan to support preparation and delivery.

4 A Masterplan for Kirkby in Ashfield

4.1 The Vision for Kirkby in Ashfield Town Centre

Emerging from the first stakeholder workshop was an overarching vision for Kirkby in Ashfield was developed. This vision has guided the development of the Masterplan.

To arrest decline, tackle those areas where the fabric has become neglected, restore pride and confidence, and make Kirkby in Ashfield a vibrant local centre of choice for its catchment population.

4.2 The Underpinning Principles

Six broad principles have been identified to achieve the vision for Kirkby in Ashfield. These principles underpin the masterplan proposals:

- A greater mix of uses to increase the number of people living, working and visiting the centre;
- A stronger, larger and well-connected focal public space within the central core, surrounded by lively active shopping frontages and activity levels appropriate to its role as a district centre;
- Public realm improvements;
- Improved connectivity within the centre and with its hinterland;
- Capturing and maximising investment through development opportunities; and
- Quality architecture and design.

The principles are interrelated and in combination they will contribute to realising the vision for Kirkby in Ashfield town centre. For example a greater mix of uses and improved connectivity can be achieved by making the most of development opportunities, which together can create vibrancy through an increase in the number of people living, working and visiting the town centre.

4.3 A Greater Mix of Uses

Kirkby in Ashfield town centre is currently under performing. It has a high number of vacant premises, many of which are located in the Precinct. The location of the fixed market stalls, used only twice a week, adds to the sense of decline around the Precinct. The arrangement of buildings and spaces is such that even the micro climate is inhospitable, with a cold wind tunnel effect frequently experienced around the Precinct area. The layout and disposition of buildings in parts of the centre interfere with connectivity. Crime levels are high and there is a fear of crime and there is a perception that the centre is 'closed for business' after dark and on Sundays. Rents within the centre are low, reflecting its poor market attractiveness.

The introduction of a mix of uses, particularly residential, into the centre and the opportunities created through redevelopment should assist in redressing the current imbalance. A viable and healthy town centre is one where people live and feel safe, and the two go 'hand in hand'. There is a need to recreate a 'living town centre', which is accessible and welcoming 24/7, and movements / natural surveillance serve to reduce crime levels and the fear of crime.

4.4 A New Civic Space within the Centre

There is a need to create a 'focal point' or a new 'heart' for the town centre. There is a need for the creation of a new Civic space to act as focal point for community activities including events, markets and meeting space. This space should be overlooked by active ground floor uses that relate directly to passing pedestrians, creating activity and interest.

4.5 Public Realm Improvements

Public realm improvements offer the potential for 'early wins' and increased confidence in the area and are essential to improving the image and attractiveness of Kirkby in Ashfield town centre. In addition to the creation of a Civic square, there is a need to:

- Develop a centre - wide approach to the public realm and design issues, building on current and planned public realm improvements and investment.
- Develop a series of 'gateways' to the town centre, to create a sense of place and identity. This can be achieved through a combination of improvements to the physical environment, redevelopment of key sites with quality buildings, and erection of public art at key locations.

Improving the quality of the public realm is synonymous with delivering a better, more popular and more profitable trading environment for businesses of all kinds.

4.6 Improved Connectivity within the Centre and with its Hinterland

It is very clear from the consultation event that there is a significant concern about vehicular movement within and around the centre. Many local residents are car dependant and feel frustrated by delays experienced as they travel through the centre.

The physical layout of the existing centre does not lend itself to an easy solution to the conflicting demands of the 21st century traveller and a late 19th century / 20th century road pattern. Barring wholesale demolition and reconstruction of the centre which cannot be justified either on commercial or practical grounds, opportunities to address this conflict will only come forward when associated with redevelopment schemes.

Within the lifetime of this masterplan, the redevelopment of the Precinct area, offers one such opportunity to start on this process. Throughout the masterplan period however, there is a need to ensure that opportunities to provide safe and attractive pedestrian routes connecting the town centre and existing nodes are not lost.

Strong and legible pedestrian links between the shopping area and the surrounding residential areas, and a well connected public realm, are fundamental to the success of the centre as a whole.¹³

4.7 Capturing and maximising investment through development opportunities

A major opportunity to achieve change within Kirkby in Ashfield can be achieved through the redevelopment of the existing Precinct centre and surrounding car park / adjoining sites. The Precinct has the appearance of an area left abandoned. Its desolate, neglected environment is inhospitable and unwelcoming. The Co-op superstore, one of the few remaining units in the centre 'turns its back' on the central parade, looking outward towards car parks which for much of the week are under-used.

Redevelopment is the only option if the decline of the centre is to be arrested. The Co-op have indicated a willingness to work with the Council to deliver the 'step change' necessary

¹³ Planning for Town Centres: Guidance on Design and Implementation Tools (2005)

to make this difference. Redevelopment of this area provides the opportunity to achieve improvements in movement around the centre and a better frontage for the new civic square.

A second major opportunity area is located to the west of Ellis Street. Here there is a considerable area of underused land, some of which is occupied by buildings and some of which is used for storage purposes. This space can make a far greater contribution to the viability and vitality of the centre than it does at present. The Council should not be afraid to use its powers of compulsory purchase if necessary to allow this area to make a proper contribution to the future of the centre.

In addition, there are a number of other significant development opportunities within the town centre which can be taken forward by the private sector.

- The car sales site (Portland Street/ Station) is ripe for redevelopment and could serve as a key gateway site;
- The former cinema at Kingsway offers future potential; and
- Employment sites on Lowmoor road could be developed for new employment and residential uses, to support retail uses within the centre.

Taken together these present a unique set of opportunities to secure a sustainable future for the town centre. They offer an opportunity to achieve redevelopment that will integrate effectively with the existing town centre, add real value and improve connectivity across the centre, establish a stronger and diverse population base to support retail uses. The Masterplan will provide a framework to enable Ashfield District Council to capture the real added value from each of these opportunities.

4.8 Quality Architecture and Design

There is a need to 'raise the bar' in terms of the quality of design and materials used in new development.

Planning Policy Statement 1: Delivering Sustainable Development (PPS1)¹⁴ notes, "design which is inappropriate in its context or which fails to take the opportunities available for improving the character and quality of an area and the way it functions, should not be accepted."

Planning for Town Centres: Guidance on Design and Implementation Tools (2005)¹⁵ sets out the following advice which is relevant to new developments in this centre:

"2.4 Development should:

- Normally be orientated so that it fronts the street;
- Respect the building lines of the existing urban environment and, where appropriate, build up to the edge of the curtilage;
- Maximise the amount of active street frontage;
- Avoid designs which are inward looking and which present blank frontages;
- Provide level access from the public realm; and in the case of development in edge-of-centre locations, provide good pedestrian access to the centre.

2.5 Developments with innovative layouts which maximise the use of a site and, where appropriate make use of multiple levels, should be encouraged, having regard to local context.

¹⁴ ODPM Planning Policy Statement 1: Delivering Sustainable Development (2005)

¹⁵ Planning for Town Centres: Guidance on Design and Implementation Tools (2005)

2.6 The design of buildings and shop fronts which are based on a standard design that is not well integrated with its local context should be avoided.

2.7 Roofscape design should be carefully considered within the wider context, with any adverse visual impact of rooftop servicing minimised.”

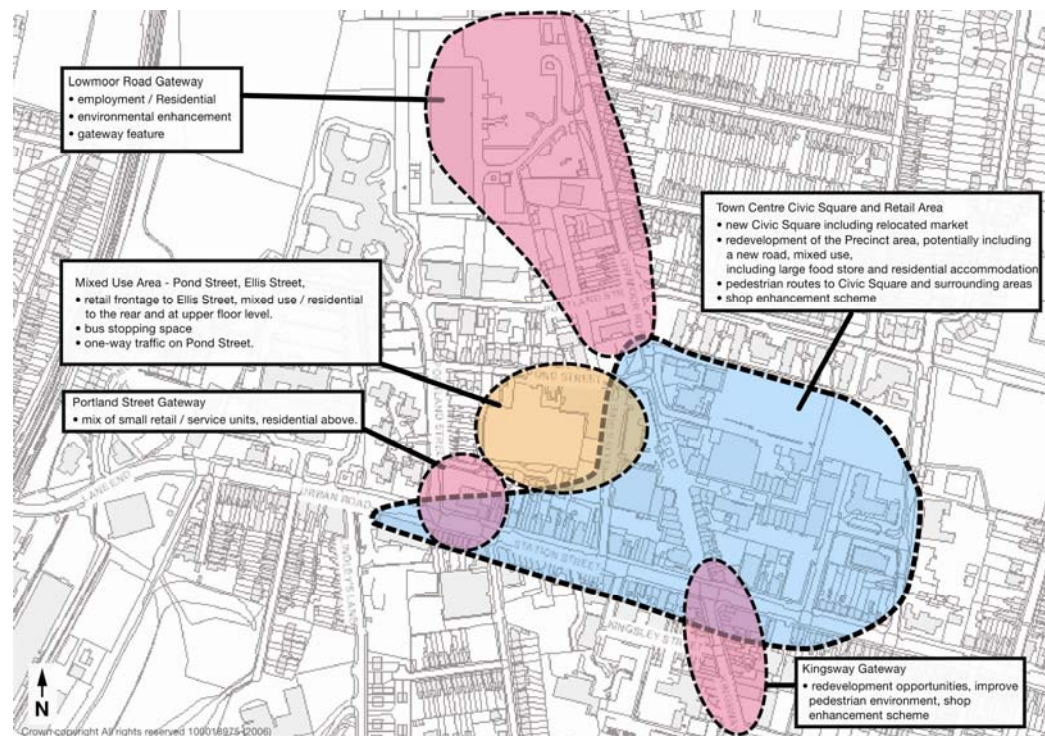
The Guidance note also notes that “large amounts of surface level parking are likely to detract from the overall appearance of a development and its surrounding area and are unlikely to maximise the development potential of available land.” (paragraph 2.9)

New development should seek to raise the environmental performance of the buildings through the incorporation of good designs that encourage behavioural changes with regard to energy use and conservation. Higher density development within the centres, high standards of construction, stretching energy generation targets and requirements for the use of renewables, should be pursued. There may also be an opportunity to contribute to a low energy, low carbon theme across the two centres through public art.

4.9 The Development Areas

A number of development areas have been identified within and immediately adjacent to Kirkby in Ashfield Town Centre (Figure 4.1).

Figure 4.1: Kirkby in Ashfield Development Areas and Priority Projects



Some development areas contain a mix of uses, whilst others may have an emphasis on particular types of uses. The boundaries of the areas are not prescriptive (this would be a matter for a statutory development plan), rather each area recognises the existing pattern of land uses and seeks to retain flexibility and responsiveness to change as circumstances and opportunities are presented in the future.

The development areas are:

- **The Town Centre Civic Square and Retail Area**
- **Mixed Use Area at Ellis Street / Pond Street**
- **Lowmoor Road Gateway**
- **Portland Street Gateway**
- **Kingsway Gateway**

4.10 The Role and Function of the Development Areas

Town Centre Civic Square and Core Retail Area

The Town Centre Core retail area is identified on the basis of the main shopping area, including Station Street, Kingsway, Lowmoor Road, Ellis Street and the Precinct. Shorter term opportunities include:

- Provision of a new civic space to act as focal point for community activities and secure as a new location for the market.
- Promotion of shop enhancement scheme.
- Introduction of residential units above shops where opportunities allow.

In the medium term, the key opportunity focuses on the delivery of the redevelopment of the Precinct / Co-op and surrounding car parks to include potentially a new road linking Diamond Avenue and Lowmoor Road, an enlarged retail food store, and a mixture of small and medium sized retail units, restaurant / café' units and small office premises, fronting onto a new civic space.

New residential accommodation would be found at upper floor level / to the north-west of the site, with clear pedestrian route ways linking to civic square retail centre and surrounding residential areas (longer term).

Mixed Use Area at Pond Street / Ellis Street

Secure the redevelopment of land south of Ellis Street / west of Pond Street, with a retail frontage to Ellis Street, and mixed use residential to the rear and at upper floor levels. Opportunities for bus stopping space on Ellis Street should be considered.

Lowmoor Road Gateway

This area offers an opportunity to provide additional employment and residential uses, both of which will contribute to the health and vitality of the centre through increased spend, associated environmental improvements and incorporation of a new gateway feature.

Portland Street Gateway

The existing car sales use, whilst offering a valuable service to the local community, offers little contribution to the image and identity of the town centre. The site is also currently under-used and as such provides an opportunity to seek a quality landmark 'gateway' development with mix of small retail / service units and residential above.

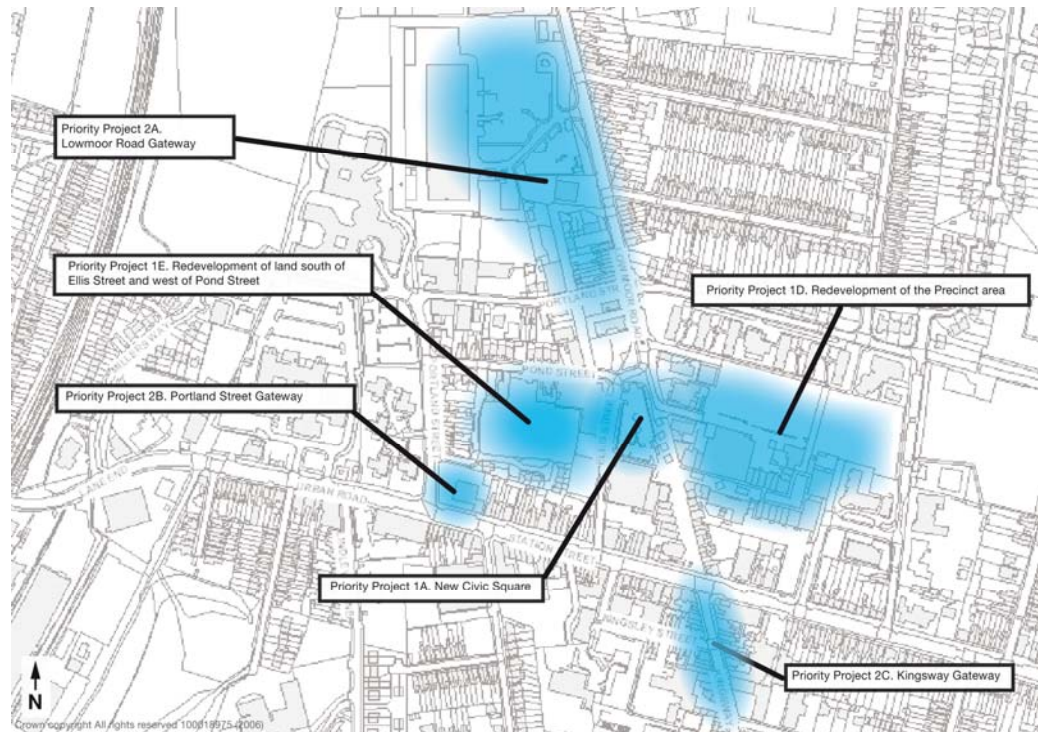
Kingsway Gateway

When the opportunity arises, secure the redevelopment of this 'gateway' area with retail / service uses at ground floor. In the short term opportunities to secure improvements to the pedestrian environment and introduce a shop enhancement scheme should be explored. If redevelopment opportunities allow, it may be possible to secure improvements to the junction with Station Street and Diamond Avenue.

4.11 The Priority Projects for Kirkby in Ashfield

Within each development area the Masterplan identifies a set of priority projects (Figure 4.2). These are considered as priorities for stimulating town centre renaissance due to the potential impact they will have on the town centre in terms of the size of the site(s), their location at gateways to the town centre, the ability to activate the public realm and their potential to provide linkages or draws to other areas of the town centre. Some of these projects can be realised in the short term, and Ashfield District Council have significant control over their deliverability as the principal landowner and planning authority.

Figure 4.2: Priority Projects in Kirkby in Ashfield



4.11.1 Town Centre Civic Square and Core Retail Area

Priority Project 1A. Provide a new civic square to act as focal point for community activities and secure as a new location for the market.

Successful town centres have at their heart an area of civic space, where shoppers, workers and residents alike can meet and feel safe in a pleasant environment. This space serves not only as a focal point for community activities and events but also defines and identifies the centre itself. Kirkby in Ashfield is lacking such a space. The Precinct should provide a safe pedestrian focus to the centre of Kirkby in Ashfield, but clearly is no longer capable of delivering this.

The proposals envisage a new Civic Square, which would act as a focal point for the community and create the 'sense of place' and new image which Kirkby needs if it is to succeed in turning around its economic fortunes and driving through change. "Improving the pedestrian environment of a town centre can make a significant improvement to its overall attractiveness and competitiveness."¹⁶

¹⁶ Planning for Town Centres: Guidance on Design and Implementation Tools (2005)

The new Civic Square would be surrounded by active retail frontages and under natural surveillance from residential accommodation at upper floor level – recreating the characteristics of a 'traditional' town centre. There is an opportunity for the market to operate from this new space, reinforcing the traditional role of Civic spaces / squares within town centres. The Civic Square should be well linked in all directions, ensuring it acts as a safe hub for community activity. A community based public art scheme similar to the approach adopted in Hucknall should be taken forward to encourage community participation and create a locally distinctive public space and surrounding area.

As this site is within the ownership of the local authority there is a real opportunity to achieve an early win with the redevelopment of this space, demonstrating a confidence and determination to address the future health and viability of Kirkby in Ashfield.

Figure 4.3: New Civic Square and adjoining frontages



1B: Promote shop enhancement scheme.

There is a need across this centre to provide support for the existing businesses and to look to help them improve their viability. A Shop Enhancement Scheme is just one way of doing this and could make a significant contribution to the physical attractiveness of this centre. Ashfield District Council has a strong and positive track record in the delivery of improvements to existing shop frontages through funding support for shop enhancements. Schemes such as this can effectively lever not only private funding for 'environmental improvements' but also commitment to the future success of the centre. Additional funds could be secured through section 106 monies. The existing Shop Front and Security Improvement Grant Scheme could be further expanded as set out in paragraph 4.13 below.

Priority Project 1C: Introduce residential units at upper floor levels where opportunities allow.

The introduction of residential accommodation throughout this centre would make a significant difference. It would add to the spending power of the local catchment, introduce activity to the centre at times when it is currently 'dead' and would contribute to meeting the housing needs of the District. In achieving the new units it is recommended that the local authority focuses on smaller accommodation. The town centre is well located for bus services and is within walking distance from the Robin Hood Line connection to Nottingham; making this an attractive and sustainable location for first time buyers.

Priority Project 1D: Redevelopment of the Precinct area

The future of this site is critical to the success of the centre as a whole. Currently desolate and with high vacancy rates, the Precinct and surrounding area symbolises the problems facing this town centre. Although the Co-op would appear to be trading successfully, it is visually isolated from the remainder of the centre, with the main store entrances opening onto its rear car park / the Precinct.

The redevelopment of the Co-op store is integral to the redevelopment of the Precinct area. It is understood that the Co-op are keen to explore opportunities to work with the Council on the redevelopment of this site.

This masterplan aims to facilitate this process and therefore serves two purposes, firstly it sets out guidelines to assist both the Council and the Co-op in bringing forward this site, and secondly it establishes the seriousness and commitment of the Council in terms of achieving their aims. Failure to deliver this site is simply not an option if a viable future for this centre is to be secured.

The viability of a redevelopment scheme on this site is related to the value which can be gained from the process. Funding must be generated to cover demolition and reconstruction. This is a factor of the mix of uses permitted on the site and the density of development. It is vital to ensure that sufficient value can be generated from the site to enable the changes to the centre as a whole to be delivered.

Guidelines for the redevelopment of this site:

- Mixed Use development including:
 - Retail – a single large retail foodstore, with smaller / medium sized retail units;
 - Residential Accommodation – to the rear of the site and at upper levels overlooking the new square;
 - Library – to be retained and linked into the new development;
 - Car Parking and service area, located to minimise visual impact (i.e. to the rear, underneath or, if appropriate above, the development);
 - Pedestrian routes across the site - safe, attractive and integrated within the development, linking it to the surrounding areas.
- Explore the potential for inclusion of a new road link between Diamond Avenue and Lowmoor Road; and
- Maximise the amount of active, high quality street frontage (Lowmoor Road and Civic Square) and avoid designs which are inward looking or have a blank frontage.

4.11.2 Mixed Use Area

Priority Project 1E: Redevelopment of land south of Ellis Street and west of Pond Street

Land south of Ellis Street and west of Pond Street is currently underused and contributes little to the town centre. There is an opportunity to secure its redevelopment for mixed uses and capture the funding contributions which it can make, through section 106 agreement, to a viable centre in the future.

The Ellis Street frontage contains a council owned car park, which has been identified as a possible location for a bus stopping area subject to establishing the feasibility of this proposal. This would bring shoppers closer to the new Civic Square and increase pedestrian activity levels in this area. It would also serve to address the problems associated with the movements of buses on Station Street. This could be delivered quickly as the car park is in the ownership of the District Council. However the impact of such a move on businesses in Station Street and Kingsway should be carefully monitored.

The Ellis Street frontage has the potential to make a real contribution to the attractiveness and activity levels surrounding the new Civic Square. Together with the storage land to the rear, this site provides a real opportunity to support a new mixed use development, which would deliver the additional spending power local businesses need to support their continued future.

There is a need for the District Council to adopt a strong and proactive role in securing the redevelopment of this site. If the masterplan and its associated developments are insufficient to attract interest in this site from developers, the use of compulsory purchase order powers should be considered by the Council.

The viability of this site is a factor of the uses which can be accommodated on the site and thus provide the financial support to ensure its delivery.

Guidelines for the redevelopment of this site

- Mixed Use development including:
 - Retail – a mixture of small and medium sized units fronting the new Civic Square.
 - Offices – small office units, suitable for local business use and services appropriate for a district centre.
 - Residential Accommodation – to the west of the site (rear of the retail frontage) and at upper levels overlooking the new square.
 - Car Parking and service area, located to minimise visual impact (i.e. to the rear, underneath or, if appropriate above, the development);
 - Pedestrian routes across the site - safe, attractive and integrated within the development, linking it to the surrounding areas.
- Create a high quality frontage towards Ellis Street, the Civic Square and Pond Street;
- Maximise the amount of active, high quality street frontage and avoid designs which are inward looking or have a blank frontage.

4.11.3 Gateways

Priority Project 2A: Lowmoor Road Gateway

Lowmoor Road is a key route connecting Kirkby in Ashfield with the A38 and Sutton in Ashfield. Currently fronted by a mixture of uses, including under occupied employment uses to the west and residential accommodation to the east, it currently fails to provide the physical and visual support the centre needs.

There is an opportunity through redevelopment to secure additional employment and residential accommodation in this area, both of which will contribute to the health and vitality of the centre through increased spend, associated environmental improvements and incorporation of a new gateway feature.

This Gateway does not form part of the existing retail core (as defined by the Ashfield Local Plan) and it is recommended that when the boundaries of the centre are revisited, this gateway is not included on the basis that retail development here could undermine the renaissance strategy set put forward in this masterplan.

Priority Project 2B: Portland Street Gateway

Portland Street Gateway marks the entrance to the main retail area on Station Street; however the existing car sales showroom and vacant offices on this site do not announce the boundary of the centre, nor create a sense of arrival in a prosperous and viable town centre. Whilst there is a clear role for car sales showrooms, the quality of the existing use contributes little to the environment of the centre. It is therefore suggested that redevelopment through a mixture of small retail / service units, with residential units above, in a quality 'statement' building is pursued when the opportunity arises.



Figure 4.4: Artist impression - Portland Street Gateway Development

Priority Project 2C: Kingsway Gateway

This is a key gateway into the town centre. As confidence in the determination of the Council to deliver change, it is anticipated that redevelopment opportunities may arise around this gateway. As this occurs, it is recommended that the opportunity to secure quality mixed use development, with retail / service uses at ground floor should be grasped, and a gateway quality design sought.

If redevelopment opportunities allow, the Council, along with Nottinghamshire County Council should seek to explore improvements to the junction with Station Street and Diamond Avenue as part of any redevelopment of this gateway. In the short term secure improvements to the pedestrian environment are recommended.

4.12 A Pedestrian Movement Strategy

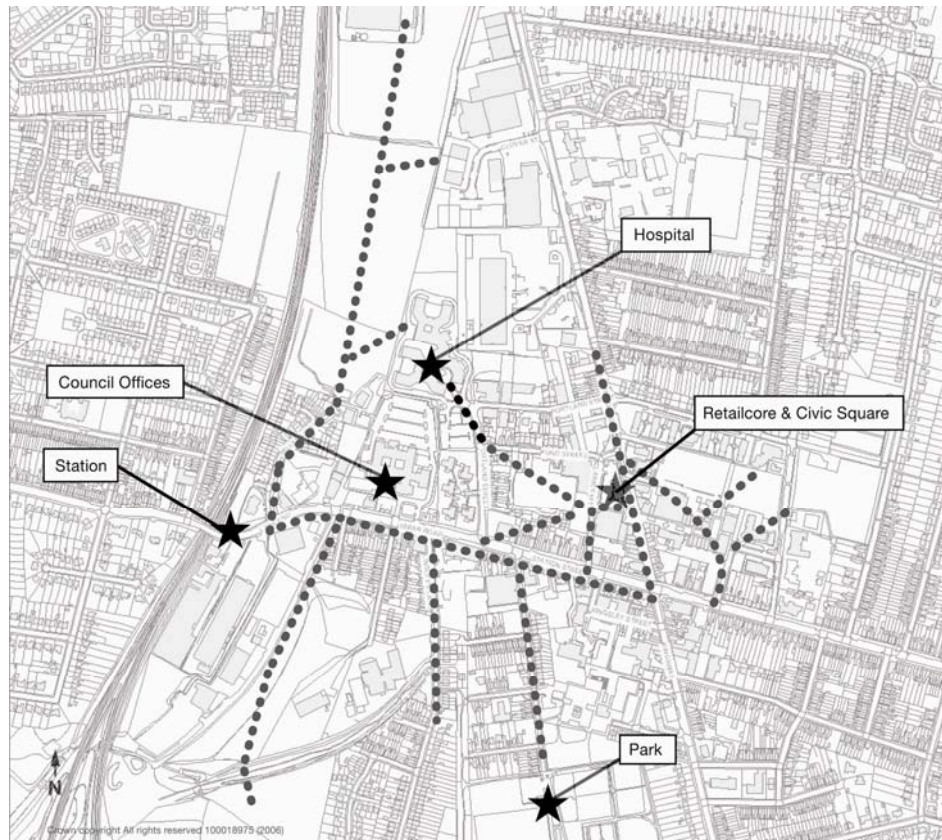
It is not enough to simply identify development areas, but if the Masterplan is to bring added value these must be connected together. Figure 4.5 identifies the key movement links and key attractors.

4.12.1 Improved accessibility for the disabled

Underpinning the movement strategy is the need to consider accessibility of the disabled. Better connectivity is one element, ensuring that key attractors are safely and effectively linked (Figure 4.5). However in reviewing these connections there is a need to consider the use of suitable surface materials, provision of gentle slopes, and removal of barriers to movement.

Better routes will attract higher usage from all sections of the community. Although priority projects have been identified which seek to improve accessibility to public transport, for example the proposed bus stopping area in Ellis Street close to the new Civic Square, it is important that new schemes consider deliver improved disability access.

Figure 4.5. Connecting Key Attractors - Pedestrian Movement across the centre



4.13 Shared Initiatives with Sutton in Ashfield

4.13.1 Town Centre Manager

There is a need for a Town Centre Manager to co-ordinate activities and opportunities within Sutton in Ashfield and Kirkby in Ashfield. Given the close proximity of these centres and their overlapping catchments, this role could be shared by the two centres¹⁷. There is an opportunity to secure funding support from local businesses, the local economic Strategic Partnership and through Section 106 contributions from new developments.¹⁸

Figure 4.6 below¹⁹ illustrates how effective town centre management can act as a positive influence on a range of factors that shape the development of town centres.

Figure 4.6: Function of Town Centre Management.



The role of the Manager could include:

- Liaising with local businesses, acting as the 'Voice of Businesses' to the Council, and the 'Voice of the Council' to businesses, hopefully providing a quick and efficient route into either sector, and being a point of contact for all manner of issues;
- Monitor services (i.e. define and secure standards for cleaning; refuse collection; lighting and the maintenance and improvement of public and private space).
- Working with businesses to promote the town centres and acting as town centre Ambassador;
- "Promote investment" in the town centre by identifying lacking retail, leisure and other facilities and taking steps to meet these needs, by marketing and promoting the strengths of the town as a place to invest in and handling queries on the town centres;
- Supporting community consultation on the implementation of the Priority schemes
- Involving statutory bodies, the voluntary sector, schools, in Town Centre issues
- Looking at ideas for the Town Centre around the issues of:
 - Crime Reduction;
 - Cleanliness;

¹⁷ Planning for Town Centres: Guidance on Design and Implementation Tools (2005)

¹⁸ Town Centre Partnerships DETR/ATCM 1997

¹⁹ Function of Town Centre Management; Association of Town Centre Management / Leeds Metro University 2000

- Traffic and parking;
 - Improving the retail mix;
 - Town centre events; and
 - Community Involvement.
- Help Business Development including training initiatives and competitions such as Local Business Awards.

4.13.2 Business Support Scheme

A better trading environment enhances the status of town centres and the demand for property, increasing both its capital worth and rentable value. Increasing competitiveness enlarges the customer base, fuels a continuing drive for differentiation and unlocks opportunities for new facilities and attractions.

The Local Enterprise Growth Initiative includes a package of measures aimed at stimulating the growth and expansion of enterprise over an initial 3 year period including capital and revenue funds. This should be supplemented through additional section 106 monies.

4.13.3 Shop Enhancement Scheme

The need for a shop enhancement scheme has been specifically identified as Priority Project 1B within the town centre and core retail area. Potentially, the scheme could also address properties on the fringes of the centre, which provide the first impressions of the town centre to visitors.

Ashfield District Council has a strong and positive track record in the delivery of improvements to existing shop frontages through funding support for shop front enhancements. Schemes such as this can effectively lever not only private funding for 'environmental improvements' but also commitment to the future success of the centre. Additional funds could be secure through section 106 monies.

The existing Ashfield District Council Shopfront and Security Improvement Grant currently provides support for works associated with improving the external appearance of the buildings frontage (for example quality signage and heritage enhancements on key buildings) and measures to improve security. This could be expanded to include the following works:

- bringing vacant or underused basement or upper floors back into use; structural, internal works to increase or enhance the business and / or the commercial space;
- restoring or replacing shop fronts in a style appropriate to the building as well as external works to the front of the building (e.g: brick cleaning, re-pointing);
- improving eyesore sites and buildings and improving shared rear access ways;
- anti business crime measures;
- contributions to public art;
- provision of improved access for people with disabilities; and
- improvements that benefit a number of businesses and premises in carrying out minor improvements to the external fabric of the area. (Eligible works could include such items as signage, signs, local advertising, banners, hanging baskets and other environmental improvements that would help improve the area and the businesses located there).

4.13.4 Public Art Programme

Public Art Programmes can create local distinctiveness and a pride in the heritage of a town and its centre. Working together with the community, public art projects could add support to other measures designed to revitalise the town centres and improve environmental quality.

4.14 Delivery of the Priority Projects

The 'Priority Projects' each have the potential to contribute to the future health, vitality and viability of Kirkby in Ashfield town centre. Their delivery will support improvements to the quality, attractiveness and safety of the centre, ensuring it remains competitive and a retail 'place of choice' for local residents.

The projects include a mix of private sector / developer lead schemes and public sector projects. Whilst some projects are capable of early delivery, demonstrating confidence and determination to deliver change, others will require a longer gestation. Table 4.1 below identifies suggested time periods for the preparation and delivery of each priority project.

Table 4.1 Kirkby in Ashfield Suggested Priority Projects and Delivery Phasing

Priority Project	Phase 1 Short term 2007- 09	Phase 2 Medium Term 2009-13	Phase 3 Long term 2013 onwards
Town Centre Civic Square and Core Retail Area			
1A. Civic Square	Prepare	Deliver	
1B. Shop enhancement	Deliver (3yrs)		
1C. Residential units at upper levels	Deliver	Deliver	Deliver
1D. Redevelopment of Precinct	Prepare	Prepare/Deliver	Deliver
Mixed Use Area			
1E. Ellis Street / Pond Street area	Prepare	Prepare/Deliver	Deliver
Gateways			
2A. Lowmoor Road Gateway		Prepare/Deliver	Prepare/Deliver
2B. Portland Street Gateway		Prepare/Deliver	Prepare/Deliver
2C. Kingsway Gateway		Prepare/Deliver	Prepare/Deliver
Shared Initiatives	Prepare/Deliver	Deliver	Deliver

Section Five below identifies the potential benefits which could be derived through delivery of the projects and Section Six Sets out a 'Framework for Implementation'. Section 6.6 and Table 6.8 develop a suggested an Action plan to support preparation and delivery.

5 Benefits Which Can Be Achieved

Sections Three and Four of the Masterplan identified a series of 'Priority Projects' which together have the potential to deliver a sustainable and healthy future for each to the two centres. Tables 3.1 and 4.1 above put forward suggested timeframes for the preparation and delivery of these projects. This section seeks to estimate the potential benefits which could be derived from the delivery of these projects.

5.1 Estimated New and/or Replacement Floorspace

A number of the projects identified will deliver new and/or replacement floorspace. In order to quantify the possible extent of this, best estimates of the likely site area, an average plot ratio for development of 0.6% and likely number of storeys (two / three) have been calculated for each site. No allowance has been made for the demolition / retention of existing floorspace, as this is unknown and heavily dependant upon the quality of existing buildings and the ability to integrate them within any development. The number of new dwellings has been calculated on the basis of a similar site development ratio and height factor, and assumed a mix of one, two and three bedroom units, with the larger units located on the Twitchell, and Quarry Yard area.

Table 5.1: Estimated²⁰ amount of new and replacement floorspace / residential units in Sutton in Ashfield

Priority project	Estimated Retail sq metres	Estimated Residential units	Estimated B1 (a) sq metres	Estimated other uses sq metres
Town centre core				
1A. Redevelopment of ASDA area	7,895			
1B. Portland Square				80
1C. Portland Street / Outram Street				
1D. King Street area	1,463	21	1,755	878
1E. Barriers to movement				
1F. Residential units at upper levels		windfall		
Business and Community Area				
2A. Civic Square and mixed use	12,960	183	15,552	7,776
Gateways				
3A. Forest Street Gateway				
3B. Outram Street Gateway				
3C. High Pavement Gateway				
Employment and Residential Areas				
4A. Reform Street, the Twitchells and Quarry Yard area		90		windfall
Shared Initiatives				
Totals	22,318	363	17,307	8,734

²⁰ The potential floor area has been calculated on the basis of best estimates of the likely site area, an average plot ratio for development of 0.6% and an estimate of likely number of storeys.

Table 5.2: Estimated²¹ amount of new development in Kirkby in Ashfield

Priority project	Estimated Retail sq metres	Estimated Residential units	Estimated B1 (a) sq metres	Estimated other uses sq metres
Town Centre Civic Square & Core Retail Area				
1A. Civic Square				
1B. Shop enhancement				
1C. Residential units at upper levels		windfall		
1D. Redevelopment of Precinct	15,656	184	4,473	8,946
Mixed Use Area				
1E. Ellis Street / Pond Street area	2,673	136	2,673	891
Gateways				
2A. Lowmoor Road*				
2B. Portland Street				
2C. Kingsway				
Shared Initiatives				
Totals	18,329	320	7,146	9,837

*No estimation of floorspace / units has been undertaken for this site, as this will depend upon the economic viability of existing uses and size of any site coming forward.

5.2 Estimated Job Creation

It is estimated that taken together the Priority Projects have the capacity to deliver in the order of 2,699 full time equivalent jobs in Sutton in Ashfield town centre and 2,179 in Kirkby in Ashfield town centre²². Estimates of job creation in each centre and the likely sectors of employment are provided in Tables 5.3 and 5.4 below.

These estimates are based upon the amount of development floorspace created (as set out in tables 5.1 and 5.2 above), using an approach recommended in guidance produced by English Partnerships (Employment Densities: A Full Guide, 2001). It should be noted that these employment figures represent maximum numbers anticipated and do not take into account safeguarding or possible loss of employment that already exists on the sites.

²¹ The potential floor area has been calculated on the basis of best estimates of the likely site area, an average plot ratio for development of 0.6% and an estimate of likely number of storeys.

²² These estimates are based upon the amount of development floorspace in tables 5.1 and 5.2, using an approach recommended in guidance produced by English Partnerships (Employment Densities: A Full Guide, 2001).

Table 5.3: Estimate²⁰ of Job Creation in Sutton in Ashfield Town Centre

Land Use	Full Time Equivalent Jobs (Gross)
Retail (A1 and A2 use)	1,116
Office (B1 use)	911
Leisure (A3, D1 and D2 use, excluding cinemas)	672
Total Employment (FTE)	2,699

Table 5.4²³: Estimate of Job Creation in Kirkby in Ashfield Town Centre

Land Use	Full Time Equivalent Jobs
Retail (A1 and A2 use)	967
Office (B1 use)	429
Leisure (A3, D1 and D2 use, excluding cinemas)	783
Total Employment (FTE)	2,179

5.3 Other Benefits

5.3.1 Activity levels and quality of life

The benefits to the town centres from the increase in the number of people living and working in the centres will undoubtedly be significant. The residential base will provide activity during current 'down periods' in the evenings and weekends and will support the local shops, bars, restaurants and community facilities. The working base will provide daytime activity and will also support the shops and other services. This activity, combined with a quality environment will contribute to an overall increase in town centre quality of life.

5.3.2 Connections to other regeneration programmes

Benefits from the physical improvements proposed in the Masterplans will be maximised if the Masterplans are linked to wider regeneration schemes. The Masterplans will clearly create a number of new premises for businesses, and hence employment opportunities. The premises proposed are capable of accommodating a range of businesses including offices (small, medium and large), shops and others. The range of jobs that will be on offer will therefore meet a range of needs, interests and skills.

However, a step change in the economy of the town centres will not occur without the creation of higher skilled jobs. In order to ensure that local people have the opportunity to access the higher skilled jobs it will be necessary to implement the masterplan in conjunction with education and job seeker initiatives, such as those provided by the Learning and Skills Council, North Nottinghamshire College and other higher education providers, and Job Centre Plus. It will also be necessary to provide business support, or links to existing business support facilities, and links to wider economic strategies in order to attract higher value and higher skilled businesses to the town centres.

²³ These estimates are based upon the amount of development floorspace in tables 5.1 and 5.2, using an approach recommended in guidance produced by English Partnerships (Employment Densities: A Full Guide, 2001).

6 Framework for Implementation and Investment

The key ingredients of a successful Implementation and Investment Strategy are:

- A clearly defined outcome;
- The consistency, commitment and leadership to deliver projects over an inevitably long development period;
- The coordination mechanisms and project management to ensure implementation despite the various obstacles that will emerge;
- The supporting statutory plans and consents to enable development to proceed;
- Skills to design and implement a comprehensive plan and individual projects;
- Preparation of a consolidated funding strategy and the financial resources to generate a momentum behind the regeneration process and to fund the non-commercial elements; and
- Infrastructure and environmental improvement investment programme to support new development.

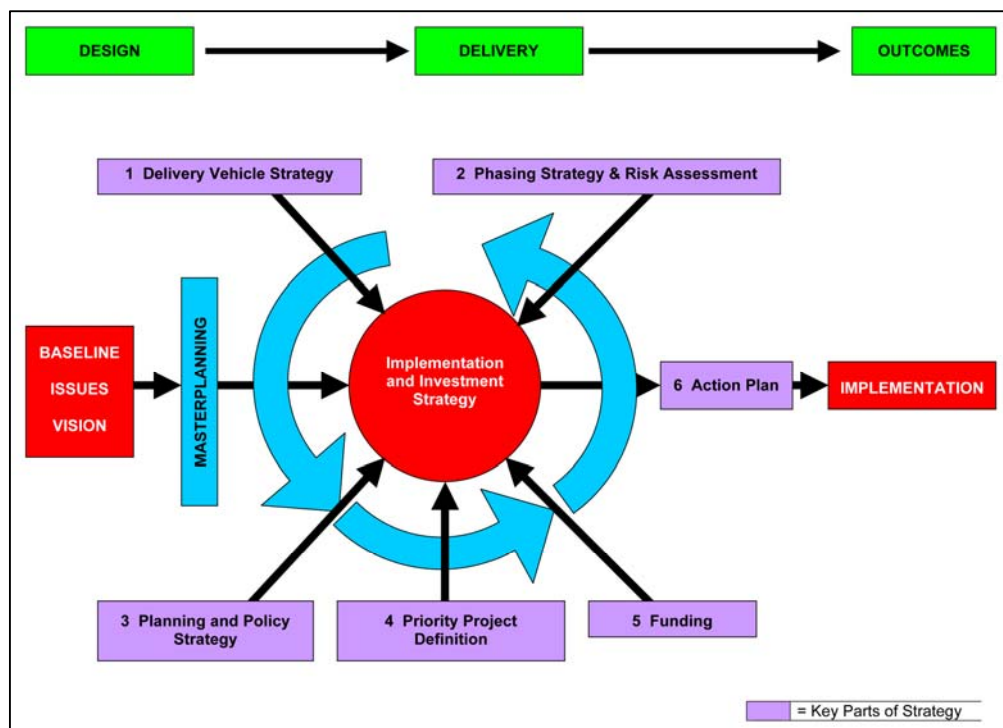


Figure 6.1: Implementation Strategy

Figure 6.1 sets out the six elements (highlighted in purple) of a successful Implementation and Investment Strategy, showing that delivery is part of a whole process. It is crucial to successful and meaningful masterplanning and should be considered throughout the process, and not regarded as an 'add-on' element towards the end. It is this whole process and particularly the delivery element that is represented by the above 'Route Map'. Delivery is less of a step-by-step process and more of a series of parallel or cyclical processes, often dependent upon one another.

6.1 Establish a Delivery Vehicle Strategy and Priority Project Partnerships

The Masterplan needs to be championed and have ownership as a whole whilst individual priority projects are tackled through bespoke partnerships and cooperation where applicable with the private sector. Such partnerships need to seek to combine the interests and skills of:

- Landowners
- Developers/Employers
- Local Authority
- Regional Development Agency
- Other relevant sector partners

The development of the Masterplan has been overseen by a steering group of local authority based membership at a senior officer level. The ongoing nature of this local authority collaborative working through a steering group is recommended, given the significant proportions of local authority land ownership and requirement for public realm activity. However, its membership will require further consideration to ensure that it includes:

- A skill base shift from policy to implementation for property, environment and transport based schemes;
- Key funding partner representation;
- Linkage with local regeneration schemes (local training and employment, environment and business support); and
- Linkage with tourism and inward investment marketing strategies

To ensure implementation of the Masterplan, the Steering Group will need to sanction and take responsibility for actions such as those identified below:

6.1.1 The Steering Group

The steering group will have a valuable role including, but not limited to:

- Champion the Masterplan and gain Council approval for the appropriate planning framework for the individual sites to be carried forward;
- Champion the development of local delivery mechanisms such as Public Service agreements (PSA's), Local Area Agreements (LAA), Area Investment Frameworks (AIF) (where applicable), Local Strategic Partnerships (LSP) and Local Public Service Boards (LSPB) as appropriate funding models;
- Monitor progress on delivery;
- Take a lead on the scale of Section 106 benefits and the type of expenditure that takes place;
- Coordinate the marketing of the town centres to progress the opportunities of the priority sites; and
- Identification of mainstream funds of the public sector to maximise the public sector investment opportunities available for the Masterplan.

6.1.2 Key partners and drivers

The Steering Group should nominate public sector front line managers to take the lead and support the key partners for the Priority Sites. The front line managers should have the

nominated authority and Council support to ensure development is effective and within the vision of the masterplan. The individual should:

- Work with the key partners/drivers as majority landowners;
- Consider land assembly need and funding for the redevelopment of key sites; and
- Support/develop linked implementation drivers.

The key partner(s)/drivers being ultimately responsible for:

- Delivery of the funding packages..
- Gaining Outline Planning Consent
- Preparation and marketing of documentation to raise developer interest.

Each of the Priority Projects currently has key partner(s)/drivers by means of their landownership (tables 6.1 and 6.2 below).

Table 6.1: Sutton in Ashfield Priority Projects Key Partners / Drivers

Priority Project	Key Partner(s)/drivers
The Town Centre Core	
1A. Redevelopment of ASDA area	ASDA, Ashfield District Council, Nottinghamshire County Council
1B. Portland Square	Ashfield District Council, Nottinghamshire county Council and private developer
1C. Portland Street / Outram Street	Ashfield District Council, Nottinghamshire County Council
1D. King Street area	Ashfield District Council and private developers
1E. Barriers to movement	Ashfield District Council, Nottinghamshire County Council
1F. Residential units at upper levels	Private landowners
Business and Community Quarter	
2A. New Civic Square and mixed use development	Ashfield District Council, Nottinghamshire County Council and private developers
Gateways	
3A. Forest Street Gateway	Ashfield District Council, Nottinghamshire County Council, owners of Idlewells, other private landowners and bus operators
3B. Outram Street South	Ashfield District Council, Nottinghamshire County Council, private landowners
3C. High Pavement Gateway	Ashfield District Council, Nottinghamshire County Council, private landowners
Employment and Residential Areas	
4A. Reform Street, the Twitchells and Quarry Yard area	Private landowners
Shared Initiatives	Ashfield District Council, local businesses

Table 6.2: Kirkby in Ashfield Priority Projects Key Partners / Drivers

Priority Project	Key Partner(s)/drivers
Town Centre Civic Square and Core Retail Area	
1A. Civic Square	Ashfield District Council, Nottinghamshire County Council
1B. Shop enhancement	Ashfield District Council with private owners / occupiers
1C. Residential units at upper levels	Private landowners
1D. Redevelopment of Precinct	Co-op, Ashfield District Council, Nottinghamshire County Council, Strategic Health Authority and private developers
Mixed Use Area	
1E. Ellis Street / Pond Street area	Ashfield District Council, Nottinghamshire County Council, land owners and private developers
Gateways	
2A. Lowmoor Road Gateway	Ashfield District Council, Nottinghamshire County Council and private landowners
2B. Portland Street Gateway	Ashfield District Council, Nottinghamshire County Council and private landowners
2C. Kingsway Gateway	Ashfield District Council, Nottinghamshire County Council and private landowners
Shared Initiatives	Ashfield District Council, local businesses

6.1.3 Delivery mechanisms

The adopted delivery mechanisms may be different for each of the priority sites. The increasing market interest and phasing opportunities for development on some of the priority sites will enable 100% private sector activity to occur with Section 106 advantage to be channelled to the public realm developments. It would be our recommendation that:

- The individual developments are pursued through normal planning procedures and private development wherever possible;
- A joint venture with a developer is pursued when a funding gap is evident; and
- The Kirkby in Ashfield Civic Square is a public sector scheme that should be implemented through a public sector project team.

6.2 Planning and Policy Strategy

There are a number of planning policy related issues which will require consideration by the Council.

6.2.1 Planning policy issues

Housing allocations

The masterplan proposes housing that is not specifically allocated in the Local Plan. The priority projects would provide in the order of 363 in Sutton in Ashfield and 320 units in Kirkby in Ashfield until the end of the masterplan period (2021). A breakdown of these units is provided in Tables 5.1 and 5.2 with Tables 3.1 and 4.1 setting out the anticipated delivery period. Approximately 273 units on two Sutton in Ashfield town centre sites (Business and Community Quarter and the Twitchells) and 320 units on two Kirkby in Ashfield town centre sites (Co-op / Precinct and Ellis Street / Pond Street) are located on sites greater than 0.4 hectares and have not been allocated in the Local Plan. The residential development in the priority projects identified in the masterplan will need to be considered for allocation in the Site Specific Allocation and Policy Document of the Local Development Framework or be taken into account in windfall developments.

Given that the Masterplan proposes sustainable development on brownfield land, in close proximity to public transport and local services, and that will contribute to wider town centre revival during the lifetime of the Local Plan, there will be a strong argument for supporting the development.

The draft East Midlands Regional Plan Housing Policy 24 adopts a 'distribution' approach based on 'urban concentration and regeneration'. In the Northern Sub Area, in which both Sutton in Ashfield and Kirkby in Ashfield are located, the emphasis is on 'above trend' growth in the Nottingham Outer Housing Market Area with a proposed annual figure of 1,465 dwellings. The proposals in the two Masterplans are consistent with the justification for this approach.

Low cost housing

The requirement to provide low cost housing may serve to reduce the commercial viability of the priority projects and may reduce developer interest to the detriment of the town centres' wider vision. To lessen the financial impact that affordable housing can have on a scheme, low cost, market housing (single person flats, studio apartments, etc.) may be appropriate. Providing this tenure/house type in the town centres, as one form of affordable housing, takes advantage of the higher densities that these sites would provide and the environment may be better suited to smaller households than families.

Section 106 funding

Ashfield District Council should consider the use of Section 106 funding for specific public realm and community facility works within the town centres on a 'pooled' basis rather than a site-by-site basis. This will ensure that the financial benefits from town centre development contribute to the regeneration needs of the town centre.

Submit outline planning applications

Outline planning applications should be prepared for the priority projects that will be brought forward first. The applications could either be left for the market to produce or be led by Ashfield District Council in partnership with the delivery vehicle/site owners. The latter approach would provide confidence for the private sector as to the scale and nature of acceptable development on the site. It would also be an element of the implementation process that Ashfield District Council could offer as an incentive to developers, as the professional fees required to prepare outline applications of this size are significant (e.g.

²⁴ Draft East Midlands Regional Plan Housing Policy Justification Paper 2006

preparation of environmental statements, transport assessments, retail impact statements, design statements, etc).

Outline planning applications will be assessed against other policies within the Development Plan and also the masterplan principles adopted by the Council, which will then form a material consideration in that process.

6.2.2 Economic regeneration

Ashfield needs to diversify its economy towards growth sectors. Most growth sectors are associated with the provision of services especially professional and business services. The town centres offer a potential environment typically attractive to service economy type activities. Whilst Sutton in Ashfield is a sub-regional shopping centre and Kirkby in Ashfield is a district shopping centre, both centres occupy relatively low positions in the regional hierarchy of centres for office type employment. It is more likely that Sutton in particular can provide some basic office level employment opportunities (e.g. local solicitors and accountants) and a modernised retail/ leisure capacity capable of providing an attractive offer to local people for certain types of services.

The LEGI programme will provide some support mechanisms for local businesses that may be able to expand in the regenerated centres. However, there are problems in getting local people connected with the job opportunities and economic impact of revitalised town centres.

The evidence review and stakeholder workshops highlighted a problem with general worklessness in the population, depressing per capita incomes particularly in communities located within or on the boundaries of the town centres. The presence of this population also perpetuates the type of social exclusion that creates anti social behaviour capable of holding back the impact of an improved physical environment. Our projections suggest that the priority projects identified in the Masterplans should bring forward a significant number of jobs. However, local statistics suggest that the labour market is not functioning effectively with so many people of working age not part of the workforce.

Under the theme "Making the Connection", The LEGI programme contains activities that seeks to provide "access to employment for local people" including economically inactive. This programme could help link jobs created by contractors employed to develop sites targeted through the Masterplan with people suitable for employment. The likelihood is that these people will have insufficient skills to allow them to be fully productive on site thereby requiring either subsidy from the public sector and/ or through vocational training. The Learning and Skills Council prioritise construction skills at NVQ Level II.

The successful implementation of the Masterplans needs parallel investment in the organisational capacity to link local people into the jobs that will be created through the regeneration. Where Ashfield District Council or Nottinghamshire CC are developers in their own right then consideration should be given to how the procurement process could encourage contractors to use local labour.

Vocational training

Providing a source of quality construction training will be a key part of delivering regeneration benefits because:

- Over 50% of those seeking construction work have no relevant qualifications or experience;
- The gaps in the labour market are for skilled workers;
- The number of unskilled jobs on construction sites is continuing to decline; and
- Changes to regulations mean that all workers will soon need to have their skills accredited, and to hold current health and safety and plant operating certificates.

However, good quality construction training takes time and is expensive. This makes it unattractive for many training providers, and in many areas there is no appropriate training provision hence the need for some type of subsidy.

Local Labour in Construction schemes elsewhere in the UK have developed innovative training programmes designed both to tackle this issue early on and to meet local priorities. These include pre-apprenticeship training for under-achieving young people, pre-site training for adults, speed-training to increase productivity, long-term training programmes for unemployed entrants, in-service training to upgrade skills and accreditation.

For new entrants, organising the first job on site is a key part of the training process: they need site experience to increase their productivity. Many schemes therefore provide a wages subsidy or provide the trainees 'free on site' for a period.

Other key points relating to training include:

- Recognise that recruitment may be a problem;
- Draw up a training specification and use a training contract (with providers) to ensure that this is met;
- Obtain flexibility on the date participants must leave the training centre, and develop relationships with a wide range of employers and sites: this will ease job-placement problems;
- Provide welfare, mentoring, progress monitoring and problem-solving support to maximise the retention of trainees;
- Pick up opportunities for short-course training.

The longer term regeneration agenda

Over the longer term, the objective shifts from matching local people into temporary construction jobs to the types of jobs created in the town centre through its redevelopment.

The need for maintenance work will continue to provide a stream of work for some construction skilled workers. Efforts should however be made to ensure that some local placements involve placing local people into office type jobs within the construction contractors brought into secure the redevelopment of the town centres. These jobs should enable local people to gain access to employment in future office based activities in the new developments prioritised in the Masterplan.

However, there will need to be some consideration in how local people can connect with retail and general services type employment created through the Masterplan sponsored developments. The Learning and Skills Council already prioritises retail sector employment so there may be scope for looking at customised employment/ skills training around the needs of specific employers taking up occupation of particular locations in the town centres.

6.3 Priority Project Definition

The Masterplan identifies priority projects for the two town centres. They were chosen as priorities due to the potential impact they will have on the town centres in terms of the size of the site(s), their location at gateways to the town centres, the ability to activate the public realm, and their support (linkages) to other town centre activities.

Each priority project contains a mix of uses at a scale and density that is considered necessary to meet the regeneration needs of the town centres from an environmental, social and economic perspective. It should be noted that the term 'mixed use' refers to a range of residential, retail and commercial uses. Also, the type of residential accommodation is not

specified at this stage and would depend on the District's housing needs and market demand at the time of design work/planning applications.

If taken forward, each priority project should investigate land ownership, approximate costs, estimated construction programme, the results of indicative financial appraisals for each priority project, the retail impact recommendations on each sub project from CACI and relevant obstacles (such as infrastructure/public realm deficits), linkages and dependencies that may affect successful implementation.

Indicative Financial Appraisals²⁵ for each priority project have been undertaken and are set out in tables 6.3 and 6.4 below. The calculations for the indicative costs have been based upon site area, costs of demolition and site clearance (including a significant allowance for asbestos related removal costs, given the age of the buildings), construction of new buildings and all associated infrastructure, public realm and site works. The cost information is based on our experience of similar projects, the Spon's 2007 Civil Engineering price book and the Spon's 2007 Architects' and Builders' price book.

Table 6.3: Sutton in Ashfield Potential Costs for Priority Projects

Priority project	Potential costs	Likely need for public sector funding contribution
Town centre core		
1A. Redevelopment of ASDA area	£14,144,000	No
1B. Portland Square	£244,000	Yes (not café)
1C. Portland Street / Outram Street	£225,000	Yes
1D. King Street area	£8,487,000	No
1E. Barriers to movement	£8,000	Yes
1F. Residential units at upper levels	£1,125,000	No
Business and Community Area		
2A. Civic Square and mixed use	£69,120,000	No
Gateways		
3A. Forest Street Gateway	£270,000	Yes
3B. Outram Street Gateway	£437,000	Yes
3C. High Pavement Gateway	£210,000	Yes
Employment and Residential Areas		
4A. Reform Street, the Twitchells and Quarry Yard area	£15,828,250	No
Shared Initiatives		Yes

²⁵ The calculations for the indicative costs have been based upon site area, costs of demolition and site clearance (including a significant allowance for asbestos related removal costs, given the age of the buildings), construction of new buildings and all associated infrastructure, public realm and site works. The cost information for the above is based on our experience of similar projects, the Spon's 2007 Civil Engineering price book and the Spon's 2007 Architects' and Builders' price book

Table 6.4: Kirkby in Ashfield Potential Costs for Priority Projects

Priority Projects	Potential costs ²⁶	Likely need for public sector funding
Town Centre Civic Square and Core Retail Area		
1A. Civic Square	£472,500	Yes
1B. Shop enhancement	£240,000	Yes
1C. Residential units at upper levels	£1,125,000	No
1D. Redevelopment of Precinct*	£63,580,125	No
Mixed Use Area		
1E. Ellis Street / Pond Street area	£20,582,100	No
Gateways		
2A. Lowmoor Road Gateway	£48,000	Yes
2B. Portland Street Gateway	£4,663,400	No
2C. Kingsway Gateway	£288,00	Yes
Shared Initiatives		Yes

*These costs could be reduced significantly if asbestos is not found on the site.

6.4 Establish Funding Strategy

Potential financial costs for each priority project have been completed (Tables 6.3 and 6.4 above) however there are a number of projects that will depend on public sector funding (in particular public realm improvements, shop enhancements, business support, town centre manager) in order to proceed. Therefore, examining appropriate and relevant funding sources is essential, particularly those available at the time (as funding sources are subject to regular change).

Following such an examination, a step-by-step course of action identifying the funding sources, assembling relevant supporting information, making any appropriate funding applications or establishing a 'single pot' approach for receipt of received funds (through applications or S106 contributions) constitutes the funding strategy.

The key to success is new investment in the infrastructure and environment. The scale of development and mixed use recommended in these Masterplans must be combined with the principles of good urban design and sustainability, and in the case of Kirkby in Ashfield will require initial pump priming through public sector intervention to encourage private sector investment and ensure long term viability.

The opportunities identified will, through the development process, hopefully generate uplift in local land values and support a strong property market in the medium to longer term. Such positive realisation will only result from generated private sector interest created

²⁶ The calculations for the indicative costs have been based upon site area, costs of demolition and site clearance (including a significant allowance for asbestos related removal costs, given the age of the buildings), construction of new buildings and all associated infrastructure, public realm and site works. The cost information for the above is based on our experience of similar projects, the Spon's 2007 Civil Engineering price book and the Spon's 2007 Architects' and Builders' price book

through the right mix of land uses and delivery mechanisms created to solve such constraints as those caused through a funding gap.

A detailed funding strategy to support the implementation programme would need to cover the masterplan as a whole identifying each site taking into account the wider regeneration outcomes that will result such as local employment and training. A detailed funding strategy would seek to cover:

- Strategic context and wider impact of the Priority Projects collectively and individually on the area;
- Local impact and value added through outputs, outcomes and results of each of the Priority projects;
- Detail of all funding categories as match and leverage towards the financial programme;
- Timescales and phasing of delivery with impact against each priority project; and
- Confirmed delivery vehicles and partnership arrangements

The strategy should seek to underpin the delivery mechanisms and secure commitment in the longer term where possible, with an understanding that funding opportunities are a moving target and should not be relied upon at any stage of the masterplan implementation. The strategy aim should be to maximise public sector financial inputs within a clearly defined time line.

6.4.1 Public sector intervention

The opportunities for public sector financial intervention are currently limited for both of the town centres.

In order to implement the masterplan the steering group will need to be innovative to achieve the front-end funding necessary to engage and invest in land and infrastructure. Public sector intervention will inevitably therefore be sourced from a cocktail of funds. The Steering Group should be continually monitoring and appraising such funding opportunities against the wider masterplan objectives. Currently the opportunities under such programme types differ across the country and the steering group should be aware that changes to such funding and impacts on the ability to implement the Masterplan projects can occur at any time.

Key land and infrastructure funds include (but are not limited to):

The Local Enterprise Growth Initiative includes a package of measures aimed at stimulating the growth and expansion of enterprise over a 3 year period including capital and revenue funds. The key projects relevant to the implementation of the Master Plan priorities are:

- **Outreach Support** for businesses to assist local business overcome barriers to growth;
- **Supporting Businesses with Access to Finance** by targeting resources at businesses located in deprived neighbourhoods who have been refused commercial loans. The areas targeted include those in the Master Planning areas through the Community Development Financial Institutions (CDFIs) operating in the area. This is a revenue funded initiative to provide advice and guidance;
- **Property Accommodation Ladder** initiative proposes to provide specific types of business accommodation and related support. The LEGI bid has identified a gap in the office accommodation for emergent SMEs. A capital fund of £1.5 million has been identified over an initial 3 year period.

- **Business Realm Improvement** project will provide 50% financial support to SMEs to install security measures such as alarms, shutters, locks, lights, security cameras and fencing; the fund will also pay for environmental improvements such as improved signage, street furniture and graffiti removal. A capital fund of £0.5 million has been identified over the initial 3 year period;

BIDs - Business Improvement Districts – these have proved successful in a number of areas. They offer an opportunity for the Council and local businesses to work together to improve local services and deliver smaller improvement projects, for example the improvement works set out in this masterplan. BIDs are funded by a levy on the business rate, the size of which is a matter for agreement with those affected.^{27 28}

National lottery –split amongst five bodies (Millennium Commission (almost complete), heritage, sport, art, the Big Lottery (Community Development and New Opportunities Fund)) with specific eligibility criteria for each type of project.

Developers – due to the composition of the priority sites, most of the key landowners and hence drivers are the private sector. An exception to this is the Business and Community Quarter in Sutton in Ashfield, much of which falls under the control of the public sector. As facilitator, the Local Authority will therefore require proactive partnership styles to engage and negotiate with key developers to carry forward the vision of the masterplan.

Section 106 contributions - through the master plan the opportunity arises to identify areas of priority public funding need such as public realm and coordinate the collation of private developer contributions through the planning system off site Section 106 contributions. The funding strategy should provide a comprehensive plan to identify financial contributions, in cash or kind and legal covenants provided by the developer. In order for this to be successful the masterplan, the developer and the section 106 agreements need to reflect common objectives.

6.4.2 Key funding sources

As identified in the Masterplan (Chapter six) successful delivery will inevitably provide jobs (created/safeguarded direct/indirect), increased floorspace (sq metres) and development sites (hectares of land).

Key economic generators such as these, coupled with private sector finance, match and leverage, will be critical to the value for money of the projects in order to lever in any amounts of public sector finance.

6.4.3 Funding model

The process for gaining and maximising public sector funding requires transparency and a strong case of local economic impact. Public Service Agreements (PSA's), Local Area Agreements (LAA), Local Strategic Partnerships (LSP) and Local Public Service Boards (LPSB) are Central Governments preferred way of devolving power and resources away from central control and towards local front line managers, local democratic structures and communities to ensure delivery, within an agreed framework of national minimum standards and policy priorities.

It is recommended that the Steering Group actively pursues and supports these new localism routes to gain the beneficial outcomes of ownership in decision making, efficiency and effectiveness in delivery and the pooling of funds. It is the ability to be able to pool funds from a variety of sources (in the themes suggested by Government) and then to create a coordinated, local decision making body that administers and monitors these funds for the public good, which has become central to Government policy.

²⁷ Planning for Town Centres: Guidance on Design and Implementation Tools (2005)

²⁸ Business Improvement Districts (England) Regulations 2004

6.5 Risk Assessment

Throughout the delivery process it is important not to lose sight of possible risks and so broad risk assessments for each key element of the Strategy must be set out. Risk assessments are estimates of a future problem, but the exercise of undertaking them can often lead to improvements in delivery and the averting of problems in advance. Perceived risks and obstacles associated with each element of the Strategic Route Map and with each Priority Projects are summarised below.

The purpose of risk assessment is to identify and consider potential risks and obstacles in advance, so that the Council / Delivery Vehicle can begin to solve such difficulties. Risk assessment for successful and timely implementation should be considered in two parts:

Perceived risks and obstacles to the Strategic Route Map can be considered broadly against its six main parts, as follows:

Table 6.5 Risk Assessment

Strategic Route Map	Risks and Obstacles
Establish Delivery Vehicle Strategy and Priority Project Partnerships	<p>Inability to agree an appropriate partnership.</p> <p>Steering Group unable to respond to additional membership.</p> <p>Absence of appropriate staff to act as delivery or priority project champion.</p> <p>Unable to attract private sector involvement.</p> <p>Delivery mechanism for each site not agreed or able to be utilised.</p>
Define Planning and Policy Strategy	<p>Approval/adoption of Masterplan not achieved.</p> <p>Masterplan perceived to be in conflict with current planning policy ('chain of conformity').</p> <p>With an absence of an appropriate policy framework, development projects come forward not in accordance with the Masterplan.</p> <p>Ashfield District Council unable to coordinate and submit key outline planning applications or attract private sector interest in doing so.</p> <p>Benefits of redevelopment and regeneration do not flow into local communities (jobs, spending).</p>
Define Priority Projects	<p>Challenge to composition, land use mix or design of any Priority Project.</p> <p>Projects are not financially viable and require redefinition, but may challenge planning policy.</p> <p>'Pump priming' infrastructure and public realm works cannot be funded.</p> <p>Land assembly problems or problems agreeing approach due to profit share difficulties.</p>
Establish Funding Strategy	<p>Limited range of available funds, possibly with long lead-time.</p> <p>Gap funding problems.</p> <p>New Government funding streams requiring greater lead-time.</p> <p>Lack of land value uplift due to limited private sector interest.</p>

Strategic Route Map	Risks and Obstacles
	<p>Lack of S106 contributions.</p> <p>Inability to establish new 'single pot' funding model and funding dependent on traditional sources and 'silo' delivery.</p>
Define Phasing Strategy	<p>Key independencies mean that subsequent projects cannot be implemented due to delays in earlier projects.</p> <p>Delays in funding.</p> <p>Early wins not achieved due to land assembly, funding or private sector interest problems.</p>
Action Plan	<p>Delivery Vehicle and/or champions not achieving early wins or projects.</p> <p>Lack of progress means that subsequent actions become more difficult.</p>

6.5.1 Priority projects – risks and obstacles

Perceived risks and obstacles to each Priority Project have been considered broadly, as set out in tables 6.6 and 6.7 below.

Table 6.6: Sutton in Ashfield - Risks and Obstacles

Priority Project	Perceived Risks and Obstacles
Town centre core	
1A. Redevelopment of ASDA area	<p>Securing an agreed and co-ordinated/comprehensive approach between public and private sectors</p> <p>ASDA may choose not to proceed</p> <p>ASDA object to the Masterplan/Priority Project proposals.</p> <p>Agreement with ASDA may require reconfiguration of the site, demolishing peripheral buildings and not achieving the required public benefits</p> <p>Land ownership issues where outside control of ASDA</p> <p>S 106 does not generate sufficient contributions to fund works elsewhere within the centre (public realm works, gateways, squares, landscaping)</p>
1B. Portland Square	<p>Café provides negative viability</p> <p>Possible problems with development on public space</p> <p>Public sector funding for public realm works may affect attractiveness of project</p> <p>Private developer / operator not found</p>
1C. Portland Street / Outram Street	<p>Nottinghamshire County Council may not consider a priority project</p> <p>Public sector funding not available</p>
1D. King Street area	<p>Securing an agreed and coordinated/comprehensive approach between public and private sectors</p> <p>Land ownership</p> <p>Landowners may choose not to proceed</p>

Priority Project	Perceived Risks and Obstacles
	<p>Landowners may object to the Masterplan/Priority Project proposals.</p> <p>S 106 does not generate sufficient contributions to fund works elsewhere within the centre (public realm works, gateways, squares, landscaping)</p>
1E. Barriers to movement	<p>Public sector funding not available</p> <p>Land ownership</p>
1F. Residential units at upper levels	<p>Landowners may choose not to proceed</p> <p>Landowners may object to the Masterplan/Priority Project proposals.</p>
Business and Community Area	
2A. Civic Square and mixed use	<p>Relocation of Sutton Centre may not occur</p> <p>Land ownership</p> <p>Site acquisition of small private plots, if no agreement reached with landowners</p> <p>Achieving funding for public realm works</p> <p>Securing developer interest</p> <p>Mix of development does not yield sufficient funding to deliver public elements of project</p> <p>Asbestos related costs (if found) higher than anticipated</p> <p>Problems with termination of existing leases</p> <p>Affordable housing provision affects viability</p>
Gateways	
3A. Forest Street Gateway	<p>Nottinghamshire County Council may not view bus station remodelling a priority project</p> <p>Land ownership</p> <p>Public sector funding not available</p> <p>Public realm costs may affect attractiveness of project</p> <p>Owners of Idlewells may choose not to proceed</p> <p>Owners of Idlewells object to the Masterplan/Priority Project proposals.</p>
3B. Outram Street Gateway	<p>Public sector funding not available</p> <p>Public realm costs may affect attractiveness of project</p> <p>Land ownership</p> <p>Shop owners may choose not to proceed</p> <p>Shop owners may object to the Masterplan/Priority Project proposals.</p>
3C. High Pavement Gateway	<p>Public sector funding not available</p> <p>Nottinghamshire County Council may not support works to road crossing</p> <p>Public realm costs may affect attractiveness of project</p>

Priority Project	Perceived Risks and Obstacles
	Land ownership Shop owners may choose not to proceed Shop owners may object to the Masterplan/Priority Project proposals.
Employment and Residential Areas	
4A. Reform Street, the Twitchells and Quarry Yard area	Land ownership Landowners may choose not to proceed Landowners may object to the Masterplan/Priority Project proposals.
Shared Initiatives	Public Sector funding not available / insufficient to meet demand Insufficient funding raised from businesses / s 106 Lack of interest / uptake by local businesses Owners / occupiers may choose not to proceed Businesses may object to proposals

6.7: Kirkby in Ashfield - Risks and Obstacles

Priority Project	Perceived Risks and Obstacles
Town Centre Civic Square and Core Retail Area	
1A. Civic Square	Possible problems with development on car park Public sector funding for public realm works may affect attractiveness of project
1B. Shop enhancement	Shop owners may choose not to proceed Shop owners may object to the Masterplan/Priority Project proposals.
1C. Residential units at upper levels	Landowners may choose not to proceed Landowners may object to the Masterplan/Priority Project proposals.
1D. Redevelopment of Precinct	Securing an agreed and coordinated/comprehensive approach between public and private sectors Land ownership / site assembly Co-op may choose not to proceed Co-op object to the Masterplan/Priority Project proposals. Other landowners may object to the Masterplan/Priority Project proposals. Agreement with Co-op may require reconfiguration of the site, demolishing peripheral buildings and not achieving the required public benefits Mix of development does not yield sufficient funding to deliver

Priority Project	Perceived Risks and Obstacles
	<p>public elements of project</p> <p>Problems with attracting a developer</p> <p>Marginal viability</p> <p>Affordable housing provision affects viability</p> <p>Asbestos related costs (if found) higher than anticipated</p> <p>Problems with termination of existing leases</p> <p>Nottinghamshire County Council may object to proposed road link through site</p> <p>Project is financially viable, but funding for public realm works may affect attractiveness of project</p> <p>S 106 does not generate sufficient contributions to fund works elsewhere within the centre (public realm works, gateways, squares, landscaping)</p>
Mixed Use Area	
1E. Ellis Street / Pond Street area	<p>Securing an agreed and coordinated/comprehensive approach between public and private sectors</p> <p>Land ownership / site assembly</p> <p>Landowners may choose not to proceed</p> <p>Landowners object to the Masterplan/Priority Project proposals.</p> <p>Securing retail, residential and office interest</p> <p>Agreement with landowners may require reconfiguration of the site, not achieving the required public benefits</p> <p>Mix of development does not yield sufficient funding to deliver public elements of project</p> <p>Problems with attracting a developer</p> <p>Marginal viability</p> <p>Affordable housing provision affects viability</p> <p>Delays through need to follow CPO process</p> <p>Asbestos related costs (if found) higher than anticipated</p> <p>Problems with termination of existing leases</p> <p>S 106 does not generate sufficient contributions to fund works elsewhere within the centre (public realm works, gateways, squares, landscaping)</p>
Gateways	
2A. Lowmoor Road Gateway	<p>Public sector funding not available</p> <p>Public realm costs may affect attractiveness of project</p> <p>S 106 from redevelopment does not generate sufficient contributions to fund works elsewhere within the centre (public realm works, gateways, squares, landscaping)</p> <p>Land ownership</p>
2B. Portland Street Gateway	<p>Land ownership</p> <p>Site owners may choose not to proceed</p>

Priority Project	Perceived Risks and Obstacles
	Land owners object to the Masterplan/Priority Project proposals.
2C. Kingsway Gateway	<p>Public sector funding not available</p> <p>Public realm costs may affect attractiveness of project</p> <p>Shop owners may choose not to proceed</p> <p>Shop owners may object to the Masterplan/Priority Project proposals.</p> <p>Land ownership</p> <p>Nottinghamshire County Council may require costly road re-alignment if sites come forward, affecting viability of site</p> <p>S 106 from redevelopment does not generate sufficient contributions to fund works elsewhere within the centre (public realm works, gateways, squares, landscaping)</p>
Shared Initiatives	<p>Public Sector funding not available / insufficient to meet demand</p> <p>Insufficient funding raised from businesses / s 106</p> <p>Lack of interest / uptake by local businesses</p> <p>Owners / occupiers may choose not to proceed</p> <p>Businesses may object to proposals</p>

6.6 Phasing Strategy and Action Plan

6.6.1 Phasing of priority projects

For the purposes of the Phasing Strategy and Action Plan it was considered necessary to identify three phasing periods relating to the priority projects. These are:

- Short term of 1-2 years (2007-2009);
- Medium term of 2-5 years (2009 – 2013); and
- Long term of more than 5 years (2013 onwards).

6.6.2 Action plan

Projects have been allocated to each potential delivery phases (tables 3.1 and 4.1 above and 6.9 and 6.10 below). The allocation has been broken down into two stages 'prepare' and 'deliver'. The Action Plan set out in Table 6.8 below captures this information for each phase, expanding on this allocation by identifying those key actions necessary to achieve delivery of the Priority Projects over the masterplan period.

Issues covered include actions necessary to make progress on a series of other actions, identifying funding needs, any site assembly required, planning actions, any required partnership establishment and who is responsible for delivery.

This Action Plan may need to be aligned to funding stream delivery.

6.6.3 Phasing of projects

Table 6.9 and 6.10 below identify suggested time periods for the preparation and delivery of each priority project.

Table 6.8 Action Plan

Phase	Actions
Phase 1 Short Term 2007 – 2009	<p>Approval of Masterplan.</p> <p>Establish Delivery Vehicle and its wider membership.</p> <p>Establish Town Centre or Priority Project Champions.</p> <p>Confirm one Priority Project for each town centre based on commercial attractiveness and clear land ownerships.</p> <p>Develop private sector partnership and secure property agency involvement to gain private sector interest.</p> <p>Discussion and decision with partners on who the applicant will be for each outline planning application and how the production of each application is funded.</p> <p>Commence preparation of outline planning applications.</p> <p>Identify / create town centre 'funding pot' for each town and assembly of relevant public sector funds, prior to receipt of section 106 contributions.</p> <p>Commence/continue discussions with key landowners to agree a coordinated and comprehensive approach to the delivery of the Priority Projects in accordance with the Masterplans.</p> <p>Inclusion of the key Masterplan elements within Local Development Framework and ensure greater certainty for larger Priority Projects</p>
Phase 2 Medium Term 2009 – 2013	<p>Commence implementation of Kirkby in Ashfield Civic Square and ASDA Development Priority Projects.</p> <p>Deliver public realm improvements as funding becomes available.</p> <p>Set up monitoring system for Priority Projects and establish key indicators, such as job creation (construction and end user profiles) and training schemes.</p> <p>Initiate masterplanning process for Sutton in Ashfield Business and Community Quarter.</p> <p>Engage with property agent to develop private sector interest in priority projects.</p>
Phase 3 Long Term 2013 –onwards	<p>Commence Business and Community Quarter project in Sutton in Ashfield and Ellis Street / Pond Street redevelopment in Kirkby in Ashfield</p>

Table 6.9 Sutton in Ashfield Suggested Priority Projects and Delivery Phasing

Priority Project	Phase 1 Short term 2007- 09	Phase 2 Medium Term 2009-13	Phase 3 Long term 2013 onwards
The Town Centre Core			
1A. Redevelopment of ASDA area	Prepare	Deliver	
1B. Portland Square	Prepare	Deliver	
1C. Portland Street / Outram Street	Prepare/Deliver		
1D. King Street area	Prepare	Deliver	
1E. Barriers to movement	Prepare/Deliver		
1F. Residential units at upper levels	Prepare/Deliver	Prepare/Deliver	Prepare/Deliver
Business and Community Quarter			
2A. New Civic Square and mixed use development		Prepare	Deliver
Gateways			
3A. Forest Street Gateway	Prepare	Prepare/Deliver	Deliver
3B. Outram Street South	Prepare	Prepare/Deliver	Deliver
3C. High Pavement Gateway	Prepare	Prepare/Deliver	Deliver
Employment and Residential Areas			
4A. Reform Street, the Twitchells and Quarry Yard area	Prepare	Prepare/Deliver	Prepare/Deliver
Shared Initiatives	Prepare/Deliver	Prepare/Deliver	

Table 6.10 Kirkby in Ashfield Suggested Priority Projects and Delivery Phasing

Priority Project	Phase 1 Short term 2007- 09	Phase 2 Medium Term 2009-13	Phase 3 Long term 2013 onwards
Town Centre Civic Square and Core Retail Area			
1A. Civic Square	Prepare	Deliver	
1B. Shop enhancement	Deliver (3yrs)		
1C. Residential units at upper levels	Deliver	Deliver	Deliver
1D. Redevelopment of Precinct	Prepare	Prepare/Deliver	Deliver
Mixed Use Area			
1E. Ellis Street / Pond Street area	Prepare	Prepare/Deliver	Deliver
Gateways			
2A. Lowmoor Road Gateway		Prepare/Deliver	Prepare/Deliver
2B. Portland Street Gateway		Prepare/Deliver	Prepare/Deliver
2C. Kingsway Gateway		Prepare/Deliver	Prepare/ Deliver
Shared Initiatives	Prepare/Deliver	Prepare/Deliver	

A1 Identification Process for Potential Projects - Sutton in Ashfield

A1.1 Key Indicators

Building on the outputs of evidence review, policy guidance in PPS6 and the stakeholder workshops, described in Section 2 of the Masterplan report, a series of 'key indicators for success' were identified against which emerging options could be tested (Table A1.1 below).

Table A1.1: Key Indicators for Success

Key Indicator	Sutton in Ashfield
Support viability and vitality of the town centre	✓
Support future competitiveness	✓
Support new and existing businesses	✓
Increase footfall in centre	✓
Improve safety / reduce crime in the town centre at night	✓
Improve the cultural offer	✓
Reconnect and strengthen links within and across the centre	✓
Enhance the public realm	✓
Develop local distinctiveness and identity	✓
Improve the streetscape	✓
Create a sense of place	✓
Improve linkages to open space	✓
Introduce residential units	✓
Improve the mix of housing	✓
Improve the night time economy	✓
Improve cycling and pedestrian routes	✓
Improve access for less able	✓
Improve the bus station area	✓

A1.2 Opportunities in Sutton in Ashfield Town Centre

There are a number of current and potential **development opportunities** that have great potential to reinforce and strengthen the town centre, creating confidence in Sutton in Ashfield as a place to invest in. For example, the relocation of the Sutton Centre could release a key town centre site for redevelopment, with the capacity to act as a catalyst for regeneration. In addition, there are a number of other locations across the centre where redevelopment could contribute to a strong and viable future for the centre, some of which are in private ownership, others under the control of Ashfield District Council and Nottinghamshire County Council.

There is an opportunity **to improve and diversify the town centre offer**. This can be realised through changes to the activities undertaken within existing premises, but more significantly from the development of sites that will arise over next 15 years. There is a need to **provide a broader mix of uses** in the town centre (beyond shopping) to create areas that are active throughout the day and week, generating additional footfall, and therefore expenditure, and combating crime, in the town centre.

There is an opportunity to **improve the physical environment** to ensure that the town centre provides a pleasant and useable environment in addition to providing necessary services. In particular, there is the potential to build upon recent public realm works within Sutton's town centre, to continue to improve the pedestrian environment, to provide co-ordinated public spaces and to ensure high quality design from new development.

There is also an opportunity to **expand on the business and cultural offer of the town centre**, building on the town's location and leisure facilities.

There is considerable potential to **increase residential accommodation** both within the centre itself and on immediately adjoining sites. This will have the added advantages of raising the profile of the area with the development industry, improving development viability, increasing activity levels in the centre and improving the spending power of the immediate catchment, **supporting local businesses and improving natural surveillance** within the centre, whilst meeting the need for new residential accommodation in a sustainable location.

A1.3 Identification of Potential Projects

A number of potential projects were generated for each town centre, based upon opportunities identified by the research conducted by the consultants and ideas generated by the stakeholder workshop. These potential projects are listed in Table A1.2.

For those opportunity sites capable of alternative development mixes, a series of different land use options were generated.

A1.4 The Testing Process

Each potential project / option was tested (Table A1.3) against the following:

- Do something / do nothing scenarios – with a positive or negative score recorded;
- Where different development options were identified these were assessed in terms of their contribution to the key indicators and a preferred option identified;
- Each potential project and each preferred option was 'scored' against the key indicators (Table A1.4) and the results fed into table A1.3;
- Successful projects were identified and grouped into development areas.

The potential projects which emerged from this process were then assessed (Table A1.5) against:

- Current and emerging planning policy in order to identify major policy constraints;
- A high level traffic assessment, drawing on the expertise and knowledge of traffic generation by similar developments, but in the context of the two centres. This did not involve any modelling work.
- A 'market reality check' undertaken by Innes England, drawing on their local knowledge and expertise.
- Results of the consultation events and feedback from key stakeholders, including Ashfield District Council.

Table A1.5 sets out the results of this process for Sutton in Ashfield.

A1.5 Priority Projects

The output of this process was a set of 'Priority Projects', of various sizes, each of which has the potential to contribute to the delivery of the key indicators for success identified for a healthy future for the two centres. The projects included a mix of public and private sector lead schemes, some capable of early delivery, whilst others requiring a longer delivery process.

These Priority Projects are listed in Tables A1.6.

Table A1.2 Sutton in Ashfield – Schedule of Potential Projects

Potential Project Number	Schedule of potential projects
1.	Gateway - Forest Street to create sense of arrival in the town centre
2.	Remodel bus station - range of options to be explored to improve layout
3.	Improve frontage to library / Idlewells centre – currently bland and uninviting
4.	Environmental improvements to Forest Street – enhance pedestrian environment, giving priority over vehicular traffic and improving surfaces
5.	Fox Street taxi rank – provide alternative sites to serve ASDA and improve pedestrian environment of Fox Street (key link across centre)
6.	Redevelop ASDA site. Option testing required.
7.	Gateway - Outram Street South to create sense of arrival in the town centre
8.	Environmental improvements to Outram Street – improve environment for pedestrian, make more attractive
9.	Shop enhancements to Outram Street – improve appearance and environment
10.	Improve pedestrian crossing at foot of Outram Street / Portland Square - give greater prominence to pedestrian route across Outram Street
11.	Forest Street – Outram Street to High Pavement - street enhancements, including pavement widening on east side
12.	High Pavement / Forest Street junction improvements at crossing, including pedestrian phase across Station Road and greater awareness of pedestrian routes. Create better linkage between retail park and rest of town centre.
13.	Intensify / redevelop where appropriate the area at Station Street / Harwick Lane / Cursham Street and Reform Street. Design principles to include creation of strong frontage to High pavement and creation of pedestrian links across High Pavement to retail centre. Option testing required.
14.	Redevelop land at the Twitchell / Quarry Yard. Design principles to include creation of strong frontage to High Pavement, continuing the two / three storey back of pavement theme, creating 'town wall' feel, with pedestrian links across High Pavement to retail centre. Option testing required.
15.	Sutton Centre – redevelop. Design principles to include creation of strong street frontages, pedestrian route through linking Station Street and High Pavement to retail centre and improvement of setting to United Reformed Church (Listed Building). Option testing required.
16.	Create focal point for space in front of Sutton Centre / High Street and passage to Idlewells / across to New Street, with public art, seating and open area.

Potential Project Number	Schedule of potential projects
17.	Redevelopment of King Street area. Option testing required.
18.	Introduce residential units above retail units where possible.
19.	Remove wall and improve visual connection between Market Place and High Pavement to improve connectivity.
20.	Remove walls around market place area and enhance quality of public realm.
21.	Improve quality of space in Portland Square, reducing barriers to movement and introducing café use in centre. Option testing required.
22.	Town centre manager – to be shared with Kirkby-in-Ashfield
23.	Business support for existing and new businesses.
24.	Promote centre, activities etc
25.	Introduce integrated public art programme, linked to strong theme linking to image / identity for centre.

Table A1.3 Sutton in Ashfield Project / Options Testing

Potential Projects	Do Nothing	Do Something	Mixed Use Option	Single Use Housing Option	Single Use Retail Option	Single Use Employment Option	Delivers key indicators (Table A1.4)	Proceed	Development Area
Gateway - Forest Street	-ve	+ve	n/a	n/a	n/a	n/a	✓✓	yes	Gateway
Remodel Bus Station	-ve	+ve	n/a	n/a	n/a	n/a	✓✓✓	yes	Gateway
Improve Frontage to Library/ Idlewells Centre	-ve	+ve	n/a	n/a	n/a	n/a	✓✓	yes	Gateway
Environmental Improvements to Forest Street	-ve	+ve	n/a	n/a	n/a	n/a	✓✓✓	yes	Gateway
Fox Street & Taxi Rank	-ve	+ve	n/a	n/a	n/a	n/a	✓✓✓	yes	Town Centre Core
Redevelop ASDA Site	-ve	+ve			preferred option		✓✓✓	Yes - single use retail.	Town Centre Core
Gateway - Outram Street South	-ve	+ve	n/a	n/a	n/a	n/a	✓✓	yes	Gateway
Environmental Improvements to Outram Street	-ve	+ve	n/a	n/a	n/a	n/a	✓✓✓	yes	Gateway
Shop enhancements - Outram Street	-ve	+ve	n/a	n/a	n/a	n/a	✓✓✓	yes	Gateway
Improved Pedestrian Crossing at Outram Street/ Portland Square	-ve	+ve	n/a	n/a	n/a	n/a	✓✓✓	yes	Town Centre Core
Forest Street - Outram Street to High Pavement - Street Enhancements incl. widening.	-ve	+ve	n/a	n/a	n/a	n/a	✓✓✓	yes	Gateway
High Pavement/ Forest Street Junction Improvements	-ve	+ve	n/a	n/a	n/a	n/a	✓✓✓	yes	Gateway
Intensify use / Redevelop area at Station Street/ Harwick Land/ Cursham Street and Reform Street.	-ve	+ve				preferred option	✓✓✓	Yes – employment use	Employment and residential area
Redevelop the Twitchell / Quarry Yard - include the creation of a strong frontage to High Pavement	-ve	+ve		preferred option			✓✓✓✓	Yes – residential use	Employment and residential
Sutton Centre – redevelop, link Station Street and High Pavement to retail centre and improve setting of listed building.	-ve	+ve	preferred option				✓✓✓✓	Yes – mixed use	Business and Community Quarter

Potential Projects	Do Nothing	Do Something	Mixed Use Option	Single Use Housing Option	Single Use Retail Option	Single Use Employment Option	Delivers key indicators (Table A1.4)	Proceed	Development Area
Focal Point in front of Sutton Centre School/ High Street and passage down to Idlewells / across to New Street with public art, seating and open area.	-ve	+ve	n/a	n/a	n/a	n/a	✓✓✓✓	Yes	Business and Community Quarter
Redvelop King Street area	-ve	+ve	preferred option				✓✓✓✓	Yes – mixed use	Town Centre Core
Introduce residential units above retail units when possible	-ve	+ve	n/a	n/a	n/a	n/a	✓✓✓	yes	Town Centre Core
Remove walls and improve visual connection between Market Place and High Pavement and improve connection.	-ve	+ve	n/a	n/a	n/a	n/a	✓✓✓	yes	Town Centre Core
Remove walls around market place area and enhance quality of the public realm	-ve	+ve	n/a	n/a	n/a	n/a	✓✓✓	yes	Town Centre Core
Improve quality of space in Portland Square, reducing barriers to movement and introducing café uses in the centre	-ve	+ve			preferred option		✓✓✓✓	Yes – retail use	Town Centre Core
Town Centre Manager (shared with Kirkby)	-ve	+ve	n/a	n/a	n/a	n/a	✓✓	yes	Other Initiatives
Business support for existing and new businesses.	-ve	+ve	n/a	n/a	n/a	n/a	✓	yes	Other Initiatives
Promote centre, activities, etc.	-ve	+ve	n/a	n/a	n/a	n/a	✓✓✓	yes	Other Initiatives
Introduce integrated public art programme linked to strong	-ve	+ve	n/a	n/a	n/a	n/a	✓✓✓	yes	Other Initiatives

Table A1.4 Sutton in Ashfield – Testing Potential Projects against Key Indicators (Table A1.1)

Key Indicator for Success (Table A1.2)	Potential Projects (See Table A1.2)																								
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Support viability and vitality of town centre																									
Support future competitiveness																									
Support new and existing businesses																									
Increase footfall through centre																									
Improve safety / reduce crime in town centre at night																									
Improve cultural offer																									
Reconnect and strengthen links within and across the centre																									
Enhance public realm																									
Develop local distinctiveness and identity																									
Improve streetscape																									
Create a sense of place																									
Improve linkages to open space																									
Introduce residential units																									
Improve mix of housing																									
Improve night time economy																									
Improve cycling and pedestrian routes																									
Improve access for less able																									
Improve bus station area																									
Score:	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1-4 = ✓, 5-8 = ✓✓, 9-12 = ✓✓✓, 13-16 = ✓✓✓✓, 17-20 = ✓✓✓✓✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Table A1.5 Sutton in Ashfield – Identifying the Priority Projects

Development Area / Potential Project (see Table 1.3 for project details)	Planning Policy	Traffic Impact	Delivery	Consultation	Priority Projects - decision	Emerging Priority Project Reference
Town Centre Core						
5,6	✓	✓	✓	✓	Proceed	1A
21	✓	✓	✓	✓	Proceed	1B
10	✓	✓	✓	✓	Proceed	1C
17	✓	✓	✓	✓	Proceed	1D
19,20	✓	✓	✓	✓	Proceed	1E
18	✓	✓	✓	✓	Proceed	1F
Business & Community Quarter						
15,16	✓	✓	✓	✓	Proceed	2A
Gateways						
1,2,3,4	✓	✓	✓	✓	Proceed	3A
7,8,9	✓	✓	✓	✓	Proceed	3B
11,12	✓	✓	✓	✓	Proceed	3C
13,14	✓	✓	✓	✓	Proceed	4A
Other initiatives						
22,23,24,25	✓	✓	✓	✓	Proceed	Shared Initiatives

Table A1.6 Sutton in Ashfield –The Priority Projects

Priority project
Town centre core
1A. Redevelopment of ASDA area
1B. Portland Square
1C. Portland Street / Outram Street
1D. King Street area
1E. Barriers to movement
1F. Residential units at upper levels
Business and Community Area
2A. Civic Square and mixed use
Gateways
3A. Forest Street Gateway
3B. Outram Street Gateway
3C. High Pavement Gateway
Employment and Residential Areas
4A. Reform Street, the Twitchells and Quarry Yard area
Shared Initiatives

A2 Identification Process for Potential Projects - Kirkby in Ashfield

A2.1 Key Indicators

Building on the outputs of evidence review, policy guidance in PPS6 and the stakeholder workshops, described in Section 2 of the Masterplan report, a series of 'key indicators for success' were identified against which emerging options could be tested (Table A2.1 below).

Table A2.1: Key Indicators for Success

Key Indicator	Kirkby in Ashfield
Support viability and vitality of the town centre	✓
Support future competitiveness	✓
Support new and existing businesses	✓
Increase footfall in centre	✓
Improve safety / reduce crime in the town centre at night	✓
Enhance the public realm	✓
Develop local distinctiveness and identity	✓
Improve the streetscape	✓
Create a sense of place	✓
Improve linkages to open space	✓
Introduce residential units	✓
Improve the mix of housing	✓
Improve the night time economy	✓
Improve cycling and pedestrian routes	✓
Improve access for less able	✓
Reduce congestion on Station Road/ Urban Road/ Diamond Ave	✓
Improve traffic circulation between Lowmoor Road and Station Street / Kingsway	✓
Redevelop the Precinct	✓
Make better use of car parking areas	✓
Reduce retail vacancy rates	✓
Increase demand for retail services	✓

A2.2 Opportunities in Kirkby in Ashfield Town Centre

The greatest opportunity for Kirkby in Ashfield town centre is provided by the **redevelopment of the Precinct / Co-op area**. This is vital in terms of the need to first halt, and then to turn around, the decline of recent years, improve the image, the development mix and offer of the town centre, and act as a catalyst for wider redevelopment.

Redevelopment of this area can be combined with the creation of a **new Town Centre Civic Square** to act as a focus for community activities, including a relocated market. This would bring significant improvements to the environment of the centre and create a new 'heart' to the town. With **associated residential accommodation at upper floor levels**, there is a chance to recreate a traditional town centre, which would draw people to and through it, and strengthen the link between the Public Square and other town centre activities.

There may also be opportunities to secure improvements to traffic movements, relieving congestion on Station Street and other town centre roads.

Land to the south of Ellis Street also offers opportunities for **mixed use development**, delivering a high quality frontage to the new Civic Square and including a new bus stopping area.

Opportunities exist to improve the town centre offer by building on and supporting existing uses. For example, there is the potential for housing within and close to the town centre to increase footfall in the town centre, improve natural surveillance and reduce crime. The additional spending power will assist in supporting local businesses. Recent planning permissions and developer interest indicate a demand for residential accommodation within this area.

A2.3 Identification of Potential Projects

A number of potential projects were generated for each town centre, based upon opportunities identified by the research conducted by the consultants and ideas generated by the stakeholder workshop. These potential projects are listed in Table A2.2.

For those opportunity sites capable of alternative development mixes, a series of different land use options were generated.

A2.4 The Testing Process

Each potential project / option was tested (Table A2.3) against the following:

- Do something / do nothing scenarios – with a positive or negative score recorded;
- Where different development options were identified these were assessed in terms of their contribution to the key indicators and a preferred option identified;
- Each potential project and each preferred option was 'scored' against the key indicators (Table A2.4) and the results fed into table A2.3;
- Successful projects were identified and grouped into development areas.

The potential projects which emerged from this process were then assessed (Table A2.5) against:

- Current and emerging planning policy in order to identify major policy constraints;
- A high level traffic assessment, drawing on the expertise and knowledge of traffic generation by similar developments, but in the context of the two centres. This did not involve any modelling work.

- A 'market reality check' undertaken by Innes England, drawing on their local knowledge and expertise.
- Results of the consultation events and feedback from key stakeholders, including Ashfield District Council.

Table A1.5 sets out the results of this process for Sutton in Ashfield.

A2.5 Priority Projects

The output of this process was a set of 'Priority Projects', of various sizes, each of which has the potential to contribute to the delivery of the key indicators for success identified for a healthy future for the two centres. The projects included a mix of public and private sector lead schemes, some capable of early delivery, whilst others requiring a longer delivery process.

These Priority Projects are listed in Tables A2.6.

Table A2.2 Kirkby in Ashfield – Schedule of Potential Projects

Potential Project Number	Schedule of potential projects
1	Complete pedestrian / cycle linkage from Millers Way north across open areas, connecting where possible to adjoining areas, especially hospital.
2.	Gateway site - Car sales showroom Portland Street / Station Street – redevelop announcing arrival in town centre. Option testing required.
3.	Improve environment of Pond Street and reduce traffic conflicts by making Street no entry at Ellis Street Junction (remains two way for residents).
4.	Land south of Ellis Street / west of Pond Street - redevelopment including consideration of new bus stopping area. Option testing required.
5.	Precinct redevelopment – design principles to include provision of new road across site linking Precinct Road and Lowmoor Road and creation of strong pedestrian links with adjoining areas. Option testing required.
6.	Outdoor market to move to Lowmoor Road car park to reduce impact of vacant stalls on precinct and to create more focused market area in short term.
7.	Remodel car park to form new public space and focal point for centre. Option testing required.
8.	Create road link across the car park from Tennyson Road (make one way) through to Hodgkinson Road and develop site for residential purposes, retaining small car park to serve school and Connexions Centre. Option testing required.
9.	Gateway development - redevelop vacant land (Lindleys Lane) in association with redevelopment of Somerfield store. Option testing required.
10.	Gateway – Kingsway, Shop enhancements.
11.	Gateway – Kingsway, when opportunity arises secure redevelopment of sites. Option testing required.
12.	Introduce residential units above retail units where opportunities allow
13.	Gateway – Lowmoor Road, when opportunity arises seek redevelopment of key sites along Lowmoor Road and secure gateway standard development. Option testing required.
14.	Town centre manager

Potential Project Number	Schedule of potential projects
15.	Shop enhancement scheme for Station Street / Lowmoor Road
16.	Business support for existing and new businesses
17.	Promote centre, activities etc
18.	Introduce integrated public art programme, linked to strong identity / theme / image for centre.

Table A2.3 Kirkby in Ashfield Project / Options Testing

Potential Projects	Do Nothing	Do Something	Mixed Use Option	Single Use Housing Option	Single Use Retail Option	Single Use Employment Option	Delivers key indicators (Table A1.8)	Proceed	Development Area
Pedestrian / cycle linkages Miller Way	-ve	+ve	n/a	n/a	n/a	n/a	✓	No	Part of Movement Strategy
Portland St / Station St Gateway	-ve	+ve	preferred option				✓✓✓	Yes – mixed use	Gateway
Pond Street - no entry at Ellis Street Junction	-ve	+ve	n/a	n/a	n/a	n/a	✓	Yes	Town Centre and Core Retail Area
Redevelopment of land at Ellis Street / Pond Street including bus stopping area	-ve	+ve	preferred option				✓✓✓✓✓	Yes – mixed use	Town Centre and Core Retail Area
Precinct redevelopment	-ve	+ve	preferred option				✓✓✓✓✓✓	Yes – mixed use	Town Centre and Core Retail Area
Short term market move to Lowmoor Road Car Park	-ve	+ve	n/a	n/a	n/a	n/a	✓✓✓	Yes	Town Centre and Core Retail Area
New Civic Space and focal point	-ve	+ve	preferred option				✓✓✓✓✓	Yes	Town Centre and Core Retail Area
Development of part of car park Tennyson Road	-ve	+ve		preferred option			✓✓✓✓	Yes	Residential use
Re-development - Lindleys lane / Urban Road	-ve	+ve	preferred option				✓✓✓✓	Yes – mixed use	Gateway
Kingsway, Shop enhancements	-ve	+ve	n/a	n/a	n/a	n/a	✓✓✓	Yes	Gateway
Kingsway redevelopment opportunities	-ve	+ve	preferred option				✓✓✓✓	Yes – mixed use	Gateway
Residential units above shops	-ve	+ve	n/a	n/a	n/a	n/a	✓✓✓	Yes	Town Centre and Core Retail Area
Lowmoor Road Gateway	-ve	+ve	preferred option				✓✓✓✓	Yes – mixed use	Gateway

Potential Projects	Do Nothing	Do Something	Mixed Use Option	Single Use Housing Option	Single Use Retail Option	Single Use Employment Option	Delivers key indicators (Table A1.8)	Proceed	Development Area
Town centre manager	-ve	+ve	n/a	n/a	n/a	n/a	✓✓✓	Yes	Other initiatives
Shop enhancement Station Street / Lowmoor Road	-ve	+ve	n/a	n/a	n/a	n/a	✓✓✓	Yes	Town Centre and Core Retail Area
Business support for existing and new businesses	-ve	+ve	n/a	n/a	n/a	n/a	✓✓	Yes	Other initiatives
Promote centre, activities	-ve	+ve	n/a	n/a	n/a	n/a	✓✓✓	Yes	Other initiatives
Introduce public art, theme, image, identity	-ve	+ve	n/a	n/a	n/a	n/a	✓✓✓	Yes	Other initiatives

Table A2.4 Kirkby in Ashfield – Testing Potential Projects against Key Indicators (Table A1.1)

Potential Projects (See Table A1.6)																		
Key indicators for Success (Table A1.2)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Support viability and vitality of town centre																		
Support future competitiveness																		
Support new and existing businesses																		
Improve safety / reduce crime in town centre																		
Reduce congestion on Station Street / Urban Rd / Diamond Ave																		
Improve traffic circulation between Lowmoor Rd and Station St / Kingsway																		
Redevelop the Precinct																		
Make better use of car parking areas																		
Reduce retail vacancy rates																		
Increase demand for retail services																		
Increase footfall within centre																		
Develop local distinctiveness and identity																		
Create a sense of place																		
Improve linkages to open space																		
Improve streetscape																		
Improve quality of life																		
Enhance public realm																		
Improve residential mix																		
Introduce new residential units																		
Improve access for less able																		
Improve cycling and pedestrian routes																		
Score: Score: 1-4 = ✓, 5-8 = ✓✓, 9-12 = ✓✓✓, 13-16 = ✓✓✓✓, 17-20 = ✓✓✓✓✓ 21-24 = ✓✓✓✓✓✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Table A2.5 Kirkby in Ashfield – Identifying the Priority Projects

Development Areas	Planning Policy	Traffic Impact	Deliverability	Consultation	Priority Project - decision	Emerging Priority project reference
Town Centre and Core Retail Area						
6,7	✓	✓	✓	✓	Proceed	1A
15	✓	✓	✓	✓	Proceed	1B
12	✓	✓	✓	✓	Proceed	1C
5	✓	✓	✓	✓	Proceed	1D
4	✓	✓	✓	✓	Proceed	1E
Gateways						
13	✓	✓	✓	✓	Proceed	2A
2	✓	✓	✓	✓	Proceed	2B
10,11	✓	✓	✓	✓	Proceed	2C
Other Initiatives						
14,16,17,18	✓	✓	✓	✓	Proceed	Shared Initiatives
Failed Potential Projects					Comment	
Pedestrian / cycle linkages Miller Way	✓	✓	✓		Movement Strategy	
Pond Street - no entry at Ellis Street Junction	✓	✓	✓	Fail	Local opposition	
Development of part of Tennyson Road car park	✓	✓	✓	Fail	Local opposition - retain as car park to support centre	
Re-development - Lindleys Lane	✓	✓	Fail	Fail	Retail redevelopment unlikely to be delivered by market, local opposition to residential development, support for retention of site for swimming pool	

Table A2.6 Kirkby in Ashfield –The Priority Projects

Priority Project
Town Centre Civic Square and Core Retail Area
1A. Civic Square
1B. Shop enhancement
1C. Residential units at upper levels
1D. Redevelopment of Precinct
Mixed Use Area
1E. Ellis Street / Pond Street area
Gateways
2A. Lowmoor Road Gateway
2B. Portland Street Gateway
2C. Kingsway Gateway
Shared Initiatives

A3 Summary of Comment Card Responses from Consultation Event (October 2006)

A3.1 Sutton in Ashfield - Summary of Comment Cards:

Traffic - Pelican crossing Outram Street near Northern bridge; link High Pavement / Sutton Centre / Outram street for those with mobility difficulties; demolish and redevelop Outram Street from New Cross to Portland Square; pedestrian lights top of bus station moved to Fox Street; open up Portland Square; traffic congestion around Portland Square; open Portland Square to traffic; new crossing on Outram Street near Stoney Street; promote cycle path into town centre.

Other issues – trees need to be removed as they obscure CCTV; cinema; heritage centre; more trees; more dog bins; extend gateway area to new Cross Area; more cultural amenities; theatre; community centres; do not have a gateway link Kings Mill B & Q; market in Portland Square; too many cafes; better vision around pedestrian areas for vehicles; Outram Street past Northern Bridge to be developed for housing; replace Sutton Library; retail sundial; safety at night; no four storey flats; information vague; police area; plenty of bright lights; better taxi ranks; open area café not worked in Mansfield; more cafes; issues on Stoney Lane car park; tackle root causes of decline; mixed development not a good idea, more lights and security, more cafés/entertainment.

Comments were also sought on the need to identify a positive and innovative image for Sutton in Ashfield to guide the future promotion of the centre. Suggestions received included sundial; tram; heritage; market town; community spirit; third largest town in Notts; Idlewells and indoor market; gateway to Notts / Derbys; Lawrence; Larwood; leisure; signpost with name.

A3.2 Kirkby in Ashfield – Summary of Comment Cards

Traffic management issues

There is little doubt that there is an overwhelming view held by those who commented that the masterplan proposals will fail unless action is taken to address perceptions relating to traffic flows, congestion and movement around the centre of Kirkby.

Other suggestions relating to traffic movement included Lowmoor Road re-opened to traffic; return to pre-pedestrianised routes; make Ellis Street and School Street two way; reduce / remove the number of traffic lights on Station Street; install mini islands used in place of traffic lights; divert buses off Station Street / no stops on Station Street; introduce weight restrictions on routes through the centre; retain (free) car parks; do not include new road; remove parking on Station Street and use for buses; remove one way system; remove Kirkby central College to improve roads; retain two way traffic on Pond Street.

Those in favour of the proposals supported the use of under-used car parks and better through traffic route with new road. Verbal comments of support were noted from participants who agreed with the strategy to bring back town centre living, who felt the proposals were a way forward for the future, and who wanted to see bus stops retained on Station Street.

Other issues

Other issues raised related to:

- **Buses** – re-route or move bus stops away from the traffic lights; provide a bus station in Ellis Street; buses to use Tennyson Street instead of causing congestion; bus stops to

be removed from main roads; public transport waiting improvements; Ellis Street not considered suitable for buses; better public transport routes required.

- **Retail** – attract another small supermarket; more shops; redevelop precinct and replace with one like Idlewells; inside shopping and market; covered precinct; reduce shop rents; attract major retailer through precinct redevelopment; rebuild precinct on Pond Street; create clean; vandal proof precinct with roof; more diverse shops; reduce takeaways; more shoe shops; quality retail; small shops rather than Tesco; stop encouraging shopping in Sutton; more assistance to shops; less banks, hairdressers and estate agents; return market to Ellis Street; encourage competition for Co-op.
- **Other** – covered market; insufficient detail; more bins; less rubbish; more activities in Kirkby; waste of money; swimming pool needed; more facilities for children; knock down and rebuild centre; get Kirkby back to what it was; more for younger people; remove kebab sign; better town centre; focal point; more trees; support safe shopping; town centre manager; more buses after 6.30pm; water fountains; no houses on Lindleys lane; healthy eating and restaurants; finance to enhance existing shops; no more factories; cinema; more public art; residential development generates traffic; better policing; dialogue with county councillors; impact of residential units on school; no more houses; scrap Masterplans and start again; too many houses for the road system; more for teenagers; cleaner streets; relocate police station to centre of Kirkby and open it 24 hours; plans are a shambles; remove yobs; more police on beat; locate industrial development outside town; demolish Station Street and rebuild; remove Larwood statue to Nuncargate; grant improvements to shops; more night life; go back to Kirkby as a village; gate up precinct; civic square not approved of; pedestrian bridge by Nags Head; redevelop Kingsway area from cinema to garage.

Comments were also sought on the need to identify a positive and innovative image for Kirkby in Ashfield, to guide the future promotion of the centre. Suggestions received included statue; railway heritage; mining heritage; hosiery heritage; ash tree; Robin Hood; more things for young to do; town in the country; cricketers; sport.

A4 Summary of Responses from Stakeholder Workshop (October 2006)

A4.1 Result of public consultation workshop 20th October 2006

'Votes and Notes'

At the workshop, stakeholders were asked to 'vote' indicate whether in their opinion, the proposals set out in the two masterplans were 'about right'.

Where they had particular issues relating to specific details / sites, they were asked to 'note' these.

A4.1.1 Votes

Yes – 8

Qualified 'Yes' - 3 (Sort traffic at Kirkby, Yes to Sutton especially the leisure centre)

One detailed response – concentrate on proposed road in Kirkby through Co-Op car park, sort out traffic, undertake redevelopment which looks good and move shops from Kingsway / Station Street to new development, financially enable shops on Lowmoor Road to improve appearance, introduce large food store but not ASDA – all this will ensure survival of Kirkby.

No – 43 (including 3 'notes' responses)

A4.1.2 Notes

General -

- Start where priorities start
- Address traffic problems in Kirkby before anything else
- Need more parking, preferably free
- No apparent incentive to get investors to come to Kirkby
- Want covered shopping area rather than incidental street furniture – think bigger
- Clean area up before spending money (Sutton)
- Road repairs need doing first
- Where will money come from to undertake work – taxpayers?
- Bus station would be nice

Kirkby in Ashfield

- Build better pedestrian way
- Real time public transport information
- Engage bus companies to promote public transport
- Build better townscape by improving street furniture
- More public art
- More pedestrian signage
- Make plans for public information facilities
- More safety features – Nags Head
- Improve pedestrian access from town
- Undercover market
- Better taxi facility

- Better public transport / bus station
- bus station on Ellis Street
- Wall by library to close precinct
- Traffic lights out button island in
- Make provision for youth facilities and engagement
- One indecipherable comment

No Notes for Sutton in Ashfield