

VISION2040 BASSETLAW



CONTENTS

PAGE

- 3. Introduction by the Leader of the Council
- 4. The Place
- 7. Transforming Bassetlaw
- 8. The Council in Context
- 10. Our Vision and Mission
- 14. Identity
- 16. Skills
- 18. Business
- 20. Environment
- 22. Facilities for All
- 24. Healthy District
- 26. Transformation

Front cover: Tuxford

Back cover: Fusion Cafe, Worksop

INTRODUCTION BY LEADER OF BASSETLAW DISTRICT COUNCIL, JULIE LEIGH

BASSETLAW IS ON THE BRINK OF SOMETHING EXTRAORDINARY.

From delivering the country's first prototype fusion energy plant at West Burton, to hosting a groundbreaking, energy-secure data centre at Cottam, our district is becoming a national leader in clean energy, innovation, and high-tech industries. These projects, alongside major investments in our town centres will create thousands of skilled jobs and new opportunities for our residents.

We're working in partnership with central government, the East Midlands Mayor, and key organisations – including the police, health services, and leisure providers – to revitalise our town centres and bring vacant sites back into use. Major initiatives include the Safer Streets programme, building decarbonisation, improvements to public realm and the Town Hall in Retford, the creation of a Health and Wellbeing Hub and the redevelopment of the Priory Centre in Worksop. Together, these projects will improve public safety, access to health and leisure services, and create resilient, future-ready public spaces.

We've made great progress on Vision 2040 and are updating our plan to build on this success and prepare for upcoming changes in local government, which will bring significant changes to how local services are delivered.

Our update to Vision 2040 shows how we'll use our progress to deliver bold, inclusive, and sustainable improvements for everyone in Bassetlaw. It is built around a clear mission to support our people, neighbourhoods, and economy through transformation, while laying the foundations for a clean, green, high-tech future. It also ensures that we remain financially resilient and ready for the transition to a new unitary council.

Our plan focuses on what matters most to our residents – creating good jobs, supporting thriving businesses, providing quality homes, and ensuring strong, healthy and safe communities.

The next two years will be critical. Together with our residents, businesses, and partners, we can turn this once-in-a-generation opportunity into a lasting legacy of prosperity and sustainability for everyone in Bassetlaw.

Julie Leigh
Leader of Bassetlaw
District Council





Retford

THE PLACE

Bassetlaw is a great place to live, work and visit with historic town centres, a patchwork of villages and parishes, stunning countryside and superb connectivity. As the second largest and most northern Nottinghamshire district, bordering South Yorkshire, Lincolnshire and Derbyshire, Bassetlaw has strong economic, heritage and cultural links across the East Midlands and beyond.

Characterised by an abundance of green open space, our historic market towns of Worksop and Retford - as well as its surrounding villages - offer residents and visitors a wide range of leisure, heritage and cultural facilities: from Creswell Crags, Clumber Park and the Welbeck Estate to the Priory Gatehouse, Chesterfield Canal, Mayflower Pilgrims Gallery, and Bassetlaw's Green Flag Award winning parks.

The growing town of Harworth and Bircotes offers easy access to South Yorkshire and the north

of England via the A1 and M18 road networks and from Retford, you are less than two hours from London, Birmingham, Manchester and Newcastle by train. Our unique location gives access to the economies of both the Midlands Engine and the Sheffield City Region which makes Bassetlaw a very attractive place to do business. Well-established manufacturing, warehousing and logistics providers already call Bassetlaw their home, as well as multi-national businesses such as Laing O'Rourke, DHL, Cerealto, Brunton Shaw and Trelleborg

which all have operations in the district.

Bassetlaw was once a heartland of coal-fired energy production with three power stations within its borders. And now, with recent announcements, it will be at the forefront of developing clean energy and advanced technologies for net zero Britain. These multi-billion projects will provide new opportunities for residents and businesses in research and development, green technologies and advanced manufacturing and engineering.



Bassetlaw sits in the heart of the East Midlands with superb road and rail connectivity to the rest of the UK.



Worksop overlooking Sandhill Lakes



Idle Valley, Retford

TRANSFORMING BASSETLAW

Our journey to transform the district continues. We have a growing population, above average economic activity and planned housing growth for future employees.

Bassetlaw is a district full of potential. With over 124,900 residents, our population continues to grow with a notable increase in the number of under 15-year olds, providing the workforce of the future.

The vast majority of the working age population in Bassetlaw has at least one qualification (94.1%), with GCSE attainment in Maths and English by age 19 being high at 77.6%. Just under a third of residents are educated to degree level and above. We have a strong culture of apprenticeships dating back to the coal-fired power stations of the 1960s.

As a result, 1078 new apprenticeships were started in 2023/24. Bassetlaw has approximately 56,000 homes spread across 63,688 hectares of stunning countryside and benefits from over 10,000 acres of woodland. People are generally happy (7.4 out of 10) and satisfied with life (7.4 out of 10).

Overall satisfaction with the local area as a place to live is good at 64.0% and we aspire to raise this further. Housing growth in Bassetlaw continues to progress, with the Local Plan setting out a requirement for 11,195 new homes by 2038. Much of this need has already been met through completed developments, existing planning permissions, or sites identified in Neighbourhood Plans. This leaves a remaining requirement of 2,387 homes to be allocated by 2038.

Bassetlaw is also a great place to do business with two business forums and a Business Improvement District (BID) in place. We have 4255 enterprises in Bassetlaw and our three-year business survival rate is 58.3%. We have an economic activity rate of 75.6% and the average annual salary is £29,434. We aim to raise these indicators over the life of this plan.



Memorial Gardens, Worksop

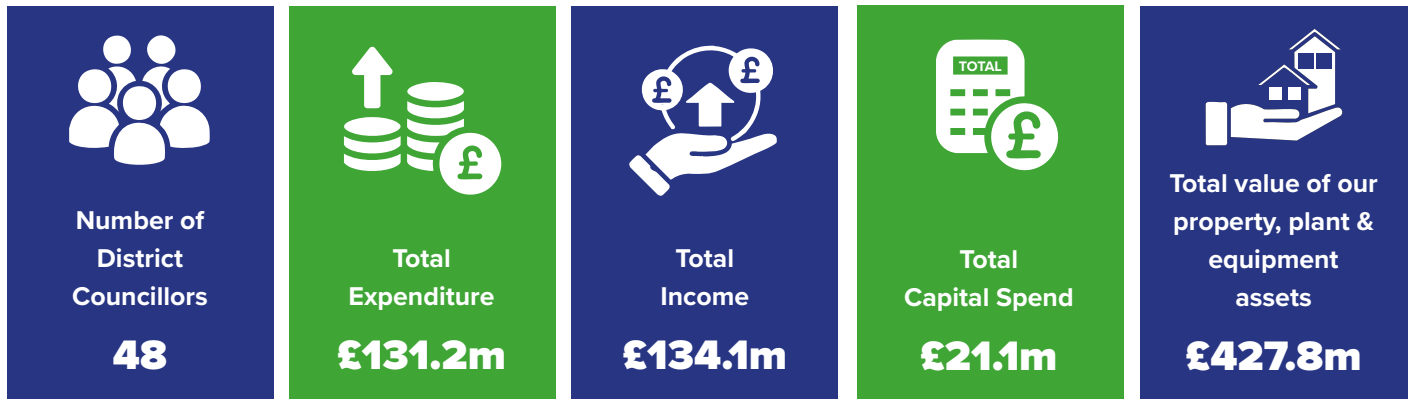
THE COUNCIL IN CONTEXT

Bassetlaw District Council is a lower-tier local authority for North Nottinghamshire, responsible for delivering a wide range of essential services to residents and businesses across Worksop, Retford, and surrounding rural communities.

As a district council, it oversees services such as planning and development, housing, waste collection and recycling, environmental health, licensing, leisure services, and economic regeneration.

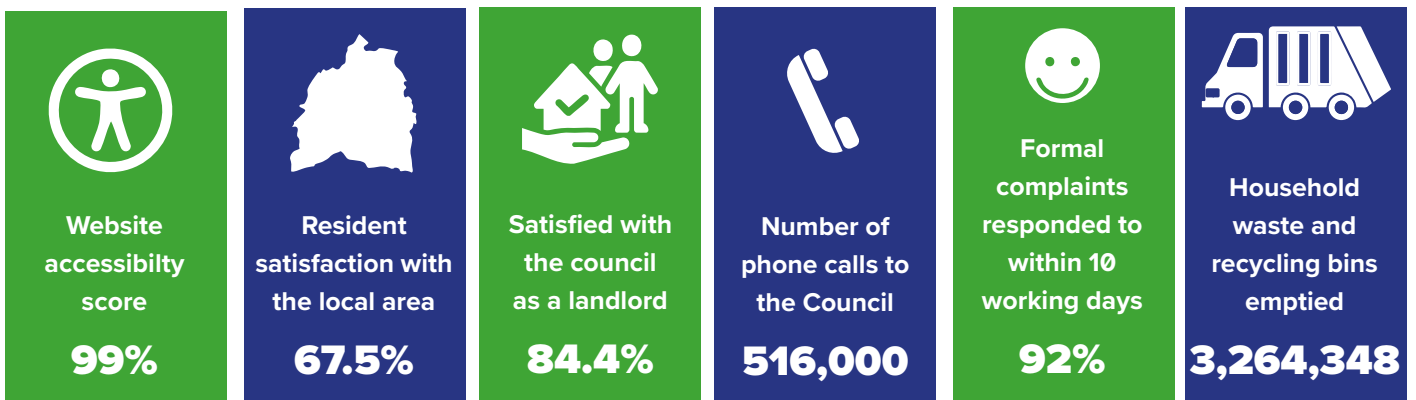
The council works to create a safe, sustainable, and inclusive district by engaging with local people, supporting growth, and protecting the environment ensuring that every neighbourhood can thrive.

THE COUNCIL:



We have delivered a wide range of outcomes for our communities. Highlights from 2024/25 include:

HOW WE PERFORM:



OUR VISION AND MISSION

Vision 2040 set the context for where the district was in 2023 and our aspirations for 2040. In the light of our recent achievement and pending Local Government Reorganisation it is important that we set our aspiration for the next two years of transition leading up to the new authority, but also establish clear aspirations for the area that will carry forward as a legacy to the new authority.

We have already made great strides on our journey to transform the district. We have a growing population, above average economic activity and planned housing growth for future employees. We adopted our Local Plan in 2024 and this provides a clear focus for our ambitions plans to transform the district.

OUR VISION

For Bassetlaw to become the greenest, most sustainable district in which to live and work, building on its legacy of energy production, manufacturing and logistics to power the net zero economy.

Our vision keeps us focused on the future, to create a district that leads the way in clean energy, sustainable development, and green innovation. Building on our industrial heritage to power the net zero economy, we will attract investment, and deliver lasting benefits for residents, businesses, and the environment.

OUR MISSION

“To deliver bold, inclusive, and sustainable change for Bassetlaw – supporting our people, neighbourhoods, and economy through transformation.

Our mission keeps us focused on what matters most: leading with purpose and confidence to create lasting benefits for everyone. It means maintaining financial sustainability and resilience, ensuring a smooth transition to a future unitary council.

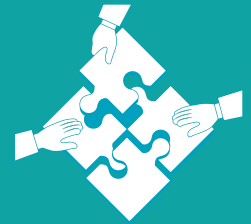
OUR VALUES

Our values are the things we believe in and the way we choose to work. They guide how we make decisions, treat each other, and deliver services for our communities. Having clear values matters because they help everyone pull in the same direction, build trust, and make sure we do the right things in the right way – especially when big changes are happening.

The following five values shape everything we do – representing what we stand for and what people can expect from our organisation:

Together, we can do more

We work together, and with partners and the community, to improve the lives of Bassetlaw residents and businesses.



We make sure no one is excluded, discriminated against or left behind. We understand that some people may need more help to access services.

Everyone Counts

Open and Honest

We provide easy to access information and respond in a timely manner. We listen and are respectful and clear about why we have made a decision. We take accountability when we get things wrong and if we can't help, we explain why and tell you who might.



We aim to be innovative and ambitious, creating opportunities for residents and businesses of Bassetlaw to succeed.

Aspirational

Service Excellence

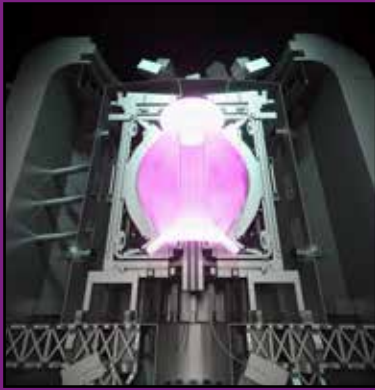
We aim to provide you with high quality services by ensuring all our staff have the right information, qualifications and competencies to excel in their role.



Our Plan is based on six strategic 'pillars' or foundations:

IDENTITY

We will build a stronger sense of identity for Bassetlaw as a place to live and work, rooted in its commitment to powering the net zero economy.



SKILLS

We will develop the skills that will be needed to power the UK's manufacturing industry and green economy, using wage growth to address deprivation and inequality.



BUSINESS

We will become a great place to 'do business' by proactively investing in offices, connectivity and supporting infrastructure.



ENVIRONMENT

We will mitigate the impacts of climate change through green energy planning, improving building efficiency and enhancing natural environments.



FACILITIES FOR ALL

We will promote partner investment in high quality education, health and other facilities which should be easy for everyone to access.



HEALTHY DISTRICT

We will encourage sustainable living and promote good mental and physical health for all Bassetlaw residents.



In addition to these ambitions, we are introducing a new pillar:

TRANSFORMATION

Transformation is about creating a modern, resilient, and forward-looking council that delivers Vision 2040 and enables reorganisation - embracing innovation, driving regeneration, and supporting inclusive growth. While we transform, we remain focused on getting the basics right: running the council and its services safely, efficiently, and effectively every day. This means maintaining strong legal, financial, and governance arrangements to ensure transparency, accountability, and longterm sustainability.



Our approach to transformation is grounded in:

User-focused services:

We design and deliver services around the needs of our residents, engaging with communities and partners to ensure responsiveness, accessibility, community safety, and value for money.

Data-led decision-making:

We use performance data, resident feedback, and service intelligence - supported by active stakeholder input to guide our priorities, allocate resources, and continuously improve.

Innovation:

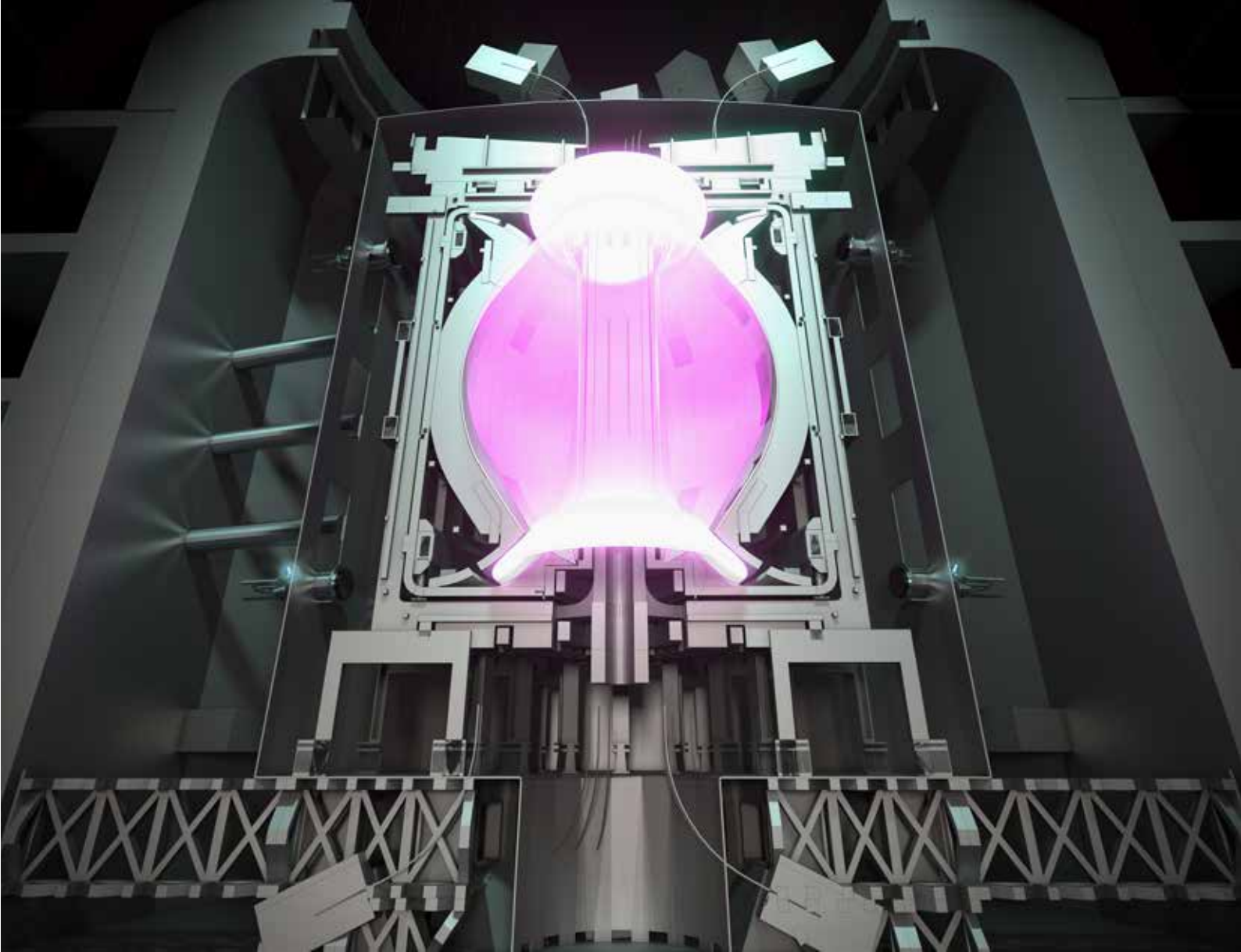
We lead from the front and learn from the best, working collaboratively with stakeholders to utilise modern digital platforms, automation, and AI to improve efficiency, enable self-service, and support our internal and external customers.

Assurance and oversight:

We maintain robust oversight through internal audit, member scrutiny, risk management, and transparent reporting - supported by open engagement with stakeholders to ensure accountability and public trust.

People and Partnerships:

We learn and work together, and support staff to maximise their potential. We prioritise wellbeing and corporate safety, ensuring staff can work confidently and securely. By investing in talent and fostering strong partnerships, we build resilience and readiness for change, enabling the organisation to thrive through transition.



Artist impression of a STEP Fusion Reactor Vessel that could be built at West Burton

IDENTITY

As Bassetlaw prepares for transition under Local Government Reorganisation, we remain focused on strengthening its identity as a place of innovation and opportunity. While council structures may change, Bassetlaw's legacy in clean energy, manufacturing, and sustainability will continue to shape the region. Our ambition is to ensure Bassetlaw's role in innovation and powering the net zero economy is recognised and carried forward within the new authority.

Since we agreed Vision 2040;

- We have taken a lead on progressing and promoting the STEP Fusion project as a flagship development in Bassetlaw. Work is in hand to turn the 550 acre site into a premier fusion energy and business location. Building on this opportunity we have also taken a lead on the development of the Trent Valley Super Cluster vision which looks at the opportunities provided by the former coal fired power stations sites along the Trent Valley.
- We provided a wide variety of local community voluntary organisations and arts and heritage groups with over £400k of government Shared Prosperity grant funding and invested £207k to improve green spaces in Bassetlaw
- We established Worksop Together Board which has a long-term vision for Worksop and we are working with local partners to drive forward the £20m Pride in Place initiative in Worksop.
- We have been selected as a national early adopter for the High Street Rental Auction initiative which aims to bring vacant premises back to use and improve vacant shop fronts on our high streets, making them more attractive to tenants.
- Significant progress has been made on developing a strong brand and identity to market the district. We have launched the Visit Bassetlaw website and a “Rediscover your own backyard” campaign to promote the best that Bassetlaw has to offer to our residents and visitors.

Transition ambitions

- Build on our engagement with the local community to ensure the council can incorporate local priorities in local government initiatives and transformation.
- Support rural communities and parishes through increased engagement and active participation in coordination with local neighbourhoods.

Legacy ambitions

- We continue to implement masterplans and Neighbourhood Plans for Worksop, Retford, Harworth Bircotes and Tuxford town centres, including through the delivery of Levelling Up Fund and UK Shared Prosperity Fund projects.
- Continue to lead on progressing and promoting the STEP project and Trent Valley Super Cluster Vision.
- Continue to build a strong brand and promote Bassetlaw to improve the visitor economy





Students get hands on heritage construction skills

SKILLS

Highly skilled jobs are key to raising wages and improving living standards for local people. Our ambition is for Bassetlaw to develop the skills needed to power the UK's manufacturing industry and green economy, using wage growth to address deprivation and inequality.

Some of the initiatives already underway that will help to deliver this ambition over the next four years:

- We have undertaken a district-wide Skills Audit to identify emerging skills gaps so we can support local businesses to improve their productivity, as well as helping education providers shape their curriculum offer to meet employer demand.
- We continue to work to ensure new inward investment into Bassetlaw is tied to apprenticeship and skills training.
- We have established an education outreach taskforce to bring stakeholders together and support schools with access to high quality student placement opportunities for young people.
- We are in the process of setting-up 'Bassetlaw Apprenticeships' to manage the quality and quantity of apprenticeships across the district.
- In partnership with the UK Atomic Energy Authority we have opened the world's first Fusion Energy Café which acts as a base for our STEP outreach education programme.

Transition ambitions

- We are supporting training and development for council staff to enable them to progress their careers in advance of Local Government Reorganisation.
- We will continue to enhance our leadership and management capabilities to boost employee engagement, ensuring the effective delivery of our corporate strategies. This will help build organisational resilience and position the council as an employer of choice, attracting and retaining talent throughout the transition to Local Government Reorganisation.

Legacy ambitions

- Develop a future-ready workforce and raise aspirations by implementing a new district-wide Skills Strategy, maximising the skills of our residents.
- Expand Bridge Skills Hub offer, including sector specialisms and Job Shop for employment support.
- Deliver STEP Fusion and Science, Technology, Engineering, and Mathematics outreach programmes linked to strategic growth sites to inspire careers in advanced technologies.





Carolgate, Retford

BUSINESS

The Council continues to be proactive in bringing forward growth and infrastructure investment.

Key achievements include:

- We have ensured the principals of initiatives such as the Trent Valley Supercluster are embedded in regional and national strategic plans.
- Delivery of UK Shared Prosperity Fund projects are in-progress in coordination with the East Midlands Combined County Authority to secure future regional investment into Bassetlaw to support local businesses to grow, innovate and reduce their carbon footprint while supporting social inclusion.
- Supported services for small and micro-businesses to encourage growth and help with start-up and marketing costs.
- Implementing our commercial strategy to generate income, support frontline services, and embed a more commercial minded approach across the council.

Legacy ambitions

- Drive business growth and attract inward investment by developing an Inward Investment Strategy for business growth to promote Bassetlaw and increase the profile of the district.
- Regenerate places and prepare for strategic growth by delivering the High Street Rental Auction Programme and successfully delivering government funded regeneration projects.
- Further develop the Bassetlaw Business Alliance to grow the local economy by helping build and promote profitable relationships which benefit existing Bassetlaw companies.
- Engage with the East Midlands Combined County Authority to ensure Bassetlaw district and businesses is incorporated in emerging regional strategic development frameworks such as the East Midlands Investment Zone.
- Support the East Midlands Combined County Authority in facilitating the Trent Valley Supercluster.
- We will increase the business rates baseline by attracting new businesses to the area.
- Ensure that our local-authority trading company “S80 Partnership Limited” effectively supports council initiatives attracting new business and delivering improved services to current businesses. This partnership brings benefits to local businesses, the local economy and the community.
- Review our Building Control service to ensure it provides competitive services.
- Ensure street trading is lawful, policy-led, and supported by clear communication, fair licensing, and effective enforcement.





Wind turbines, rural Bassetlaw

ENVIRONMENT

We continue to work to mitigate the impacts of climate change through green energy planning, improving building efficiency and enhancing Bassetlaw's natural environments.

Key achievements include:

- Working with partners we are finalising a green Local Area Energy Plan for Bassetlaw, enabling controlled growth of energy generation projects across the district.
- We have implemented an Emissions Strategy and are making excellent progress in reducing the Council's operational emissions to net zero by 2030, which includes the completion of programme to upgrade the heating systems in our main offices.
- The Retford and Worksop Leisure Centre decarbonisation projects are progressing well. Indicative calculations are estimating the project to save over £40k and 700 tCO₂ each year.
- Having adopted the Local Plan we are now able to secure biodiversity net gain, management and maintenance initiatives through new development proposals.
- We have delivered a 'One-Stop Shop' for free advice and grants for small businesses seeking to boost renewable energy use and lower carbon emissions.

Transition ambitions

- Ensure Simpler Recycling initiatives are embedded within the operational procedures of the new authority.

Legacy ambitions

- We continue to ensure that the council continuously meets the Social Housing Regulator's Consumer Standards.
- Continue to Invest in council housing and estates to improve efficiency and quality of Bassetlaw District Council's housing and wider estates by replacing ageing housing, improving repairs, reducing the number of empty council properties and purchasing and upgrading poor-quality housing from the private-rented sector.
- Promote and enforce minimum standards in the private rented housing sector.
- Produce a Waste Management Policy to meet national reforms and drive sustainability and produce a Litter Bin Strategy to modernise bin infrastructure and improve coverage.
- Increasing recycling including collecting glass and food waste at the kerbside.
- Lead on climate action and community energy by understanding and defining the role the council can play in helping co-operatives and community groups to generate clean, local power and completing major decarbonisation projects.
- Continue to work closely with the Environment Agency and other lead authorities to secure meaningful investment in flood alleviation schemes to reduce known risks to Bassetlaw residents and businesses.
- Effectively respond to dangerous structures & emergencies as they emerge.





Kings' Park, Retford

FACILITIES FOR ALL

We remain committed to ensuring people can access services and amenities no matter where they live in the district.

Key achievements include:

- The adopted Local Plan means we are now able to deliver new infrastructure across the district including additional health, education, road and cycling infrastructure.
- Using funding from central government we have continued work to set up community hubs in town centres to bring a range of services together to support our local communities.
- Through the new District Design Code and as part of the Local Plan, we promote small public and / or shared transport schemes to improve rural connectivity.
- We have pushed for the improvement of the district's digital infrastructure by working with digital and telephony providers.
- Introduced a new Armed Forces Plan for the council, building on our Armed Forces Covenant Gold Award to ensure key services are accessible to serving personnel and their families.

Transition ambitions

- We will continue to develop and maintain accessible, well-managed property portfolio that serves the diverse needs of our communities. This includes ensuring facilities are inclusive, sustainable, and fit for purpose.
- We will ensure the new authority inherits well maintained estates and housing stock that is run efficiently and provides a healthy living environment in energy efficient homes.

Legacy ambitions

- We will prioritise our resources to the things that matter most to local people such as the upkeep and appearance of our housing estates and town centres.
- The Housing Service continues to reduce the number of standard and long-term void properties and deliver the repairs service improvement plan.
- Create a fair and inclusive environment where everyone has equitable access to opportunities and services, regardless of their background or characteristics.
- Continue to implement a new Customer Experience Plan, ensuring that our residents and customers receive good-quality, efficient and accessible services.
- We will ensure the Council's assets and property portfolio remain strong, well-balanced, and strategically managed to meet the evolving needs for future communities.
- Improve access to inclusive community spaces and services by implementing the Worksop Regeneration Plan, promoting and signposting to existing services and delivering the current regeneration programme to deliver high quality community spaces.
- Ensure statutory planning requirements are continually met, and decisions are robust and based on evidence, ensuring that development happens in the right place at the right time, benefitting communities and the economy.





The Canch, Worksop

HEALTHY DISTRICT

We remain committed to encouraging sustainable living and promoting good mental health and physical health for all.

Key achievements include:

- We have continued to invest in the council's leisure facilities to maintain high quality local exercise options.
- We have encouraged residents to be more active in green spaces through walking, cycling and physical activity in the council's parks and open spaces by running outdoor activities and events in local parks to promote physical and mental wellbeing.
- We have promoted health and wellbeing programmes and initiatives, working with local health and education partners.
- Through the adopted Local Plan we have established the requirement for a health impact assessment to be completed as part of residential development proposals of 50 or more units, to ensure each scheme promotes healthy place-making.
- We have produced a new Community Safety Strategy for the district, focused on prevention, early intervention and enforcement, safeguarding and support, and collaborative working.
- We have continued to work with partners through the Cost of Living forum to find ways to minimise the impacts of the rising cost of living on Bassetlaw residents.
- We have supported the local Voluntary, Community and Social Enterprise community in securing ongoing funding through the Nottinghamshire Integrated Care Board.
- We have worked in close partnership with health colleagues to deliver a new health practice in Worksop enhancing the reach of GP and other services.
- We have been working hard alongside partners in the health and voluntary sector to support the delivery of healthy hubs / diagnostic units in prominent public locations to take health and wellbeing services to the public.

Transition ambitions

- We will work in partnership with local communities and other organisations to support inclusive planning for future integrated care services, ensuring that local perspectives are heard, valued, and help shape decision-making.
- Enable local third sector and Voluntary, Community and Social Enterprise sector to become more resilient and prepared for changes to local government.

Legacy ambitions

- Enhance health and wellbeing for residents by delivering improved facilities at the Newgate Health Centre and establishing a health hub in Worksop town centre.
- Continue to prevent homelessness and reduce rough sleeping by working collaboratively to provide early support and sustainable housing solutions.
- Produce a new Anti-Social Behaviour Policy that sets clear principles to make all neighbourhoods across the district safe, welcoming, and enjoyable places to live and visit.





Middletons Yard, Worksop

TRANSFORMATION

Through transformation, we will build a modern, resilient, and forward looking council that delivers on Vision 2040 embracing innovation, regeneration, and inclusive growth while getting the basics right every day. As we prepare for Local Government Reorganisation, we remain committed to strong governance, financial discipline, and operational resilience to ensure a smooth transition to the new unitary authority.

Key achievements include:

- Ensuring the Council is well placed to take advantage of the opportunities that will come with the STEP Fusion and Super Cluster projects.
- We have made significant changes that ensured we are able to recruit and retain the staff we need to deliver our vision.
- We have also developed and rolled out the concept of the Bassetlaw Manager through a management development programme.
- Pro-actively submitting high quality bids for sources of external funding.
- Expand the council tax base through the delivery of new housing development.
- Increasing the business rates baseline by attracting new businesses to the area.
- Increasing business rates and council tax collection rates to help fund the council's priorities.
- We have updated the operating model of S80 Partnership Limited to ensure it operates within a strict legal framework with robust governance controls.

Transition ambitions

- Review corporate strategies including our Performance Management Framework, our Communications and Engagement Strategy and our Equality and Diversity Strategy. Align these with strategic priorities, best practice and government guidance to support effective governance.
- Support the transition of our people, systems and processes to a new unitary authority in collaboration with our district and county partners.
- Ensure robust controls and data protection are in place to support Local Government Reorganisation.
- We will continue to enhance our leadership and management capabilities to boost employee engagement and ensuring the effective delivery of our corporate strategies through to establishment of the new authority.

Legacy ambitions

- We will ensure that staff and public safety remains an overriding priority in all that we do, with ongoing investment into training and resources.
- Maintain a balanced budget, financially stable and commercially capable council.
- We will maintain a robust governance framework that ensures all activities are transparent, accountable, and aligned with council priorities - enabling more effective decision making and driving greater operational efficiency across all service areas.
- We will ensure the council undertakes comprehensive, long term financial planning to deliver sustainable reform.
- We will further expand the council tax base through the delivery of new housing development.
- Continue to keep our constitution under regular review to ensure the council can respond to changing legislative and service requirements.
- Deliver clear, inclusive and timely communications to keep residents and staff better informed, engaged and working in collaboration.

- Maintain oversight of the council's performance to ensure the council is keeping track of its progress and working on behalf of residents.
- Through the development of a set of corporate values we will continue to embed a positive organisational culture across the council.
- Delivering efficiencies by generating new income and making savings by taking a more commercially effective management approach to some established council assets and services.
- Ensure statutory planning requirements are continually met, and decisions are robust and based on evidence, ensuring that development happens in the right place at the right time, benefitting communities and the economy.
- We will safeguard the delivery of core services and focus on getting the basics right throughout the Local Government Reorganisation transition - ensuring residents experience seamless, reliable service provision.



MONITORING

These actions will underpin our refreshed Council Plan, monitored through quarterly reports to Cabinet and supported by defined objectives and Key Performance Indicators to ensure transparency, accountability, and delivery of overall aims.



VISION2040 BASSETLAW

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Bassetlaw
DISTRICT COUNCIL
— North Nottinghamshire