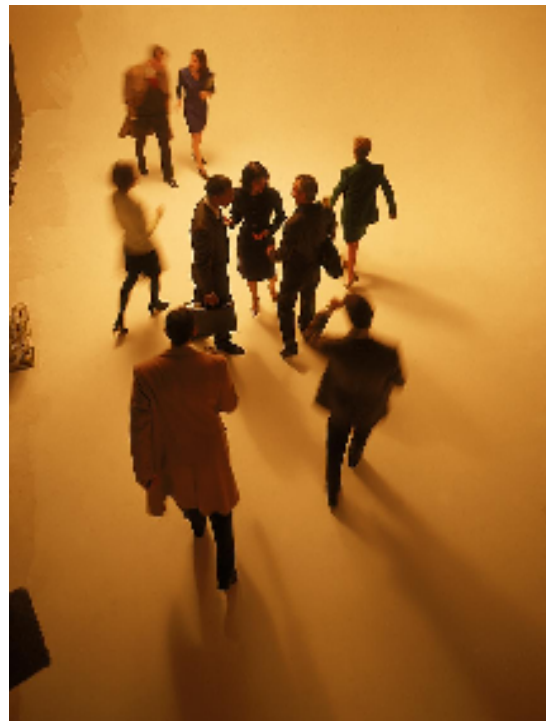


**BOLSOVER  
DISTRICT COUNCIL**  
**Regeneration  
Strategy**  
*Investment in  
People and Place*

2008 - 2020



**This Strategy addresses the following Corporate Aims (show those which are appropriate to the Strategy only):**



COMMUNITY  
SAFETY



CUSTOMER &  
RESIDENT SERVICES



REGENERATION



REGENERATION



SOCIAL INCLUSION



ECONOMIC DEVELOPMENT  
& EMPLOYMENT





## 1. Foreword

- 1.1. Bolsover District is a diverse mix of towns and villages. Originally lying along coal seams, it now rests between major transport links and adjoins the growing commercial centres of Nottingham and Sheffield, as well as the open countryside of the Peak District National Park and Sherwood Forest west and east of the district respectively. It has clear centres of retail and commercial activity in its four major market towns, including Shirebrook and Bolsover, with some more residential based villages, such as Whitwell and Tibshelf. It has ease of access to business park developments at South Normanton and Barlborough, with villages clearly recognising a significant historic past such as Creswell. This regeneration strategy is pertinent and relevant to all of these in turn.
- 1.2. It is inevitable that in the past twenty years the Council's regeneration activities have focussed on the physical transformation required to deal with the legacy left from the closure of a major industry. This work has included the transformation of brownfield land into important employment sites, whole scale housing renewal (necessary to revive a flagging housing market), and the conversion of redundant buildings into workspace and community uses. But the physical transformation aside, the colliery closures left another raft of issues which need to be addressed in order to fully revive the socio-economic base of the area. Low skills, under achievement academically, and a lack of clear opportunity have all hampered progress in recent years. Matters are now being addressed and this strategy will steer clear progress in all these key areas.
- 1.3. Building on the physical transformation, the Council has already begun to add 'softer elements' to complete the picture. We now harness business support to ensure that we offer outreach services to small and large businesses alike; we have built on the tourism offer of neighbouring areas to help attract businesses and visitors in to the area; and have forged a close partnership with our nearest neighbours to provide and facilitate programmes to link the unemployed with new opportunities and prospects. In recent months we have been able to improve our service to foster new business growth and to encourage and support new businesses to settle within the District.
- 1.4. The world of local government is ever changing and to move forward and obtain the best prospects for our residents and businesses we continue to work in partnership with many organisations and Government agencies. The government funded Local Enterprise Growth Initiative (LEGI) provides targeted initiatives to improve business growth and development; here we work together with Mansfield and Ashfield District Councils on a seven year programme which enhances our business, training and education provision. For housing, we have a strong working relationship with the long standing Meden Valley Making Places, which has improved over 1,000 properties in an area which crosses over the boundary with Mansfield and includes 11 different settlements.

- 1.5. Currently we are looking at further collaboration on economic development with North East Derbyshire District Council and Chesterfield Borough Council, as well being closely involved with the Sheffield City Region. Practical examples of successful collaboration include the successful LEADER bid which will assist in transforming rural enterprise and encouragement of tourism activities, and our allocation of the Working Neighbourhoods Fund (WNF) will enable the Council to target worklessness in partnership with the Local Strategic Partnership (LSP) and other key organisations.
- 1.6. The current economic difficulties the district, country and world faces, means a reactive and proactive regeneration strategy for our community is more relevant and necessary than ever.
- 1.7. There is still much to do. Reviving our market towns, providing quality and affordable housing, raising educational attainment, reducing poverty, and encouraging new investment and technologies for businesses. By working with local people and the business community, and remaining independent and influential, we can make the transformation complete.

*Councillor Eion Watts  
Leader of the Council*

*Councillor Alan Tomlinson  
Cabinet Member for Regeneration  
and Deputy Leader of the Council*

## 2. Executive Summary

- 2.1 The villages and towns that are within Bolsover District Council's area have gone through a considerable transformation since the onset of the last colliery closures. The purpose of this strategy is to review the past actions, consider the current state of the District and chart a way forward for the next ten years.
- 2.2 An analysis of the current state of the District reveals that worklessness is a key issue as is low educational attainment. House prices are comparatively low although there is a need for more social housing as well as more aspirational housing to encourage wealth growth and higher value jobs.
- 2.3 The Council still has pockets of deprivation particularly in areas such as Shirebrook and Creswell.
- 2.4 Much of the areas major employer sites have now been fully developed but the challenge is now to connect local job opportunities to local jobs.
- 2.5 Business confidence at times seems fragile and there is a general lack of any history of entrepreneurship within the area.
- 2.6 The Council has developed a great understanding of the impact of partnership working over the past ten years. This has resulted in highly effective partnerships such as the Meden Valley Making Places programme (a national housing exemplar), their role in National lobbying through the Coalfield Communities Campaign (now the *Alliance*), and latterly in the Local Enterprise Growth Initiative work. The Council currently has Working Neighbourhoods fund monies to deliver in partnership measures to address worklessness.
- 2.7 Much of this has been supported by external funding where the Council has developed clear expertise to capture many opportunities as and when they arise. These opportunities are beginning to taper off and the weight of argument behind making a special case for the Coalfields is beginning to diminish. This is where the effectiveness of current partnerships will be tested fully.
- 2.8 The Sub National Review on Economic Development is changing the landscape as is the move towards Local Area Agreements. Much local regeneration and economic development continues to be delivered effectively at a local level through District Councils. To continue with this strength of purpose Bolsover needs a strong voice in all future partnership arrangements. It will also need to be mindful of its geographical position in abutting the larger conurbations of South Yorkshire as well as Greater Nottingham and the larger towns of Chesterfield, Mansfield and Worksop. Developing local joint strategies with Chesterfield and North East Derbyshire will be important as will continuing to build relationships across the City Regions.

- 2.9 The strategy focuses on improving the quality of life and well being for our communities and looks specifically at taking forward partnership working; business growth; procurement, developing job opportunities and skills and tackling poverty. Centre to this is the development of our key market towns through physical regeneration backed by master plans.
- 2.10 The strategy seeks to address the current challenges of improving productivity and business growth set against an economic downturn, raise educational attainment, skill levels and employment opportunity in a climate of growing unemployment and attracting new investment and instigating change to our towns in a time of financial restrictions. Many of the current programmes concerning business support and development, master planning and partnership work on education and skills is already laying the bedrock for further growth once the economy turns.

### 3. A Shared Vision

This section creates a vision and illustrates practical actions, with an action plan and high level targets. It ties in directly with the aims of the corporate plan in that it re-enforces the Council's overall vision, which is:

- 3.1. To enhance and improve the wealth profile, well-being and quality of life for the communities of Bolsover district.

#### A New Mission Statement

- 3.2. To support the economic, social, and environmental improvement to the area to create sustainable communities.

#### Our aims and priorities

<i>Our Strategic Priorities</i>	<i>The Aim</i>
Foster good partnership working	Continue to develop dynamic partnerships focused on building sustainable economic infrastructures and community cohesion across the district.
Town and neighbourhood regeneration	To enhance our market towns and smaller settlements through sustainable regeneration.
Encourage business growth and development	Ensure the development of employment land enables the opportunity for business progression and diversification. Growing a sustainable business environment offering a wide range of facilities.
New investment, business retention and tourism	To promote the district to potential investors and expanding local businesses and endeavour to address the negative impact of market failure on the District.
Education, skills and employment	To encourage the transition of the new and existing local workforce into sustainable jobs within a competitive economy, lowering unemployment levels and the benefit-dependency culture.
Housing – renewal and rebuilding	To provide all residents with a mixed offer of high quality housing within a wider sustainable community.
Tackling poverty	To overcome social, economic and financial barriers through a contribution towards the action plan to reduce income poverty.

## What it Means?

- 3.3. For Bolsover District Council to take forward the development of a thriving district, it is imperative that we build on the strengths across our area, including of all communities and business sectors. To achieve the vision and aims, we must:
- Encourage new investment and new business from within and outside of the District
  - Support the delivery of a comprehensive business support service
  - Support productivity initiatives to align the area to regional and national GVA/GDP targets
  - Work to maintain the sustainability of towns, villages and smaller settlements, supporting initiatives which improve housing, education and local employment
  - Develop initiatives to improve the existing visitor offer and to encourage new tourism businesses
  - Undertake measures which support the development of attractive and sustainable communities to improve neighbourhoods, aligning with the Local Strategic Partnership's Sustainable Community Strategy
  - Foster improvements in educational attainment and skills growth and retention
  - Undertake a range of activities to raise entrepreneurial aspirations amongst the future working population
  - Work to ensure that local employment opportunities are improved and that worklessness is reduced
  - Develop and diversify the rural economy
  - Work with partners to tackle poverty and the impact of the current economic downturn through practical measures.

## **The Way Forward - *Putting practical actions into place to achieve the vision***

### **Partnership Working**

- 3.4. We will:
- Continue to progress the Local Enterprise Growth Initiative re-evaluating the current model and where appropriate seeking to mainstream the provision
  - Form a strategic economic partnership with North East Derbyshire and Chesterfield Councils
  - Support the continuance of the Alliance (former CCC) and develop into an effective lobbying vehicle
  - Continue to work in partnership with Groundwork. Specifically direct future initiatives to addressing current concerns of worklessness, educational attainment



and business growth and ensure there are clear outcomes and outputs for each project

- Establish clear and productive partnership arrangements with Derbyshire County Council through the new Local Area Agreement frameworks
  - Achieve open and direct dialogue with *emda*
  - Continue to play an active role in the support of the Sheffield City Region
  - Prioritise the regeneration of Shirebrook town centre. A local partnership will be formed and the Council will seek to attract both public and private sector investment.
- 3.5. Further master planning will be undertaken of other settlements most notably South Normanton and Pinxton, and at Bolsover . The work at Bolsover should include the Castle Estate, embrace the possible redevelopment of the Bolsover Business Park, the work currently taking place on the former Coalite site and at Markham Vale and any possible housing based regeneration opportunities.
- 3.6. We will also seek to promote access to joint services. This is shortly to be achieved in South Normanton and is being achieved on a different basis in Bolsover (with the re-location of the Police Station to a more central location and the housing of business support within the Council offices). This can also be looked at as part of the town centre work in Shirebrook and through existing users centrally placed in Clowne.

## **Encouraging Business Growth and Development**

### Think Local

- 3.7. We will:
- Continue to develop a chain of local business incubation centres in town centres, utilising redundant buildings where possible
  - Provide and facilitate a sustainable future for Pleasley Vale Business Park
  - Support a sustainable future for the outreach business advice service. Ensure any initiative is clearly targeted at business growth
  - Support the development of sustainable social enterprise
  - Facilitate the establishment of a Business Innovation/quality serviced business Centre within the District (currently likely to be at Shirebrook)
  - Engage more clearly with local businesses through targeted events and the development of a significant and separate dialogue with the major employers in the area. The ultimate aim is to foster a business friendly approach throughout the Council.
  - Support practical measures to mitigate against the local impact of the current economic downturn

### New Investment and Business Retention

- 3.8. We will:
- Form a strategic investment alliance with North East Derbyshire and Chesterfield. This will be focused on clear outcomes of bringing in investment in knowledge economy based businesses and other sectors in order to bring in quality jobs
  - Act as a welcoming conduit for any new investment with clear offers on housing, education and leisure provision. In addition, create an early warning system in conjunction with Planning so we become aware of new business investments at an early stage, and can smooth the way through the planning process and any other

relevant issues. Through the work of Making the Connection and/or other employment organisations we will ensure that there are sufficient local people employment ready with the right skills to meet the local demands of any new employers

- A similar system needs to be introduced when any major employer indicates that closure and the loss of jobs is a possibility. The Council can now harness support from a number of angles including direct business support and advice, premise re-location to reduce costs and procurement and local supply chain opportunities
- Adopt the principles of the *Underserved Markets* programme to foster fresh retail investment in initially Shirebrook and then other towns
- Review all current Brownfield sites and produce effective development proposals where employment sites are credible. Link in with the current English Partnerships work and capitalise on any opportunity
- Bring the Creswell and Whitwell sites to successful fruition.

## Procurement

### 3.9. We will:

- Establish clear targets for the Shared Procurement Unit to develop realistic procurement opportunities for local businesses. Initially this can be achieved through the Local Enterprise Growth Initiative work but then spread to the other two Councils within the Shared Procurement Unit
- Produce, through the work of the Shared Procurement Unit a workable framework to bring the aspirations of the Social Outcomes Concordat to fruition, so on any publicly led contract, local labour clauses can be included where appropriate
- Establish the practice of local supply chains and supply networks aligned to new regeneration initiatives such as the Joint Service Centre.

## Tourism

### 3.10. We will:

Continue to work in partnership promoting the Peak District Historic Borders Country brand and through the Peak District Historic Borders Country work. However the rationale for supporting tourism in the area is only credible if it contributes directly to the local economy. For this reason the focus of future tourism work will specifically:

- Work towards improving overnight stay provision including the development of additional quality hotels
- Work towards maximising the potential of existing or developing tourism attractions such as;
  - Realising the potential of Bolsover Castle and its benefit to local traders
  - Bringing the Pleasley Pit Museum project to a meaningful completion and seek to develop the Pleasley Pit site as a hub on the local trails network
  - Assisting the development of the Creswell Crags visitors centre and bringing about meaningful community benefits to the villages of Creswell and Whitwell by achieving World Heritage Status, and work with Welbeck Estates to link the site into the 'Redefining Welbeck' proposals.
  - Development of Cromford Canal at Pinxton Wharf
  - Working with key local retail sites such as East Midlands Designer Outlet, Dobbies Garden Centre and proposed Van Dyk Garden Centre retail opportunity to highlight their own tourism offer and cement a working partnership with the Council and local communities

- Developing the diversification of the rural economy through tourism and other business development by utilising programmes and funding opportunities such as LEADER
- Developing single attractions or cultural festivals to ensure the District retains its distinct flavour and that its profile is enhanced on a regional basis.

## **Housing – Renewal and Rebuilding**

### 3.11. We will:

- Independently re-evaluate the current renewal work in light of the length of our current programme and the need to sustain our neighbourhoods. This will crucially look at alternative methods of delivery
- Consider the creation of management boards for existing areas and harness other programmes such as the outreach leisure activities, health and local crime prevention groups to ensure a holistic approach
- Identify, through partnership working, suitable development partners and/or Registered Social Landlord's to work in partnership on the provision of affordable housing throughout the District and to work on new areas such as at Bolsover (including the Castle Estate), Shirebrook town centre and in dealing with non traditional housing estates
- Seek to provide for balanced communities in the provision of affordable housing across the District
- Existing renewal programmes continue to add value by utilising local labour and training programmes such as those facilitated through Groundwork and other partnerships that can be established through the private sector
- Seek high standards of design and public realm development in all new housing provision
- Create a clear place shaping agenda by developing master plans for key settlements and neighbourhoods across the district.
- Establish a firm and productive relationship with the Homes and Communities Agency

## **Education, Skills and Employment:**

### 3.12. We will:

- Build on the work of the current neighbourhood management team and ensure it contributes at a local level to the key outcomes such as improving access to jobs, training and education where levels are known to be low in specific neighbourhoods
- Re-evaluate the work of the current Making the Connection team and analyse where the gaps currently are in connecting local people to local jobs. Produce a legitimate action plan which includes examples and support for existing good practice such as the Shirebrook Family Employment Initiative. Develop this work further with other North Derbyshire and North Nottinghamshire partners and our wider regional partners through programmes such as JOBMAETS
- Seek the practical application of local labour clauses
- Continue the work of the Enterprise Academy through Local Enterprise Growth Initiative and look for longer term support through *emda* and its extension amongst other partner authorities, and in forging links with CHEA

- Develop the ‘Slivers in Time’ model (targets long term unemployed who are unable to return to work fully but have *time on offer* for set pieces of work, projects or simply part time work) by reviewing the model recently launched in Leeds and developing it with our procurement partners
- Continue with the practical support of the Building Schools for the Future programme and ensure its connectivity with the local community including access to leisure facilities
- Work in partnership with others in assisting to raise educational attainment
- As one of the single largest employers, engage directly with local schools and Further Education colleges on job and career opportunities, and the development and promotion of apprenticeships, including leading on the introduction of public sector based apprenticeships.

## Tackling Poverty

### 3.13. We will:

- Re-invigorate the fuel poverty programme by engaging with agencies and suitable private sector partners in order to improve the thermal efficiency of the current housing stock (both public and private), initially for those most at need. In doing so we will ensure we benchmark improvements so we can mark real progress in this area
- Continue to support the Home Improvement Agency and implement the introduction of the Handy Person’s Service. Currently under review this may lead to a re-structure of the existing delivery mechanism.
- Ensure local people, particularly the elderly continue to have and enjoy access to services, including local supermarkets. To this end support the work of community transport through the Local Strategic Partnership and subject to a full service review
- Encourage ease of access to services through the establishment of Joint Service Centres
- Investigate the feasibility of supporting access to Post Office services through alternative models of provision
- Ensure the work of the Neighbourhood Management Team directly links in with anti poverty measures
- Through the work of Leisure Services continue to provide direct support for their diversionary activity programme
- Encouraging skill and educational development amongst young people through the Local Enterprise Growth Initiative Enterprise Academy
- Continue to support the development of Citizens Advice Bureau (CAB) activity throughout the area for the dissemination of advice on benefits take up and debt management. In addition actively promote benefit take up campaigns
- Investigate the feasibility, with the Citizens Advice Bureau, of setting up a Credit Union
- Reduce levels of worklessness through the support of employment schemes through projects by Making the Connection and the Family Employment Initiative. Strongly link in any new employment prospects to this area of work through the Working Neighbourhoods Fund and the Local Strategic Partnership
- Increasing access to diversionary, recreational and cultural activities to children up to the age of 16, clearly focusing these activities as well as the more deprived areas
- Encouraging skills and educational development and in particular giving positive examples to young people of individuals that have progressed and secured a long

term future through either further education or business development. The 'Virtual Enterprise Academy' can be particularly useful in this respect

- Encouraging new business investment particularly by attracting in higher value, higher skilled jobs
- Support schemes to link local labour to new job opportunities.

***A real measure...***

3.14. Establish true measures of poverty for the district so progress can be properly measured.

3.15. Within the strategic priorities, and the action plan, it has been identified that there is a need to develop interventions to tackle poverty within our neighbourhoods. Each neighbourhood faces different issues, which we will incorporate into future activities to ensure the best outcomes for our residents.

## Action Planning

Foster good partnership working		
Strategic Priority	Activity	Milestones
<p><b>How we will do it</b></p> <p>Continue to progress the Local Enterprise Growth Initiative, re-evaluating the current model and where appropriate seeking to mainstream the provision.</p>	<p>The programme is currently being evaluated. It is hoped that the European Regional Development Fund programme for the East Midlands will incorporate elements of the Ashfield, Bolsover and Mansfield Local Enterprise Growth Initiative programme as mainstream provision for the region under the Business Support Simplification Agenda.</p>	<p>On going, targets set by overseeing board.</p>
<p>Support the continuance of Meden Valley Making Places or other suitable regeneration vehicle(s) and partners to harness the funding opportunities available from the Homes and Communities Agency.</p>	<p>Carry out a 'table-top' exercise focusing on the regeneration opportunities available to the Council at Bolsover and other areas.</p>	<p>Table-top review of Castle Estate by 1<sup>st</sup> December 2009.</p>
<p>Enhance the capacity and resource of the economic development unit by working collaboratively on joint broad issues such as marketing and inward investment, targeting high quality job creation.</p>	<p>Instigate findings of Tarran bungalows report to produce detailed forward plan</p>	<p>By 1<sup>st</sup> September 2009</p>
<p>Support the continuation of the Alliance (former Coalfields Community Campaign) and develop into an effective lobbying vehicle.</p>	<p>Carry out initial research in developing a joint working strategy for the three local authority areas.</p> <p>Meeting between the three local authority senior officers to propose more concentrated activity targeting new investment and development.</p>	<p>New over arching strategy now in place.</p> <p>Investment proposal by 1<sup>st</sup> Sept 2009.</p>
<p>Work in partnership to address worklessness, educational attainment, and business growth and ensure there are clear outcomes and outputs for each project.</p>	<p>Direct intervention from both the Leader and Deputy Leader of the Council and the Alliance Executive to encourage wider membership.</p>	<p>Initial review by 1<sup>st</sup> December 2009.</p>
	<p>Continued involvement of Making the Connection, the Family Employment Initiative and Jobcentre Plus to ensure continued involvement in worklessness initiatives.</p>	<p>Forward strategy by 1<sup>st</sup> September 2009 for specific initiatives.</p>

	Development of a programme of interventions using WNF allocation.	Development of WNF initiatives through LSP and strategic group to be defined by 1 <sup>st</sup> April 2009, and to progress to a full programme for future years.
Achieve open and direct dialogue with <i>emda</i>	Open up informal discussions and also through political lobbying and through work on Local Area Agreements.	On-going
Achieve the twin masterplans of Creswell and Whitwell colliery sites in partnership with <i>emda</i> , the Homes and Communities Association, and Welbeck Estates.	Director of Strategy to take forward dialogue with associated partners regarding the development of the two colliery sites.	In place by April 2011.
Provision of Lange O'Rourke training facility at Armstrong Quarry and Steetley Colliery at Steetley.	Continue cross-border working with Bassetlaw District Council and other associated partners to ensure effective development of the former colliery site at Armstrong Quarry and Steetley Colliery at Steetley.	In place by 1 <sup>st</sup> December 2010
Work with partner organisations to secure improvements in the provision of transport infrastructure	Improved transport infrastructure to support economic growth	On going including current work with the Sheffield City Region
Support Derbyshire County Council in the delivery of Markham Vale Business Park	On going partnership work	Development of 85ha business park supporting up to 5,000 jobs
On going practical support for Groundwork Creswell	Monitoring of Service Level Agreement, development of appropriate procurement opportunities	Annually reviewed through targets in Service Level Agreement
Work in partnership to mitigate against the impact of the recent economic downturn	Through work on business support, worklessness, housing and town centre regeneration	Business based credit crunch event by 1 <sup>st</sup> April 2009.  Vacant pubs study underway by 1 <sup>st</sup> March 2009  Review of social housing based interventions already underway  Chief Exec's away day to look at practical assistance on 3 <sup>rd</sup> Feb – full action plan to follow.

<b>Town and Neighbourhood Regeneration</b>		<b>Milestones</b>
<b>Strategic Priority</b>	<b>Activity</b>	
<p><b>How we will do it</b></p> <p>Regeneration of Shirebrook Town Centre</p>	<p>Establish the necessary management arrangements within the Local Authority to take the delivery of the Masterplan forward</p> <p>Form a task group, including external partners, tasked with taking forward the delivery of the proposals</p> <p>Establish a Memorandum of Understanding, outlining the aims, objectives and responsibilities of the group, to be formally agreed by the task group</p> <p>Undertake specific remodelling activities, identifying the necessary funding to deliver the identified projects</p> <p>Procure external resources (architects and developers) to take forward individual projects identified within the wider Masterplan document.</p>	<p>Memorandum of understanding agreed by 1st Oct 2009.</p> <p>Further master planning complete by 1st January 2010.</p>
<p>Regeneration of South Normanton and Pinxton</p>	<p>Form a task group to take forward the development of South Normanton and Pinxton following the building of the new Joint Service Centre</p> <p>Identify funding and develop a commissioning brief for the development of a Masterplan for the two areas</p> <p>Commission an external agency to develop a Masterplan document and consult on the final report with local residents and the business community.</p>	<p>Formed and operational. Funding now identified.</p> <p>By 1st February 2009.</p> <p>Adoption of master plans by 1<sup>st</sup> June 2010</p>
<p>Establish a forward strategy for the regeneration of Bolsover including Castle Estate, Bolsover and examining the potential for utilising housing regeneration as a wider regeneration vehicle.</p>	<p>Carry out a table-top exercise to identify options available to the Local Authority for the regeneration of the housing on the Castle estate and wider areas</p> <p>Following the outcome of the exercise, identify the appropriate tool for taking the proposals forward e.g. establish a public/private sector partnership if appropriate.</p>	<p>Table-top review by 1<sup>st</sup> December 2009.</p> <p>Decision on option by 1st April 2010</p>



<b>Encouraging Business Growth and Development</b>	
<b>Strategic Priority</b>	<b>Activity</b>
<p><b>How we will do it</b></p> <p>Develop suitable business accommodation across the District, including incubation centres, workshops and creative suites.</p>	<p><b>Milestones</b></p> <p>Completion of Clowne, Tibshelf, South Normanton and Station House Shirebrook by 1st December 2009.</p> <p>Identify any other key projects and funding by 1<sup>st</sup> Sept 2009</p> <p>Funding in place by 1<sup>st</sup> April 2011</p>
<p>Establish links with neighbouring towns and cities, integrating in to existing support networks for new and established innovative businesses</p>	<p>Develop other opportunities as appropriate, including Shirebrook Network space based initiative</p> <p>Build up links and networks both with new and existing Innovation Centre developments to ensure businesses within the Bolsover District are given the necessary support to further grow and develop innovatively.</p> <p>Continue to explore new opportunities for innovation centre developments within the District, aligning with activities of the nearby universities and CHEA.</p>
<p>Improve communication and delivery to business</p>	<p>High level business panel to consult/engage with business (SME's).</p> <p>Carry out a programme of company visits and address companies' issues &amp; concerns wherever possible</p> <p>Customer relationship management - employer responsiveness processes &amp; processes through Business Charter RIBSIS/Tractivity etc</p> <p>In place 1<sup>st</sup> Dec 2009</p>
<p>Provide a sustainable future for Pleasley Vale Business Park</p>	<p>Produce a Development Brief for the procurement of a private sector partner to sustainably regenerate the Business Park.</p> <p>Procure partner by 1<sup>st</sup> September 2009.</p>

<p>Achieve a sustainable future for the Outreach Business Advice service, currently supported through the Local Enterprise Growth Initiative programme across Ashfield, Bolsover and Mansfield.</p>	<p>Procure a private sector partner as per the development brief</p>	
<p>Cultivate an approachable service within the Council for all elements of business support to businesses of all sizes within the district.</p>	<p>Establish a mainstream provision for the service through Business Link East Midlands and emda, and the Business Support Simplification Agenda. Devise an action plan and explore the opportunity to support the provision across the wider former coalfields areas through the European Regional Development Fund programme for the East Midlands 2007 – 2013.</p>	<p>Decision on mainstreaming by 1st April 2010, delivered by 1<sup>st</sup> April 2011  Year by year increase in start up activity.</p>
<p>Redevelopment of Bolsover Business Park</p>	<p>Clarify, through publicity, the opportunities available to businesses through the local authority.  Establish a major employers group with political leadership of the council.</p>	<p>By 1st Oct 2009.  By 1<sup>st</sup> Dec 2009.</p>
<p>Support existing social enterprises and the development of new ones</p>	<p>Work in partnership with Welbeck Estates to develop a Masterplan for the development of the business units to maximise possibilities and occupancy from the right businesses. Tie into potential for wider regeneration of Bolsover including Housing proposals.  Through LEGI and other suitable programmes, including current Wind Farm proposal</p>	<p>Define Master plan by 1st April 2010.  Number of new and viable social enterprises established by 2013 (target to be set).</p>

<b>Strategic Priority</b>		<b>New Investment, Business Retention and Tourism</b>	
<b>How we will do it</b>	<b>Activity</b>	<b>Milestones</b>	
Increase availability of employment land	Keep under review the future need for employment land & workspace across the area & work with the private sector & other agencies to address gaps in provision On going meetings and liaison	On going and yearly review	
Work with the developer Goodman on proposals for the former Coalite coking works at Junction 29A		Application for development by end of 2009	
Market an approachable service for new businesses.	Review the Council's marketing strategy and develop inward investment literature at local, sub-regional & city region levels. Build up communication with the Planning department to identify and support new investors looking to locate within the district. Develop a business recovery offer where the threat of business closures can be identified and risk minimised through local authority intervention and support Undertake a Brownfield Strategy alongside Planning Policy to ensure provision of new employment sites. Join up this work with that of English Partnerships.	By 1 <sup>st</sup> December 2009.	
Encourage business diversification	Support the development of the Greenhouse Network & flagship social enterprises	Year by year growth monitored for next five years(2013).	
Improve tourism offer	Support the development of the area's tourism product & infrastructure in partnership with DMP & PDHBC <ul style="list-style-type: none"> <li>• Provide a high quality, customer focused &amp; accessible tourist information service for visitors &amp; residents</li> <li>• Work with tourism businesses to fully benefit from the promotion of the area &amp; their participation in relevant initiatives</li> <li>• Develop a strategic marketing programme</li> </ul> Continue to develop areas tourism product.	An increase in the number of visitors to, and associated spend on, the district's existing and developing tourist attractions by December 2013	

Provision of further high standard hotels within the District.	Identify both possible locations and a proposal for the development of further high standard hotels within the district (reflecting work already underway at Van Dykes site Clowne and Markham Vale).	By 1 <sup>st</sup> April 2010
Realise the potential of Bolsover Castle to the local economy.	Joint approach with English Heritage, Business Link East Midlands, and Bolsover Town Council to establish an action plan.	On going.
Bringing Pleasley Pit museum project to a meaningful conclusion as a fully developed tourism hub.	Completion of the external grant funding work. Progress programmes and initiatives to increase in the visitor numbers.	By 1st December 2009.
Assist in the development of Creswell Craggs to bring about meaningful community and educational benefits through the achievement of World Heritage Status and linking with re-defining Welbeck proposals.	Support the Creswell Heritage Trust on local initiatives in support of Creswell Craggs Assist the group to identify and outline a programme of economic and community benefits and progress.	Group in place by 1 <sup>st</sup> March 2010.
Improve the local tourism potential and awareness of local retail complexes including Dobbies Garden Centre, East Midlands Designer Outlet.	Through joint working with the Peak District Historic Border Country Tourism Group, the Alliance SSP Tourism Group, and the Destination Management Partnership to develop initiatives to increase the number of visitors to local tourist attractions.	Activity to commence by 1 <sup>st</sup> Dec 2009.
Rural and agricultural business diversification to support a strong rural economy within the District.	Work alongside North East Derbyshire District Council and CHART to deliver the LEADER 6-year investment programme targeting: <ul style="list-style-type: none"> <li>• Diversification into non-agricultural activities</li> <li>• Support the creation and development of micro-enterprises (businesses employing less than 10 workers and less than 2m euros)</li> <li>• Encouragement of tourism activities</li> <li>• Conservation and upgrading of rural heritage</li> <li>• Training and Information (to benefit the other four themes)</li> </ul>	On going – regular updates to SMT.  Monitored to ensure no area within the District within the top 10% of the most deprived areas by 2015  All funding allocated by end of programme, and all outputs completed on farm diversification, heritage etc

Develop single attractions or cultural festivals to raise the profile of attractions within the district.	Work with local parish and town councils to develop a number of activities to encourage locals and visitors to invest in the local area raising the profile and level of economic activity within the district.	Joint working between Leisure Services / Regeneration. Project ideas by 1 <sup>st</sup> January 2010.
Establish clear targets for achieving and realising local procurement opportunities.	Activities to be coordinated through the Local Enterprise Growth Initiative Local Procurement workstream and the Shared Procurement Unit, between Bolsover District Council, North East Derbyshire District Council and Chesterfield Borough Council. Develop the 'Slivers in Time' model, examining the work of Leeds City Council in the work undertaken by their procurement team, and where appropriate, learn from best practice and implement for the Shared Procurement Unit.	Forward plan by 1 <sup>st</sup> Nov 2009.  Proposal with Head of Shared Procurement by 1 <sup>st</sup> Nov 2009
Work through the Innovation and Knowledge Economy Joint Issue Board to increase the level of business innovation support available across the Sheffield City Region , also explore any new opportunities for marketing the area as part of the Sheffield City region.	New initiatives established at city region scale, supporting shift into higher value-added activities	Milestones still to be set and dependent on progress of City Region Partnership
Work with partners to encourage local business participation in regional business innovation initiatives		Increase in business participation, dependent on progress of individual initiatives.
Re-evaluate work of the current Making the Connection team.	Produce a forward strategy to effectively take the work of the team forward.	By 1 <sup>st</sup> April 2009.

<b>Strategic Priority</b>		<b>Education, skills and employment</b>	
<b>How we will do it</b>	<b>Activity</b>	<b>Milestones</b>	
Overarching strategic approach	<p>To encourage inward investment &amp; maximise high quality sustainable employment opportunities</p> <p>To work pro-actively with developers, contractors &amp; other agencies to ensure local communities secure employment &amp; wider community benefits from key regeneration schemes.</p> <p>Complete the review and implement the revisions.</p>	<p>Equal the regional average earnings by March 2011 (target under review)</p> <p>Review completed by 1<sup>st</sup> December 2009.</p>	
<p>Re-examine the work of the current Neighbourhood Management Team and ensure it is built around key outcomes including access to jobs in areas of greatest need.</p> <p>Expand the Local Enterprise Growth Initiative Enterprise Academy workstream to incorporate a further school within each of the three districts.</p>	<p>Continue to work with both Bolsover School and Shirebrook School to raise the entrepreneurial aspirations of the schools' students.</p> <p>Work with the consultants 'no limits' to identify a third school within the Bolsover District.</p> <p>Approach and discuss with the school their inclusion into the programme</p> <p>Integrate the third school into the programme, tailoring provision to meet the identified needs of the students.</p> <p>Develop a summer schools programme and Enterprise Week activity for the schools to carry out, relating to the economic activity of the local authority.</p>	<p>Forward plan by 1<sup>st</sup> April 2009.</p> <p>Heritage School now included in programme</p>	
Build on the work of the County Council in developing the Building Schools for the Future model across secondary schools within the district.	<p>Involvement in a task group to take forward the development of Building Schools for the Future for the schools within the Bolsover District.</p> <p>Ensure that activity is coordinated with any opportunities for business engagement maximised, including the work experience model for Year 10 students.</p>	<p>On going through Strategy Directorate.</p>	

Support the work of the County Council in the development of new diplomas within the curriculum.	Liaise with the schools to ensure that links with the business community are beneficial to the students in placement work as part of any new diplomas delivered as part of the new curriculum.	On going through Strategy Directorate.
Enhance local job opportunities through our work as one of the major employers within the area.	Through joint working with the local authority's Senior Management Team, develop an implementation model for local resident employment and recruitment. Work with the Human Resources department to attend local jobs fairs to actively promote working for a local authority. Offer graduate retention programmes for new graduates living within the district, to prevent the loss of the highly qualified to the nearby cities, including Sheffield, Derby and Leicester.	Forward plan by 1 <sup>st</sup> April 2010.
Work with skills brokers and providers to promote the benefits of higher level skills to improve business competitiveness	On going commitment to joint working	Increase in number of businesses engaging in workforce training.
Promote Train To Gain initiatives to increase the percentage of the population with Level 2 qualifications and above	On going commitment to joint working	Increase in skills base of resident population
Work at Sheffield City Region (Skills Joint Issue Board) and Employment and Skills Board levels to ensure an appropriate supply, range and quality of skills	On going commitment to joint working	Increase in skills base of resident population
Work within the Sheffield City Region to increase the percentage of the population with degree level qualifications	On going commitment to joint working	Increase in population with degree level qualifications
Work with CHEA (Collaborative Higher Education Alliance) or similar, to increase the percentage of residents with higher level qualifications and increase the number of businesses with skilled staff	On going commitment to joint working	Increase in % of residents with higher level skills
Support the provision of graduate retention programmes to prevent the loss of higher level skills to the area	On going commitment to joint working	Increase in % of residents with higher level skills
Support the provision of apprenticeships schemes	Investigate new vehicle through collaborative working	Proposal in determined by 1 <sup>st</sup> April 2010

<b>Housing – renewal and rebuild</b>	
<b>Strategic Priority</b>	<b>Activity</b>
<b>How we will do it</b>	<b>Milestones</b>
Independent review of current renewal work to achieve neighbourhood sustainability.	Complete by 1 <sup>st</sup> April 2009.
Investigate the feasibility of area management boards.	With Chief Executive – proposal by 1 <sup>st</sup> April 2010.
Development of an Affordable Housing Strategy.	New strategy by 1 <sup>st</sup> April 2009.
Develop a housing strategy for the Northern Housing Market Area	In Place by 1 <sup>st</sup> April 2010
Work at the Sheffield city-region and regional scales to ensure an appropriate supply, range and quality of housing in East Derbyshire	To be established
Bid for resources to support further investment in the area's housing stock, which might include Decent Homes, PFI and Homes and Communities Agency funding	To be established
Establish appropriate housing based master plans across the sub region	To be established



<b>Tackling poverty</b>		<b>Milestones</b>
<b>Strategic Priority</b>	<b>Activity</b>	
<b>How we will do it</b> Re-invigorate a fuel poverty programme to achieve thermal efficiency of housing stock.	Utilise national schemes and initiatives to provide insulation and energy efficiency programmes across the district. Establish a Climate Change task group to take forward climate change issues impacting on the district's environment.	Forward plan by Principal Environmental Health Officer/Director of Strategy by 1 <sup>st</sup> Dec 2009.
Assess the feasibility of a financial support model in order to develop financial advice provision across the whole of the district.	Work with the Citizens Advice Bureau and the Local Strategic Partnership to ensure that the best support and advice is available across all local communities within the district, including debt management, savings and financial education.  Work with the Local Strategic Partnership to establish further support for benefit advice through tailored community initiatives. Work with the Revenues department; the Local Strategic Partnership and the Publicity department to launch a campaign and surgeries to inform people of benefit entitlements and available benefits if in employment.	Report by Local Strategic Partnership on a financial inclusion strategy by 1 <sup>st</sup> December 2009.  Head of Revenue Services and others to pursue and implement by 1 <sup>st</sup> December 2009.
Ensure that the elderly community have equal access to provision and local services.	Work with the Local Strategic Partnership to complete a review of the community transport facilities available.	Local Strategic Partnership to review by 1 <sup>st</sup> June 2010.
Encourage the overall improved access to services through the establishment of Joint Service Centres across the district.	Completion of the Joint Service Centre in South Normanton or similar initiative  Successful relocation of the Police service in Bolsover, to close proximity to the local authority.  Provide an option for joint service delivery at Shirebrook and implement	By 1 <sup>st</sup> April 2012.  By 1 <sup>st</sup> April 2010.  Option appraisal work completed and implementation plan in place by 1 <sup>st</sup> December 2010
Assess the feasibility of supporting different models of post office provision as a result of the proposed national closures of Post Offices	Commission a report through the Local Strategic Partnership for the options for support to provide such services within the smaller settlements across the district.	Local Strategic Partnership to commission report by 1 <sup>st</sup> April 2010.

<p>Create a true measure of poverty which can be effectively reviewed and compared to regional and national targets.</p>	<p>Through the Economic Development Team, work with the Office of National Statistics to develop a baseline indicator for measures of poverty for the district, to monitor the investment and support to lower the poverty levels across the district's most deprived neighbourhoods.</p>	<p>Head of Regeneration to develop by 1<sup>st</sup> June 2009.</p>
<p>Support the work of the Making the Connection and the Family Employment Initiative as well as new local initiatives promoting employment.</p>	<p>Work with the initiatives in tackling long-term benefit dependency, encouraging family members to move from benefits into sustainable employment opportunities.</p> <p>Develop an action plan through the Working Neighbourhoods Fund Core Worklessness Group and the Local Strategic Partnership to identify new means to tackling the high levels of unemployment within our most deprived neighbourhoods.</p>	<p>Create sustainable future for current working initiatives to tie in with JOBMAETS by 1<sup>st</sup> April 2009.</p> <p>On going through LSP and steering group.</p>

## Target Setting

- 3.16. The activities identified in the Regeneration Strategy for Bolsover District will aim to deliver programmes to achieve the identified local targets and to also make a substantial contribution to achieving the priority actions and targets as identified in the Derbyshire County Council's Local Area Agreement and the Regional Economic Strategy for the East Midlands. These targets were set by all concerned *prior* to the recent economic downturn. Adjustments will need to be made at a local regional and national level and these will be fed in to the future monitoring programme for the strategy.

## Current Corporate Targets

- 3.17. The delivery of actions within the Regeneration Strategy underpins the wider corporate aims of the Council, which include:
- Contributing to improving the health of our district
  - Developing vibrant town centres
  - Securing a decent standard of housing across the district
  - Encouraging inward investment and a local entrepreneurial culture to maximise employment opportunities
  - Reducing carbon emissions
  - Completion of the Shirebrook Sustainable Development Masterplan
  - No area within the top 10% most deprived by 2015
  - Equal regional pay earnings by 2011
  - Implementing an action plan to reduce poverty.

## Regional Economic Strategy (RES) for the East Midlands 2006-2020 – ‘A Flourishing Region’

- 3.18. Regional Economic Strategy (RES) for the East Midlands 2006-2020 – ‘A Flourishing Region’ identifies a number of activities in order to achieve the aims of the 10 strategic priorities.
- 3.19. Our regeneration strategy would aim to contribute towards the following strategic priorities and associated targets from within the RES 2006-2020.

<i>Strategic Priority</i>	<i>Associated Target(s)</i>
Employment, learning and skills	Engaging schools and colleges with businesses Developing adult workforce skills (Pathways for Learning) Stimulating skills demand Matching skills provision to employer demand Exploiting the opportunity of higher education
Enterprise and business support	Harness a culture of enterprise Targeted provision to improve business creation Increase business survival Supporting innovation and diversification in manufacturing Providing high quality business support

	Improving access to finance Increasing visitor spend Targeting growth of creative and cultural industries
Innovation	Increasing research and development Developing and applying new technologies Providing business support on resource efficiency Development of land and property
Transport and logistics	Improve transport connectivity and accessibility
Energy and resources	Adaptation to Climate Change Reducing the demand for energy and resources Exploiting low carbon technologies Energy and waste capacity
Environmental protection	Cleaner production processes Environmental infrastructure Protect and enhance green infrastructure
Land and development	Secure the quality and supply of employment sites Infrastructure for employment-related schemes Previously developed land and buildings Supporting infrastructure for housing growth Regeneration in areas of low housing demand Range of housing provision
Cohesive communities	Collaboration to encourage participation Develop cohesive communities
Economic renewal	Effective engagement and involvement of local businesses and residents Inclusive business support Addressing crime New markets and enterprise opportunities Improve access to finance
Economic inclusion	Enhance employability of the most disadvantaged Address worklessness Improve diversity of the workforce Working with employers to improve the health of the region's workforce Address ill health as a barrier to employability Develop entrepreneurial skills

## Derbyshire County Council Local Area Agreement

3.20. 35 targets for the Local Area Agreement have been identified in consultation with Derbyshire County Council, and the District Councils. Whilst all 35 are considered to be of utmost importance within the work of the Local Authorities, 10 of the targets will be directly impacted upon through delivery of the activity outlined within this Regeneration Strategy:

10	NI 146	Adults with learning disabilities in employment
15	NI 110	Young people's participation in positive activities
17	NI 117	16 – 18 year olds who are not in education, training or employment
21	NI 163	Working age population qualified to at least Level 2 or higher
23	NI 153	Working age people claiming out of work benefits in the worst

		performing neighbourhoods
25	NI 175	Access to services and facilities by public transport, walking and cycling
26	NI 195	Improved street and environmental (levels of graffiti, litter, detritus, and fly posting)
27	NI 155	Number of affordable homes delivered
31	NI 172	VAT registered businesses in the area showing growth
32	NI 7	Environment for a thriving third sector

## Our Long Term Goals

3.21. In delivering the Regeneration Strategy, the Council aims to achieve the long term goals as outlined below:

1. Return Shirebrook to a thriving retail centre by the end of 2015, developing clear targets to ensure progress is accurately documented
2. No area within the top 20% of the most deprived areas according to the Indices of Deprivation statistical publication in 2016
3. Guide the future development of Creswell and Whitwell by adopting master or development plans by December 2011
4. Equal the regional average earnings by 2013 (supported by the Census information published early 2012)
5. Achieve a joint approach to inward investment and business growth across the North Eastern Derbyshire sub region by the end of 2009
6. Improve the working age qualifications at level 3 and above in line with the regional average by the end of 2013
7. No household to be in poverty (both income and fuel) by 2016, according to the Indices of Deprivation
8. Every household to have equal access to services and provision by December 2015
9. Achieve a significant reduction in the number of households earning below average income by 2013, supported by the Census information
10. Develop a diverse range of business accommodation to support innovation and the development of new technologies over the next 10 years, including Markham Vale, Castlewood Grange, Armstrong Quarry and Steetley Colliery at Steetley and the former Coalite site
11. Build strong links between the business community and the secondary schools, by September 2010, ensuring each student has the opportunity for work placements as part of curriculum activity
12. By the end of 2010, ensure that all adult learners have access to academic and/or vocational qualifications at NVQ levels 2, 3 and 4 whilst supporting their engagement with the workplace

13. Increase the availability of a mixed housing stock including affordable housing, across the district, raising the average house price substantially by January 2013
  14. No household falling below the 'Decent Homes' standard by 2015
  15. An increase in the number of visitors to, and associated spend on, the district's existing and developing tourist attractions by December 2013
  16. Establish a Masterplan and delivery proposals for regenerating South Normanton and Pinxton by April 2010
  17. In order to achieve the long term goals as outlined above, there needs to be a clear process of monitoring the positive changes occurring across the district. A priority of the Regeneration Department is to ensure that there is frequent monitoring of appropriate targets to ensure that we are on the right track to improving the district.
- 3.22. Identified in the table on the next page are a number of targets we consider important to achieve in order to raise the economic profile of the district. Included in the table are associated baseline indicators of the current position of the district. This baseline can be used to monitor progress and clearly show how the district is progressing over the lifetime of the strategy.

## Targets and Indicators

Indicator	Target	Baseline measure	Contribution towards which strategic priority
Gross Value Added <sup>1</sup> (GVA)	<ul style="list-style-type: none"> <li>To raise the GVA per head measure for East Derbyshire to equal that of the region by 2015.</li> <li>To increase the GVA per head for residents within the district each year by a minimum of £1,000 per head.</li> </ul>	East Derbyshire £13,328 East Midlands £16,307 England £18,267 (2005)	Encourage business growth and development New investment, business retention and tourism Education, skills and employment Tackling poverty
Employment Rate	<ul style="list-style-type: none"> <li>To achieve an employment rate equivalent to the East Midlands, with a year on year increase for the district.</li> <li>To raise the employment rate amongst the most deprived neighbourhoods to bring them closer to the district rate.</li> </ul>	Bolsover 75.1% East Midlands 76.2% Great Britain 74.3% (Oct 2006 – Sept 2007)	Encourage business growth and development New investment, business retention and tourism Education, skills and employment Tackling poverty
Deprivation of Education and Skills	<ul style="list-style-type: none"> <li>To bring LSOAs out of the top 10% most deprived nationally against the Rank of Education Skills and Training Score by 2013.</li> </ul>	29% LSOAs in the top 10% for the Rank of Education Skills and Training Score (2007)	Education, skills and employment Tackling poverty
Percentage of working age population qualified to level 2 or higher	<ul style="list-style-type: none"> <li>To increase the proportion of the working age population qualified to level 2 by 15% by 2015</li> <li>To reduce the proportion of the working age population with lower or no qualifications by 10% by 2015 to lower than the regional and national percentages.</li> </ul>	Bolsover 54.2% East Midlands 62.3% Great Britain 63.8% (Jan 2006 – Dec 2006)	Encourage business growth and development New investment, business retention and tourism Education, skills and employment Tackling poverty
Percentage of working age population qualified to level 3 or higher	<ul style="list-style-type: none"> <li>To increase the proportion of the working age population qualified to level 3 by 20% by 2015, achieving a rate equal to the region by 2012.</li> </ul>	Bolsover 29.3% East Midlands 43.6% Great Britain 45.3% (Jan 2006 – Dec 2006)	Encourage business growth and development New investment, business retention and tourism

<sup>1</sup> NUTS 3.2 Headline Gross Value Added (GVA) per head, by NUTS3 area at current basic prices by region 2005.

	<ul style="list-style-type: none"> <li>• To lower the proportion of school leavers (aged 16) who are NEET (not in education, employment or training) to 5% by 2013.</li> </ul>	<p>Bolsover 9.4% Derbyshire County 7.5% East Midlands 6.1% England 7% (Feb 2008)</p>	Education, skills and employment Tackling poverty
Percentage of working age population qualified to level 4 or higher	<ul style="list-style-type: none"> <li>• To increase the proportion of the working age population qualified to level 4 by 10% by 2012.</li> </ul>	<p>Bolsover 14.1% East Midlands 24.8% Great Britain 27.4% (Jan 2006 – Dec 2006)</p>	Encourage business growth and development New investment, business retention and tourism Education, skills and employment Tackling poverty
	<ul style="list-style-type: none"> <li>• To increase the proportion of the working age population employed in SOC 2000 Level 1-3 occupations (Managers and senior officials, professional occupations, and associate professionals) to 40% by 2015.</li> </ul>	<p>Bolsover 26.2% East Midlands 39.3% Great Britain 42.7% (Oct 2006 – Sept 2007)</p>	
VAT Registration rate	<ul style="list-style-type: none"> <li>• To achieve a VAT registration rate of 35 by 2012 per 10,000 resident adult population.</li> <li>• To equal the VAT registration rate for the East Midlands by 2015.</li> </ul>	<p>Bolsover 26 East Midlands 35 England 39 (BERR 2007)</p>	Foster good partnership working Encourage business growth and development New investment, business retention and tourism
Three-year survival rate of VAT registered enterprises	<ul style="list-style-type: none"> <li>• To increase the proportion of businesses surviving three years by 10% by 2012.</li> </ul>	<p>Bolsover 73% Derbyshire 74% East Midlands 72% (BERR 2007)</p>	Tackling poverty
	<ul style="list-style-type: none"> <li>• To achieve a gross weekly pay for full time workers equal to the East Midlands by 2012.</li> </ul>	<p>Bolsover £411.90 East Midlands £429.70 Great Britain £459.00 (2007)</p>	
Earnings by residence	<ul style="list-style-type: none"> <li>• To reduce the disparity between the gross weekly pay for male and female full time workers across the district.</li> </ul>	<p>Male £451.70 Female £313.30 (2007)</p>	
	<ul style="list-style-type: none"> <li>• To increase significantly the earnings of local areas within the district, ensuring no lower super output area is within the top 20% most deprived nationally</li> </ul>	<p>23% of LSOAs are in the top 20% of the Indices of Deprivation's Rank of Income Score (2007)</p>	



Proportion of the working age population claiming key benefits	<ul style="list-style-type: none"> <li>• To reduce the district's proportion of the working age population claiming key benefits to below 10% by 2015, and to equal the national rate by 2012.</li> <li>• To bring all the LSOAs across the district out of the top 10% most deprived against the 'Rank of Employment Score'</li> </ul>	<p>Bolsover 19.3% East Midlands 12.9% Great Britain 13.9% (Nov 2007)</p> <p>8% of LSOAs are in the top 5% most deprived nationally against Rank of Employment score</p>	Education, skills and employment Tackling poverty
Hectares of brownfield land developed for industrial use	<ul style="list-style-type: none"> <li>• To develop a minimum of x hectares of brownfield land for industrial and retail use each year (to be set).</li> </ul>	<p>X hectares industrial X hectares retail (to be set).</p>	Encourage business growth and development New investment, business retention and tourism
Hectares of land developed for residential use	<ul style="list-style-type: none"> <li>• To utilise x hectares of land per year for the development of residential accommodation</li> </ul>	<p>9.2 hectares residential<sup>2</sup> (April 2007 – March 2008)</p>	Housing – renewal and rebuilding Tackling poverty
Rank score in the Indices of Deprivation	<ul style="list-style-type: none"> <li>• To continue to tackle deprivation, ensuring all of the district's areas are not in the top 20% most deprived nationally</li> </ul>	<p>15 of 48 LSOAs for the district are in the top 20% most deprived nationally against the Indices of Deprivation (2007)</p>	Foster good partnership working Town and neighbourhood regeneration Encourage business growth and development New investment, business retention and tourism Education, skills and employment Housing – renewal and rebuilding Tackling poverty

<sup>2</sup> Calculated from the number of dwellings developed in the given financial year divided by thirty, to give the number of properties developed per hectare of land.



