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To: Chair & Members of the Local  
Growth Scrutiny Committee

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Friday 3<sup>rd</sup> March 2023

Dear Councillor

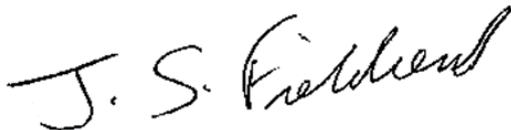
**LOCAL GROWTH SCRUTINY COMMITTEE**

You are hereby summoned to attend a meeting of the Local Growth Scrutiny Committee of the Bolsover District Council to be held in the Council Chamber, The Arc, Clowne on Monday 13th March 2023 at 10:00 hours.

Register of Members' Interests - Members are reminded that a Member must within 28 days of becoming aware of any changes to their Disclosable Pecuniary Interests provide written notification to the Authority's Monitoring Officer.

You will find the contents of the agenda itemised on pages 3 and 4.

Yours faithfully



Solicitor to the Council & Monitoring Officer

## **Equalities Statement**

Bolsover District Council is committed to equalities as an employer and when delivering the services it provides to all sections of the community.

The Council believes that no person should be treated unfairly and is committed to eliminating all forms of discrimination, advancing equality and fostering good relations between all groups in society.

### **Access for All statement**

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- **BSL Video Call:** A three-way video call with us and a BSL interpreter. It is free to call Bolsover District Council with Sign Solutions, you just need WiFi or mobile data to make the video call, or call into one of our Contact Centres.
- Call with [Relay UK](#) - a free phone service provided by BT for anyone who has difficulty hearing or speaking. It's a way to have a real-time conversation with us by text.
- **Visiting** one of our [offices](#) at Clowne, Bolsover, Shirebrook and South Normanton

**LOCAL GROWTH SCRUTINY COMMITTEE  
AGENDA**

***Monday, 13th March, 2023 at 10:00 hours taking place in the Council Chamber,  
The Arc, Clowne***

Item No.		Page No.(s)
	<b><u>PART A - OPEN ITEMS</u></b>	
1.	<b>Apologies for Absence</b>	
2.	<b>Urgent Items</b>	
	To note any urgent items of business which the Chairman has consented to being considered under the provisions of Section 100(B) 4(b) of the Local Government Act 1972.	
3.	<b>Declarations of Interest</b>	
	Members should declare the existence and nature of any Disclosable Pecuniary Interest and Non Statutory Interest as defined by the Members' Code of Conduct in respect of:	
	a) any business on the agenda	
	b) any urgent additional items to be considered	
	c) any matters arising out of those items and if appropriate, withdraw from the meeting at the relevant time.	
4.	<b>Minutes</b>	5 - 11
	To consider the minutes of the last meeting held on 7 <sup>th</sup> February 2023.	
5.	<b>List of Key Decisions and Items to be Considered in Private</b>	12
	<i>(Members should contact the officer whose name appears on the List of Key Decisions for any further information). <b>NB:</b> If Members wish to discuss an exempt report under this item, the meeting will need to move into exempt business and exclude the public in accordance with the Local Government (Access to Information) Act 1985 and Local Government Act 1972, Part 1, Schedule 12a for that part of the meeting only.</i>	
6.	<b>Review of Town Centre Regeneration Frameworks - South Normanton</b>	13 - 94
7.	<b>Business Growth Strategy - Monitoring Update (Full) 2022/23</b>	95 - 110
8.	<b>Draft Business Engagement Strategy</b>	111 - 171

9. **Review of Integration of Social Value to BDC Policy and Delivery  
- Post-Scrutiny Monitoring (Interim Report)** 172 - 186

10. **Local Growth Scrutiny Committee Work Programme 2022/23** 187 - 193

**PART B - INFORMAL**

11. **Review work**

## LOCAL GROWTH SCRUTINY COMMITTEE

Minutes of a meeting of the Local Growth Scrutiny Committee of the Bolsover District Council held in the Council Chamber, The Arc, Clowne on Tuesday 7<sup>th</sup> February 2023 at 10:00 hours.

### **PRESENT:**

Members:

Councillor Jen Wilson in the Chair

Councillors Derek Adams (left during Minute No LOC50-22/23), David Dixon, Liz Smyth and Janet Tait.

Officers: Jim Fieldsend (Assistant Director and Monitoring Officer), Grant Galloway (CEO, Dragonfly Development Limited), Chris Fridlington (Director of Economic Development, Dragonfly Development Limited), Joanne Green (Partnerships Policy Officer) and Joanne Wilson (Scrutiny & Elections Officer).

Also in attendance at the meeting were Councillors Tom Munro and Rita Turner (to Minute No. LOC48-22/23).

### **LOC43-22/23**

### **APOLOGIES FOR ABSENCE**

Apologies for absence were received on behalf of Councillors Jim Clifton, Maxine Dixon (Minute No. LOC48-22/23 only) and Tom Kirkham.

### **LOC44-22/23**

### **URGENT ITEMS OF BUSINESS**

There were no urgent items of business to consider.

### **LOC45-22/23**

### **DECLARATIONS OF INTEREST**

There were no declarations of interest made.

### **LOC46-22/23**

### **MINUTES OF A MEETING HELD ON 4<sup>TH</sup> OCTOBER 2022**

Moved by Councillor Derek Adams and seconded by Councillor Janet Tait

**RESOLVED** that the Minutes of a Local Growth Scrutiny Committee held on 6<sup>th</sup> December 2022 be approved as a correct record.

## LOCAL GROWTH SCRUTINY COMMITTEE

**LOC47-22/23**

### **LIST OF KEY DECISIONS AND ITEMS TO BE CONSIDERED IN PRIVATE**

Committee considered the List of Key Decisions and items to be considered in private document.

Moved by Councillor Derek Adams and seconded by Councillor David Dixon **RESOLVED** that the List of Key Decisions and items to be considered in private document be noted.

**LOC48-22/23**

### **REVIEW OF TOWN CENTRE REGENERATION FRAMEWORK – CLOWNE**

The Scrutiny & Elections Officer explained the various documents that had been presented to Members as part of the review.

The Director of Economic Development, Dragonfly Development Limited (DDL), presented a review of Clowne Town Centre Regeneration Framework, acknowledging the Committee's original review plan to take each town area in turn. The Framework had originally been commissioned in autumn 2015, and had highlighted a range of public and private interventions that could be made to improve the town centre.

As agreed with Committee, officers had produced a scorecard analysing progress against the various elements of the Framework including in surrounding villages and hamlets. On reflection, the Framework document hadn't guided development to a great extent within the area. Many elements remained undelivered as the document had been aspirational in nature requiring additional buy-in from Town and Parish Councils to engage in the development plans themselves. Where funding had not been in place, many ideas had been difficult to deliver.

It was noted that the previous Regeneration Frameworks, to some extent, also sat outside a wider strategy for development and there was not a bank of costed projects ready to put forward to support the area. While the intention of the Frameworks had been to lever investment, the lack of costed projects had made them almost impossible to deliver. As there was insufficient evidence base within the document, additional research was now being commissioned in order to evidence and cost the projects that could regenerate the town centre.

Of the six core delivery objectives, only one had been completed, with two objectives (4 & 5) in progress but still requiring significant work. Objectives 1 and 2 required the Clowne Garden Village scheme to progress. Objective 6 was no longer viable.

Of the Stepping Stone projects, none had progressed. The officer noted that pedestrianisation of Mill Street had been trialled during the pandemic but local shop owners had not seen any benefits for the approach and were not keen for it to become a permanent arrangement. While work had taken place on highway improvements, any subsequent work by utility companies had not replicated the surfacing, which had not enabled the works to improve the aesthetics of the highway on Mill Street to have the

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intended success. It was also noted that the retail offer within Clowne required improvement to create a greater mix.

In reference to the appendix outlining progress within the surrounding villages and hamlets, the officer noted the following:

- Barlborough – a number of improved walking links, but further work was required in support of objectives 1-3.
- Creswell – 3 out of 5 objectives were either delivered or in progress, with the Heritage and Wellbeing Centre nearly completed, improved tourism through links with the Community Rail Partnership and redevelopment of the Station Hotel.
- Whitwell – improvements around the station due to engagement with the Community Rail Partnership, renovation of the former Co-op building in to flats, and redevelopment of the colliery site expected which will provide housing and a country park area.

The officer noted that within the objectives of both the core town centre and the surrounding areas, there were a number rated red and amber, with successes more due to good fortune than good planning. The original document was completed back in 2015-17 and did not fit with current community aspirations. The aim of completing the community consultation at the time was to ensure partners were on board with regeneration. The suite of documents overall were potentially too ambitious and were very resource intensive to produce. It was important going forward that any new approach to regeneration planning was value for money.

The officer noted that there would be a working group for the Bolsover area, following the failed Levelling Up bid, so that a revised plan could be put in place ready for future funding announcements.

A Ward Member for Whitwell noted the redevelopment of the Co-op site with Action housing had proved very successful. The current partnership with the Robin Hood Line would enable the village to create a floral area at the side of the station, and it was hoped to install an old railway carriage to be used for refreshments. A key concern was signage at gateways to the village, and this was noted as an objective that hadn't progressed. It was particularly an issue at Bowler's Corner, and it was hoped to refurbish this area. The play areas had now been upgraded with Welbeck Street receiving approximately £250k which had created a brand new MUGA toddler area and space for older children, and also a dog park. The Parish Council had tried to deliver this via the District Council's BILD Programme, but this had not been possible. The work did however complement the aspirations in the Framework. Looking beyond the Framework, the Parish Council were engaged with the current Woodlands project and a new orchard was in development. They felt the Framework had at least given local impetus to endeavour to improve the area.

A Ward Member for Barlborough noted that the footpath running alongside the golf course at the edge of Clowne had now been unblocked, which was a huge improvement. They also noted that overall progress was disappointing and the Frameworks had not delivered as expected.

The officer acknowledged that the Frameworks hadn't had the expected impact and it was clear that officers welcomed recommendations from Committee on potential future

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activity. They noted that it was important that the Council was clear how it could support parishes and that there were clear mechanisms to signpost elsewhere when the Council could not assist. This would also enable the Council to prioritise future action more effectively.

A Ward Member for Whitwell noted that they were aware of the failed bid for Bolsover but understood there would likely be another funding stream to bid to. They noted that things had moved on fast as a result of the pandemic, and the Frameworks did not reflect current local ambitions. Areas not addressed in the Frameworks included carbon emissions, active travel, digital connectivity, parking/park & ride facilities, and this needed rectifying within any new plans formed.

The Officer noted it was vital that any future plans were clear about the type of development that would be accepted within town centre areas, in place of any vacant retail units, where the retail offer could not be replaced.

In reference to Clowne town centre, the Scrutiny & Elections Officer gave feedback on behalf of a Clowne Ward Member. Key issues currently were the revival of the market which had operated for a number of years previously. Furthermore, there was an appetite for shop front improvements, and further improvements to the Mill Street area, to improve the visual look of the centre similar to the Committee Members ideas for Shirebrook Market Place.

As the Framework for Clowne was not currently superseded by recent work as was the case in Bolsover and Shirebrook, the Director of Economic Development asked the Committee for their recommendations for a way forward. Following a brief discussion, Members agreed that initial conversations needed to take place with parish councils to establish local aspirations and ideas. Members agreed the existing framework should be used as starting point for discussions but would ultimately be replaced with a new development framework. This could then enable the creation of a larger working group, covering the whole of the Clowne Framework area, to develop a new integrated plan with representatives from each parish, alongside wider District Council plans in relation to economic development and housing development.

Moved by Councillor David Dixon and seconded by Councillor Jen Wilson

**RESOLVED** that (1) the contents of the report be noted,

(2) using the existing Framework as a reference point, initial discussions with parish councils within the Framework area should be held,

(3) following parish level discussions, a working group for the whole Framework area be established, to develop a new strategic vision for the wider town centre area and surrounding villages and hamlets.

(Director of Economic Development, DDL/ Business Growth Manager/ Scrutiny & Elections Officer)

## **LOCAL GROWTH SCRUTINY COMMITTEE**

### **LOC49-22/23 DELIVERY OF DRAGONFLY AND BOLSOVER HOMES PROGRAMMES**

The Scrutiny & Elections Officer advised Members of the work completed during the previous scrutiny review and the draft recommendations created. They also advised of committee reports considered by Executive and Council in the period since the previous review. They advised Members they would need to consider if any of the previous recommendations identified were still relevant and required either submission to Executive or consideration as part of the current development of governance arrangements for the new company.

A Member confirmed that they believed governance arrangements was dealt with within the new set up, and that it was clear that all projects and the Business Case developments would be presented to Members at Council. They felt that all governance and communication issues previously identified would be resolved with the new arrangements.

The CEO, DDL, noted that a portfolio of sites proposed for development via Dragonfly had been presented to Council prior to the creation of the wholly-owned company. These were also noted within the Business Case presented to Council. They noted that all required monitoring would be catered for within the new governance arrangements and these would be aligned to Council operations which would be more rigorous than the previous arrangements with Robert Woodhead Limited. They noted that the link with scrutiny was still to be determined but would be accommodated within final arrangements, and further work was to take place on the arrangements for the internal Board.

A Member noted that they felt the original recommendations, identified by scrutiny within the previous review, were now void due to the current situation. They were aware that the proposed Board would have 7 members and queried how these would be chosen. The CEO, DDL, confirmed that the company would have to satisfy usual company regulations in relation to the appointment of Board members. There would likely be 5 internal members made up of Dragonfly management/Council Members and 2 external members likely from within the industry. It would also be vital that anybody acting as an external member had no conflict of interest in relation to another company with the same remit as Dragonfly. They also thought it would be possible for any Councillor appointed to remain a Board Member for their specified term, even if they were no longer a Councillor to ensure stability in company Board membership. The CEO, DDL, noted that their previous experience, whilst as a joint officer supporting the JVC Boards at both authorities of the Alliance, had been mixed due a number of Board membership changes which had resulted in instability. They felt it was appropriate for Board members to serve for a 4 year period, as a minimum, to enable stability.

A Councillor noted that although Robert Woodhead Limited were no longer involved, the process should still be the same with all reports going direct through Council. The CEO, DDL, felt the move to a wholly-owned company would enable more prescription over how the company operated.

The Monitoring Officer noted that there was extensive work taking place to finalise proposals for the governance arrangements, including service level agreements, the

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shareholder agreement and Board arrangements. All of this was being completed in line with the Business Case submitted to Council.

A Member commented that time was of the essence to ensure the company was put in to place in a timely manner, to ensure there were no further delays to delivery. The CEO, DDL, noted that the Finance team, in particular, were keen to ensure the company was ready to operate fully by the start of the new financial year. A meeting was due to take place with the consultants within the next few days.

A Member commented that it was key to ensure there was transparency in the process, with good communication links in place, both with the Council and externally with partners and the public. They commented on coverage within the local press following consideration by Council and noted that the article was not a true reflection of the situation or the decision made. The CEO, DDL, noted that reports would flow regularly to Council, and other committees as required, as they had done previously. The Director of Economic Development, DDL, noted that they were aware that some Councillors had raised concerns in the past. They reiterated that transparency was key and something that was non-negotiable as part of the creating of the company, with open communication channels paramount to delivering that.

Moved by Councillor Derek Adams and seconded by Councillor David Dixon

**RESOLVED** that (1) Members were satisfied that the proposals in the Business Case and expected developments outlined to date would satisfy the required level of governance and oversight and that a role for scrutiny would be determined as part of the process,

(2) due to the cessation of the partnership with Robert Woodhead Limited and the change of Dragonfly Development Limited to a wholly-owned company, Members were satisfied that the new management, reporting and governance arrangements proposed would address the issues identified within the previous scrutiny review work, and that none of the recommendations were currently required,

(3) clear communication channels were required going forward to ensure that Members, staff and the public were aware of all developments and achievements of the company.

(CEO, DDL/Director of Economic Development, DDL/ Assistant Director and Monitoring Officer)

### LOC50-22/23

### WORK PROGRAMME 2022/23

Committee considered their proposed work programme for 2022/23.

It was agreed to clarify with the Vice-Chair in relation to one of the proposed items they had originally requested, to establish if the report was still required. The Scrutiny & Elections Officer noted that the relevant Ward Councillors had been invited to the next meeting for the South Normanton report.

## LOCAL GROWTH SCRUTINY COMMITTEE

Moved by Councillor Janet Tait and seconded by Councillor David Dixon

**RESOLVED** that the Work Programme 2022/23 be approved and noted, with proposed agenda items rescheduled where required.

(Scrutiny & Elections Officer)

The meeting concluded at 11:27 hours.



**List of Key Decisions and items to be considered in private**

The latest version of the Forward Plan can be found here:

<https://committees.bolsover.gov.uk/mgListPlans.aspx?RPId=1147&RD=0&bcr=1>

Members should contact the officer whose name appears on the List of Key Decisions for any further information.

**NB:** If Members wish to discuss an exempt report under this item, the meeting will need to move into exempt business and exclude the public in accordance with the Local Government (Access to Information) Act 1985 and Local Government Act 1972, Part 1, Schedule 12a for that part of the meeting only.

## Bolsover District Council

### Meeting of the Local Growth Scrutiny Committee on Monday 13<sup>th</sup> March 2023

#### Review of Town Centre Regeneration Frameworks – South Normanton

#### Report of the Portfolio Holder for Growth / Economic Development

<b>Classification</b>	This report is Public
<b>Report By</b>	Natalie Etches – Business Growth Manager 01246 242389 / 07989 146973 <a href="mailto:Natalie.etches@bolsover.gov.uk">Natalie.etches@bolsover.gov.uk</a>
<b>Contact Officer</b>	As above

### PURPOSE/SUMMARY OF REPORT

- To review the effectiveness of the Regeneration Framework adopted in 2017 for South Normanton and surrounding villages and hamlets including: Pinxton, Blackwell, Hilcote, Newton, Tibshelf, and Westhouses.

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### REPORT DETAILS

#### **1. Background**

- 1.1 In 2015, the Economic Development Team commissioned Bauman Lyons Architects, Camun Lonsdale, and others to produce “Sharing Bolsover! Bolsover District Regeneration Framework”, a strategy for each of the four market towns and their respective surrounding villages.
- 1.2 It was intended that the Regeneration Framework (RF) would form an important part of the evidence base for the emerging Local Plan, informing its place specific policies and proposals; the Local Plan would embody the spatial elements of the RF helping to deliver their key priorities and projects in a co-ordinated manner and critically form the basis for external funding bids.
- 1.3 The project design team, led by Bauman Lyons Architects, were appointed in autumn 2015 and commenced consultations with a variety of local stakeholders, agencies, businesses, community groups and thematic interest groups to develop both town specific and district-wide proposals around emerging themes.
- 1.4 The regeneration framework was intended to:
  - Prioritise investment providing the framework for targeted and coordinated public/private sector interventions;

- Inform funding applications for town centre investment and regeneration;
  - Address the key priorities identified in Joint Economic Development and Housing Strategy;
  - Form the basis of work to deliver economic growth and for aligning the district's priorities to maximise inward investment;
  - Form an important part of the evidence base for the emerging Local Plan, informing its place specific policies and proposals;
  - Highlight the importance of "place-making", in matching the pace and nature of growth within the district, aligned with the physical characteristics of each discrete part of the District; and
  - Raise public awareness of place-making proposals and place marketing leading to improved quality and perception of place.
- 1.5 The four Regeneration Frameworks were accepted and endorsed in January 2017. The South Normanton town Regeneration Framework is included as Appendix 1.

## **2. Details of Proposal or Information**

- 2.1 The Regeneration Framework for South Normanton identified three main project areas:
- Redesign and re-establish the Market Place as the heart of the Village;
  - New and enhanced connections to greenways;
  - and, Bring forward the development of infill sites.
- 2.2 There were also some 'Stepping Stone' projects for the town centre:
- Shopfront improvements;
  - Empty space above shops and vacant looking units;
  - Pilot town team;
  - and, Gateways, verges, and margins
- 2.3 The extent to which these projects have been completed or funded would be one key measure of the effectiveness of the Regeneration Framework to date and a scorecard is presented overleaf.
- 2.4 Unfortunately, the review illustrates that five years on from their adoption, the Regeneration Framework has had little, if any, impact on the regeneration of the town centre and it has been ineffective in attracting inward investment or funding to deliver the initiatives.
- 2.5 South Normanton and Pinxton have seen significant levels of inward investment with the commercial developments, but these lay on the outskirts of the town and as such have little impact on the investment of the town.
- 2.6 The Development Directorate are unable to work up detailed costed initiatives and investment opportunities, informed by some of the proposals in the Framework document, as it is of limited utility, noting the generic nature of some of the proposals. The Regeneration Framework can therefore not be relied upon.

PROJECT NAME	SUMMARY	OUTCOME
<b>SOUTH NORMANTON TOWN CENTRE PROJECTS</b>		
Redesign and re-establish Market Place as the heart of the Village	High priority urban design project and delivery to improve pedestrian movement and experience in the Village Centre including improved signage and replacement of the Market Place clock.	No progress to date
New and enhanced connections to greenways	Development of connection to Blackwell Trail and upgrades along The Common and Alfreton Road to create a 'shared route.'	No progress to date
Bring forward development of infill sites	Prioritise and promote development of brownfield and long term vacant sites in the Village Centre for diverse types and scales of housing.	No progress to date
<b>STEPPING STONE PROJECTS</b>		
Shopfront improvements	Trial period of no shutters on shop windows and/or pilot shutter art project. Development of design guide for shop windows and shop signage.	No progress to date. however, Derbyshire Business Rates Retention Programme has an allocation of £13,000 to direct towards investment in shopfront uplifts
Empty space above shops and vacant looking units	Utilise unused shop windows as displays for new online businesses and start-ups. Refurbish suitable upper floors into residential with demonstrator project in a BDC/PC owned property.	No progress to date
Pilot Town Team	Greater devolution of governance to promote collective and interdependent working between neighbouring villages and Parish Councils. Initiate a 'Best Kept Village Centre' competition, share resources and solutions to challenges each village has in common.	No progress to date. Recent restructure of the Executive & Partnership's' Team means each town centre has a Policy Officer 'assigned' to work within the town and surrounding villages and hamlets to establish links with the community to bring forward community investment.
Gateways, verges and margins	Seven sites identified at key vehicular and pedestrian entrances into the Village Centre providing opportunities for community led greening, artwork and signage.	No progress to date. See 3.1. point 3 below

PROJECT NAME	SUMMARY	OUTCOME
	Traffic signage to be rationalised at junction of A38.	

### **3. Reasons for Recommendation**

- 3.1 On its own terms, the Regeneration Framework has not been successful because very little has been achieved and it can be seen five years since adoption:
- there has been no successfully targeted and coordinated public/private sector interventions in South Normanton’s town centre, in part due to the lack of public funding to be able to deliver public realm and enhanced connections;
  - there has been no successful funding applications for town centre investment and regeneration to date, in part due to the lack of large scale investment proposal being designed or costed to inform such a bid proposal;
  - and, the stepping stone projects are heavily reliant on third party investment and engagement – the rationalisation of the signage on the J28 / A38 cannot be delivered without Highways England (Motorway) and Derbyshire County Council (Highways), and neither party have been engaged in the proposals since the completion of the Regeneration Framework.
- 3.2 One key takeaway from this Regeneration Framework is that there is no significant large scale regeneration initiative proposed with a large parcel of land or growth opportunity. The proposals are small in scale, but with a focused investment could have an impact on the town centre if the businesses, stakeholders, and public agencies are all engaged.
- 3.3 Where there is no land opportunity or if the Council does not have control over the land and/or buildings; it will have limited influence over its future use, which will more often than not be determined by the commercial imperatives of the landowner and/or developer subject to the relevant party obtaining the necessary planning permissions. For example, shop improvement schemes will require investment by the owner / occupier, and this is made more difficult in a post-COVID / cost of living crisis where there is a lack of disposable capital to invest.
- 3.4 There has been little progress on the Stepping Stone projects proposed as part of the regeneration framework by the District Council as it would be the responsibility of the Parish Council and/or local property owners to bring forward investment and uplift schemes at this localised level.
- 3.5 The Derbyshire Business Rates Retention Pilot scheme allocated £13,500 to improvements within the town centre in 2019. The proposal initially included for a feasibility study, but this was revised away from a feasibility to allow a number of important issues around traffic and potential development opportunities to resolve, which would lead to a more meaningful design study to re-interpret the Market Street/High Street area at a later date.
- 3.6 The local community proposed a grant programme to improve the appearance of the shopfronts, which will contribute to the overall attractiveness and confidence of the area, by improving the street scene, helping boost the image and perception of the Market Street/High Street area, and encourage private investment in the

properties. This, in turn, will improve the vitality of the town centre and make it a vibrant place for local businesses and retailers, shoppers and visitors from the town and further afield. It is anticipated that the £15k will deliver around 7 shopfront improvements, which is roughly a budget of £2000 per shop. Improvements will include:

- Refurbishments to the shop sign
- Minor repairs and application of artwork to shutters, which, in turn will serve to animate the town centre.

3.7 A variation request is with Derbyshire County Council for approval.

3.8 Finally, South Normanton's Regeneration Framework also includes proposals for the surrounding villages and hamlets of: Pinxton, Blackwell, Hilcote, Newton, Tibshelf, and Westhouses but whilst these projects are out of scope of this report, an addendum will be provided that further evidences the identified issues with this particular Framework.

#### **4 Alternative Options and Reasons for Rejection**

4.1 To recommend a refresh of the Regeneration Framework for South Normanton: this option was rejected because the costs of addressing the points raised in the above review of the document would be unduly inhibitive.

4.2 To recommend that the Regeneration Framework for South Normanton is put forward as an adopted planning document to allow more weight to be attached to it: this option was rejected because the document is out dated and would not meet the necessary thresholds to be adopted as a supplementary document.

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#### **RECOMMENDATION(S)**

1. That members note the contents of this report
2. That members compare the findings in this report with the previous area reviews to inform next steps.

Approved by Councillor Liz Smyth  
Portfolio Holder for Growth / Economic Development

#### **IMPLICATIONS:**

**Finance and Risk:**            Yes             No

**Details:** The report is for noting

On behalf of the Section 151 Officer

**Legal (including Data Protection):**            Yes             No

**Details:** This report is for noting and refers solely to documents in the public domain so does not raise any legal issues or any data protection issues.

On behalf of the Solicitor to the Council

**Environment:**

Please identify (if applicable) how this proposal/report will help the Authority meet its carbon neutral target or enhance the environment.

**Details:** The report is for noting

**Staffing:** Yes  No

**Details:** This report has been completed as part of the service area's day to day work.

On behalf of the Head of Paid Service

**DECISION INFORMATION**

<p><b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:</p> <p><b>Revenue - £75,000</b> <input type="checkbox"/> <b>Capital - £150,000</b> <input type="checkbox"/> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i></p>	No
<p><b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)</p>	No

<p><b>District Wards Significantly Affected</b></p>	<p>South Normanton wards, Pinxton, Blackwell, Hilcote, Newton, Tibshelf, and Westhouses.</p>
<p><b>Consultation:</b> <b>Leader / Deputy Leader</b> <input type="checkbox"/> <b>Executive</b> <input type="checkbox"/> <b>SLT</b> <input type="checkbox"/> <b>Relevant Service Manager</b> <input type="checkbox"/> <b>Members</b> <input type="checkbox"/> <b>Public</b> <input type="checkbox"/> <b>Other</b> <input type="checkbox"/></p>	<p>Details:</p>

<p><b>Links to Council Ambition: Customers, Economy and Environment.</b></p>

**DOCUMENT INFORMATION**

Appendix No	Title
1	Sharing Bolsover – Regeneration Framework for South Normanton town
2	Town Centre Regeneration Frameworks – South Normanton (Addendum)
3	South Normanton Town Centre Health Check Summary Report
4	Tibshelf Town Centre Health Check Summary Report

5	Pinxton Town Centre Health Check Summary Report
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<b>Background Papers</b>
<i>(These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Executive you must provide copies of the background papers).</i>
<b>None</b>

Rpttemplate/BDC/021122

# Sharing Bolsover!

## BOLSOVER DISTRICT REGENERATION FRAMEWORK

### STRATEGIES FOR TOWNS AND VILLAGES



## SOUTH NORMANTON

and surrounding villages and hamlets including  
Pinxton, Blackwell, Hilcote, Newton,  
Tibshelf and Westhouses





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BaumanLyons  
**ARCHITECTS** CAMLIN LONSDALE



**Accend**







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# INTRODUCTION

Top: Clowne Members' Workshop, Jan 2016

Middle (L-R): Bolsover, South Normanton and Shirebrook Members' Workshops, Jan 2016

Bottom: Bolsover District Stakeholders Workshop, Feb 2016



# PREFACE



Councillor Ann Syrett

I am delighted to present to you the Regeneration Framework for Bolsover District. This work is the result of many months of consultation with community groups and organisations who share the Council's commitment to improve our town centres and key settlements.

The Framework is a building block to secure regeneration which requires public and private funding, it provides an evidence base to add weight to the Local Plan, it has raised awareness of active placemaking proposals and facilitated discussion around perception of place. Lastly, it will be used to encourage inward investment by demonstrating the Council's commitment to the District's regeneration through co-ordinated and targeted interventions.

We live in a District which has much to offer; with a rich heritage and history and a proud industrial base which has been the backbone of our economy. We also recognise that our District is changing and in order to build sustainable communities we need to work together with partners locally, regionally and nationally to achieve our collective ambitions.

I would like to thank everyone who has been involved in development of the Framework and look forward to working in partnership with you to achieve our aspirations.

**Councillor Ann Syrett**

Leader of the Council

# POLICY CONTEXT

## LOCAL PLAN & REGENERATION FRAMEWORK

As Planning Authority, Bolsover District Council (BDC) is preparing a new Local Plan for Bolsover District to replace the Local Plan adopted in February 2000. This new Local Plan will set out the Council's vision and objectives for development in Bolsover District, outlining the planned levels of growth over the next 15 years. It draws on the national and the Council's own ambitions for growth and change in the district. It translates these ambitions into a Plan to help deliver the growth the District needs whilst preserving the characteristics people value and the features they cherish. To support the preparation of the new Local Plan, the Council has also developed this Regeneration Framework for the District, focusing on its four largest settlements – Bolsover, Clowne, Shirebrook and South Normanton.

This Regeneration Framework has sought to bring together the District's local communities and the Council and its partner organisations in order to understand the making of place in a strategic and holistic manner, identifying priorities and potential projects to help foster a greater sense of place. As such, the Regeneration Framework through its development has formed an important part of the evidence base for the emerging Local Plan, informing its place specific policies and proposals in a co-ordinated manner.

## NATIONAL

### The Plan for Growth (2011)

The Plan for Growth sets out the Government's approach to growing the UK economy. Aspects relevant to Regeneration Frameworks are the ambition for investment and exports as a route to a more balanced economy through an increase in private sector employment, especially in regions outside London and the South East, and increased investment in low carbon technologies.

### The National Planning Policy Framework (2012)

The National Planning Policy Framework (NPPF) sets out the Government's policies in relation to achieving sustainable development. It states that "Local Plans are the key to delivering sustainable development that reflects the vision and aspirations of local communities. Planning decisions must be taken in accordance with the development plan unless material considerations indicate otherwise". By supporting the Council's Local Plan, this Regeneration Framework will help connect local communities' aspirations into the preparation of the Local Plan.

## REGIONAL

### Local Economic Partnerships

At the time of writing this Regeneration Framework, BDC was within two Local Economic Partnership (LEP) areas: Sheffield City Region and D2N2 (the LEP for the Derbyshire, Derby, Nottinghamshire and Nottingham areas). The LEP's 2014 Strategic Economic Plans (SEP) were the basis for their Growth Deals with central government.

### Combined Authorities

In March 2016 Bolsover District Council determined a 'preferred membership status' option in favour of becoming a constituent member of the proposed North Midlands Combined Authority and a non-constituent member of the Sheffield City Region (SCR) Combined Authority. These Combined Authorities are yet to define how to support the implementation of Regeneration Frameworks.

### Derbyshire Economic Partnership (DEP)

The DEP is a public/private sector partnership which through working together seeks to facilitate an effective and co-ordinated approach to economic development across Derbyshire. DEP's Vision, themes and objectives are set out in Derbyshire Economic Strategy Statement. Particularly relevant to Regeneration Frameworks are strategic themes of Boosting Investment and Place Making through investment in infrastructure, unlocking potential of land and property assets, attracting new businesses and increasing the vitality and viability of towns, and Fostering Enterprise and Business Growth through maximising the potential of the visitor economy and strengthening the rural economy.

## LOCAL

Bolsover District Council has developed a number of plans and strategies that provide an important context:

### Bolsover and North East Derbyshire Growth Strategy, 2014

Guiding principles of the Growth Strategy are to play to the strengths and opportunities of both districts, focus on key assets, and to involve all stakeholders and partners in developing and implementing the Growth Strategy.

## Bolsover District Council Corporate Plan, 2015-19

The plan sets out the key priorities for the Council and a vision to enhance and improve the wealth profile, well-being and quality of life for the communities of Bolsover District. The key aim most relevant for this framework is Unlocking our Growth Potential through supporting enterprise, unlocking development potential of major employment sites, and enabling housing growth by increasing the supply, quality and range of housing.

## Bolsover Green Space Strategy, 2012

The Green Space Strategy seeks to achieve, through partnership working with local communities, the provision of a well maintained, attractive, safe, healthy, accessible and valued network of green spaces across the District. It also identifies priorities for how green space should be planned and managed and those settlements where new green space is needed.

## Successful Places Supplementary Planning Document, 2013

Successful Places promotes the Council's high quality design agenda and sets out a series of Place Making Principles based upon established best practice that will be applied to both new developments and proposals to improve existing places. This guide provides the building blocks to creating better designed places to live, which are also relevant to where they are built, so that what we build today not only delivers character and distinctiveness, but the foundations for a better quality of life and well-being in the longer term.

## Sustainable Community Strategy 2013 – 2020

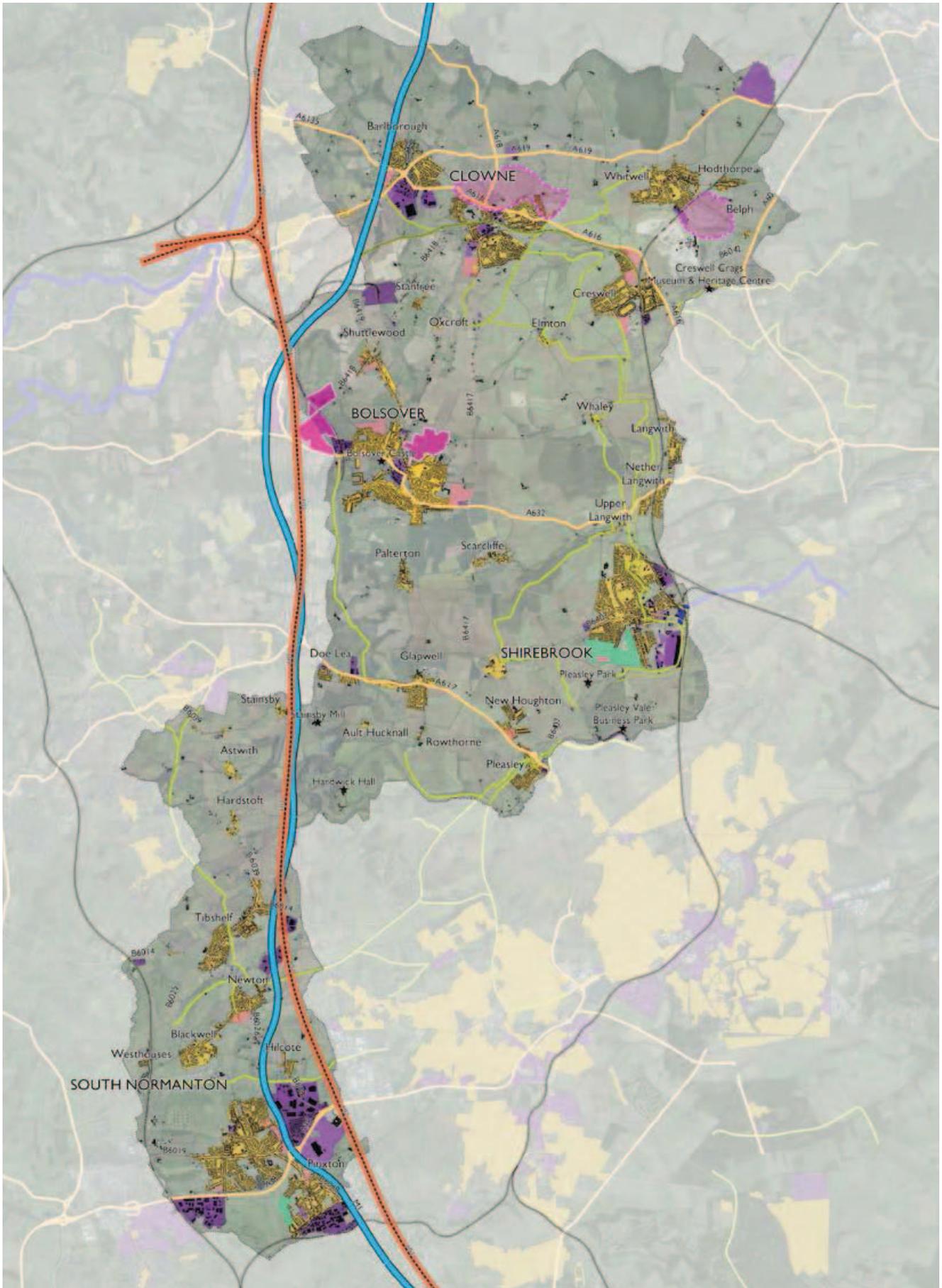
The Bolsover Partnership led Sustainable Community Strategy focuses on themes to bring together public, private and voluntary sector organisations, community groups and local people to deliver improved services and quality of life in local areas, with a view to creating a diverse, healthy, fair and prosperous district.

The Regeneration Framework links to all six priority strands within the strategy - Community Safety, Housing and the Environment, Culture and Tourism, Health and Wellbeing, Business and Employment, Accessibility and Raising Aspirations, in terms of recommending actions to benefit all the six strands.



## Bolsover District Economic Development and Housing Strategy 2015 – 2020

The strategy offers a focus to deliver both economic and housing growth together, ensuring that the limited resources of the council and its partners are targeted effectively and in a coordinated way to face local challenges and deliver against targeted priorities, one of which is realising the vitality and viability of town centres; the Regeneration Framework addresses this priority by providing a basis for town centre regeneration, facilitated by co-ordinated and targeted interventions and guided by the principles of “placemaking”, the receptiveness of citizens and physical characteristics of each discrete part of the District.



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**BOLSOVER DISTRICT IN 2033**

**Key**

- Potential Strategic Sites
- Sites with history of residential planning application(s)
- Residential
- Employment
- HCA Land Assets
- Subregional Greenways
- Archaeological way
- National Strategic Routes
- HS2
- District boundary
- Buildings
- Railway Track
- Railway Tunnel
- Motorway
- A Road
- B Road
- Local Street

# VISION

'Sharing Bolsover' looks forward to 2033 and is guided by the principles of placemaking and the ideas and priorities put forward by the communities that live and work in the District. The shared vision is for a flexible mix of transformational and fine grained projects that will enhance the offer of the four town and village centres of Bolsover, Clowne, Shirebrook and South Normanton to strengthen their role as service centres. Proposed improvements to physical connectivity will enable outlying villages to access and benefit from these investments and to contribute to the rise of a vibrant local economy and of a shared sense of civic pride. There are three principles that underpin the Regeneration Framework:

## **BUILDING ON WHAT WE HAVE**

Bolsover District is undergoing dynamic change. The proximity to the M1 corridor has been a focus of major investment that has secured economic growth. However the collapse of traditional industries such as coalmining and textiles and their attendant scars have governed the rate and distribution of economic benefits, resulting in marked contrasts between some parts of the District and others. The town and village centres seem to display these contrasts most clearly, particularly the four service centres: Bolsover, Clowne, Shirebrook and South Normanton. However the District nestles between the natural assets of Sherwood Forest and the Peak District and offers a blend of spectacular scenery and historic attractions such as Bolsover Castle, Creswell Crags and Hardwick Hall and the towns and villages have distinctive qualities, individual identities and strong communities.

Further growth is predicted. Population projections up to 2030 suggest that the populations of Bolsover will increase by 8,000 to 84,000 and the number of jobs will increase by 4,100. Building on these attributes, the strategy addresses the current weaknesses and barriers to community prosperity by recommending a range of sustainable enhancements to existing initiatives, organisations, projects and of physical and human assets.

## **EMBRACING THE FUTURE**

Significant global drivers of change are shaping our future: climate change, resources depletion, flattening of the global economy and the decrease in mid-level jobs are impacting on us already and will continue to do so. Local changes such as HS2, town extensions and immigration will significantly alter the geography and social profile of existing settlements. By 2033 it is likely that the culture of enterprise and start ups, often working from home but accessing global markets, will dominate the job market, whilst the decline of large supermarkets and increase in online shopping will continue to create a shift towards independent, local, distinctive retail and food economy on the high street.

Furthermore new technologies, coupled with the requirement to reduce carbon omissions, will have a fundamental impact on the way we live. By 2033 most of our energy demand will be met through renewable energy; electrically powered, silent autonomous cars will reduce the need for individual car ownership, will enable better connectivity, and will release capacity on existing networks; cycling and walking will be popular alternative modes of transport improving health and wellbeing; a host of new assistive technologies will help people to stay in their communities as they grow old. These new trends are likely to enhance the desirability of living in market towns; 'Sharing Bolsover' assumes that the projected economic growth will improve the viability and desirability of its towns and villages and it therefore suggests a dual approach of building on what we have combined with bold innovations.

## **TWO HANDS CLAPPING: CO-PRODUCING REGENERATION**

It is increasingly recognised that many of the 'top down' strategies have not delivered sustainable regeneration, whilst many bottom up initiatives have been short lived. Neither approach is suitable on its own to deliver regeneration in Bolsover, but as the public sector resources dwindle and communities increasingly deliver ground breaking projects and services, they should be invited as partners to deliver place based regeneration: two hands clapping to support long term transformation.

A key principle of the vision is to share the task of delivering the regeneration. This would be achieved through embracing collaborative practices between the Council and local communities to develop physical assets through new community based organisations such as the Cooperative Land Trust, Community Development Trusts and community asset transfers. These organisations utilise the existing civic networks and skills to build on a host of existing community based initiatives.

## CONNECT



Urban personal transportation



Carport solar structure



Cargo bikes: a light and healthy alternative

## DIVERSIFY



Modular Home Factory



New types of workspace



Affordable ecological co-housing

## ENHANCE



Cumberland Market allotments



Crowle Market Place - Bauman Lyons Architects



Crowle Market Place - Bauman Lyons Architects

# CROSS CUTTING THEMES

'Sharing Bolsover' is underpinned by three district wide strategic themes: Connect, Diversify and Enhance. These are supported with a proposed framework of short, medium and long term place specific projects. The Regeneration Framework for each service centre consists of an 'ecology' of capital and revenue projects of various levels of complexity ranging from the fine grain, small and easy to deliver, to large scale flagship projects with longer delivery periods. A variety of delivery mechanisms and funding sources is envisaged.

## CONNECT

Sustainable connectivity across the District, especially between the villages and the towns is poor. A major theme of this Regeneration Framework is to support the existing and ongoing plans for a District wide network of greenways that improves the quality of key environmental assets and the image of the District, whilst improving connectivity. There are a number of former mineral railway corridors across the District that have potential to be re-used for green transport. This could reactivate old transport routes to provide an attractive tourist offer that links the District's key visitor attractions and encourages visitors to stay longer and spend more in the District. This green movement network could also provide a recreation opportunity for local people and very importantly, it should be considered as a healthier and more sustainable day-to-day alternative to on-road connections between and within the main towns and villages. This approach builds on existing projects including Derbyshire County Council's work bringing forward the Archaeological Way through Pleasley and other planned and ongoing upgrades to the existing network.

## DIVERSIFY

The District is projected to grow and strategic development site allocation identifies potential within the District for large town extensions on greenfield land. 'Sharing Bolsover' proposes to supplement these large developments with a fine grain of smaller development sites on infill and brownfield land, reusing empty properties and upper floors, diversifying types of housing ownership, and diversifying procurement methods and methods of construction.

Likewise new employment in the District has been secured over the last decade through large scale

business parks such as Markham Vale whereas the estimated 400 small businesses, and the reputedly fast growing start-ups, would also benefit from increased local authority support.

'Sharing Bolsover' proposes a new infrastructure to support these small businesses and encourage further growth of commercial and social enterprise. This requires provision of incubation spaces, move-on accommodation, co-sharing spaces, peer to peer support as well as training and business support.

## ENHANCE

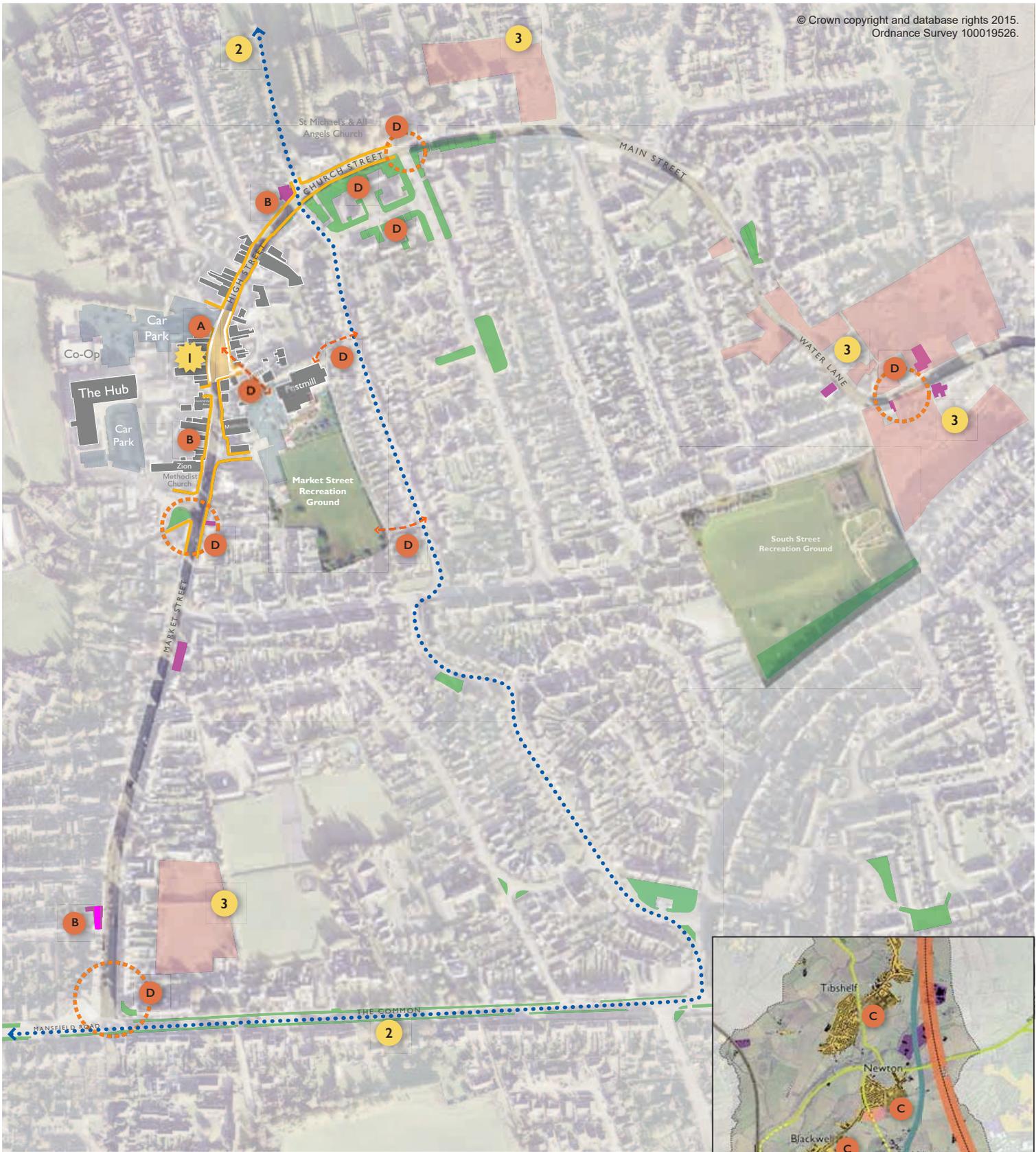
Over the last two decades BDC has achieved a great rate of economic growth and this growth is projected to continue. Currently the lack of quality retail offer and choice in the town centres, the poor housing offer and the physical environment of the towns (and some of the villages) continue to negatively impact on land values and fail to attract higher value jobs and workforce.

Market towns have been successfully regenerated through public investment in high quality public spaces and through the reduction of car traffic and car parking in favour of walking and cycling, handing over some of the highways space to retail and cafe tables and by enhancing the shop frontages, lighting and signage to create inviting civic spaces.

'Sharing Bolsover' proposes high quality civic spaces in the heart of each of the market towns to support and grow an independent retail offer. It also identifies potential for town centre housing and spaces for social and commercial enterprise that will help to animate the centre, support strong community networks and local economies, and create a civic hub that local communities and visitors want to use.



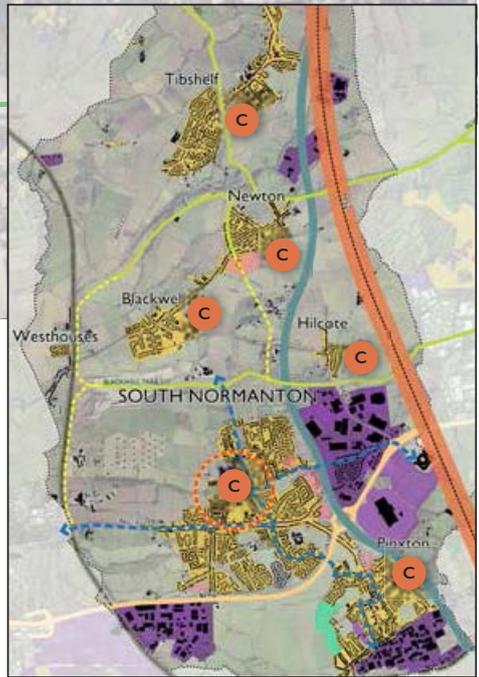
# REGENERATION PROJECTS



South Normanton Project Overview Map

MAP LEGEND

- Core area for public realm improvements
- Potential site for infill housing
- Vacant & Empty looking buildings/small sites
- Sites for greening
- Car Parks
- Gateways
- Pedestrian links
- Enhanced urban residential connection



# SOUTH NORMANTON PROJECTS SUMMARY

PROJECT NAME	SUMMARY	CROSS CUTTING THEME		
		CONNECT	DIVERSIFY	ENHANCE
<b>SOUTH NORMANTON VILLAGE CENTRE PROJECTS</b>				
<b>1</b> Redesign and re-establish Market Place as the heart of the Village	High priority urban design project and delivery to improve pedestrian movement and experience in the Village Centre including improved signage and replacement of the Market Place clock.	✓	✓	✓
<b>2</b> New and enhanced connections to greenways	Development of connection to Blackwell Trail and upgrades along The Common and Alfreton Road to create a 'shared route.'	✓		✓
<b>3</b> Bring forward development of infill sites	Prioritise and promote development of brownfield and long term vacant sites in the Village Centre for diverse types and scales of housing.		✓	
<b>STEPPING STONE PROJECTS</b>				
<b>A</b> Shopfront improvements	Trial period of no shutters on shop windows and/or pilot shutter art project. Development of design guide for shop windows and shop signage.	✓	✓	✓
<b>B</b> Empty space above shops and vacant looking units	Utilise unused shop windows as displays for new online businesses and start-ups. Refurbish suitable upper floors into residential with demonstrator project in a BDC/PC owned property.	✓	✓	✓
<b>C</b> Pilot Town Team	Greater devolution of governance to promote collective and interdependent working between neighbouring villages and Parish Councils. Initiate a 'Best Kept Village Centre' competition, share resources and solutions to challenges each village has in common.	✓	✓	✓
<b>D</b> Gateways, verges and margins	Seven sites identified at key vehicular and pedestrian entrances into the Village Centre providing opportunities for community led greening, artwork and signage. Traffic signage to be rationalised at junction of A38.	✓	✓	✓



Artist's impression of South Normanton village heart with public realm improvements



Design of Market Place on a market day (from South Normanton Masterplan Proposal 2009)



Design of Market Place on a non-market day (from South Normanton Masterplan Proposal 2009)



Belper High Street shared surface enables greater shop spill out

## I IMPROVEMENTS TO VILLAGE HEART

South Normanton has active community initiatives and an identified need for an improved village heart with a stronger retail offer and civic space designated for community events.

South Normanton enjoys the proximity of good employment areas and major transport links such as A38 and M1. As well as encouraging business to locate nearby, this has also made the area more attractive to live in, both in terms of local jobs and the opportunity to commute to other urban areas.

But the High Street has a neglected appearance, the retail offer is limited and there is a distinct lack of civic space. A makeover of the Market Place is proposed as a transformational project to establish a civic heart for the community and provide space for market and community events and improve the retail offer. This requires some of the street to be re-designed for a pedestrian friendly environment.

This transformation can be achieved with a number of small highway alterations including reducing the speed limit to 20mph throughout the Village Centre area;

resurfacing of the road throughout the central area to signify pedestrian priority; introducing shared surface for Market Place with traffic restriction; providing pedestrian 'raised entries' of side streets to provide better quality continuous walking links along the route; narrowing of side road junctions to slow traffic speeds; introduction of informal crossing points to help with slowing down traffic and aiding pedestrian crossing; maintain parking along the route to enable easy access for shoppers into shops and to act as an informal traffic calming device during shopping hours.

Consideration should also be given to provision of seats on the sunny south and west side of the Market Place. The proposals contained in South Normanton Masterplan November 2009 by Broadway Malyan are still very relevant and are reproduced here as an example of an appropriate treatment.

### KEY ACTIONS

**Consult**  
with traders on High Street to secure buy in

**Traffic movement Study**  
and car parking analysis

**Temporary testing**  
of shared surface on Market Place

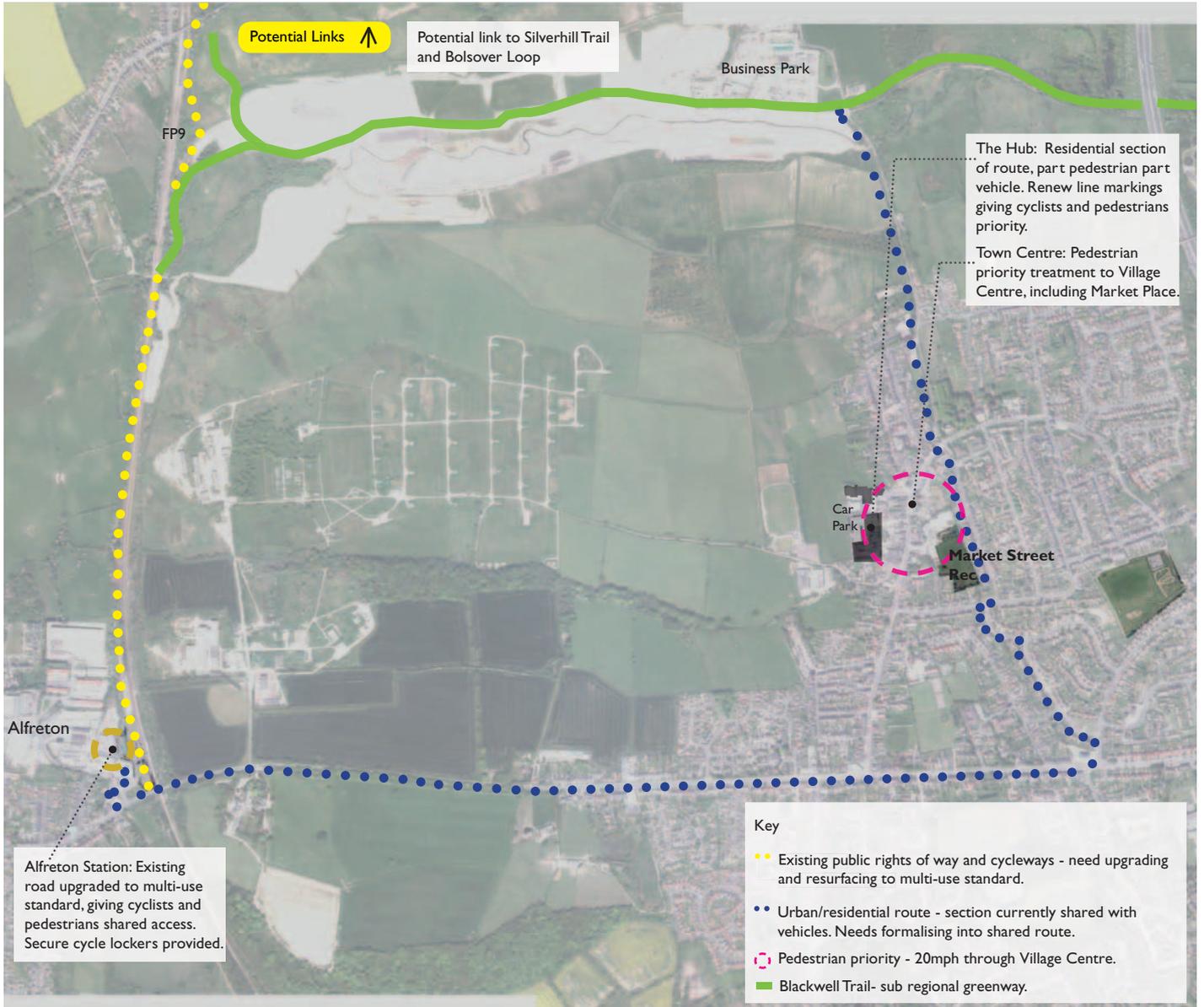
**Draw up proposals**  
for full improvements and phased implementation programme



St George's Square, Hebden Bridge



Pontardawe Town Centre where the War Memorial is incorporated into a pedestrian friendly public realm scheme



New Links to existing Blackwell Trail



Cycle lockers could be provided at Alfreton Station



Consistent interpretation design for heritage trails



## 2 NEW CONNECTIONS TO GREENWAYS



Cycle trail, Derbyshire

A renewed Market Place in the Village Centre could provide a key focal/stopping point (or starting point for locals) along this route, with pedestrian links here from Downing Street via Market Street recreation ground and the Postmill Centre. The Village Centre could become pedestrian priority, with a 20mph limit for vehicles and restricted HGV movement.

A new 'green' route could clearly link South Normanton to the Blackwell Trail to the north, and Alfreton (and Alfreton train station) to the west. This route would primarily use existing roads and pavements, which would require improvement in some areas to allow access for all.

An improved pedestrian/cycle link north to the Blackwell Trail, via Fordbridge Lane, would enable long distance walkers/cyclists access to the wider

South Normanton is not currently connected to the greenway network. A new 'green' route could offer a link between South Normanton and the Blackwell Trail to the north and Alfreton to the west.

greenways network, including the Silverhill and Teversal Trails, and on to the Bolsover Loop.

Stronger sustainable movement routes between Alfreton train station and South Normanton Village Centre could pick up and integrate with some of the new verges/greening projects along The Common / Alfreton Road / Mansfield Road (refer to Stepping Stones projects). This road, as it leaves Alfreton to the east, is a fast moving, narrow country road bounded by trees and hedgerow, with a pavement on one side. There is also an unsurfaced path running parallel to this road for a section of it, through woodland; this route should be investigated and potentially capitalised upon to create an off-road pedestrian/cycling option. The 'missing link', running north alongside the railway line from Alfreton train station, could connect with the Blackwell Trail and form a South Normanton local 'leisure loop.'



Cycleway in Amsterdam



Shared space in Pittsburgh, USA



Land on corner of Church Street/Sporton Lane

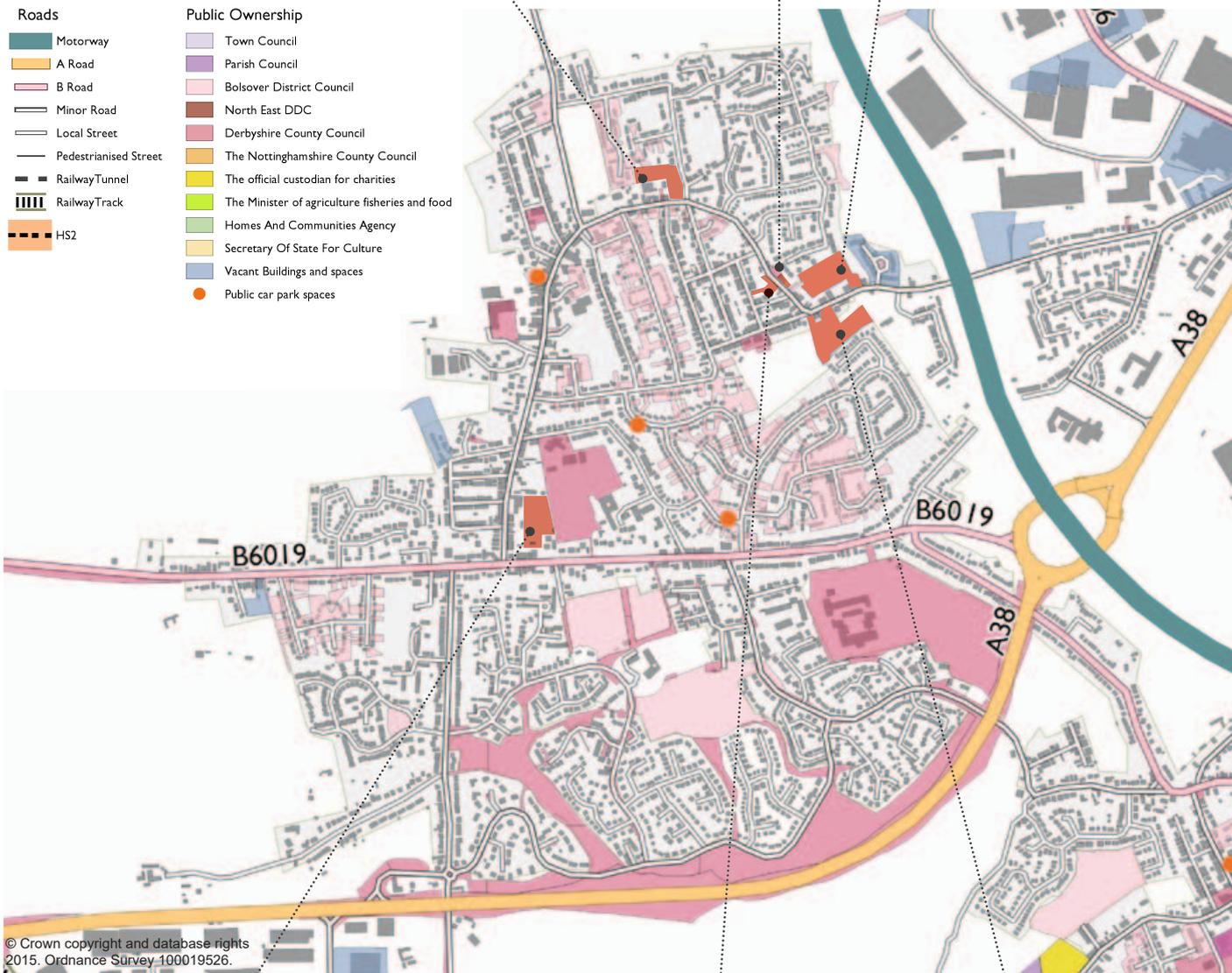


BDC owned land on Water Lane including no.15 & 29 Water Lane



Land north of Water Lane

- | Roads                 | Public Ownership                               |
|-----------------------|--|
| Motorway              | Town Council                                   |
| A Road                | Parish Council                                 |
| B Road                | Bolsover District Council                      |
| Minor Road            | North East DDC                                 |
| Local Street          | Derbyshire County Council                      |
| Pedestrianised Street | The Nottinghamshire County Council             |
| Railway Tunnel        | The official custodian for charities           |
| Railway Track         | The Minister of agriculture fisheries and food |
| HS2                   | Homes And Communities Agency                   |
|                       | Secretary Of State For Culture                 |
|                       | Vacant Buildings and spaces                    |
|                       | Public car park spaces                         |



Land between Market Street and The Common



Land to the west of Water Lane



Land to south of Water Lane



**Main image:** Map of publicly owned land (as of Sept 2015), long term vacant sites and private sites with potential for infill housing. There are opportunities in South Normanton and the other three core towns/villages for publicly owned land and vacant pocket sites to be brought forward for housing infill.

### 3 BRING FORWARD DEVELOPMENT OF INFILL SITES



Infill housing scheme by 3D Architects

There are a number of vacant infill sites and buildings that could be brought forward for the development of housing schemes that would stimulate the regeneration process.

The attraction and vitality of market towns and their enduring appeal can be largely attributed to the sense of community and proximity to the countryside both of which elude city dwellers. Market town centres were traditionally mixed use with large numbers of residents living in the heart of the town.

An issue for South Normanton in particular is the existence of the explosives and chemical company site to the north west of the village. Due to the hazardous nature of substances stored, it has been necessary to avoid residential development to the west of the centre. This has skewed growth away from the centre itself and large housing sites are not easily available. However small infill sites close to the Village Centre can facilitate provision of diversified housing offer such as social housing, affordable, first time buyers, move on from first time buying, downsizers, older

persons' housing, one person householders and rental markets- all of these would benefit from Village Centre locations. Village Centre sites in public ownership should therefore be brought forward to supplement the supply offer. This would have the added benefits of regenerating underutilised assets, encouraging alternative modes of transport if underutilised car park sites are developed and creating additional footfall to enhance the viability of the retail and leisure sectors. Centrally located housing would enhance the village offer to the residents, the surrounding settlements and visitors alike.

There are a number of potential sites in South Normanton including pockets of land on Water Lane, land on the corner of Church Street and Sporton Lane and the land between Market Street and The Common. Some of the sites are in multiple ownership and may require innovative approaches to site pooling.



Infill housing by Mea Architects



Infill housing by Mea Architects

# SOUTH NORMANTON STEPPING STONE PROJECTS

PROJECT DESCRIPTION & KEY PARTNERS	CROSS CUTTING THEME		
	CONNECT	DIVERSIFY	ENHANCE
<b>A. SHOPFRONT IMPROVEMENTS</b>	✓	✓	✓
<p>Trial period with no shutters and reserve fund to repair any broken windows. Depending on the outcome of this, a shutter artwork project could be proposed perhaps in collaboration with Junction Arts. Shutters could also be replaced by high quality chainmail shutters.</p> <p>A design guide can set up recommended proportions and size of new signage and lettering in South Normanton to raise visual quality and limit over-dominance of signs in the Village Centre. Elements of the design guidance could be incorporated into Advertisement Consent policy.</p> <p>Set aside a small fund for priority shops. Identification of priority shop facades which are deteriorating and implementation of painting/cleaning.</p> <p>Develop policy whereby no new take-aways are allowed to open on Market Place due to closed for business effect during the day.</p> <p>Key Partners: SNAP Development Project, Junction Arts, local shopkeepers, NISA Local, CVP, South Normanton Parish Council, BDC.</p>	 <p>Shutter art: (Left) Mitcham Shopfront Improvements; (Right) The Shutter Project in Leith.</p>  <p>Mitcham Shopfront Improvements: Signage and rebranding project for local businesses led by Studio Weave.</p>		
<b>B. EMPTY SPACE ABOVE SHOPS AND VACANT LOOKING UNITS</b>	✓	✓	✓
<p>Work with owners of buildings that look empty (but may be used for storage) to create shop windows for local online businesses. Refurbish suitable upper floors into residential with demonstrator project in a BDC/PC owned property.</p> <p>Key Partners: SNAP Development Project, Groundwork Crestra, local shopkeepers/property owners in village retail centre, CVP, SNPC, BDC.</p>	 <p>Shopfront and upper floor refurbishments in Ilkeston, Derbyshire, before and after. The project was managed by the Erewash Partnership, Erewash Borough Council and English Heritage.</p>		
<b>C. PILOT TOWN TEAM</b>	✓	✓	✓
<p>Greater devolution of governance to promote collective and interdependent working between neighbouring villages and Parish Councils. Initiate a 'Best Kept Village Centre' competition. Share resources e.g. grit, soil, planting etc as well as training for Parish Clerks in the area to share solutions to challenges each village has in common.</p>	 <p>Broadstairs Town Team - a limited company and charity. The Town Team co-ordinate a range of town improvement projects including a gardening team and a painting team.</p>		

PROJECT DESCRIPTION & KEY PARTNERS	CROSS CUTTING THEME		
	CONNECT	DIVERSIFY	ENHANCE
<b>D. GATEWAYS, VERGES AND MARGINS</b>	✓	✓	✓

**The Common/Market Street Junction:** As the main route into the village from the south, bold verge tree (orchard) planting with simple signage could identify this as a principle gateway, introducing 'South Normanton'. A pedestrian focused environment could be indicated with new pavement surfacing here, along with traffic restriction signage.

**A38/Carter Lane East Junction:** The sign-posting to South Normanton on this junction is very discreet and is overwhelmed by McDonalds on the corner. Bolder, distinctive signage here and some signature tree planting would announce this as a primary route into the town.

**Water Lane Gateway:** This prominent corner, on the easterly approach to the Village Centre, should be capitalised upon as a key threshold. As a temporary site awaiting development, edges of this space next to the highway could be seeded as vibrant wildflower meadow or used for productive community growing space. Future new development in this location should consider the streetscape on this corner as a gateway, providing strong frontages and accommodating space for distinctive street tree planting, linking to species planted at other key nodes around the Village.

**Shiners Way/Market Street Junction:** To announce arrival into the Village Centre and pedestrian priority, a change in surface treatment and productive greening could be adopted here. The triangular verge space next to The Clock Inn could be developed into a plot for community-led growing. Small corner plots like this could accommodate large perennial and 'architectural' vegetables alongside bold flowers, to surprise and delight; e.g. sunflowers with globe artichokes, rainbow chard and rhubarb.

**Link to Postmill Centre from Market Place:** The garages in this location could be demolished to open up a new, direct and legible pedestrian link from the Market Place to the Postmill Centre. A consistent paving surface could be used to demarcate this route.

**Pedestrian links from Downing Street to Recreation Ground/ Postmill Centre:** These narrow public rights of way could be highlighted with new paving surfacing which could extend over the pavement to Downing Street, and improved integrated way-marking.

**Church Street wide verges and other verges and 'margin' spaces:** The long runs of under-utilised roadside verge (e.g. along The Common) and large unused neighbourhood greens could be planted with lines or grids of orchard trees and fruiting shrubs (such as currants and raspberries), and/or wildlife and aesthetically-rich wildflower meadows. Annual flower species could be included for high impact first-season colour and provide companion planting for the crops.

Meanwhile uses for long term empty sites and excess spaces in village parks may include community owned allotments/small holdings, growing crops and flowers which may be sold as part of a social green enterprise project.

*Key Partners: South Normanton Parish Council, SNAP Development Project, Groundwork Crestra, local gardening groups, local schools and other community groups, BDC.*



Meadow planting for Water Lane gateway.



Sunflower planting to disused verge, Lambeth.



Structural and edible verge planting e.g. globe artichoke.



Resin bound surface for narrow pedestrian links.



Community orchard.

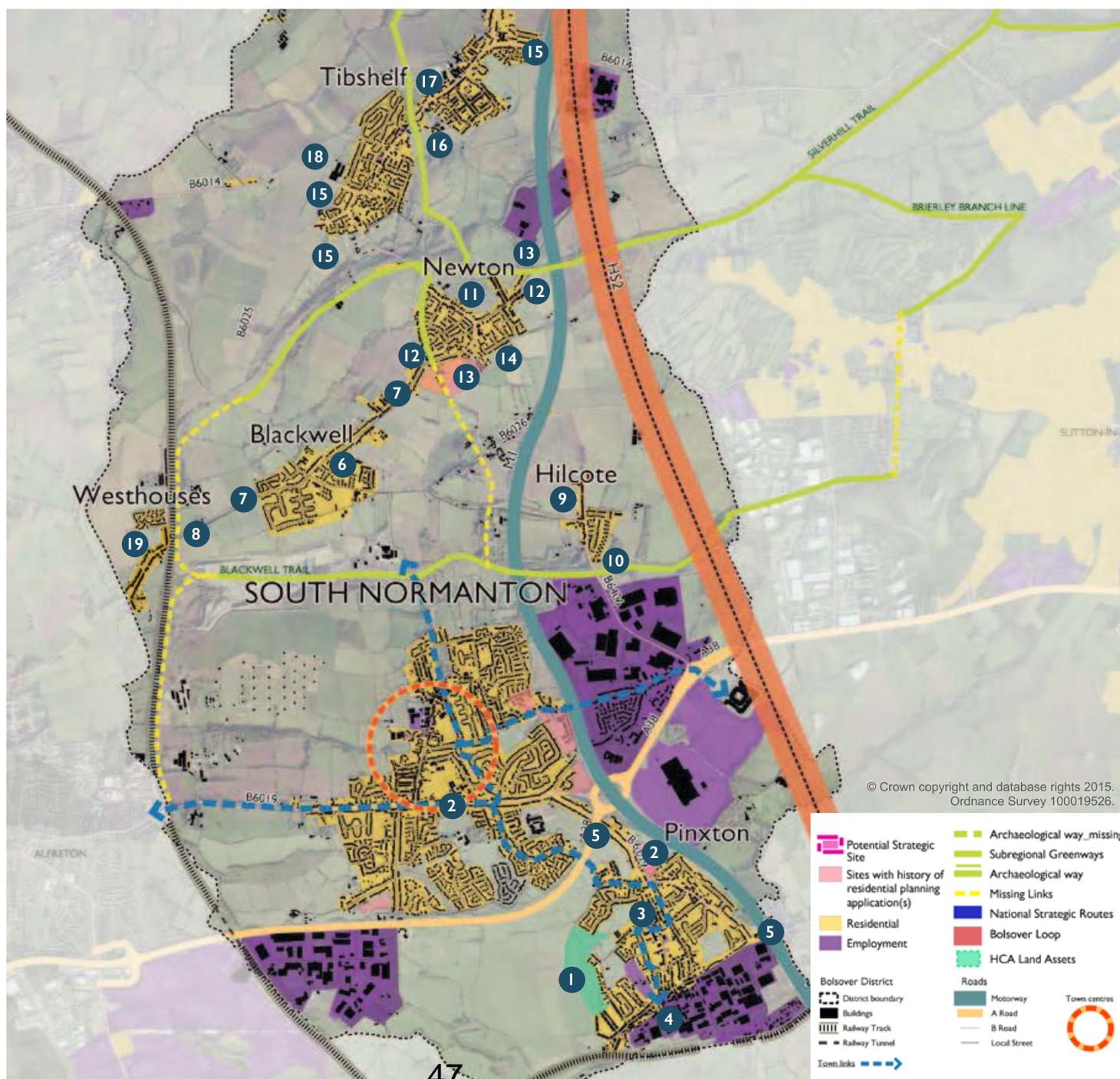


Meadow planting to verges and other margin spaces.

# VILLAGES & HAMLETS

Outlying villages and hamlets form a vital part of the District's offer and identity. It is intended that the key principles of the Regeneration Framework are applied also to these settlements to identify and inform future projects. Improved connectivity - including continual review/enhancement of pedestrian footways, bridleways and associated signage - is a key project in the Framework that will provide the vital infrastructure to strengthen links between South Normanton and its surrounding settlements. Specific projects have been identified by the community that illustrate application of these principles

such as needing to improve mobility access to Blackwell which currently does not have any pedestrian footpath connection to South Normanton and providing active support to successful community led initiatives by organisations such as SNAP who are making impact on the ground through their settlement based projects. Further support should be offered to enable the four Parish Councils to work more closely together with particular consideration to form a Town Team to build on the extensive community led activities and encourage co-ordinated and inter-dependent working between villages.



## PINXTON

- 1 Kirkby Road site – support HCA to develop their site and ensure that this is an integral part of the village.
- 2 Pilot a South Normanton-Pinxton Town Team, which could:
  - Support the growth of independent retail trade.
  - Enhance green space and public realm.
  - Create new focal elements to enhance local distinctiveness.
- 3 Improve security, signage and environment.
- 4 Explore potential to complete the Erewash Trail, through Pinxton, and link with the Blackwell Trail, subsequently linking with the Phoenix Greenways.
- 5 Gateway improvements to enhance village identity as part of a bespoke village signage scheme.



## BLACKWELL

- 6 Improve access: Improve mobility access in the villages - for example Blackwell has no dropped kerbs and there is no footpath connection to South Normanton via Blackwell Hill.
- 7 Gateway improvements to enhance village identity as part of a bespoke village signage scheme.
- 8 Improve greenway links.



## HILCOTE

- 9 Gateway improvements to enhance village identity as part of a bespoke village signage scheme.
- 10 Improve greenway links.

## NEWTON

- 11 Joint purchasing with South Normanton, Blackwell and Pinxton: The four Parish Councils to form a single forum for joint purchasing of items such as rock salt and compost, and for joint initiatives such as litter picking.
- 12 Gateway improvements to enhance village identity as part of a bespoke village signage scheme.
- 13 Support improvement to the Newton Links and connectivity to the Phoenix Greenways.
- 14 Support the improvement of the play area at Parish Ground.



## TIBSHELF

- 15 Gateway improvements to enhance village identity as part of a bespoke village signage scheme.
- 16 Enhance Connectivity to the Phoenix Greenways.
- 17 Acknowledge and enhance the local vernacular architecture that defines the history of the village, through a programme of village improvements, such as:
  - Village Centre facelift – improve properties and shop front programme to enhance the Village Centre.
  - Support redevelopment of the Village Hall.
- 18 Support highway initiatives to improve accessibility to the school.



## WESTHOUSES

- 19 Gateway improvements to enhance village identity as part of a bespoke village signage scheme.



# POSTSCRIPT



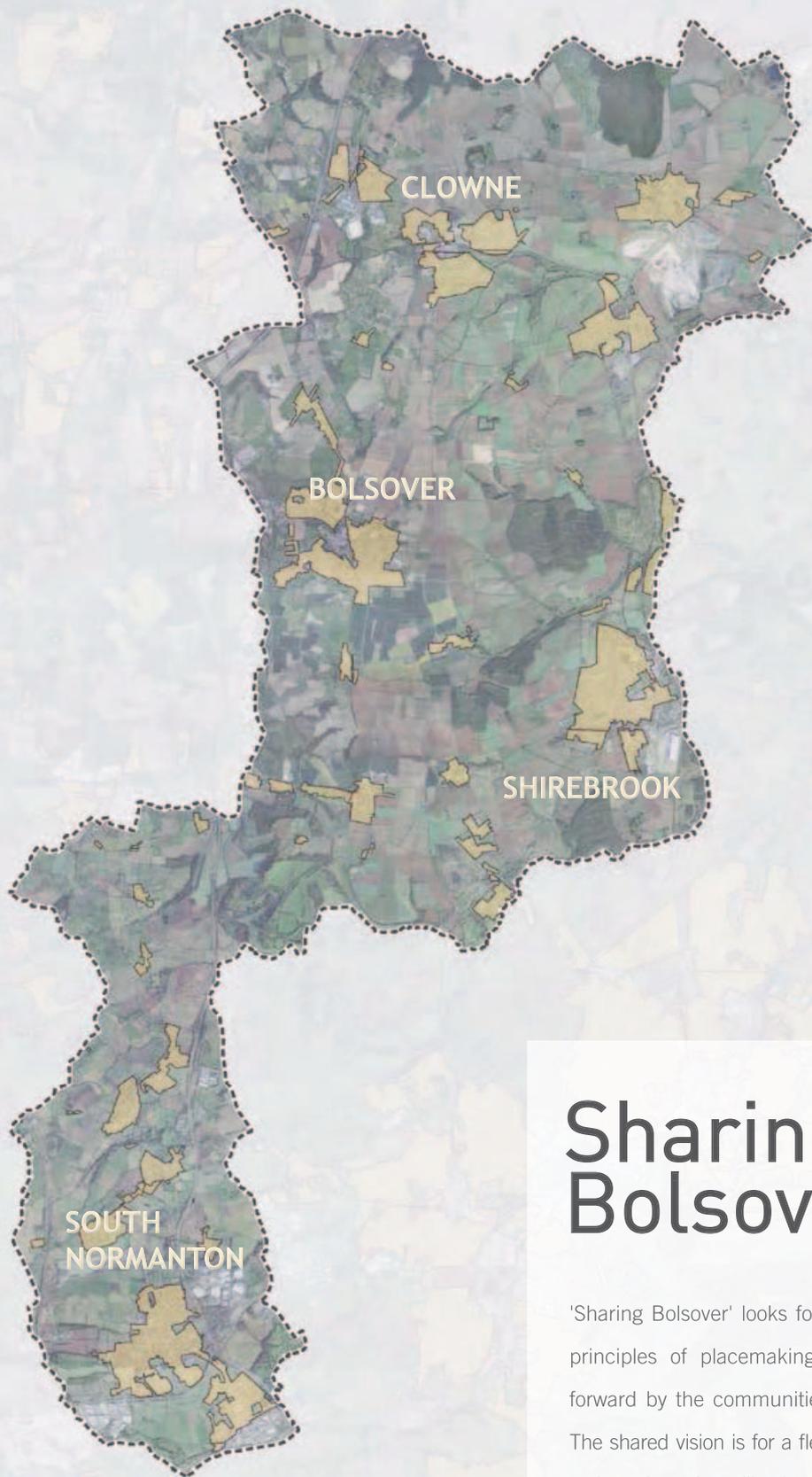
Regeneration Frameworks have traditionally been devised at arm's length from the very communities for whom they are intended. To be successful, regeneration has to be rooted in local knowledge and the understanding of the needs, the qualities and the place specific opportunities of each unique town and village.

The 'Sharing Bolsover' Regeneration Framework has been developed and shaped by many individuals and organisations working in the district. All have given generously of their time, knowledge and ideas.

Many individuals contributed beyond what could be reasonably expected and many organisations, from all sectors, impressed with their long term commitment to making Bolsover prosper.

Bolsover District is rich in social capital and this is its greatest asset and the source of its future success. In the era of sparse public resources this is where the hope for the future dwells.

'Sharing Bolsover' belongs to the communities of Bolsover District who helped to create it.



## Sharing Bolsover!

'Sharing Bolsover' looks forward to 2033 and is guided by the principles of placemaking and the ideas and priorities put forward by the communities that live and work in the District. The shared vision is for a flexible mix of transformational and fine grain projects that will enhance the offer of the four town and village centres of Bolsover, Clowne, Shirebrook and South Normanton to strengthen their role as service centres. Proposed improvements to physical connectivity will enable outlying villages to access and benefit from these investments and to contribute to the rise of a vibrant local economy and of a shared sense of civic pride.

## Bolsover District Council

### Meeting of the Local Growth Scrutiny Committee on Monday 13<sup>th</sup> March 2023

### Review of Town Centre Regeneration Frameworks – South Normanton Addendum

### Report of the Portfolio Holder for Growth / Economic Development

<b>Classification</b>	This report is Public
<b>Report By</b>	Natalie Etches – Business Growth Manager 01246 242389 / 07989 146973 <a href="mailto:Natalie.etches@bolsover.gov.uk">Natalie.etches@bolsover.gov.uk</a>
<b>Contact Officer</b>	As above

### PURPOSE/SUMMARY OF REPORT

- This is an addendum to the report reviewing the effectiveness of the Regeneration Framework adopted in 2017 for South Normanton.
- This addendum report reviews the impact of the Regeneration Framework with particular regard to the projects proposed for the surrounding villages and hamlets including: Pinxton; Blackwell; Hilcote; Newton; Tibshelf; Westhouses.

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### REPORT DETAILS

#### **1. Background**

- 1.1 Alongside the main project areas and ‘stepping stone’ projects contained in the South Normanton Regeneration Framework for South Normanton town centre, it was noted that outlying villages and hamlets form a vital part of the District's offer and identity and for this Framework the relevant ‘outlying’ places were identified as: Pinxton; Blackwell; Hilcote; Newton; Tibshelf; Westhouses.
- 1.2 It was therefore intended that the key principles of the Regeneration Framework would be applied to these settlements to identify and inform future projects and the South Normanton Regeneration Framework included suggested projects for each place.

#### **2. Details of Proposal or Information**

- 2.1 The following score card provides a summary of the suggested project and what has been achieved to date:

<b>Villages and Hamlets</b>		
<b>Pinxton</b>		
	<b>Project Summary</b>	<b>Outcome</b>
1	Kirkby Road site – support HCA to develop their site and ensure that this is an integral part of the village.	No progress to date
2	Pilot a South Normanton-Pinxton Town Team, which could: - Support the growth of independent retail trade. - Enhance green space and public realm. - Create new focal elements to enhance local distinctiveness.	No progress to date. Recent restructure of the Partnerships' Team means each town centre has a Policy Officer 'assigned' to work within the town and surrounding villages and hamlets to establish links with the community to bring forward community investment.
3	Improve security, signage and environment.	No progress to date
4	Explore potential to complete the Erewash Trail, through Pinxton, and link with the Blackwell Trail, subsequently linking with the Phoenix Greenways.	No progress to date
5	Gateway improvements to enhance village identity as part of a bespoke village signage scheme.	No progress to date
<b>Blackwell</b>		
6	Improve access: Improve mobility access in the villages - for example Blackwell has no dropped kerbs and there is no footpath connection to South Normanton via Blackwell Hill.	No progress to date
7	Gateway improvements to enhance village identity as part of a bespoke village signage scheme.	No progress to date
8	Improve greenway links.	No progress to date
<b>Hilcote</b>		
9	Gateway improvements to enhance village identity as part of a bespoke village signage scheme.	No progress to date

<b>Villages and Hamlets</b>		
10	Improve greenway links.	No progress to date
<b>Newton</b>		
11	Joint purchasing with South Normanton, Blackwell and Pinxton: The four Parish Councils to form a single forum for joint purchasing of items such as rock salt and compost, and for joint initiatives such as litter picking.	No progress to date
12	Gateway improvements to enhance village identity as part of a bespoke village signage scheme.	No progress to date
13	Support improvement to the Newton Links and connectivity to the Phoenix Greenways.	No progress to date
14	Support the improvement of the play area at Parish Ground.	No progress to date
<b>Tibshelf</b>		
15	Gateway improvements to enhance village identity as part of a bespoke village signage scheme.	No progress to date
16	Enhance Connectivity to the Phoenix Greenways.	No progress to date
17	Acknowledge and enhance the local vernacular architecture that defines the history of the village, through a programme of village improvements, such as: - Village Centre facelift – improve properties and shop front programme to enhance the Village Centre. - Support redevelopment of the Village Hall.	No progress to date
18	Support highway initiatives to improve accessibility to the school.	No progress to date
<b>Westhouses</b>		
19	Gateway improvements to enhance village identity as part of a bespoke village signage scheme.	No progress to date

### **3. Reasons for Recommendation**

- 3.1 Whilst the Regeneration Framework was intended to drive regeneration and environmental improvements in the village and hamlets outlying the town of South Normanton, very little can be attributed to the work of the South Normanton Regeneration Framework with the areas of successful delivery of interventions in the hamlets as shown in the table above.
- 3.2 There are a number of suggested improvements to the cycle network and green ways, but this investment is driven by the capital funding available to invest in the new routes, and then the revenue to maintain them longer term. As and when the funding becomes available to upgrade or create new routes, this is prioritised in areas where there are links in to established and well used routes, and which can connect to and from tourism attractions in the area.
- 3.3 Despite there being lack of progress to date, there is an opportunity to build and establish new relationships with key delivery partners, stakeholders, and the local community to drive forward the ambition of the villages and hamlets. The Regeneration Framework was done some time ago, and stakeholders will have changed over this time. A refresh of this engagement to address the greenways and uplift / enhancement schemes, would bring a collective approach with an efficiency of resources to maximise delivery and impact.

### **4 Alternative Options and Reasons for Rejection**

- 4.1 To recommend a refresh of the Regeneration Framework for South Normanton: this option was rejected because the costs of addressing the points raised in the above review of the document would be unduly inhibitive.
- 4.2 To recommend that the Regeneration Framework for South Normanton is put forward as an adopted planning document to allow more weight to be attached to it: this option was rejected because the document is out dated and would not meet the necessary thresholds to be adopted as a supplementary planning document.

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### **RECOMMENDATION(S)**

1. That members note the contents of this report
2. That members compare the findings in this report with the previous reviews for Bolsover, Shirebrook, and Clowne to inform next steps.

Approved by Councillor Liz Smyth  
Portfolio Holder for Growth / Economic Development

**IMPLICATIONS:****Finance and Risk:** Yes  No **Details:** The report is for noting

On behalf of the Section 151 Officer

**Legal (including Data Protection):** Yes  No **Details:** This report is for noting and refers solely to documents in the public domain so does not raise any legal issues or any data protection issues.

On behalf of the Solicitor to the Council

**Environment:**

Please identify (if applicable) how this proposal/report will help the Authority meet its carbon neutral target or enhance the environment.

**Details:** The report is for noting**Staffing:** Yes  No **Details:** This report has been completed as part of the service area's day to day work.

On behalf of the Head of Paid Service

**DECISION INFORMATION**

<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:  <b>Revenue - £75,000</b> <input type="checkbox"/> <b>Capital - £150,000</b> <input type="checkbox"/> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i>	No
<b>Is the decision subject to Call-In?</b> <i>(Only Key Decisions are subject to Call-In)</i>	No
<b>District Wards Significantly Affected</b>	South Normanton wards, Pinxton, Blackwell, Hilcote, Newton, Tibshelf, Westhouses.
<b>Consultation:</b> <b>Leader / Deputy Leader</b> <input type="checkbox"/> <b>Executive</b> <input type="checkbox"/> <b>SLT</b> <input type="checkbox"/> <b>Relevant Service Manager</b> <input type="checkbox"/> <b>Members</b> <input type="checkbox"/> <b>Public</b> <input type="checkbox"/> <b>Other</b> <input type="checkbox"/>	<b>Details:</b>

<b>Links to Council Ambition: Customers, Economy and Environment.</b>

<b>DOCUMENT INFORMATION</b>
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<b>Appendix No</b>	<b>Title</b>
4	Tibshelf Town Centre Health Check
5	Pinxton Town Centre Health Check

<b>Background Papers</b>
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<i>(These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Executive you must provide copies of the background papers).</i>
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<b>None</b>
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Rpttemplate/BDC/021122

# South Normanton – Town Centre Health Check Summary

58

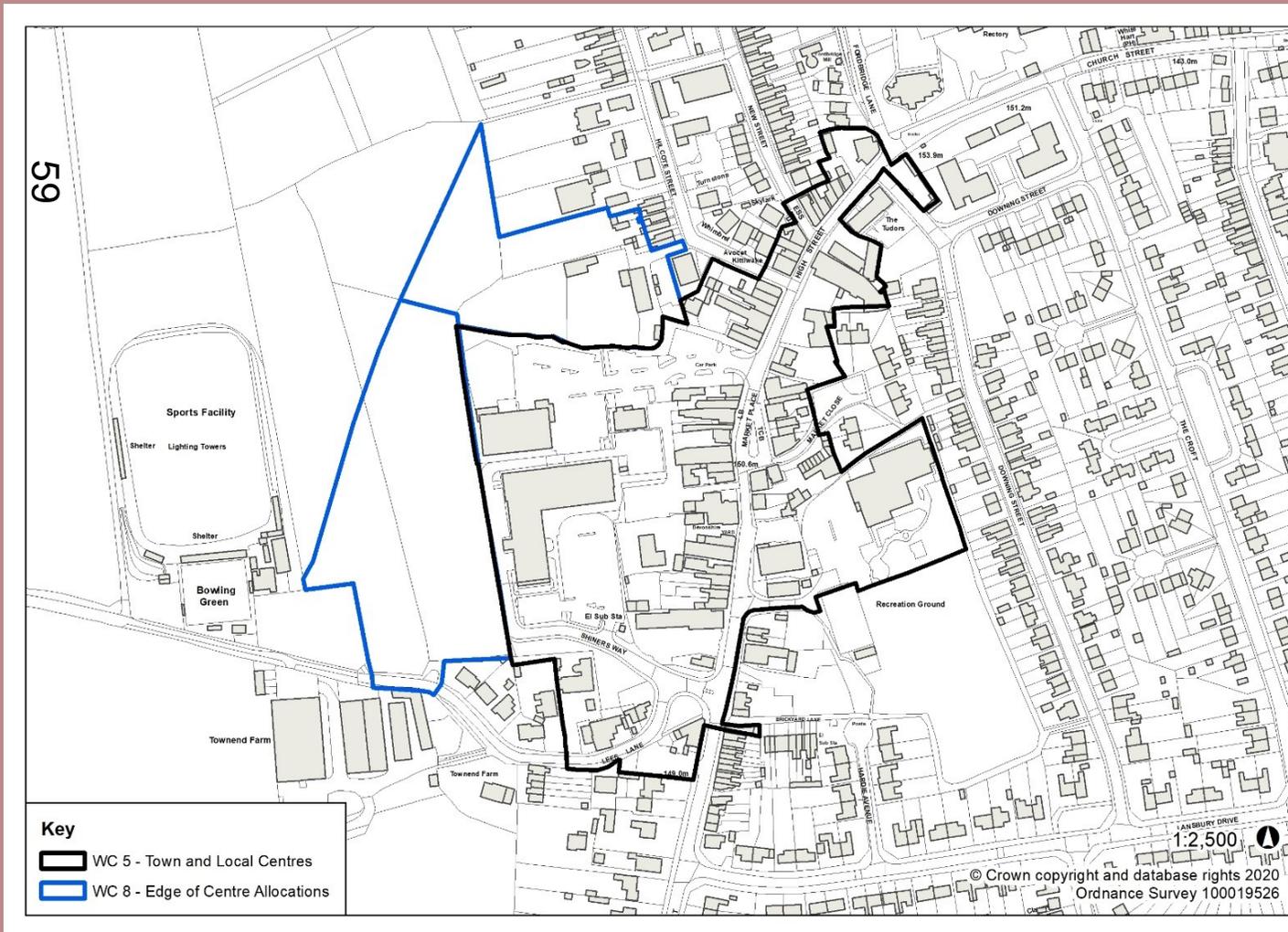
Key Indicators	2020	2021
Vitality / Diversity of Town Centre Uses Score	1.7/3	1.7/3
Percentage of Vacant Units	6%	9%
Physical and Environmental Quality Score	2.3/3	2.3/3
<b>OVERALL HEALTHCHECK SCORE</b>	<b>FAIR</b> 2.3 out of 3	<b>FAIR</b> 2.2 out of 3



# Introduction

South Normanton is one of the District's largest towns. As a result, its town centre is one of four recognised at the top of the District's retail hierarchy and it provides a range of services and amenities not widely available in the surrounding smaller settlements.

South Normanton Town Centre is focussed around one main thoroughfare comprising Market Street, Market Place and High Street, with a small number of limbs off this axis containing clusters of larger stores and public buildings.



# Structure of the Town Centre

## Designated Town Centre

To ensure that the vitality and viability of South Normanton town centre is supported and that it is retained as the focus for town centre uses and the heart of community life, the Local Plan for Bolsover District has designated the area shown on the plan above.

This designated town centre is predominantly made up of small independently owned local businesses arranged in a linear fashion along Market Street. There is also a small market place which has been expanded to include some larger modern units set back from the main road to the west.

The town centre area is bounded by the St Michael and All Angels Church and residential uses to the north; the recreational grounds of the Post Mill community centre and residential uses to the east; residential uses to the south; and, open countryside to the west.

The principal thoroughfare running through South Normanton town centre is Market Street which runs north to south through the town centre and incorporates Market Place, High Street and Church Street as it runs northwards.

The town centre is anchored by a Co-operative foodstore, and this is the only major convenience retailer in the town centre. The only other national multiple stores are a Heron Foods Convenience store, Premier convenience store and a NISA Local convenience store.

South Normanton town centre is exposed to two competing retail and service centres of sub-regional significance within 10km (Mansfield and Sutton-in-Ashfield), one competing retail and service centre of more local significance within 5km (Alfreton) and two competing retail and service centres of more local significance within 10km (Kirkby-in-Ashfield and Ripley).



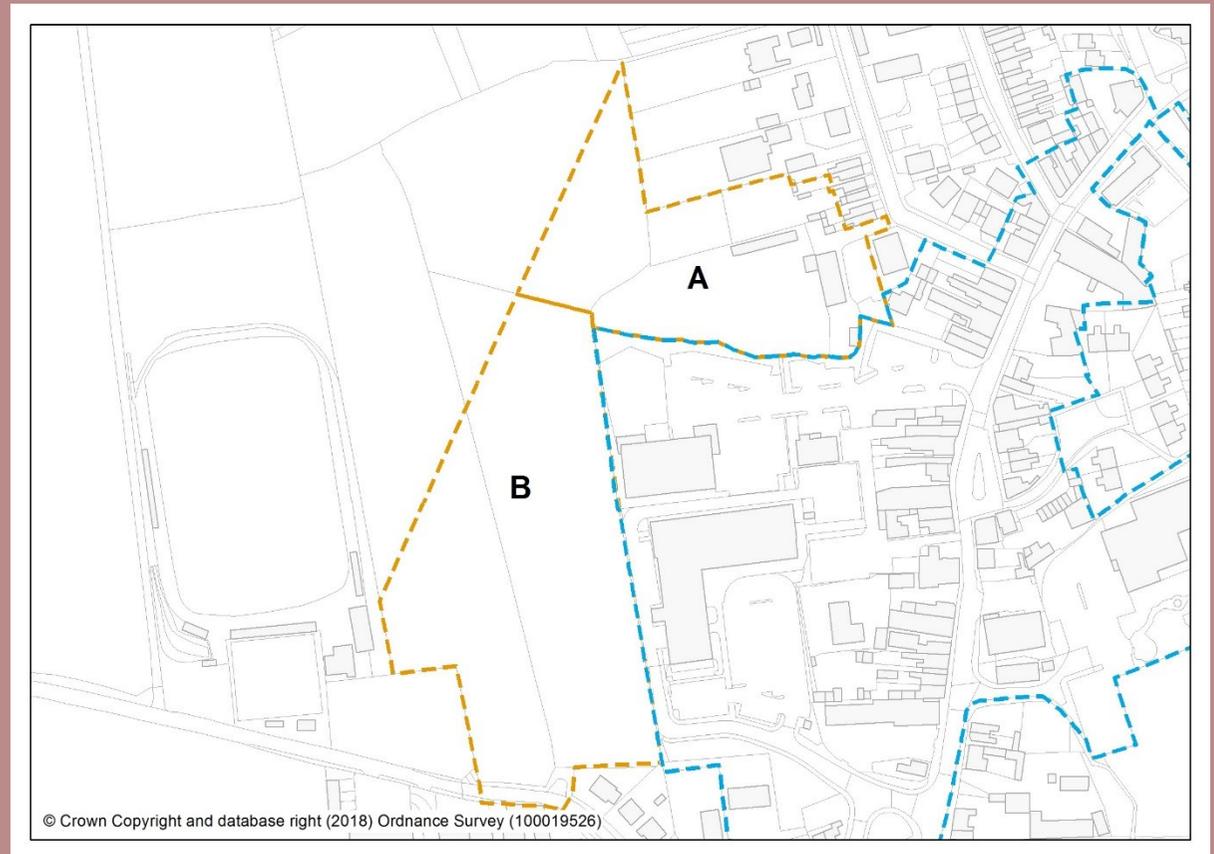
## Designated Edge of Town Centre Allocations

To support the growth and prosperity of South Normanton town centre the Local Plan for Bolsover District has allocated two edge of town centre sites to provide additional space for town centre uses (see plan below).

Site A – Land to the west of Market Street and to the north of the Co-operative Supermarket was allocated specifically for new retail to help meet the Council's quantitative needs for convenience goods and its qualitative needs for both convenience and comparison goods.

Site B – Land to the west of the Hub and to the north of Lees Lane was allocated for a range of town centre uses that could include retail, but also offices, leisure, residential, extra care, and community facilities.

At the time of writing, both sites remain available and suitable and are being actively promoted by the landowner's agent.



# Vitality / Diversity of Town Centre Uses

## Survey dates

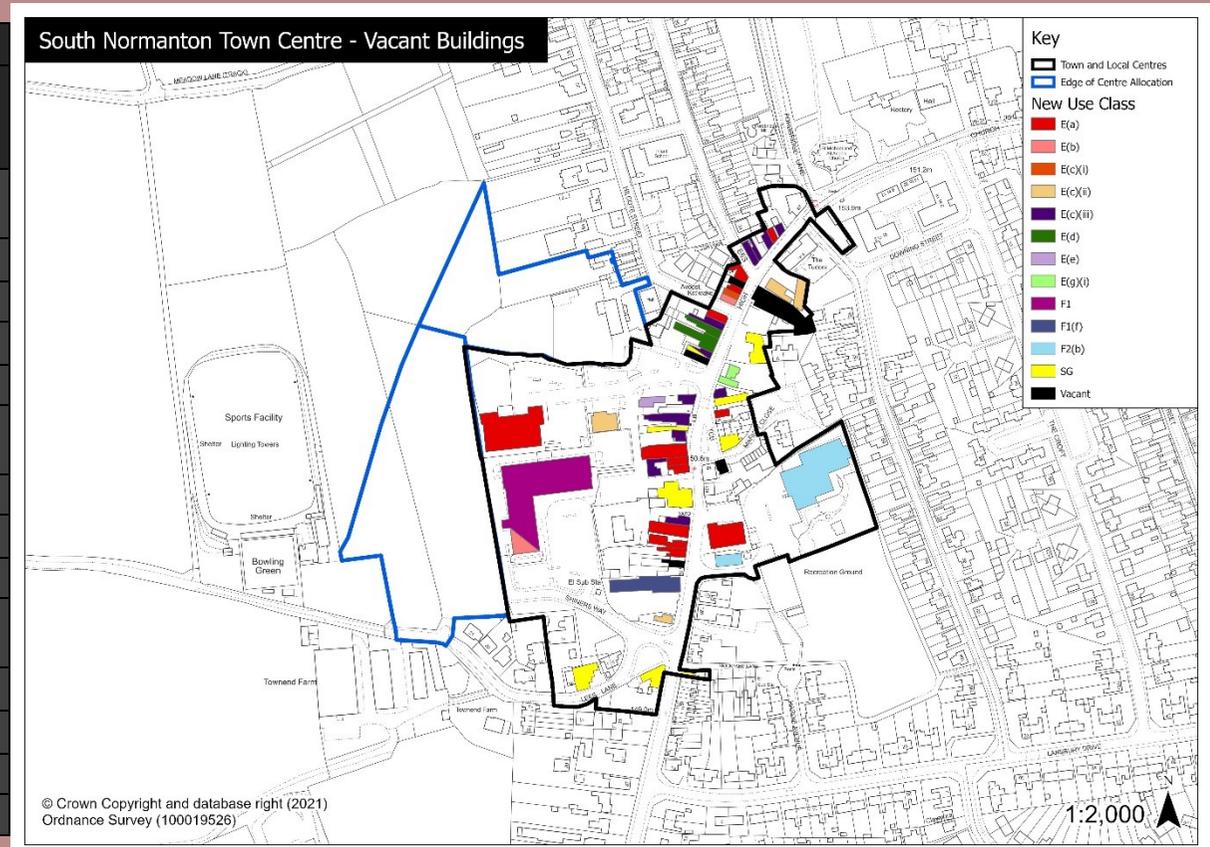
To inform the vitality and diversity of South Normanton's town centre, a survey of all property units within the town centre boundary was carried out in April 2021.

## Survey findings

The survey of South Normanton Town Centre revealed that there are 67 separate property units including ground floor residential and a total of 9,983m<sup>2</sup> of non-residential floorspace.

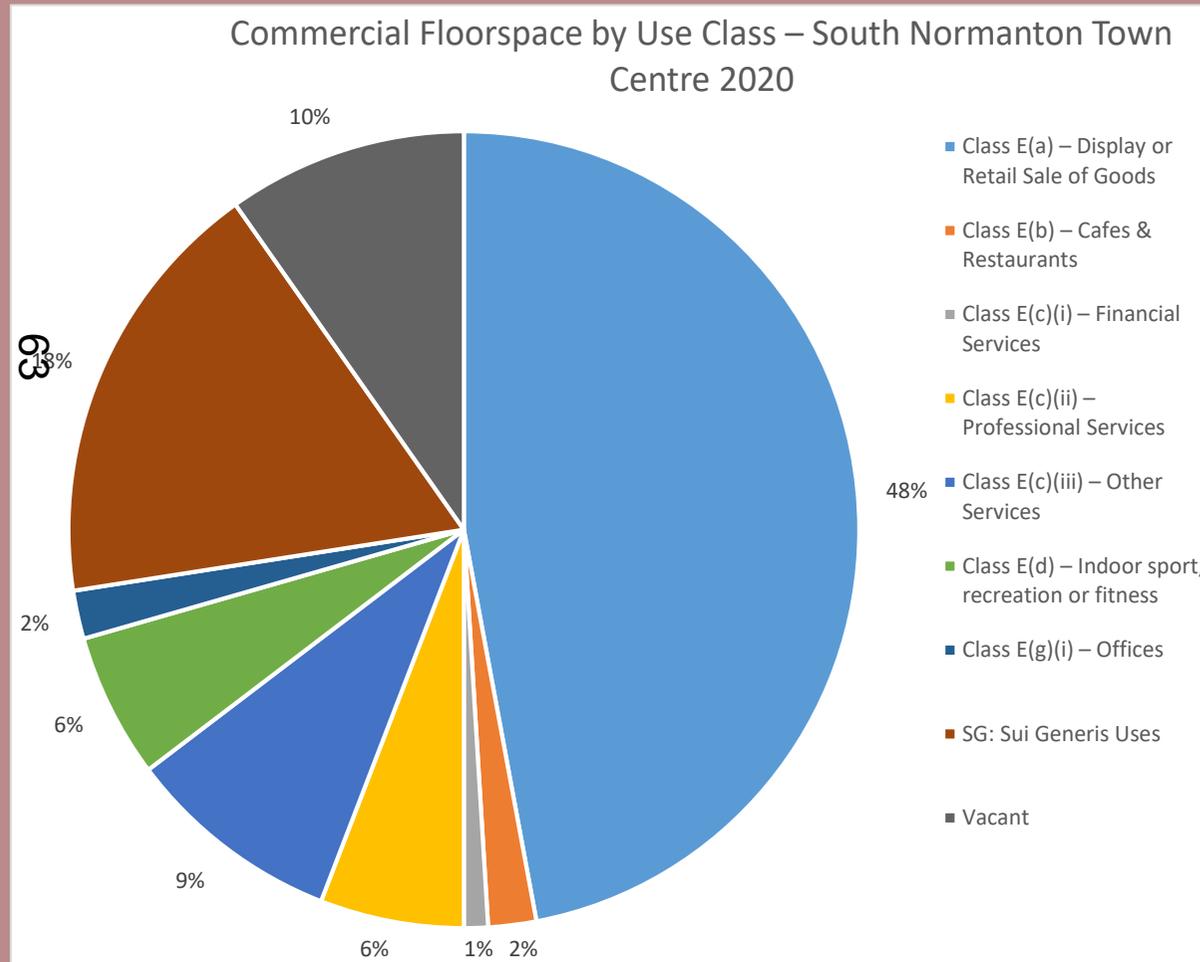
The table below shows the number of units and total floorspace identified during the survey.

South Normanton Town Centre		
Land Use Class	Number of Units	Total Floorspace m <sup>2</sup>
Class E(a) – Display or Retail Sale of Goods	14	3,382
Class E(b) – Cafes & Restaurants	2	149
Class E(c)(i) – Financial Services	1	60
Class E(c)(ii) – Professional Services	3	365
Class E(c)(iii) – Other Services	12	629
Class E(d) – Indoor sport, recreation or fitness	2	406
Class E(e) – Health/ Medical Services	1	105
Class E(f) – Crèches/ Day Nurseries	0	0
Class E(g)(i) – Offices	1	150
Class F – Local Community & Learning	4	2,772
SG: Sui Generis Uses	9	1,244
Vacant	5	721
Residential	12	-
<b>Total</b>	<b>67</b>	<b>9,983</b>



## Analysis of commercial use

There are 49 commercial properties providing 7,106m<sup>2</sup> floorspace in South Normanton town centre. These can be broken down into the following land use classes.



Land Use Class	Number of Units	Total Floorspace m <sup>2</sup>
Class E(a) – Display or Retail Sale of Goods	14	3,382
Class E(b) – Cafes & Restaurants	2	149
Class E(c)(i) – Financial Services	1	60
Class E(c)(ii) – Professional Services	3	365
Class E(c)(iii) – Other Services	12	629
Class E(d) – Indoor sport, recreation or fitness	2	406
Class E(g)(i) – Offices	1	150
SG: Sui Generis Uses	9	1,244
Vacant	5	721
<b>Total</b>	<b>49</b>	<b>7,106</b>

An individual analysis for each of the commercial categories is provided below.

### *Class E(a) – Display or Retail Sale of Goods*

48% of the total commercial floorspace in South Normanton is used by businesses selling/ displaying retail goods, a total of 3,382m<sup>2</sup>. There are 14 units selling comparison / convenience goods in South Normanton town centre. These uses are based on Market Street and the High Street.

The majority of the E(a) use floorspace in the centre, approximately 57%, is provided by the two large national multipliers; the Co-operative Supermarket and Premier Stores, both of which are based on Market Street.

### *Class E(b) – Cafes & Restaurants*

The 2 cafes and restaurant uses in the centre account for 2% of the town centre's floorspace, 149m<sup>2</sup>. One of these uses is based on the High Street, the other is on Shiners Way. Both of these uses are cafes/bistros.

### *Class E(c)(i) – Financial Services*

Financial service units account for 1% of the total floorspace in the town centre, 60m<sup>2</sup>. There is 1 unit of this type in the centre, PPR associates, an accountancy firm on the High Street.

### *Class E(c)(ii) – Professional Services*

Professional services (other than health or medical services), make up 5% of the total commercial floorspace in the centre. There are 4 professional services in the centre, 425m<sup>2</sup>, these services include a vets, an attorneys and a funeral directors. These uses tend to be distributed throughout the centre, the majority however are based on Market Street.

### *Class E(c)(iii) – Other Services*

Other services, including retailers that provide services; such as hair and beauty salons, tattooists, and the post office account for 9% of the total commercial floorspace, 629m<sup>2</sup>. There are 12 of these uses in the centre, and these uses are all located evenly across both Market Street, Market Place and the High Street.

### *Class E(d) – Indoor sport, recreation or fitness*

Indoor sport, recreation or fitness uses account for 6% of the total floorspace in the town centre, 406m<sup>2</sup>. There are two units with these uses in the centre, and both are in close proximity to one another on the High Street.

### *Class E(g)(i) – Offices*

Administrative / operational office use accounts for 2% of the total floorspace in the town centre, 150m<sup>2</sup>. There is only 1 of these uses in the centre, Space Owls Ltd, a Business Centre on the High Street.

## SG: Sui Generis Uses

Sui Generis Uses make up 18% of South Normanton town centre's commercial floorspace. There are 9 such uses in the centre. These uses include 3 hot food takeaways on the Market Place, 3 public houses and a micro pub, which are spread through the centre, an automotive garage on the High Street, an automotive garage on the High Street, and a betting office on Market Street.

As indicated above, South Normanton town centre contains a number of national multiple retailers and as a general rule these type of recognisable national brands are seen as a strong indicator of the health of a town centre. In understanding this, a national multiple is an enterprise whose chain of outlets has a presence at national level (usually categorised by meeting a predefined threshold) and a multiple retailer is an enterprise that possesses a chain of outlets under the same management and dealing in the same merchandise.

65  
Table Summarising National Multiples in South Normanton

National Multiple		
Type of Retailer	Number	Name
Convenience Retailers	3	Co-operative Supermarket, Premier Store, Heron Foods
Comparison Retailers	1	Well Pharmacy
Misc.	1	Ladbrokes
Total	5	



## Conclusions

The health check assesses the overall vitality / diversity of South Normanton's town centre uses using the following established scoring system.

	Very poor (0 points)	Poor (1 Point)	Fair (2 points)	Good (3 points)
<b>Class E(a) – Display or Retail Sale of Goods</b>	No Convenience Retail	Under 15 retail units, OR, under 2,500m <sup>2</sup> of GROSS retail floorspace.	15 or more retail units, OR, over 2,500m <sup>2</sup> of GROSS retail floorspace.	20 or more retail units, OR, over 5,000m <sup>2</sup> of GROSS retail floorspace
<b>Class E(b) &amp; Class SG – Pubs, Cafes &amp; Restaurants</b>	No Pubs, Cafés & Restaurants	3 and under A3 and A4 units, OR, under 1,000m <sup>2</sup> of GROSS A3 & A4 floorspace	4 or more A3 and A4 units, OR, over 1,500m <sup>2</sup> of GROSS A3 & A4 floorspace	7 or more A3 and A4 units, OR, over 2,500m <sup>2</sup> of GROSS A3 & A4 floorspace
<b>Class E(c)(i) – Financial Services</b>	No Financial Services	2 and under financial service units, OR, under 500m <sup>2</sup> of GROSS financial service floorspace. No banks.	3 or more financial service units, OR, over 500m <sup>2</sup> of GROSS financial service floorspace.	5 or more financial service units, OR, over 750m <sup>2</sup> of GROSS financial service floorspace.
<b>Class E(c)(ii) – Professional Services</b>	No Professional Services	2 and under professional service units, OR, under 500m <sup>2</sup> of GROSS professional service	3 or more professional service units, OR, over 500m <sup>2</sup> of GROSS professional service floorspace.	5 or more professional service units, OR, over 750m <sup>2</sup> of GROSS professional service floorspace.
<b>Class E(c)(iii) – Other Services</b>	No Service Retail	Under 10 Service units, OR, under 500m <sup>2</sup> of GROSS service floorspace.	10 or more Service units, OR, over 750m <sup>2</sup> of GROSS service floorspace.	15 or more Service units, OR, over 1,000m <sup>2</sup> of GROSS service floorspace
<b>Class E(g)(i) – Offices</b>	No Office Use	2 and under units, OR, under 500m <sup>2</sup> of GROSS floorspace	3 or more units, OR, over 500m <sup>2</sup> of GROSS floorspace	5 or more units, OR, over 750m <sup>2</sup> of GROSS floorspace
<b>Number of National Multiple Retailers</b>	No National Multiple Retailers	Under 5 National Multiple Retailers	5 or more National Multiple Retailers	10 or more National Multiple Retailers

Against this, South Normanton town centre scored 'fair' for the amount of units selling or displaying retail goods, professional services, other services, cafes/ restaurants and public houses it has, and for the number of national multiples in the centre. However, the town centre scored poorly in terms of how many financial services there are, and how much office space it has. This gives it a rating of "Fair" overall and a score of 1.7 out of 3.

# Vacant Units in the Town Centre

## Survey findings

Based on the April 2021 survey, 5 of the non-residential units within the town centre boundary were found to be vacant – leading to a vacancy rate of 9%. The amount of vacant floorspace at the time of survey was 721m<sup>2</sup>, which accounts for approximately 7% of the town centre’s total floorspace.

Whilst this vacancy rate is broadly in line with the other centres in the District, it still represents a key area where the health of the town centre could be improved. The location of the vacant units in the town centre appears to be random, with no clear pattern, and thus does not identify any specific problem areas within the centre. The vacant units are located on the High Street, Market Place and Market Street, the vacant units are spread throughout the centre.

## Length of time units have been vacant

Based on comparisons of the current situation with surveys carried out in 2019, the units in South Normanton have largely remained occupied, or where smaller businesses have failed, units which were vacant have been quickly filled.

There is currently one unit in the town centre which has remained vacant for an extended period of time, namely 123 Market Street. Contact has been made with the owner after it was put on the Council’s Vacant Building Register. This property has recently been sold, and will hopefully be coming back into beneficial use over the next year.

Of the other remaining vacant properties, these units were all in use in 2019 and so have only recently become vacant. Of the four of them one of them, the former Nisa Local is being renovated, and is set to become a Go Local in 2021. The remaining three meanwhile will all be placed on the Council’s Vacant Building Register and contact will be made to inquire as to the owner’s plans for the future, and to help support bringing the properties back into use.



# Town Centre Physical and Environmental Quality

## Survey dates

To inform the physical and environmental quality of South Normanton's town centre, a survey of the town centre was carried out in April 2021.

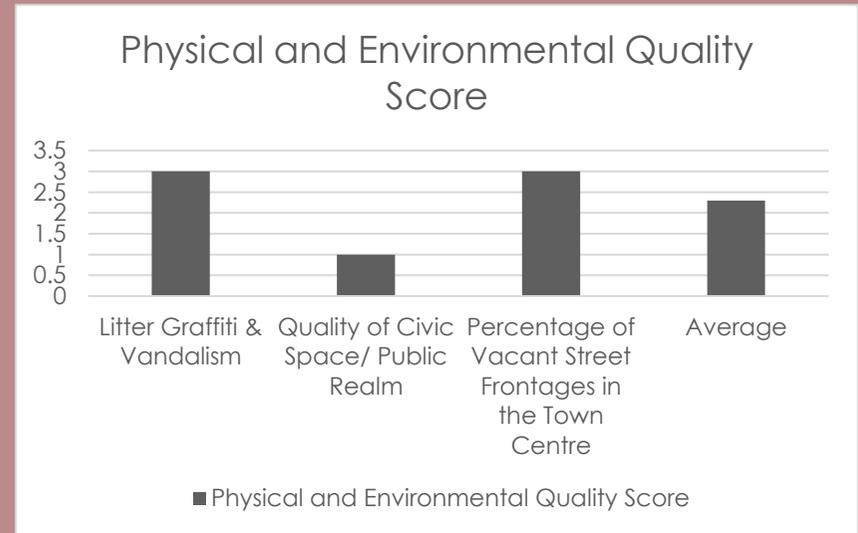
## Survey findings

South Normanton town centre is generally well maintained with very little evidence of graffiti and littering. Site visits to the centre identified that there is only a limited amount of civic and green space in the town centre. The town centre's main public space is the small Market Place, although this does not have any real enclosing boundary and does not feel like anything more than a larger section of highway pavement with some public art located there.

Throughout the town centre there are a number of historic traditional brick built buildings, particularly on Market Street, which provide an attractive backdrop to the town centre activity. Generally the quality of the shop fronts and facades in the town centre is good, and the majority are occupied, however a small number of frontages look dated and are in need of repair or renovation.

There are a number of pedestrian crossings throughout the centre, often placed appropriately near to car parks and bus stops. However, the footpaths along High Street and Market Place are narrow and leave little room for improving the pedestrian environment. Securing improvements to the small Market Place would enhance the town centre.

Based on this assessment, South Normanton town centre achieved a rating of "Good" and a score of 2.3 out of 3 on the town centre Physical and Environmental Quality matrix.



Key Indicators: Changes between 2020 & 2021 summaries	2020	2021
<p><b><u>Vitality / Diversity of Town Centre Uses</u></b>  Overall the vitality and diversity of uses in the town centre have broadly remained the same between the surveys carried out in May 2019 and April 2021 despite the economic challenges of the global Covid-19 pandemic and the associated lockdown arrangements for town centres across the country. In both years the town centre scored 1.7, 'Fair', overall for the diversity of its town centre uses.</p> <p>On the ground there have been some minor changes, with some businesses closing and others moving in, but for the most part the overall diversity of uses in the town centre has remained stable.</p> <p>Within this picture, there has been a slight decrease in the number of recognisable National Multipliers (National Brands) in the town centre – generally a strong indicator of the health of a town centre. In 2019 there were 6 national brands in the centre and in 2021, this number has decreased to 5 with the loss of the Nisa Local in the centre. However this loss will only be temporary, the former Nisa Local at the time of the survey was already undergoing renovations and is set to reopen as a Go Local, another National Multiple, within the next few months.</p>	1.7 / 3	1.7 / 3
<p><b><u>Vacancies</u></b>  The vacancy rate in the town centre has changed. In the May 2019 survey and prior to the Covid-19 pandemic, the vacancy rate was 6% with 3 vacant properties in the town centre, equating to a total of 266m<sup>2</sup> of empty floorspace. In 2021 the vacancy rate is slightly higher at 9% with 5 vacant properties in the town centre, with a total floorspace of 721m<sup>2</sup>. This is a decline from the previous year, and while not welcome, was not unexpected either due to the challenges presented by the Covid-19 pandemic.</p> <p>There are a number of factors that influence this key indicator but the Council's greater focus on trying to address this issue through the Vacant Town Centre Buildings project will help to address and ultimately reduce the number of vacancies in town and local centres. A number of properties are already well on the way to being brought back into beneficial use as a result of this project.</p>	6%	9%
<p><b><u>Town Centre Physical and Environmental Quality</u></b>  There has been little in the way of change between the 2020 and 2021 surveys as far as the physical and environmental quality of the centre goes. The physical and environmental quality of the centre is still scored as 'Fair', and there are still improvements that could be made through both community and council led initiatives.</p>	2.3 / 3	2.3 / 3
<p><b><u>Overall Health Check Score</u></b>  Perhaps understandably, given the clear economic challenges of the Covid-19 pandemic, between the 2020 and 2021 Town Centre Health Check summaries the overall score for South Normanton town centre has been reduced marginally from 2.3 to 2.2 out of 3. Overall, however, the centre is still scored as 'Fair', and although there has been a marginal decline in the overall score due to vacancies, the centre is performing better than was expected considering the circumstances.</p>	2.3 / 3	2.2 / 3

# Key Areas for Improvement

## 1) To support and enhance the diversity of uses in the centre

At the time of the 2021 survey, South Normanton town centre contained a fair mix of uses. Supporting and enhancing the amount of comparison retail, and professional and financial services in the centre, remain important task, as currently the centre scored poorly for those uses. Furthermore convenience retail, service retail and pub and restaurant uses need to be encouraged and supported, in order to improve the diversity and vitality of the centre's uses. Progress on the edge-of-centre allocations should be actively supported.

## 2) Tackle the vacant units

Whilst vacant units do not dominate the town centre, there is some evidence that at least one of the units potentially suffer from long-term vacancy. The reasons for this should be investigated and addressed and new uses should be encouraged within this unit. Furthermore efforts should be made to improve the uptake of vacant units so that they can be filled as soon as reasonably possible.

## 3) Improve pedestrian routes in and around the centre

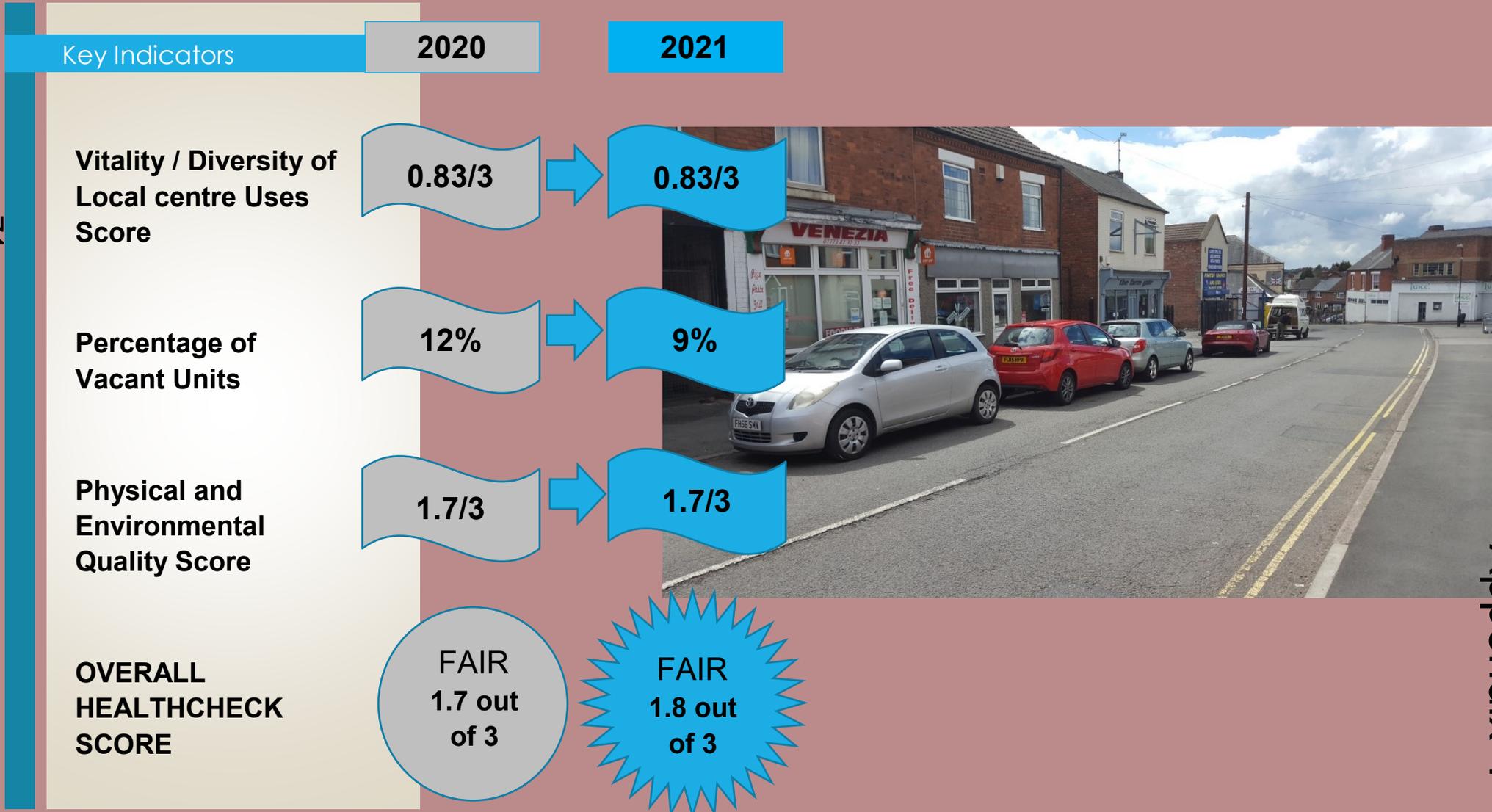
There are opportunities in the centre to invest in a more pedestrian friendly environment to ensure a pleasant experience for users of the town centre. For example, footpaths along High Street and Market Place were narrow. Improving the Market Place area and providing wider pavements within the town centre and introduction of more street furniture would enhance the pedestrian environment.

## 4) Positively manage the town centre

To try and ensure that South Normanton town centre is supported, a well thought out positive town centre management strategy, supported by both officer time and financial resources, should be prepared. In doing this, a partnership between town centre traders, stakeholders and the public authorities should be established that seeks to improve the visitor offer, tackle vacant units and encourage local schemes to encourage greater footfall across the whole town centre. This management strategy should then be implemented and sustained.

# Pinxton – Local Centre Health Check Summary

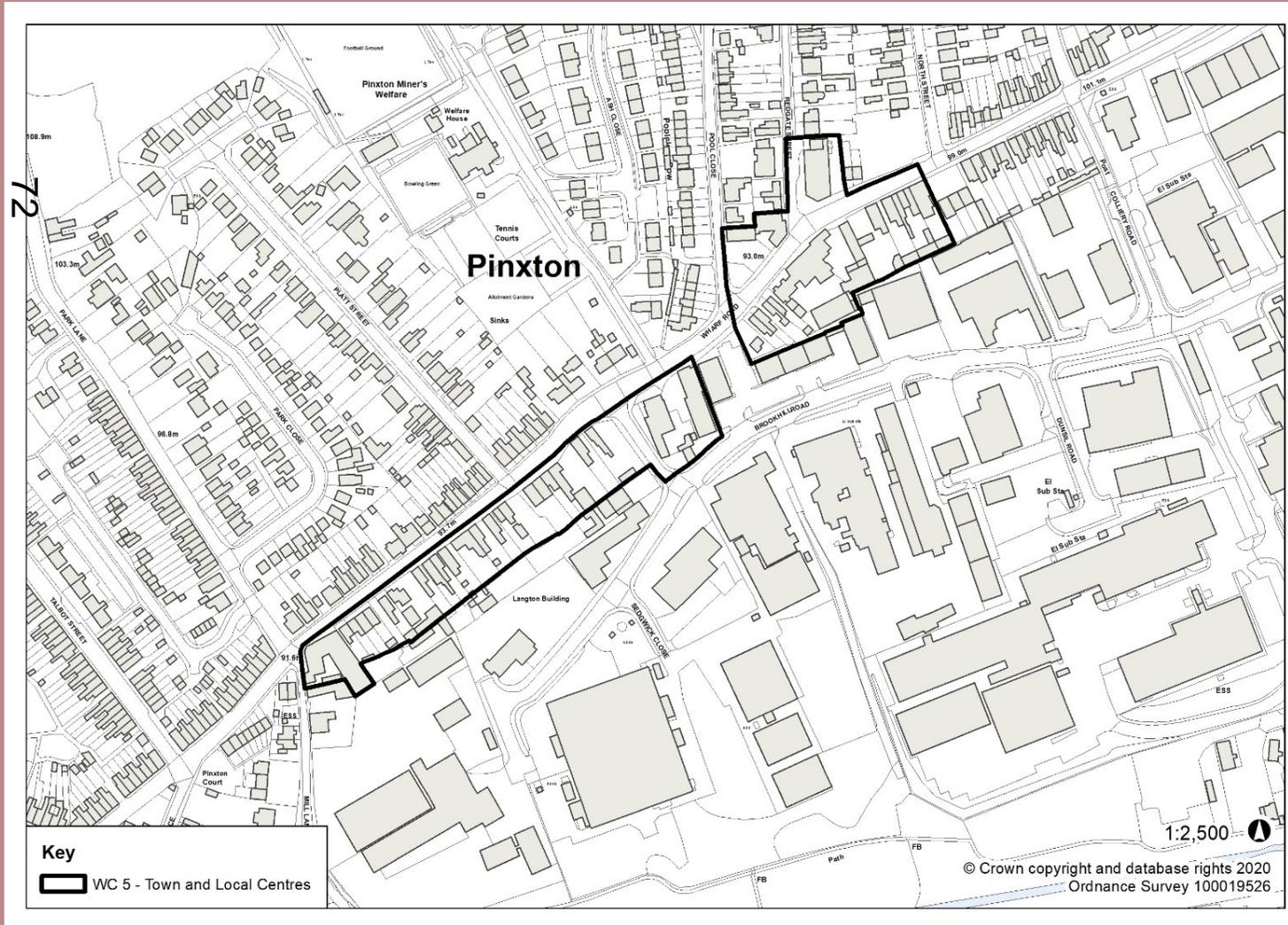
71



# Introduction

Pinxton is a large village in the South of the District, and one of the main service centres for Bolsover District, providing a good range of services and amenities not widely available in the smaller settlements surrounding Pinxton.

The local centre is focussed primarily around one major street, Wharf Road, and the uses on the centre are primarily limited to just this one stretch of road.



# Structure of the Local Centre

## Designated Local centre

To ensure that the vitality and viability of Pinxton local centre is supported and that it is retained as the focus for local centre uses and the heart of community life, the Local Plan for Bolsover District has designated the area shown on the plan above.

Small clusters of retail units are distributed in a linear pattern along Wharf Road; however, the residential properties in this area fragment the retail offer available.

The land uses immediately adjacent to Wharf Road include; the Brookhill Industrial Estate to the south; to the west is open countryside, to the north and east the uses are predominantly residential with some commercial uses. The M1 motorway bounds Wharf Road to the east side of the village.

There are no community facilities on Wharf Road as these are generally situated in more central locations in the village. Pinxton Library, Community Centre, Pinxton Nursery School and Village Hall are located on Kirkstead Road, a short distance to the north of Wharf Road.

Pinxton local centre has two competing retail and service centres of sub-regional significance within 10km (Mansfield and Sutton-in-Ashfield), two competing retail and service centre of local significance within 5km (Kirkby-in-Ashfield and South Normanton) and a further two competing retail and service centres of local significance within 10km (Hucknall and Ripley).



# Vitality / Diversity of Local Centre Uses

## Survey dates

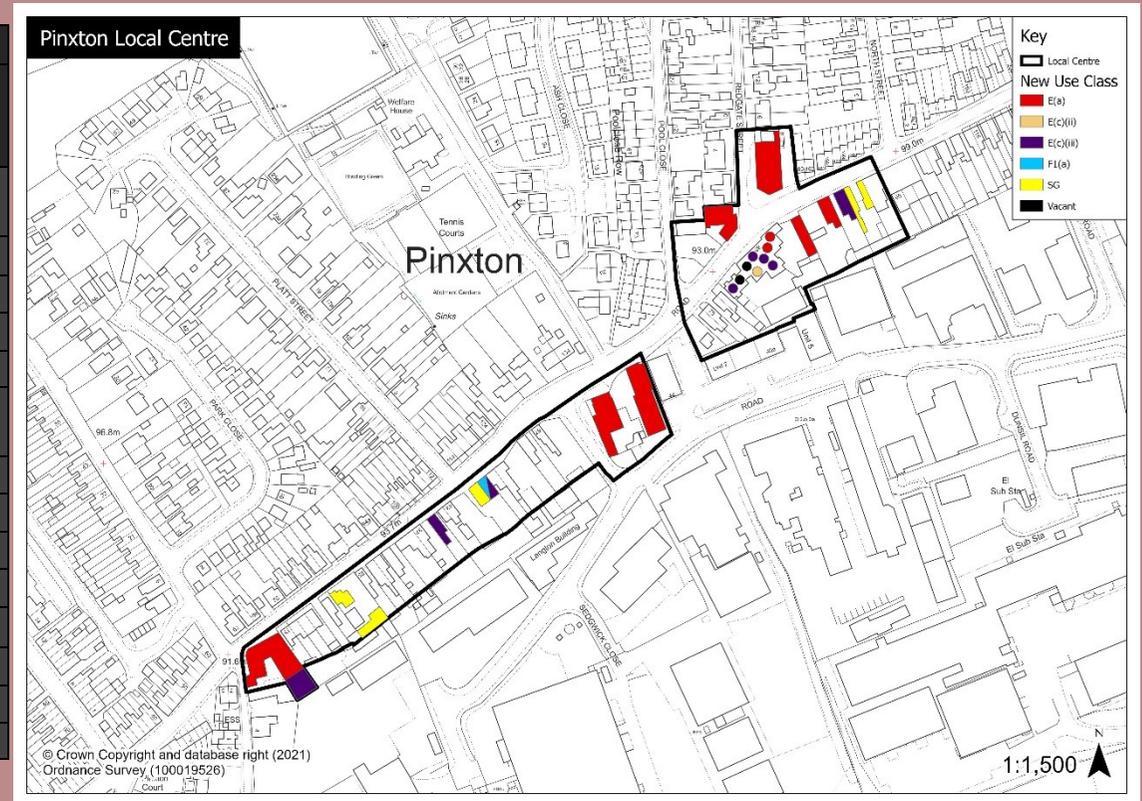
To inform the vitality and diversity of Pinxton's local centre, a survey of all property units within the local centre boundary was carried out in April 2021.

## Survey findings

The survey of Pinxton local centre revealed that there are 66 separate property units including ground floor residential and a total of 3,945m<sup>2</sup> of non-residential floorspace.

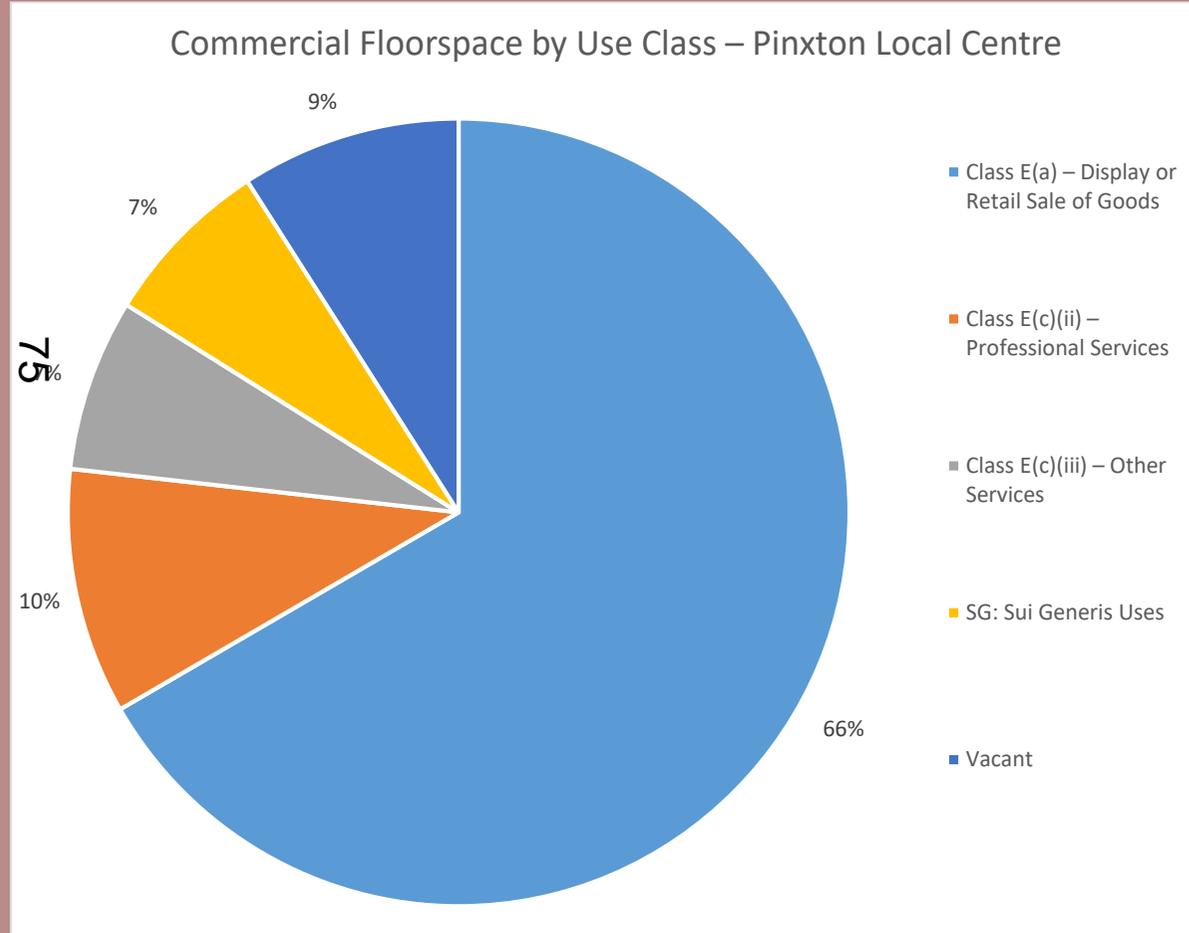
The table below shows the number of units and total floorspace identified during the survey.

Pinxton local centre		
Land Use Class	Number of Units	Total Floorspace m <sup>2</sup>
Class E(a) – Display or Retail Sale of Goods	7	2,557
Class E(b) – Cafes & Restaurants	0	0
Class E(c)(i) – Financial Services	0	0
Class E(c)(ii) – Professional Services	2	401
Class E(c)(iii) – Other Services	6	284
Class E(d) – Indoor sport, recreation or fitness	0	0
Class E(e) – Health/ Medical Services	0	0
Class E(f) – Crèches/ Day Nurseries	0	0
Class E(g)(i) – Offices	0	0
Class F – Local Community & Learning	1	97
SG: Sui Generis Uses	4	271
Vacant	2	335
Residential	44	-
<b>Total</b>	<b>66</b>	<b>3,945</b>



## Analysis of commercial use

There are 21 commercial properties providing 3,848m<sup>2</sup> floorspace in Pinxton local centre. These can be broken down into the following land use classes.



Land Use Class	Number of Units	Total Floorspace m <sup>2</sup>
Class E(a) – Display or Retail Sale of Goods	7	2,557
Class E(b) – Cafes & Restaurants	0	0
Class E(c)(i) – Financial Services	0	0
Class E(c)(ii) – Professional Services	2	401
Class E(c)(iii) – Other Services	6	284
Class E(d) – Indoor sport, recreation or fitness	0	0
Class E(g)(i) – Offices	0	0
SG: Sui Generis Uses	4	271
Vacant	2	335
<b>Total</b>	<b>21</b>	<b>3,848</b>

An individual analysis for each of the commercial categories is provided below

### *Class E(a) – Display or Retail Sale of Goods*

66% of the total commercial floorspace in Pinxton is used by retailers selling/ displaying goods, a total of 2,557m<sup>2</sup>. There are 7 units selling comparison / convenience goods in Pinxton local centre, this includes two national multiples, a One Stop convenience store and a Co-operative. The E(a) uses in Pinxton are primarily on Wharf Road, the main thoroughfare through the centre.

### *Class E(b) – Cafes & Restaurants*

There are no café or restaurants in the local centre.

### *Class E(c)(i) – Financial Services*

There are no financial service units in the local centre.

### *Class E(c)(ii) – Professional Services*

Professional services (other than health or medical services), make up 10% of the total commercial floorspace in the centre. There are 2 professional services in the centre, 401m<sup>2</sup>, these services include an engineering service company, and a photographer / photography studio. These uses are both based along Wharf Road.

### *Class E(c)(iii) – Other Services*

Other services, including retailers that provide services; account for 7% of the total commercial floorspace, 284m<sup>2</sup>. There are 6 of these uses in the centre; 2 hairdressers, a health / beauty salon, a tattoo parlour, a vacuum repair / hire shop, and a post office. These uses are all located on Wharf Road

### *Class E(d) – Indoor sport, recreation or fitness*

There are no indoor sport, recreation or fitness units in the local centre.

### *Class E(g)(i) – Offices*

There are no administrative / operational office units in the local centre.

### *SG: Sui Generis Uses*

Sui Generis Uses make up 7% of Pinxton local centre's commercial floorspace. There are 4 such uses in the centre. These uses include 2 hot food takeaways, 1 micro-pub, and an automotive garage, all of which are located on Wharf Road.

As indicated above, Pinxton local centre contains a number of national multiple retailers and as a general rule these type of recognizable national brands are seen as a strong indicator of the health of a local centre. In understanding this, a national multiple is an enterprise whose chain of outlets has a presence at national level (usually categorised by meeting a predefined threshold) and a multiple retailer is an enterprise that possesses a chain of outlets under the same management and dealing in the same merchandise.

**Table Summarising National Multiples in Pinxton**

National Multiple		
Type of Retailer	Number	Name
Financial and Professional Services	0	n/a
Convenience Retailers	2	One Stop, Co-operative Supermarket,
Comparison Retailers	0	n/a
Misc.	0	n/a
Total	2	



## Conclusions

The health check assesses the overall vitality / diversity of Pinxton's local centre uses using the following established scoring system.

	Very poor (0 points)	Poor (1 Point)	Fair (2 points)	Good (3 points)
<b>Class E(a) – Display or Retail Sale of Goods</b>	No Convenience Retail	Under 15 retail units, OR, under 2,500m <sup>2</sup> of GROSS retail floorspace.	15 or more Convenience units, OR, over 2,500m <sup>2</sup> of GROSS retail floorspace.	20 or more Convenience units, OR, over 5,000m <sup>2</sup> of GROSS convenience floorspace
<b>Class E(b) &amp; Class SG – Pubs, Cafes &amp; Restaurants</b>	No Pubs, Cafés & Restaurants	3 and under A3 and A4 units, OR, under 1,000m <sup>2</sup> of GROSS A3 & A4 floorspace	4 or more A3 and A4 units, OR, over 1,500m <sup>2</sup> of GROSS A3 & A4 floorspace	7 or more A3 and A4 units, OR, over 2,500m <sup>2</sup> of GROSS A3 & A4 floorspace
<b>Class E(c)(i) – Financial Services</b>	No Financial Services	2 and under financial service units, OR, under 500m <sup>2</sup> of GROSS financial service floorspace. No banks.	3 or more financial service units, OR, over 500m <sup>2</sup> of GROSS financial service floorspace.	5 or more financial service units, OR, over 750m <sup>2</sup> of GROSS financial service floorspace.
<b>Class E(c)(ii) – Professional Services</b>	No Professional Services	2 and under professional service units, OR, under 500m <sup>2</sup> of GROSS professional	3 or more professional service units, OR, over 500m <sup>2</sup> of GROSS professional service floorspace.	5 or more professional service units, OR, over 750m <sup>2</sup> of GROSS professional service
<b>Class E(c)(iii) – Other Services</b>	No Service Retail	Under 10 Service units, OR, under 500m <sup>2</sup> of GROSS service floorspace.	10 or more Service units, OR, over 750m <sup>2</sup> of GROSS service floorspace.	15 or more Service units, OR, over 1,000m <sup>2</sup> of GROSS service floorspace
<b>Class E(g)(i) – Offices</b>	No Office Use	2 and under units, OR, under 500m <sup>2</sup> of GROSS floorspace	3 or more units, OR, over 500m <sup>2</sup> of GROSS floorspace	5 or more units, OR, over 750m <sup>2</sup> of GROSS floorspace
<b>Number of National Multiple Retailers</b>	No National Multiple Retailers	Under 5 National Multiple Retailers	5 or more National Multiple Retailers	10 or more National Multiple Retailers

Against this, Pinxton local centre scored 'poor' for every category, save for financial services, and administrative office space, of which there are none in Pinxton. This gives Pinxton a rating of "Poor" overall and a score of 0.86 out of 3.



# Local Centre Physical and Environmental Quality

## Survey dates

To inform the physical and environmental quality of Pinxton's local centre, a survey of the local centre was carried out in April 2021.

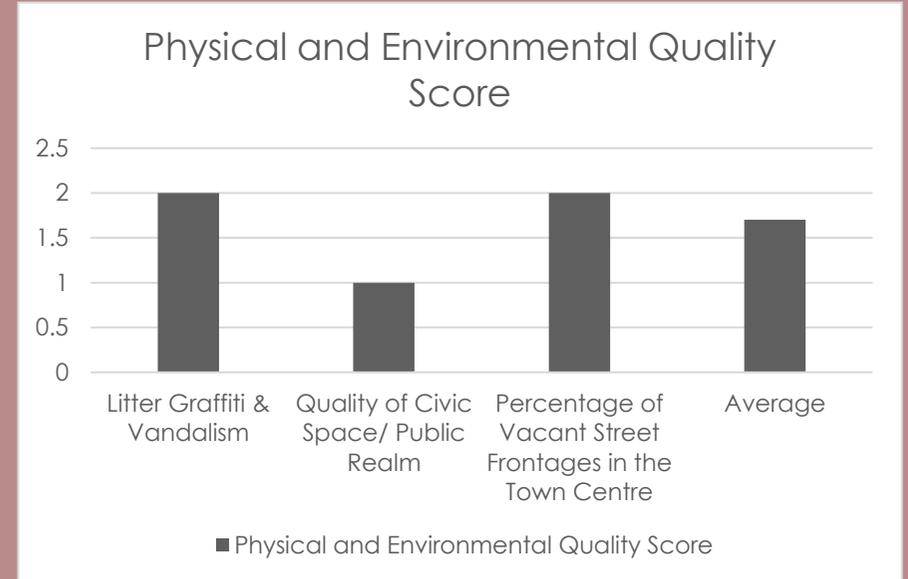
## Survey findings

The retail offer on Wharf Road is fragmented and large segments of the road are predominantly residential in nature, particularly to the west of Wharf Road.

Wharf Road is generally clean and well maintained although there is some evidence of litter and graffiti. There is nothing in the way of public realm, public art or civic space in Pinxton centre.

There is very little in the way of available car parks or private parking on Wharf Road, and on-street parking is at a premium. The area feels congested as a consequence of this.

Pinxton local centre achieved a rating of "Fair" and a score of 1.7 out of 3 on the local centre Environmental and Physical Quality matrix.



<b>Key Indicators: Changes between 2020 &amp; 2021 summaries</b>	<b>2020</b>	<b>2021</b>
<p><b><u>Vitality / Diversity of Town Centre Uses</u></b>  Overall the vitality and diversity of uses in the town centre have broadly remained the same between the surveys carried out in February 2020 and April 2021 despite the economic challenges of the global Covid-19 pandemic and the associated lockdown arrangements for town centres across the country. In both years the town centre scored 0.83, 'poor', overall for the diversity of its town centre uses.</p> <p>On the ground there have been some minor changes, with some businesses closing and others moving in, but for the most part the overall diversity of uses in the town centre has remained stable. The key change is a slight decrease of 2 in the number of non-residential properties in the centre, although this change has not been large enough to revise the overall score for this key indicator.</p>	<b>0.83 / 3</b>	<b>0.83 / 3</b>
<p><b><u>Vacancies</u></b>  The vacancy rate in the town centre has changed. In the February 2020 survey and prior to the Covid-19 pandemic, the vacancy rate was 12% with 3 vacant properties in the town centre, equating to a total of 198m<sup>2</sup> of empty floorspace. In 2021 the vacancy rate is now lower at 9% with 2 vacant properties in the town centre, with a total floorspace of 335m<sup>2</sup>.</p>	<b>12%</b>	<b>9%</b>
<p><b><u>Town Centre Physical and Environmental Quality</u></b>  There has been little in the way of change between 2020 and 2021 surveys as far as the physical and environmental quality of the centre goes. The physical and environmental quality of the centre is still scored as 'Fair', and there are still improvements that could be made through both community and council led initiatives.</p>	<b>1.7 / 3</b>	<b>1.7 / 3</b>
<p><b><u>Overall Health Check Score</u></b>  Perhaps surprisingly given the clear economic challenges of the Covid-19 pandemic, between the 2020 and 2021 Town Centre Health Check summaries the overall score for Pinxton town centre has improved slightly from 1.7 to 1.8 out of 3. This improvement is due to the reduced number of vacant buildings in the town centre.</p>	<b>1.7 / 3</b>	<b>1.8 / 3</b>

# Key Areas for Improvement

## 1) To support and enhance the diversity of uses in the centre

At the time of the 2021 survey, Pinxton local centre contained a poor mix of uses. Supporting and enhancing the diversity of centre's commercial uses is an important task, as currently the centre scored poorly for most of its commercial town centre uses.

## 2) Tackle the vacant units

Whilst vacant units do not dominate the town centre, the reasons for the existing vacancies should be investigated and addressed, and new uses should be encouraged within these vacant units. To help tackle this problem of vacant buildings, the Council's Vacant Town Centre Buildings project has been extended to include buildings in the District's four local centres.

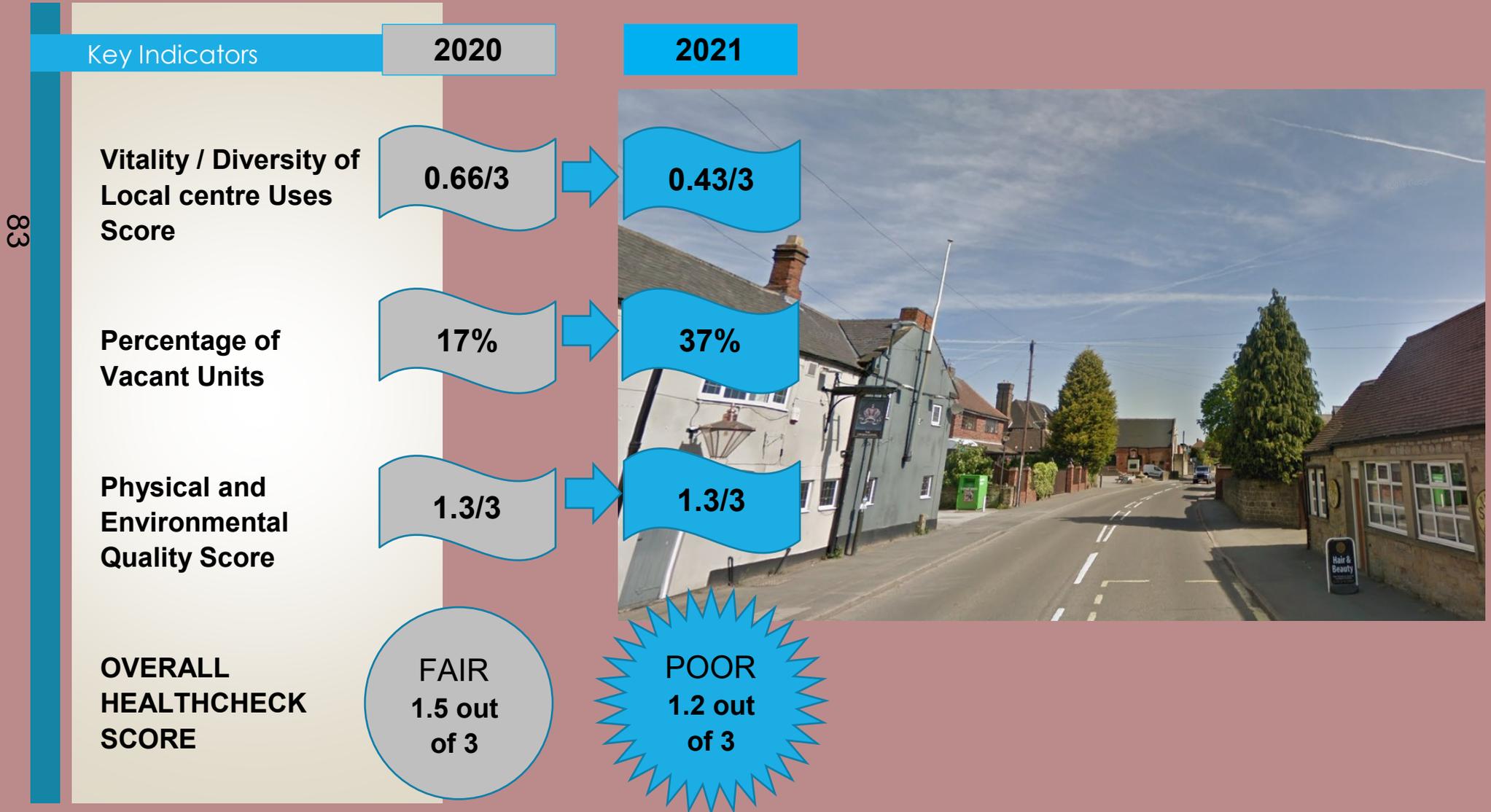
## 3) Improve the quality of the civic space/ public realm in the centre

There are a number of opportunities to improve Pinxton centre, such as increasing the amount of street furniture along Wharf Road, and where possible adding in more greenspace and public art in order to make the centre a more attractive and vibrant place to visit. Furthermore the creation of a car park, or an improvement to the existing parking in the centre, would go a long way to improving the appeal and feel of the centre by encouraging many of the cars that are parked along Wharf Road, sometimes obstructively, to park elsewhere. The centre could also benefit from some kind of civic place for residents and visitors to meet up and spend time in.

## 4) Positively manage the local centre

To try and ensure that Pinxton local centre is supported, a well thought out positive local centre management strategy, supported by both officer time and financial resources, should be prepared. In doing this, a partnership between local centre traders, stakeholders and the public authorities should be established that seeks to improve the visitor offer, tackle vacant units and encourage local schemes to encourage greater footfall across the whole local centre. This management strategy should then be implemented and sustained.

# Tibshelf– Local Centre Health Check Summary





# Structure of the Local Centre

## Designated Local Centre

To ensure that the vitality and viability of Tibshelf local centre is supported and that it is retained as the focus for local centre uses and the heart of community life, the Local Plan for Bolsover District has designated the area shown on the plan above.

The village of Tibshelf has a distinctly linear form, with the majority of housing, goods and services located on, or adjacent to, the settlement's principle thoroughfare, High Street (B6104).

Tibshelf's retail offer, goods and services are predominantly located in a linear pattern, in small clusters on, or adjacent to, High Street.

The largest concentration of goods and services are located in the northern part of the centre, a number of community facilities are located adjacent to this area.

Tibshelf local centre has two competing retail and service centre of sub-regional significance within 10km (Mansfield and Sutton-in-Ashfield), one competing retail and service centre of local significance within 5km (South Normanton) and a further three competing retail and service centres of local significance within 10km (Alfreton, Bolsover and Kirkby-in-Ashfield).



# Vitality / Diversity of Local Centre Uses

## Survey dates

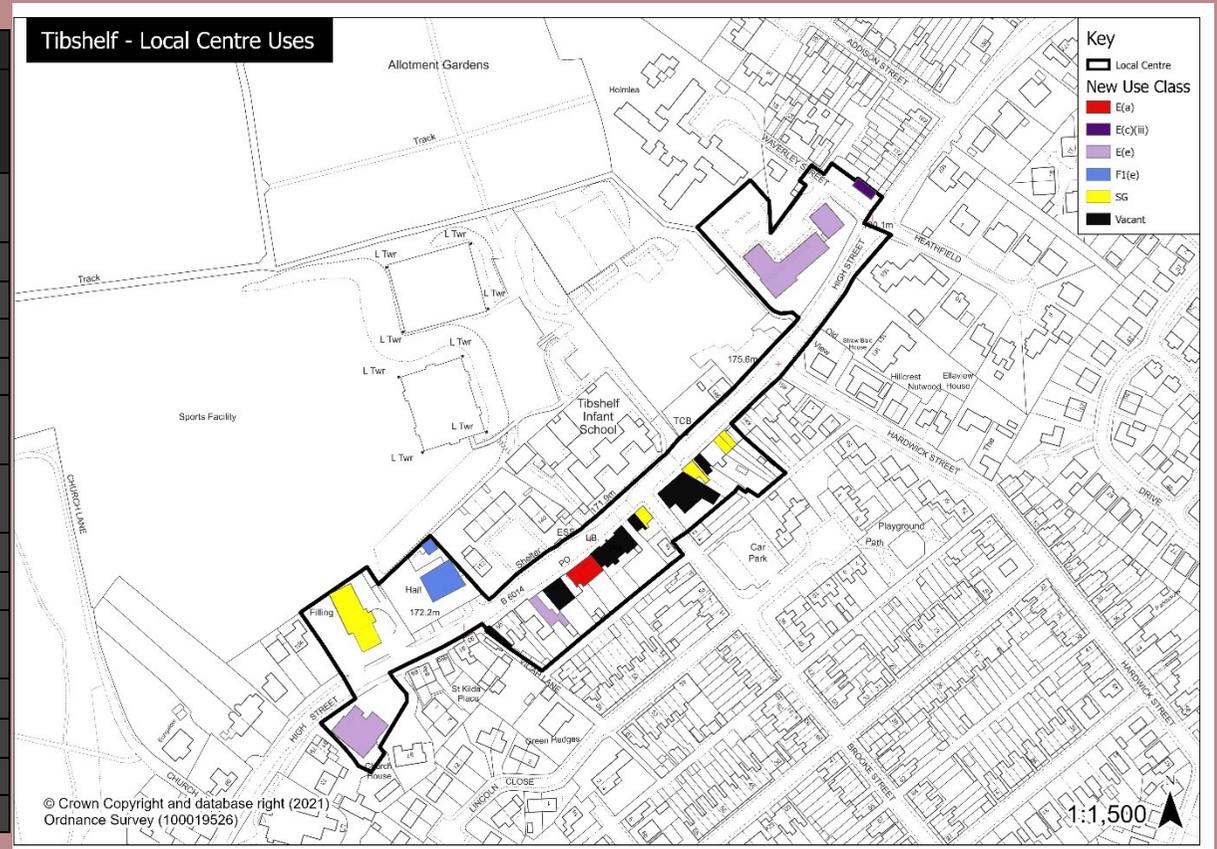
To inform the vitality and diversity of Tibshelf's local centre, a survey of all property units within the local centre boundary was carried out in April 2021.

## Survey findings

The survey of Tibshelf local centre revealed that there are 28 separate property units including ground floor residential and a total of 3,770m<sup>2</sup> of non-residential floorspace.

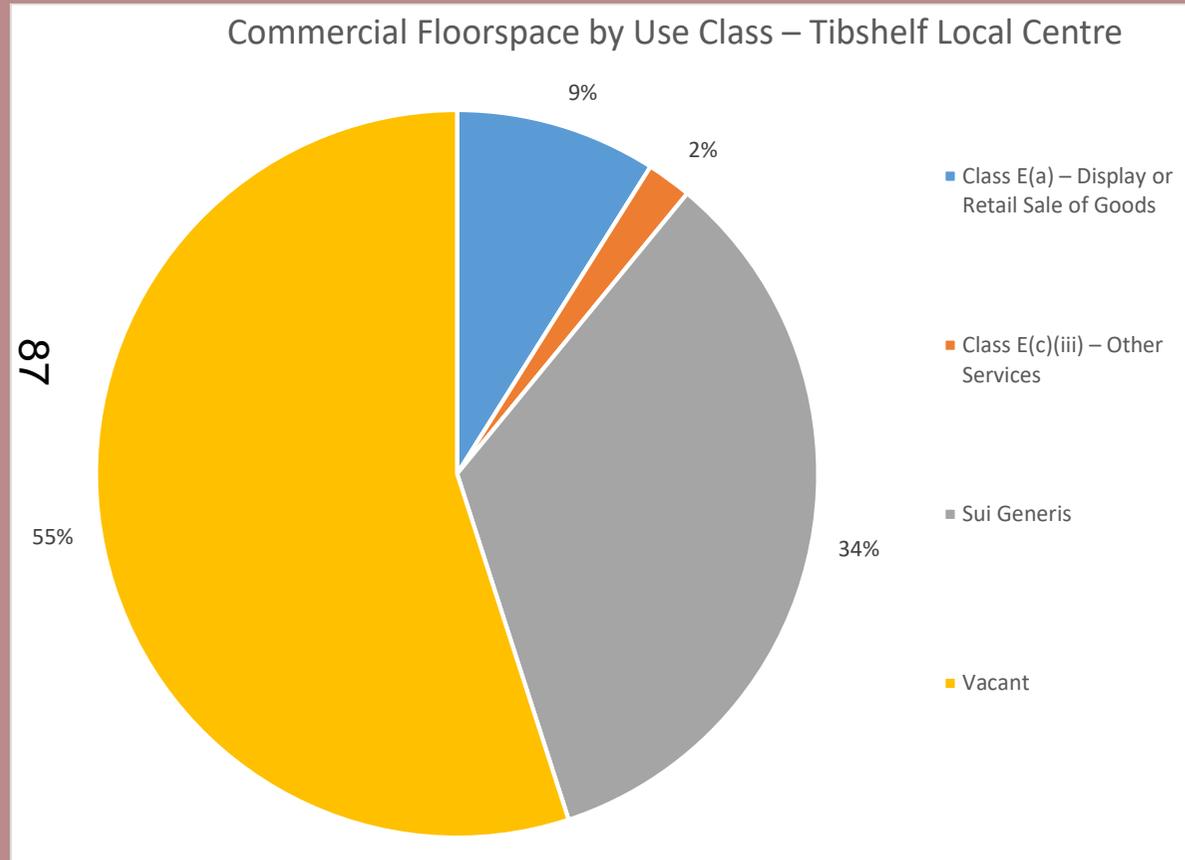
The table below shows the number of units and total floorspace identified during the survey.

Tibshelf local centre		
Land Use Class	Number of Units	Total Floorspace m <sup>2</sup>
Class E(a) – Display or Retail Sale of Goods	1	202
Class E(b) – Cafes & Restaurants	0	0
Class E(c)(i) – Financial Services	0	0
Class E(c)(ii) – Professional Services	0	0
Class E(c)(iii) – Other Services	1	47
Class E(d) – Indoor sport, recreation or fitness	0	0
Class E(e) – Health / Medical Services	4	1,379
Class E(f) – Crèches / Day Nurseries	0	0
Class E(g)(i) – Offices	0	0
Class F – Local Community & Learning	1	35
SG: Sui Generis Uses	5	812
Vacant	7	1,295
Residential	9	-
<b>Total</b>	<b>28</b>	<b>3,770</b>



## Analysis of commercial use

There are 14 commercial properties providing 2,356m<sup>2</sup> floorspace in Tibshelf local centre. These can be broken down into the following land use classes.



Land Use Class	Number of Units	Total Floorspace m <sup>2</sup>
Class E(a) – Display or Retail Sale of Goods	1	202
Class E(b) – Cafes & Restaurants	0	0
Class E(c)(i) – Financial Services	0	0
Class E(c)(ii) – Professional Services	0	0
Class E(c)(iii) – Other Services	1	47
Class E(d) – Indoor sport, recreation or fitness	0	0
Class E(g)(i) – Offices	0	0
SG: Sui Generis Uses	5	812
Vacant	7	1,295
<b>Total</b>	<b>14</b>	<b>2,356</b>

An individual analysis for each of the commercial categories is provided below.

### *Class E(a) – Display or Retail Sale of Goods*

9% of the total commercial floorspace in Tibshelf is used by retailers selling/ displaying goods, a total of 202m<sup>2</sup>. There is 1 unit selling comparison / convenience goods in Tibshelf local centre, this unit is a small national multiple on the High Street, Today's Local.

### *Class E(b) – Cafes & Restaurants*

There are no café or restaurants in the local centre.

### *Class E(c)(i) – Financial Services*

There are no financial service units in the local centre.

### *Class E(c)(ii) – Professional Services*

There are no professional service units in the local centre.

### *Class E(c)(iii) – Other Services*

Other services, including retailers that provide services; such as hair and beauty salons, tattooists, dog groomers and the post office account for 2% of the total commercial floorspace, 47m<sup>2</sup>. There is 1 of these uses in the centre; a hairdresser / beauty salon which also provides training on hairdressing etc. This use is located on the High Street.

### *Class E(d) – Indoor sport, recreation or fitness*

There are no indoor sport, recreation or fitness units in the local centre.

### *Class E(g)(i) – Offices*

There are no Administrative/operational office units in the local centre.

### *SG: Sui Generis Uses*

Sui Generis Uses make up 34% of Tibshelf local centre's commercial floorspace. There are 5 such uses in the centre. These uses include 4 hot food takeaways, and an automotive garage / petrol station / laundrette, with an associated kiosk, on the High Street.

As indicated above, Tibshelf local centre contains a small number of national multiple retailers and as a general rule these type of recognisable national brands are seen as a strong indicator of the health of a local centre. In understanding this, a national multiple is an enterprise whose chain of outlets has a presence at national level (usually categorised by meeting a predefined threshold) and a multiple retailer is an enterprise that possesses a chain of outlets under the same management and dealing in the same merchandise.

**Table Summarising National Multiples in Tibshelf**

National Multiple		
Type of Retailer	Number	Name
Financial and Professional Services	0	n/a
Convenience Retailers	1	Today's Local
Comparison Retailers	0	0
Misc.	0	n/a
Total	1	



## Conclusions

The health check assesses the overall vitality / diversity of Tibshelf's local centre uses using the following established scoring system.

	Very poor (0 points)	Poor (1 Point)	Fair (2 points)	Good (3 points)
<b>Class E(a) – Display or Retail Sale of Goods</b>	No Convenience Retail	Under 15 retail units, OR, under 2,500m <sup>2</sup> of GROSS retail floorspace.	15 or more Convenience units, OR, over 2,500m <sup>2</sup> of GROSS retail floorspace.	20 or more Convenience units, OR, over 5,000m <sup>2</sup> of GROSS convenience floorspace
<b>Class E(b) &amp; Class SG – Pubs, Cafes &amp; Restaurants</b>	No Pubs, Cafés & Restaurants	3 and under A3 and A4 units, OR, under 1,000m <sup>2</sup> of GROSS A3 & A4 floorspace	4 or more A3 and A4 units, OR, over 1,500m <sup>2</sup> of GROSS A3 & A4 floorspace	7 or more A3 and A4 units, OR, over 2,500m <sup>2</sup> of GROSS A3 & A4 floorspace
<b>Class E(c)(i) – Financial Services</b>	No Financial Services	2 and under financial service units, OR, under 500m <sup>2</sup> of GROSS financial service floorspace. No banks.	3 or more financial service units, OR, over 500m <sup>2</sup> of GROSS financial service floorspace.	5 or more financial service units, OR, over 750m <sup>2</sup> of GROSS financial service floorspace.
<b>Class E(c)(ii) – Professional Services</b>	No Professional Services	2 and under professional service units, OR, under 500m <sup>2</sup> of GROSS professional	3 or more professional service units, OR, over 500m <sup>2</sup> of GROSS professional service floorspace.	5 or more professional service units, OR, over 750m <sup>2</sup> of GROSS professional service
<b>Class E(c)(iii) – Other Services</b>	No Service Retail	Under 10 Service units, OR, under 500m <sup>2</sup> of GROSS service floorspace.	10 or more Service units, OR, over 750m <sup>2</sup> of GROSS service floorspace.	15 or more Service units, OR, over 1,000m <sup>2</sup> of GROSS service floorspace
<b>Class E(g)(i) – Offices</b>	No Office Use	2 and under units, OR, under 500m <sup>2</sup> of GROSS floorspace	3 or more units, OR, over 500m <sup>2</sup> of GROSS floorspace	5 or more units, OR, over 750m <sup>2</sup> of GROSS floorspace
<b>Number of National Multiple Retailers</b>	No National Multiple Retailers	Under 5 National Multiple Retailers	5 or more National Multiple Retailers	10 or more National Multiple Retailers

Against this, Tibshelf local centre scored 'poor' for every category, save for office space, financial services, professional services, and cafes, restaurant and public house, of which there are none in Tibshelf. This gives Tibshelf a rating of "Poor" overall and a score of 0.43 out of 3.

# Vacant Units in the Local Centre

## Survey findings

Based on the April 2021 survey, Tibshelf local centre was found to have 1,295m<sup>2</sup> of vacant floorspace, which accounts for 55% of the local centre's total non-residential floorspace. 7 of the local centre's 19 non-residential units are vacant in 2021 – which gives Tibshelf a vacancy rate of 37%.

The location of the vacant units in the local centre are all on the High Street, and appear to be randomly spread along the road, although due to the small size of the local centre these vacant units are still in close proximity to one another. This is especially apparent due to the size of one of the vacant units, the former Co-operative Supermarket, which at 716m<sup>2</sup> accounts for approximately 55% of the vacant floorspace in the centre, and 19% of the total non-residential floorspace in Tibshelf centre.

## Length of time units have been vacant

Three of the identified vacant units in the local centre have been vacant for an extended period of time. These three units, 111-113 High Street, 123 High Street and 127 High Street, were all identified as being vacant in 2020. Two of these units, 111-113 High Street and 123 High Street, were also noted as being vacant in 2013 as well.

127 High Street is the largest vacant unit in the centre, and is currently up for let. 121 High Street, is the next largest vacant unit at 263m<sup>2</sup>, this property was previously the King Edward VII Hotel, the only public house in the centre. This property was in use during the last survey in 2020, but is now vacant and up for auction.



**127 High Street (Former Co-operative Supermarket)**



**121 High Street (Former King Edward VII Hotel)**

# Local Centre Physical and Environmental Quality

## Survey dates

To inform the physical and environmental quality of Tibshelf's local centre, a survey of the local centre was carried out in April 2021.

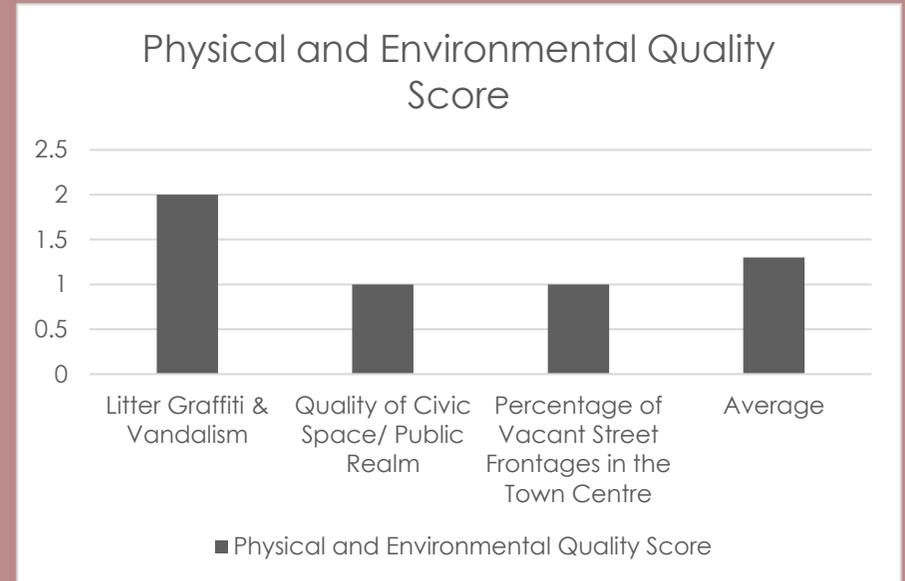
## Survey findings

The retail offer in the local centre is fragmented and large segments are residential in nature. It was found that around 20% of all non-residential units in the centre were vacant, or are shuttered up during the day and only open up later in the afternoon and evening, which gives the centre a quiet, empty atmosphere.

The local centre however was generally clean and well maintained although there was some evidence of litter and graffiti in and around the centre during the survey.

There is little in the way of public art and street furniture in the centre, and no central space for residents and visitors. The High Street has noticeably been adapted to accommodate parking and raised pavements at the bus stops to better enable access for the disabled. Furthermore in spite of the presence of a small car park just off of the High Street providing off-street parking for the centre, there are still a lot of vehicles parking on the High Street, which can inhibit mobility through the centre, and creates an off-putting atmosphere for the centre.

Tibshelf local centre achieved a rating of "Fair" and a score of 1.3 out of 3 on the local centre Environmental and Physical Quality matrix.



Key Indicators: Changes between 2020 & 2021 summaries	2020	2021
<p><b><u>Vitality / Diversity of Town Centre Uses</u></b>  Overall the vitality and diversity of uses in the town centre have changed slightly between the surveys carried out in February 2020 and April 2021, this is due in part to the economic challenges of the global Covid-19 pandemic and the associated lockdown arrangements for centres across the country. In 2021 the town centre scored 0.43, 'Poor', overall for the diversity of its town centre uses, this is a decrease on its score of 0.66 in 2020.</p> <p>On the ground there have been some minor changes, with some businesses closing and others moving in. These changes have impacted on the overall diversity of uses in the town centre. The key change is a slight decrease of 2 in the number of non-residential properties in the centre, this change however was not the main reason behind the decreased score for this key indicator. The main reason behind the decline in the vitality / diversity of Tibshelf centre is the loss of the only public house in the centre, the currently vacant, King Edward VII Hotel.</p>	<b>0.66 / 3</b>	<b>0.43 / 3</b>
<p><b><u>Vacancies</u></b>  The vacancy rate in the town centre has changed. In the February 2020 survey and prior to the Covid-19 pandemic, the vacancy rate was 17% with 3 vacant properties in the town centre, equating to a total of 904m<sup>2</sup> of empty floorspace. In 2021 the vacancy rate is now higher than in 2020 at 37%, with 7 vacant properties in the town centre, with a total floorspace of 1,295m<sup>2</sup>.</p>	<b>17%</b>	<b>37%</b>
<p><b><u>Town Centre Physical and Environmental Quality</u></b>  There has been little in the way of change between the 2020 and 2021 surveys as far as the physical and environmental quality of the centre goes. The physical and environmental quality of the centre is still scored as 'Poor'. There are opportunities for significant improvements to the local centre's public realm.</p>	<b>1.3 / 3</b>	<b>1.3 / 3</b>
<p><b><u>Overall Health Check Score</u></b>  Perhaps understandably, given the clear economic challenges of the Covid-19 pandemic, between the 2020 and 2021 Town Centre Health Check summaries the overall score for Tibshelf local centre has been reduced from 1.5 to 1.2 out of 3.</p> <p>The local centre is small and only had a limited number of uses, the loss of any one of these uses, such as the King Edward VII Hotel, would have a significant impact on both the centre's vacancy rate and the diversity / vitality of its uses.</p> <p>Overall the centre is now rated as 'Poor', signifying that efforts now need to be made, including through the extension of the Vacant Town Centre Buildings project to include local centres, to significantly improve the health of Tibshelf local centre.</p>	<b>1.5 / 3</b>	<b>1.2 / 3</b>

# Key Areas for Improvement

## 1) To support and enhance the diversity of uses in the centre

Opportunities for the expansion of the Tibshelf local centre appear to be currently restricted, although the future of the former Secondary School site adjacent to the local centre may provide opportunities. However, at present the local centre appears to be becoming increasingly more residential in nature, with the retail offer diminishing and becoming increasingly fragmented.

At the time of the 2021 survey, Tibshelf local centre contained a poor mix of uses. Supporting and enhancing the diversity of all centre's commercial uses is an important task, as currently the centre scored poorly for all of its commercial town centre uses, and furthermore is currently lacking in any Convenience Uses, Financial Services and Leisure uses.

## 2) Tackle the vacant units

Tibshelf now has a vacancy rate of approximately 37% of non-residential floorspace, one of the highest of the main towns and villages in the District. In order to revitalise the centre, the three current vacant units, including the now closed Co-operative food store, need to be brought back into use and more convenience uses to be encouraged to set up business in the centre. Once these uses have been brought back to the village, then this will incentivise the local community and visitors to the village to spend more time in the centre. To help tackle this problem of vacant buildings, the Council's Vacant Town Centre Buildings project has been extended to include buildings in the District's four local centres.

## 3) Improve the quality of the civic space / public realm in the centre

There are a number of opportunities to improve the quality of the public realm in Tibshelf centre, such as increasing the amount of street furniture along the High Road, and where possible adding in more greenspace and public art in order to make the centre a more attractive and vibrant place to visit. Furthermore, the centre would benefit from the creation of a proper civic space for residents and visitors to spend time in, complete with benches and shelters.

## 4) Positively manage the local centre

To try and ensure that Tibshelf local centre is supported, a well thought out positive town centre management strategy, supported by both officer time and financial resources, should be prepared. In doing this, a partnership between local centre traders, stakeholders and the public authorities should be established that seeks to improve the visitor offer, tackle vacant units and encourage local schemes to encourage greater footfall across the whole local centre. This management strategy should then be implemented and sustained.

## Bolsover District Council

### Meeting of Local Growth Scrutiny Committee on Monday 13<sup>th</sup> March 2023

#### Business Growth Strategy – Monitoring Update (Full) 2022/23

#### Report of the Portfolio Holder for Growth / Economic Development

<b>Classification</b>	This report is public
<b>Report By</b>	Chris Fridlington, Director of Economic Development, Dragonfly Development Limited
<b>Contact Officer</b>	e-mail: <a href="mailto:chris.fridlington@bolsover.gov.uk">chris.fridlington@bolsover.gov.uk</a> extension: 2354

### PURPOSE OF REPORT

The purpose of this report is to provide members with an update on progress against the Action Plan attached to the Council's Business Growth Strategy.

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### REPORT DETAILS

#### 1. Background

- 1.1 Bolsover District Council's Business Growth Strategy focusses on how the Strategy and Development Directorate will prioritise its own work and its work with internal and external partners to achieve the Council's ambition:

***To become a dynamic, self-sufficient and flexible Council that delivers excellent services, whilst adapting to local aspirations and acting as the economic and environmental driver for Bolsover District.***

- 1.2 To maintain focus on achieving the Council's ambition the strategy is organised around the Council's economic priorities:
- i. Making the best use of our assets;
  - ii. Ensuring financial sustainability and increasing revenue streams;
  - iii. Unlocking Development Potential: unlocking the capacity of major employment sites;
  - iv. Enabling Housing Growth: increasing the supply, quality and range of housing to meet the needs of the growing population and support economic growth;

- v. Working with partners to support enterprise, innovation, jobs and skills; and
  - vi. Promoting the District and working with partners to increase tourism
- 1.3 The action plan attached to the Business Growth Plan includes specific details of how these priorities will be achieved through various ongoing projects. The action plan also contains a section dedicated to 'building back better' which highlights action we're taking to promote clean, inclusive growth and improve the environmental quality of the District.
- 1.4 The action plan has been updated and a full review conducted with updates on actions that relate most to the Council's economic priorities. The most recently updated action plan is attached in full to this report as Appendix A.

## **2. Details of Proposal or Information**

- 2.1 **Building Back Better** – the focus of this strand is promoting the environmental improvements and nature recovery of the district, through investment in the built environment, but also in the carbon reduction and NO2 reduction through the introduction of sustainable methods of transport. The significant recent activity is the Local Nature Recovery Network Summit, held at The Arc on 10 February, with stakeholders, which included a series of pledges and commitments made.
- 2.2 **Enabling Housing Growth** has seen a significant change over the last update period, with the Council's construction partner – Robert Woodhead Construction Ltd – entering into liquidation on the 14 September 2022, and changing the structure of the existing Dragonfly. Dragonfly Developments was brought into full ownership of the council in November 2022. A Full business case was presented to Council in February with a decision to transfer a number of services into the new company.
- 2.3 **Increasing Revenue Streams** – projects continue to progress, with consultation and engagement activities being carried out on both of the growth plans for Creswell and Shirebrook respectively. The Crematorium development continues to make good progress with a start on site expected in the late spring.
- 2.4 **Making the Best Use of our Assets** – this strand has seen the biggest changes as part of this update, with new actions introduced in to the action plan, including the review of Independent commercial property and the Grazing and non-Housing Revenue Account (HRA) land. Now that the appraisal of garage sites is complete, and a receipt in excess of £1m received, it is important we now turn the focus on to other assets the Council own, and consider these for retention or disposal.
- 2.5 Work on the redevelopment proposals for Pleasley Vale are also now building momentum, following the recruitment of Kay Gregory in to the role of Senior Economic Development Officer (Pleasley Vale). Recent commissions include flood modelling, statement of significance, stakeholder engagement with Historic England, Environment Agency and Mansfield District Council.

- 2.6 **Promoting the District and Increasing Tourism** – progress is being made on the review of the tourism strategy and walking and cycling strategies. There has also been significant increase of activity around the business support programmes being developed now we have secured the £1.9million UK Shared Prosperity Fund allocation from Government. The business support and Visit Bolsover projects will commence delivery March 2023.
- 2.7 **Working with Partners** – all four activity areas have seen significant progress over the last review period. As referenced in 2.6 above, the award of UK SPF monies to the Council has meant delivery can commence with procurement and appointment of delivery partners for business support initiatives.
- 2.8 As members will hear on the meeting’s agenda, there has been progress made with the Social Value Policy, with the Director of Economic Development attending a series of workshops for learning and embedding best practice, but that there is a great opportunity for this local authority to review and better embed across all departments a strong social value ethos. Work is ongoing to strengthen our draft policy and revise it to best reflect the opportunity, which is further supported by the recent purchase of LOOP – a social value monitoring toolkit.
- 2.9 The Director of Economic Development and the Business Growth Manager have been engaged with the One Public Estate (OPE) Team, informing a recent county wide engagement / consultation exercise on the potential for Opportunity Development Fund (ODF) for Bolsover Town. This fund and support would explore the publicly owned buildings within the town, scope for colocation, and opportunity for redevelopment and/or reconfiguration of the public estate within the town. This would have a strong alignment to the work already undertaken by the team on the recently unsuccessful Levelling Up Fund application, in readiness for round 3 later this year.

### **3. Reasons for Recommendation**

- 3.1 The Local Growth Scrutiny is provided with updates on the Business Growth Strategy to ensure appropriate progress is being made on the Council’s corporate priorities and to provide feedback or support where necessary to enable officers and members to work as one Council to achieve the Council’s ambitions.

### **4 Alternative Options and Reasons for Rejection**

- 4.1 The alternative is not to provide updates on a quarterly basis but this may risk loss of focus on achieving the aims of the Council within the quickest practicable timescales. This is particularly significant given that income generation from projects and proposals in the Business Growth Strategy are included in the projections contained within the Council’s MTFP.

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**RECOMMENDATION(S)**

1. Members to note the report and provide feedback on progress for officers to consider and take appropriate action where necessary.

Approved by Councillor Liz Smyth  
Portfolio Holder for Growth / Economic Development

**IMPLICATIONS:**

**Finance and Risk:**            Yes             No

**Details:** A number of projects and proposals in the Business Growth Strategy have risk and financial implications, of which, most are positive insofar as they are around bring forward good developments and income generation. However, these issues are worked through in detail and in consultation with the Section 151 Officer on a case by case basis.

On behalf of the Section 151 Officer

**Legal (including Data Protection):**            Yes             No

**Details:** The Business Growth Strategy does not in itself have any legal or data protection implications but a number of projects and proposals in the Business Growth Strategy will. However, these issues are worked through in detail and in consultation with the Solicitor to the Council on a case by case basis as required.

On behalf of the Solicitor to the Council

**Environment:**

Please identify (if applicable) how this proposal/report will help the Authority meet its carbon neutral target or enhance the environment.

**Details:** The update sets out the actions and interventions supported as part of the Business Growth Strategy to contribute to the environmental enhancements and carbon reduction across the district.

**Staffing:**            Yes             No

**Details:** The Business Growth Strategy does have some staffing implications insofar as the capacity and resource available will influence how quickly projects and programmes are delivered. However, staffing issues are dealt with separately as they arise in consultation with the Head of Paid Service and relevant portfolio holders.

On behalf of the Head of Paid Service

## DECISION INFORMATION

<p><b>Is the decision a Key Decision?</b>  A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:</p> <p><b>Revenue - £75,000</b> <input type="checkbox"/> <b>Capital - £150,000</b> <input type="checkbox"/>  <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i></p>	No
<p><b>Is the decision subject to Call-In?</b>  <i>(Only Key Decisions are subject to Call-In)</i></p>	No

<b>District Wards Significantly Affected</b>	All wards affected
<p><b>Consultation:</b>  <b>Leader / Deputy Leader</b> <input type="checkbox"/> <b>Executive</b> <input type="checkbox"/>  <b>SLT</b> <input type="checkbox"/> <b>Relevant Service Manager</b> <input type="checkbox"/>  <b>Members</b> <input type="checkbox"/> <b>Public</b> <input type="checkbox"/> <b>Other</b> <input type="checkbox"/></p>	Details:

<p><b>Links to Council Ambition: Customers, Economy and Environment.</b></p> <p>As noted in the report, the Business Growth Strategy and associated action plan is closely linked to achieving the Council's ambitions and economic priorities.</p> <p>Achieving a number of the objectives in the Business Growth Strategy will also have a positive impact for our customers and the environment.</p>
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<b>DOCUMENT INFORMATION</b>	
<b>Appendix No</b>	<b>Title</b>
1	Building Back Better
2	Enabling Housing Growth
3	Increasing Revenue Stream
4	Making Best Use of our Assets
5	Promoting the District and increasing tourism
6	Working with Partners
7	Unlocking Development Potential

<p><b>Background Papers</b>  <i>(These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Executive you must provide copies of the background papers).</i></p>

**Growth Strategy Action Plan: Building Back Better** **March 2023**

Project	Description	Ambition	Recent Actions	Next Steps	Target Date
<b>Community Woodlands</b>	This project is aligned with the nature recovery network and both aim to promote 'building back better'.	Ambition to plant 1,000,000 trees	This project is now in the second year of planting with over 9,000 trees planted on Larks Rise in Creswell (former Creswell Colliery tip site)... Other projects continue to be planted. This winter's planting has included Whitwell Community Orchard, Clowne villa Park and in South Normanton	Following the winter planting season, work will start on more community engagement and developing a planting strategy for 2023/24 season.	Review September 2023
<b>Local NO2 Plan – Air Quality</b>	An allocation of funding has been awarded to the local authority on the back of the ministerial direction for the reduction of NO2 emissions across the district.	To reduce the NO2 emissions and improve overall air quality for the district.	No delivery to date, as the funding award was only confirmed in May 2022.	Environmental Health to confirm the delivery arrangements for the administration of the grant.  Themes include: provision of alternative travel infrastructure; sustainable transport; and communication and engagements.	April 2024
<b>Geothermal Energy</b>	Utilising mine-water to produce energy savings	Implement mine water energy schemes to make use of geothermal energy at Creswell and Whitwell tip	£25,000 of external funding has been obtained to carry out a high level feasibility study for both Creswell and Whitwell and this has now been supplemented by an award of up to £800,000 from the LEP (D2N2) for a prototype scheme using a closed loop system in an open shaft.	University of Derby has been commissioned to complete a study to look at integrating the geothermal energy in to the housing scheme in Creswell.	Review March 2023
<b>Nature Recovery Network</b>	To create a network of sites which can be improved back to nature to offset the impact of future developments	To create places for nature paid for by developer contributions and third party funding.	A Local Nature Recovery Summit was held on 10 February, engaging stakeholders and agree priorities and pledges for action.	Delivery of 4 council pledges, including Dragonfly exploring opportunities to acquire land to build up the Network.	Review September 2023

**Growth Strategy Action Plan: Enabling Housing Growth**

**March 2023**

Projects	Description	Ambition	Recent Actions	Next Steps	Target Date
<b>Bolsover Homes</b>	Programme of social rented house building.	Deliver 400 new homes over the next four years.	<p>The construction partner – Robert Woodhead Construction Ltd – entered into liquidation on the 14 September 2022. The decision was taken by the Council to undertake the delivery and management of Construction projects through a Wholly Owned Company (WOC) Dragonfly Development. (DF)</p> <p>As a result of the above DF took over the scheme at The Woodlands, Langwith which is now due to complete at the end of March 2023 delivering 19 properties. They also subsequently started another at Market Close Cluster Shirebrook, which is due to complete in March 2024 delivering 28 properties across 3 sites.</p>	<p>Planning applications had been submitted for the Woburn Scheme but following the Parish Council deciding not to progress the community centre, a redesign of the scheme is required.</p> <p>Mobilisation is being undertaken at West Street, Langwith and is planned to begin at Moorfield Ave, Langwith by the end of March 2023.</p>	Ongoing with delivery of 400 homes by 2024.
<b>Dragonfly</b>  <b>NEW</b>	Wholly owned development company.	<p>To enable economic growth and community regeneration through direct commercial action and to generate an income for Bolsover District Council.</p> <p>To reinvigorate Bolsover District by directly constructing, stimulating employment, tourism, providing quality housing, regeneration and income opportunities through direct intervention and delivery.</p>	<p>In light of the above situation the existing Dragonfly was brought into full ownership of the council in November 2022. A Full business case was presented to Council in February with a decision to transfer a number of services into the new company.</p> <p>Formal staff consultation commenced 20 Feb 2023.</p>	<p>Dragonfly continue to deliver a Leisure scheme for Elmton with Creswell Parish Council in Creswell with an estimate completion date at the end of March 2023</p> <p>Work is ongoing for delivering the schemes above for Bolsover Homes</p> <p>DF are currently undertaking estimating and pricing works for The Crematorium at Shirebrook</p> <p>We are in discussions with Bersahill Limited (Bassetlaw District Council) to deliver a stalled scheme at Harworth.</p>	<p>To complete the consultation period in March 2023 and act on any feedback.</p> <p>To complete the internal documentation required for collaboration between DF and BDC.</p> <p>To compile a business plan</p>

**Growth Strategy Action Plan: Increasing Revenue Streams**

**March 2023**

<b>Project</b>	<b>Description</b>	<b>Ambition</b>	<b>Recent Actions</b>	<b>Next Steps</b>	<b>Target Date</b>
<b>Creswell Growth Plan</b>	To identify further opportunities for sustainable growth in Creswell.	To promote growth in Creswell that achieves positive outcomes for the local community.	Masterplanning consultation exercise completed during Jan – Feb 2023.	Provide feedback to members at Local Plan Implementation Advisory Group meeting in April 2023	April 2023
<b>Shirebrook Crematorium</b>	Proposals for new build crematorium on Town Council land adjacent to cemetery in Shirebrook.	To develop a local crematorium facility for the residents of the district, alongside generating a sustainable revenue income for the Council.	Planning application approved with pre-commencement conditions. Design team appointed for the detailed design RIBA Stages 4 and 5. Dragonfly Developments appointed as Construction Partner.	Discharge of pre-commencement conditions application being made March 2023 Quotes obtained via Dragonfly for construction Site mobilisation works to enable a start on site with ground works.	June 2023
<b>Shirebrook Growth Plan</b>	To identify further opportunities for sustainable growth in and around Shirebrook particularly where this can aid connectivity to the M1 J29.	To promote growth in Shirebrook and surrounding areas that achieves positive outcomes for the local community.	Masterplanning consultation exercise completed during Oct 2023. Provided feedback to members at Local Plan Implementation Advisory Group meeting in Jan 2023.	Workshop to be held with members in March to further develop the options appraisal.  Continue work with DCC to commence feasibility study on preferred route.	March 2023

Growth Strategy Action Plan: Making the best use of our assets (Land and Buildings)					March 2023
Projects	Description	Ambition	Recent Actions	Next Steps	Target Date
<b>Future Green Skills Academy</b>	A skills academy building, equipped with the latest technology and learning spaces, to provide training opportunities on the installation and maintenance of low-carbon / green tech	To deliver a programme of short courses dedicated to upskilling and teaching individuals in the use of and transition to green technologies, including installation of heat pumps, photo-voltaic and electric charging points.	The Council successfully bid for £500,000 of funding from the LEP (D2N2) to pay for the fit out of a business unit to include creation of classrooms and installation of appropriate training rigs. The proposal considered the new development at Portland Drive, but this has been delayed in Planning	Revise the business plan and re-submit to the LEP for approval	April 2023
<b>Challenge Technology Hub</b> <b>NEW</b>	A Creative Technology Hub building, supported by experienced in-house mentors, to provide learning and hands-on opportunities to work with the latest in digital and creative technologies.	Working in partnership with University of Derby to deliver a programme of short courses to enable creators, makers, and artists to try out new equipment and technology to grow their skills set and develop new and innovative products. To open up new career pathways and routes for FE and HE.	The Council has developed a business case and funding proposal, which was submitted to the Arts Council England in November 2022. A decision on funding award is expected April 2023.	Establish SLA with University of Derby and develop delivery model in anticipation of funding award April 2023.  Continue to build working relationships with the 5 secondary schools and FE providers to support the Challenge Hub's delivery model.	Funding award April 2023.  Commence project delivery June 2023.
<b>Garage Sites</b>	Identifying development potential of un-used and under-utilised garage sites earmarked for disposal.	Generate income of £1,000,000 through sales of surplus land. The total land sales has exceeded the target, by more than £400,000, with £1.4million going in to the housing revenue account as a result of this scheme.	A review of the final remaining sites has concluded there are no further disposal opportunities. Housing will continue to manage and maintain the remaining sites.	COMPLETE.	
<b>Land on Portland Drive, Shirebrook</b>	The development of a land parcel bought by the Council in 2020 and designated for employment uses.	Complete a design and build project on the land providing 14 commercial industrial units of c.14,000sq.ft. of employment space along with car parking, bin store, WCs, and kitchen.	Architectural drawings, costings, plan, surveys and pre-planning completed. Planning application submitted Jan 2023.	Review the cost of construction and borrowing costs based on final design submitted to Planning. Obtain planning permission. Complete detailed designs and draft tender pack.	April 2023.

<b>Oxcroft House</b>	Long term vacant office premises adjacent Morrisons in Bolsover town.	To bring the building back into commercial use generating a revenue stream for the authority.	Options appraisal completed, which identified a number of possible uses for the building. Interest from a third party for the letting the building on a commercial lease, and renovating it to provide office and learning spaces. Submitted a Levelling Up Fund (LUF) application, including this building to provide a cultural business hub to support the wider proposals of the LUF bid.	Complete negotiations with the third party interest, to sign a lease agreement for the letting of the building. The LUF application was unsuccessful, with feedback detailing the areas for improvement, and confirmation of round 3 late 2023, further development of the bid proposal is now underway	April 2023.
<b>Pleasley Vale</b>	Redevelopment of mill buildings and improved visitor attraction / leisure facilities.	Planning permission obtained for redevelopment of the site.	Appointment of a project manager. Complete flood risk modelling across the site to show the risks and opportunities for development. Procure a Statement of Significance for the buildings across the site.	Liaison with the Environment Agency for pre-planning advice on flood risk and mitigation. Complete the architectural statement of significance. Commence consultation events with partners and stakeholders. Progress internal discussions with Conservation Officer and Leisure.	December 2025.
<b>Independent commercial property</b>	A mix of office, industrial, and retail units peppered across the district, rented out on a range of commercial lease terms and lengths.	To achieve best value of the asset through retention (revenue income) or disposal (capital receipt).	NEW	Review the assets to obtain lease terms and rental values, as well as tenant / end user. Commission a condition schedule to better understand maintenance liability and anticipated future investment required. Confirm EPC rating, to better understand the implications of MEES regulations.	August 2023.
<b>Grazing and non-Housing Revenue Account (HRA) land</b>	Land owned by the Council, utilitised for grazing (under a grazing licence), or not	To achieve best value of the land through retention (revenue income) or disposal (capital receipt).	NEW	Establish a list of grazing land and non-HRA land owned by the Council.	August 2023.

	designated as housing land under the HRA.			Understand the occupancy, terms and rental levels of the grazing licences to appraise best value of the asset through retention (revenue income) or disposal (capital receipt).	
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**Growth Strategy Action Plan: Promoting the District and increasing Tourism** **Jan 2023**

Projects	Description	Ambition	Recent Actions	Next Steps	Target Date
<b>Tourism Strategy</b>	This strategy is aimed at improving the District's tourism and leisure offers and how they are promoted. Delivery of the associated action plan	Increase overnight stays thereby increasing visitor spend and encouraging growth in the District's visitor economy.	A new Tourism and Visitor Economy Officer started in June 2022. Having spent time to engage with key stakeholders she is currently holding business workshops to review the current strategy to identify the short, medium and long term priorities for business.	Once the business workshops have been completed the tourism strategy will be updated	April 2023
<b>Cycling Infrastructure Strategy</b>	A completed RAG assessment of the existing cycle network and missing links.	Join up the existing cycle network to improve connectivity and accessibility.	A new cycling working group has been set up to take this action forward. Linking closely with the Visit Cycle Sleep Repeat project the group are identifying how the current network can be improved and identifying opportunities to build a visitor campaign to raise awareness of this key asset.	The new working group will collaborate to map effectively the routes available and to work to increase the opportunity to join up routes to create a longer route so that it can be promoted effectively.	June 2023
<b>Walking Guides</b>	Rework existing guides and create new walking guides to publish online.	Host a suite of walking guides on the Council's website to promote leisure and tourism within the District.	This has not been progressed as yet	Once the cycling working group has completed its review of all routes, the group will focus on how they can be promoted effectively. This could be an app rather than paper based resources.	December 2023
<b>Visit Bolsover</b>	A destination and promotion identity for Bolsover town, including website showcasing the events, eateries, retail, and cultural offer of the town and surrounding areas.	To increase the number of visitors to the town, increase in associated 'secondary spend', and an increase in the number of overnight stays.	The website is now complete and will be promoted as part of the UK shared prosperity funding. A wider Bolsover area website will be created in 2023 which will have a direct link to this site to ensure it is used as the go to town digital place. Businesses in the town also utilise the website for their social media activity	Continue work to engage with local businesses to showcase the offer of the town	Ongoing
<b>Local NO2 Plan – Air Quality</b>	An allocation of funding has been awarded to the local authority on the back of the ministerial direction for the	To reduce the NO2 emissions and improve	No delivery to date, as the funding award was only confirmed in May 2022.	Environmental Health to confirm the delivery	April 2024

	reduction of N02 emissions across the district.	overall air quality for the district.		arrangements for the administration of the grant.  Themes include: provision of alternative travel infrastructure; sustainable transport; and communication and engagements.	
<b>Business Support for the visitor economy businesses</b>	Support package for businesses across the visitor economy sectors to support social media campaigns, influencer promotions, and experiential events and activities promotion at a national and international level for visitors.	To increase sustainable and viable visitor economy businesses.	An allocation of funding from the UK Shared Prosperity Fund has been allocated to support a tourism-specific skills and training programme	Delivery partners are currently being identified with initial courses being run in March 2023.	Ongoing

**Growth Strategy Action Plan: Working with Partners**

**March 2023**

Projects	Description	Ambition	Recent Actions	Next Steps	Target Date
<b>Business Support</b>	Work to ensure effective and efficient delivery of financial and other forms of business support that may be made available to businesses within the District by the Council or other agencies.	Enable more of our businesses to access support available to them.	Secured £790,000 of UK Shared Prosperity Fund (UKSPF) for the delivery of 4 business support interventions, including: start-up; tourism; net-zero; and a business grant scheme.  Commission delivery partners for the business support programmes.	Promote the business grant scheme to businesses. Promote the start-up business support scheme to individuals	Delivery programme for UKSPF business support programmes is 1 Feb 2022 – 31 March 2025.
<b>Business Engagement</b>	Strategy and Action Plan setting out how we communicate and engage with local businesses.	To adopt and implement a meaningful business engagement strategy.	Strategy and associated action plan drafted. CRM database procured and configured to support engagement activities LGA's economic Advisors Project complete with Grant Thornton undertaking a review of the Draft Engagement Strategy and Action Plan	Publish the first edition of the InBusiness magazine, sending copies to all businesses on the Ratings List. Establish a mailing list through the CRM for future engagements (inc. email and postal addresses). Commence a promotional and engagement campaign for the business support programmes available.	15 March 2023: Report to Local Growth Scrutiny  June – formal adoption of the strategy.
<b>Social Value Index</b>	Promoting and encouraging social value underpins 'inclusive growth'. Establish a Social Value Policy to embed social value across all activities procured / commissioned by the council.	Indexing Social Value is a way of supporting 'spend local' through procurement and future funding bids.	Social Value Portal showcased for members and procurement of portal has been carried out.	Agreement on and adoption of a social value policy. Engagement and buy in from departments, including Procurement, Legal, EDU, and Partnerships.	August 2023.
<b>One Public Estate (OPE)</b>  <b>NEW</b>	The OPE programme supports locally-led partnerships of public sector bodies to collaborate around their public service delivery	To secure Opportunity Development Funding (ODF) through the OPE programme, to enable a strategic review and	Taken part in consultation activities with authorities from across Derbyshire to inform proposals for the ODF in Bolsover town.	Awaiting the outcome of the consultation to determine if Bolsover is successful as the preferred ODF proposal	April 2023

	strategies and estate needs, helping partners to repurpose surplus public estate for housing, regeneration, and other locally determined uses	masterplan for the public estate across Bolsover Town.			
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**Growth Strategy Action Plan: Unlocking Development Potential**

**March 2023**

<b>Projects</b>	<b>Description</b>	<b>Ambition</b>	<b>Recent Actions</b>	<b>Next Steps</b>	<b>Target Date</b>
<b>Bolsover North</b>	Strategic site in Local Plan	Delivery of 950 dwellings	Phase 1 of the development and delivery of 238 homes by Strata and Persimmon - commenced on site.	Officers in pre-application discussions with house builders re: next phases of development.	Ongoing
<b>Clowne Garden Village</b>	Strategic site in Local Plan	Delivery of c.1500 houses and c.16ha of employment land	The developer has commissioned consultant to carry out further studies on highway interventions at the Treble Bob roundabout to inform revised detailed design drawings.	Pending (and subject to) highway authority approval of improvements to the Treble Bob roundabout; the developer is commissioning and compiling new and updated reports to support resubmission of the planning application in Q2 of 2023/24	Review August 2023
<b>Whitwell Tip</b>	Strategic site in Local Plan	Delivery of 400 houses and c.6 ha of employment land	Completion of S.106 agreement for the DCC application for remediation of the site pending receipt of indemnities from the developer.	Completion of the S.106 agreement for the BDC application for redevelopment of the site now pending completion of the DCC legal agreement – the developer requires the permissions to be issued contemporaneously.	Review April 2023

**Bolsover District Council**

**Meeting of the Local Growth Scrutiny Committee on Monday 13<sup>th</sup> March 2023**

**Draft Business Engagement Strategy**

**Report of the Director of Economic Development**

<b>Classification</b>	This report is Public
<b>Report By</b>	Natalie Etches – Business Growth Manager 01246 2424389 / 07989 146 973 <a href="mailto:Natalie.etches@bolsover.gov.uk">Natalie.etches@bolsover.gov.uk</a>
<b>Contact Officer</b>	As above

**PURPOSE/SUMMARY OF REPORT**

- To inform members of a recent LGA Economic Advisors Programme, working with Grant Thornton to review the Council’s Engagement Strategy;
- To present to members the findings contained within the final report;
- To present to members an initial draft of the Business Engagement Strategy and action plan.

**REPORT DETAILS**

**1. Background**

- 1.1 The Economic Development Team has been driving forward business support programmes for pre-start businesses, Small and Medium Sized Enterprises (SME), and large companies for many years, with some good success stories and evidence to support the continued need for such programmes.
- 1.2 The District’s business base does benefit from a number of business support programmes currently available through the D2N2 Growth Hub, Derbyshire District Council’s Business Start-Up Programme, The Chamber of Commerce, and Federation of Small Businesses (FSB), as well as our own Economic Loan Fund, inward investment and day-to-day business support advice.
- 1.3 However, it is recognised that this support could go a lot further and have a considerable impact on the District’s growth potential if more businesses knew about the support and programmes available and how to access the services of the Economic Development Team and its partners. It is well documented through previous schemes (especially at a County / regional

level) that there is a low take up of support from businesses within this district, but we are not sure of the reasons why Bolsover businesses are not making the most of these.

- 1.4 It could be that the support is not meeting business's needs, is too difficult to access, or that the offer is not being communicated effectively to businesses. Over 93% of our businesses have less than 20 employees and don't always explore what is available to support them or even what financial assistance is on offer as they perceive that they are too busy with the day-to-day running of their business to do anything else or don't want to be seen to be asking for help.
- 1.5 As part of the LGA's Economic Growth Advisors programme, Bolsover District Council secured consultancy support (equivalent to the value of £14,000) to commission expertise to advise and guide the Economic Development Team to better understand our business community as best we could. It would address some of the associated failures with previous engagement activities due to historically perceived apathy and lack of appetite from businesses to engage.

## **2. Details of Proposal or Information**

- 2.1 Grant Thornton were appointed to understand, research, and report on the issues facing successful engagement with businesses. This included: analysing the background and identifying key stakeholders to engage through the project commission; conducting a business survey to target those 'hard-to-reach' businesses and not the 'low-hanging fruit' of easy to reach businesses; and then supporting this with desk-top research to identify where future support opportunities could best meet the needs of the business base within the District.
- 2.2 The main findings from the report include:
  - The high number of businesses surveyed are struggling with only a third showing growth. Some of the key problems being reported include economic conditions and recruiting skilled staff;
  - Less than one in six businesses surveyed felt that they were aware of the available support with not enough businesses knowing what support is available or how to access it;
  - Bolsover, when compared with comparable authorities, has a higher than average share of medium and large sized enterprises;
- 2.3 Driving engagement for the future can be achieved by reviewing 4 key areas of activity:
  - Data – refine the CRM data held, and building a better understanding of the business community;
  - Outreach and awareness – establishing a series of engagement campaigns to create interaction with new sections of the business community;
  - Engagement and conversion – building on the outreach and campaigns with targeted follow up activities. It is important to note that this doesn't have to be Bolsover specific, but can showcase what is available to businesses on a regional / national scale;

- and, Retention – fostering a continuing business community through networking and ongoing communication.
- 2.4 With regards to the marketing and promotion of the business offering, Grant Thornton’s report recommends establishing a clear brand identity across the different marketing platforms, supported by a clear compelling proposition – “why does a business want to engage in and take up the offer of support?”
  - 2.5 Any marketing and engagement will need to be across a variety of platforms to engage with all size of companies, from start-up / pre-start / sole trader right through to large companies, which should include social media (inc. Twitter, Instagram, Facebook, LinkedIn), printed media (e.g. InTouch, InBusiness), visual media (inc. TikTok, Bolsover TV) and email.
  - 2.6 When communicating with businesses via email and social media, content management will be important and it should be impactful for the recipient. The tone, calls to action, imagery, and mix of media choice will all be important to ensure we maintain ongoing engagement, and this should be reflected in the strategy and action plan.
  - 2.7 In order to promote a comprehensive and informed campaign of support available, the Business Engagement Strategy and Action Plan has been drafted, with the intended purpose of supporting growth across all sectors. The focus for engagement is on creating high value, skilled jobs and industries, and providing access to the skills our local workforce and businesses need to succeed.
  - 2.8 In order to deliver the strategy and action plan, the allocation of sufficient resources would need to be mapped out against the actions to ensure there was sufficient financial and personnel resource committed to the long term delivery.
  - 2.9 Appendix 1 is the draft business engagement strategy and action plan, which was drafted in 2022. Following the award of UK Shared Prosperity Funding to commission and deliver new support initiatives, as well as completion of the Grant Thornton report (received Feb 2022), we will now refresh this draft to reflect these areas and move to formally adopt the strategy later this year.

### **3. Reasons for Recommendation**

- 3.1 The formal adoption of the business engagement strategy will set a baseline for activities and create an environment in which engagement is likely to flourish.
- 3.2 The strategy will set out a clear direction and set of interventions the Economic Development Team can work to, and be accountable for, and will drive forward the continued investment and importance of business engagement to drive forward the Council’s ambition of growth.

#### 4 **Alternative Options and Reasons for Rejection**

- 4.1 There is an option for not adopting the strategy. However, adopting this strategy will set out a 3-year plan for business engagement to drive forward the Council's ambitions for economic growth and show the Council's commitment to supporting its business base.

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#### **RECOMMENDATION(S)**

1. That the Local Growth Scrutiny Committee note the findings and recommendations of the Grant Thornton Business Engagement Strategy Review report.
2. That the Local Growth Scrutiny Committee support the formal adoption of a Business Engagement Strategy and Action Plan.

Approved by Councillor Liz Smyth  
Portfolio Holder for Growth / Economic Development

#### **IMPLICATIONS:**

**Finance and Risk:**            Yes             No

**Details:**

Financial impact on the General Fund will need to be considered and presented as part of any future report to Council, and members should consider any increase in revenue budgets will have a detrimental impact on the Medium Term Financial Plan.

On behalf of the Section 151 Officer

**Legal (including Data Protection):**            Yes             No

**Details:** None

On behalf of the Solicitor to the Council

**Environment:**

Please identify (if applicable) how this proposal/report will help the Authority meet its carbon neutral target or enhance the environment.

**Details:**

The business support packages available to businesses include investment in the decarbonisation of their business activities through capital investment or changes to their working practices. It is important we are able to engage with as wide a range of businesses as possible to maximise the support and investment in reducing the carbon output of businesses in their processes.

**Staffing:**            Yes             No

**Details:** None

On behalf of the Head of Paid Service

## DECISION INFORMATION

<p><b>Is the decision a Key Decision?</b>  A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:</p> <p><b>Revenue - £75,000</b> <input type="checkbox"/> <b>Capital - £150,000</b> <input type="checkbox"/>  <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i></p>	No
<p><b>Is the decision subject to Call-In?</b>  <i>(Only Key Decisions are subject to Call-In)</i></p>	No

<p><b>District Wards Significantly Affected</b></p>	All wards
<p><b>Consultation:</b>  <b>Leader / Deputy Leader</b> <input type="checkbox"/> <b>Executive</b> <input type="checkbox"/>  <b>SLT</b> <input type="checkbox"/> <b>Relevant Service Manager</b> <input type="checkbox"/>  <b>Members</b> <input type="checkbox"/> <b>Public</b> <input type="checkbox"/> <b>Other</b> <input type="checkbox"/></p>	Details:

<p><b>Links to Council Ambition: Customers, Economy and Environment.</b></p>
<p>Our Business Growth Strategy, <i>Vision Bolsover</i>, sets out a plan for sustainable growth across the district. The strategy puts forward the Council’s key ambition: “To become a dynamic, self-sufficient and flexible Council that delivers excellent services, whilst adapting to local aspirations and acting as the economic and environmental driver for Bolsover District.”</p> <p><i>Vision Bolsover</i> clearly sets out priorities and objectives for economic growth and highlights the importance of focussing resources on developing the right conditions for businesses to grow.</p> <p><u>Our Economic Priorities:</u></p> <ul style="list-style-type: none"> <li>• Working with partners to support enterprise, innovation, jobs and skills</li> <li>• Unlocking Development Potential: unlocking the capacity of major employment sites</li> <li>• Enabling Housing Growth: increasing the supply, quality and range of housing to meet the needs of the growing population and support economic growth</li> <li>• Making the best use of our assets</li> <li>• Ensuring financial sustainability and increasing revenue streams</li> <li>• Promoting the District and working with partners to increase tourism</li> </ul>

<b>DOCUMENT INFORMATION</b>	
<b>Appendix No</b>	<b>Title</b>
1	Grant Thornton's Business Engagement Strategy Review
2	Draft Business Engagement Strategy and Action Plan

<b>Background Papers</b>
<i>(These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Executive you must provide copies of the background papers).</i>

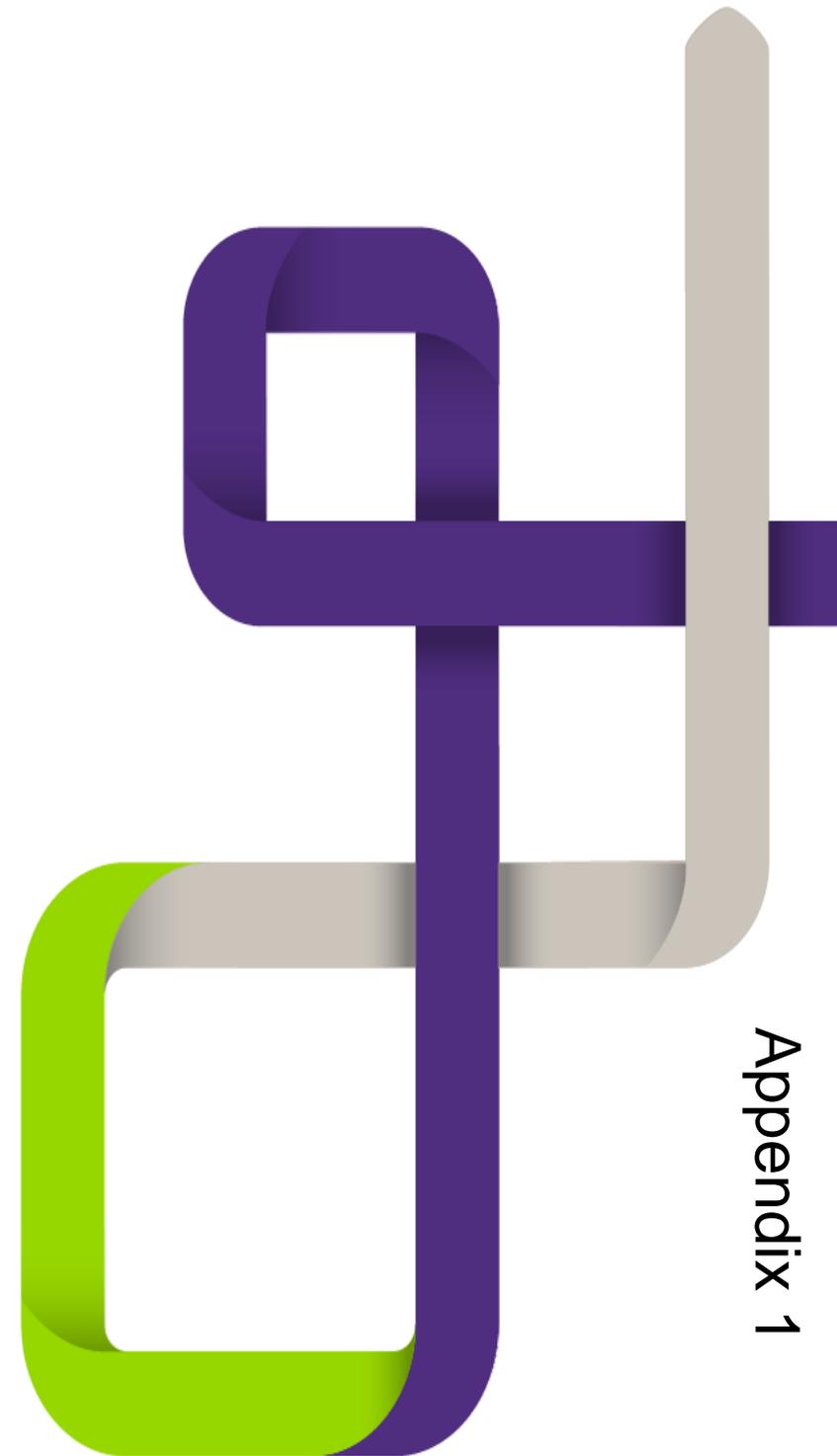
Rpttemplate/BDC/021122

# Bolsover District Council's Business Engagement Strategy

Grant Thornton review

1<sup>st</sup> December 2022

PLEASE NOTE: Issued for discussion pending finalisation



Improvement and Development Agency for Local Government  
18 Smith Square,  
Westminster,  
London  
SW1P 3HZ

118  
1<sup>st</sup> December 2022

Dear colleagues,

[Bolsover District Council Business Engagement Strategy Review](#)

We are delighted to present a copy of our report looking at business engagement in Bolsover.

You will find below a range of insights and background information, including the details of the survey we have conducted, commentary on the qualitative interviews we have undertaken, a summary of a data analysis of the district, and our findings.

We hope you find this an insightful view into the dynamics at play in the district, and that it can inform priorities and actions as local engagement is built on and developed.

I also hope we can help you with this further in the future. The team have really enjoyed working with the team across Bolsover District Council and the LGA, and can really see the potential for business growth in Bolsover, and we would be delighted to support you in turning some of the comments and findings in this report into action.

Kind regards,

Phil

[Phillip Woolley](#)

Partner  
Grant Thornton UK LLP

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# Introduction and executive summary

# Introduction and executive summary

## Introduction

We are passionate about supporting businesses to be the best they can be, while promoting economic growth on a local level. Given the challenges over the past few years this has never been more important, and giving businesses access to programmes which can help them excel and create jobs and prosperity is crucial.

We understand through experience that business support programmes, which provide fantastic help to companies and entrepreneurs, don't always reach all the businesses that could benefit most from them. We have overcome these issues in the past, and through this project have combined our own thoughts on what the causes and solutions could be with a strong evidence base. This has been built using a combination of a detailed survey with local businesses in Bolsover, interviews with stakeholders and a review of the data in the context of how Bolsover compares to a select group of other districts. This report gives the details of the survey, interviews and data analysis in detail below, revealing a picture that highlights the challenges, but also the significant opportunity for the district to improve the way local businesses receive support.

## Summary of findings

Bolsover has a number of challenges as a district, and faces many of the same business challenges mirrored in the rest of the country. The data suggests the region also has particular challenges around dynamism and opportunity compared to the rest of the UK. However, this is where business support can be the most effective, and underlines the importance of driving engagement with the support programmes and services that are already available from a range of government sources.

The most fundamental finding from the survey is that many local companies are simply not aware of the business support available. However, they also report that they would welcome and value any appropriate support that can be provided. This highlights the key opportunity for the business support team. Organisations want help and they need to be more engaged so they can understand and unlock the benefits that business support can bring to their businesses, their employees and in turn the economy of the district. This also highlights the risk of the current situation continuing, the economic landscape is becoming tougher and if businesses continue to need support but not to get it, this could have serious consequences in terms of missed opportunities impacting employment levels and the local economic picture.

## Areas of focus

Improvements in terms of marketing and active outreach could have a big impact in driving awareness of what is available. Possible improvements could include:

- Better data could help ensure more local companies are targeted and made aware of activity
- Active outreach campaigns using a range of media could help drive awareness among the community
- Content formats could be tweaked to drive engagement with material
- Email activity could be improved with clearer calls to action and with the use of technology
- Messaging could be tailored to help communications address key issues that are at the top of the mind of local businesses
- A centralised view of what is actually available could help clear confusion around the regularly changing opportunities, and the different bodies that support is available from
- Networking and peer-to-peer activities could further foster a continued sense of community alongside engagement

# Findings

# Key findings

Our understanding of the Bolsover business community based on the evidence in this report

## Business community

The Levelling Up Index shows Bolsover has a number of challenges as a district, particularly around dynamism and opportunity, and community trust and belonging, all of these being lower than the English average. It also has a low employment rate compared to the English average, and a high average working age.

123 These present challenges for the district and it's future, challenges that can be addressed in part by working to create a more dynamic business community that entices investment and opportunity, underlining the importance of improving engagement with the business support that is available.

## The need for support

A lot of local businesses are struggling. Only a third are growing, and key problems are being reported particularly around market and economic conditions alongside continuing issues finding staff and skills. Two thirds have been negatively impacted by the pandemic, and three quarters are finding inflation a challenge. There is clearly a real need for help.

## The need for building awareness

However, less than one in six companies feel they are aware of the available support (rising to just a third if those who are only vaguely aware are included!). With this in mind, its an extremely important time for companies to know more about the support that is available for them.

The stand out reason for lack of engagement is simply lack of awareness. Not enough local companies know, or clearly understand, what is available and what it means for them.

## The opportunity

There is clearly a real opportunity to do more to raise understanding, and to help local companies access and take advantage of the support that is already available, let alone thinking about the evidence around further additional areas where providing more support would add value. It is also notable that the share of mid-sized and larger companies in Bolsover is higher than average across comparable regions. The impact of support programmes can be higher when targeted at these companies given the potential scale of upside. As such, a small improvement in awareness and uptake among this community could have a big impact on economic value and job creation.

# Key findings

## Driving engagement in the future

### Building an engagement process

To improve the efficacy of activity, there are changes that could be made across the key four stages of engagement.



#### Data and targeting development

Understanding the business community and making links with the community is the foundation of a successful support system. Time is needed to refine CRM data and to improve the data the Council hold on businesses.

#### Outreach and awareness campaigns

A rolling series of engagement campaigns could create more interaction with sections of the business community identified in this report that aren't currently engaged by the Council. The proactive outreach element of this project showed that it is possible to contact and engage with local businesses actively, and when this is done, those companies generally indicate they would like more engagement. This activity could include producing material that is relevant to the organisations based on the key issues identified in this report.

#### Engagement and conversion materials

Following engagement campaigns a push on activities for these groups that bring them closer to support services, and gets them to sign up where appropriate, would help. Getting the offer right is an important part of this. Our research has outlined the issues that local companies care about. This should be clearly reflected in the services available, and in the way they are presented and communicated. It's important to note that content doesn't always need to be Bolsover specific, meaning the team could work with other Councils to share the load of content development.

#### Retention and growth activities

Additional forums for ongoing engagement will help ensure that once local companies begin engaging, they continue to do so. This could involve regular communication, feedback, and information. It also appears from the survey that fostering a continuing business community through networking groups would be an attractive area to work on for many.

# Key findings

## Findings regarding marketing activities

### Marketing

125 It's clear that one of the major issues with the current business support is the awareness of the offering. Only 30% of survey respondents recognised the Council's Business in Bolsover brand, and many of these would have been those responding the survey following dissemination directly from the Council. Added to the fact that only 16% of respondents are aware of the business support and growth services they are eligible for, this is a key issue.

Marketing is a key component of improving business outreach and support in the future. As part of this work, an experienced member of our marketing team has reviewed some of the marketing materials provided to us from the Council.

### The need for clear and compelling messaging

A clear proposition needs to be able to be communicated. It appears that local companies are not proactively looking for support. There needs to be a clear message why to look to the Council, and the clear value of the services needs to be quickly and effectively relayed.

Email has been clearly identified as the preferred means of communication for businesses in Bolsover, while this shows how important getting email bulletins right is, we've also seen the interaction from businesses emailed in this process is significantly lower than the interaction from businesses directly engaged. This points to a clear message that to get action from businesses, direct engagement methods are also crucial.

### Marketing materials

Clear materials to communicate the support that is available that is easily accessible would be likely to significantly help raise awareness, provided it is coupled with a well designed and delivered dissemination process.

This will of course need regular monitoring and updating to ensure they reflect the changing nature of the support that is available.

The key may be the call to action to ensure there is a place to register interest in engagement with support.

### Brand review

The Business in Bolsover brand is not well known locally, with only 30% of respondents reporting they recognise it. However, while it would appear the brand is not a major driver of engagement, there is a clear question mark over whether the brand is the key issue restraining engagement, and whether this needs to be a priority investment area. Indications from the respondents is that direct contact is preferred as a means of communication rather than inbound brand based marketing.

Findings from interviews with local stakeholders have also suggested that the reputation of business support may be impacted by the short term nature of some programmes. Programmes that only for a limited period often build up a brand and momentum in that time, but once the programme ends and the support is gone businesses don't know who to go to. Finding a way to have a common theme of stability above short term funded programmes would be helpful for long lasting brand awareness.

It may be that the overriding value of the Business in Bolsover brand is to ensure a clear call to action for engagement, and to provide continuity across a changing platform of programmes.

# Key findings

## Findings regarding marketing activities

### Content

It's key to make sure that when the Council are sending out messages that these are impactful and achieving the desired aim, below are some suggestions and thoughts on how it might be possible to improve content:

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- **Call to action** – Try to include more calls to action at the end of communications. What do you want the reader to do following the email or communication? Is it to attend an event? To sign up for support? To engage on social media? Communications that include a call to action provide a why to the message and drive interaction.
- **Success** – Focusing on success stories and really selling how Bolsover, and the relevant business support services, have been supporting businesses may be helpful. Organisations seeing successful interactions the Council have had with similar businesses will be likely to drive engagement.
- **Media choice** – Mix up the media choice where possible. The majority of communication right now is written, are there opportunities to create videos or podcasts that engage business?
- **Social media** – Review the social media approach. At the moment there is limited use of social media, with few people posting. Making sure that this is lively, with diverse topics and different spokespeople could help drive engagement.
- **Advertising** – If possible, promotion of services via LinkedIn paid for advertising can be powerful and provide value for money, if well targeted. It may not provide instant results, but it allows significant tailoring to specific groups and can get a message into the business community.
- **Corporate guidelines** – In general these are strong, but it may be helpful to consider particular imagery. Currently, a lot of the images used are building/infrastructure shots, could this be mixed up by using people or lifestyle images?

### Email

As discussed throughout this report, email is a key tool for the Council in engaging businesses. Following a review into the way that the Council engages using email comments include:

- **E-comms** – Utilising a proper e-comms platform, such as Mail Chimp. This could link to the new CRM system providing integration that will minimize manual handling of information and lists and free time to focus on content creation.
- **Data** – Understanding what people are doing with the emails that the Council sends is crucial to understanding what works. Using an e-comms tool can provide statistics on engagement with the emails.
- **Personalisation** – Adding a personal touch to emails utilising the recipient's name will make the comms feel more impactful. Using an e-comms platform would allow organisations to opt out of certain types of email, maybe they only want to hear about certain issues or events etc. This tool would let organisations have control of the way the Council interacts with them
- **GDPR** – We would recommend the Council investigate their GDPR compliance with their mailing lists, do they have records of how people have opted into the list? An e-comms platform would support this by enabling the Council to add an unsubscribe button to their emails allowing quick unsubscribing where needed.

# Survey – Methodology

# Methodology

## A critical combination of information sources

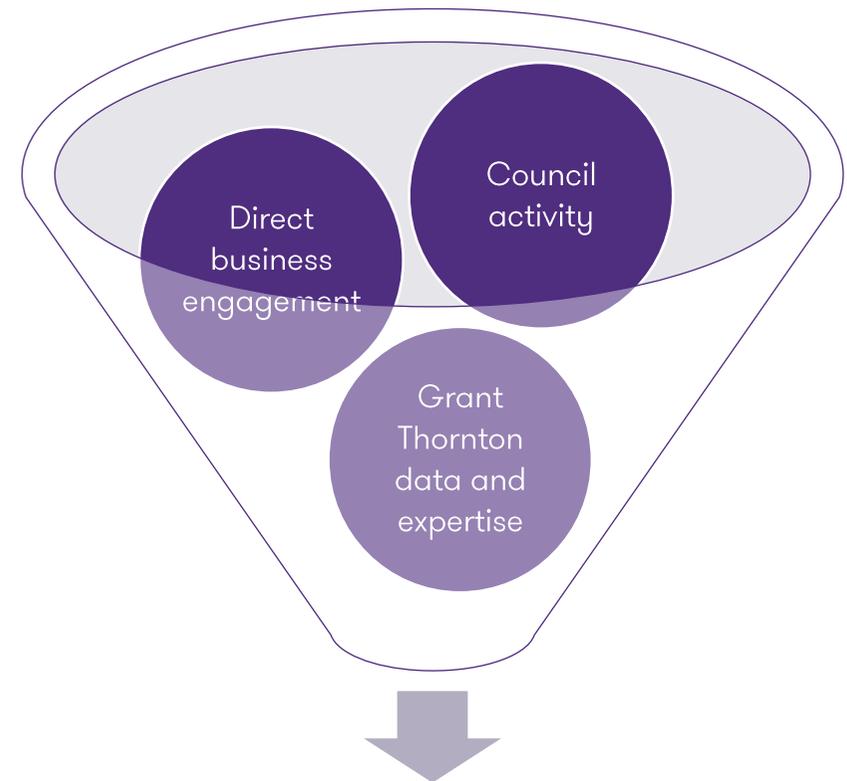
We have used a range of sources of information to provide the evidence base for this report. A key part of this was a survey of local businesses. This was augmented with a number of qualitative interviews with stakeholders, a review of materials, and data analysis using Grant Thornton's market leading place based data platform. This has provided us with a variety of evidence alongside our own extensive experience in business support to develop the findings of this report.

## The survey

In our experience, one of the key issues with engagement for business support programmes is that a limited pool of companies tend to be aware of the offer and get involved, while harder to reach businesses aren't engaged. To understand the view of the spectrum of businesses in Bolsover, we reached out to a wide range of organisations via an active survey to understand what is holding them back. The survey had two key dissemination pillars.

Grant Thornton's outreach team directly contacted a broad selection of local businesses, most of whom hadn't previously engaged with the range of government backed business support available. Surveying these companies, we asked them key questions to understand their challenges, interaction with the Council and the business support eco-system, and what could work better for them.

Alongside this we used the Council's dissemination methods, to share the survey and add the views of businesses and entrepreneurs already engaged with the Council and their communications channels.



Business support insight

# Survey results – Participants

# Participants

This section outlines the types of organisations that responded to the survey. We included questions to understand these organisations based on location, size of organisation, industry, and international footprint.

## Understanding the participants

These charts demonstrate the types of organisations we have surveyed, and provide an understanding of the background to the responses in the rest of the survey. As outlined in the methodology, we aimed to contact a cross section of organisations that would include those that are not regularly engaged with through Bolsover District Council’s usual communication methods. As planned, we engaged with some larger employers as well as SMEs.

As expected, all the businesses (fifty in total) that responded are based in Bolsover. There was a good spread across the district, with the most businesses being in Shirebrook, but no responses from organisations based in Glapwell, though it’s likely that many of these organisations operate across the district.

In Chart 3 we can see the breakdown of the size of respondents. We had more medium and large businesses respond to the survey than would be expected based on the proportion of these businesses in Bolsover in total, with 4% of respondents employing 250+ employees compared to 0.65% of the business community and 24% of respondents employing 50-249 employees compared to 9.54% of the business community. This matches with our methodology in which we have aimed to engage more of the larger organisations as a proportion of the community.

Chart 1. Please confirm your business is based in Bolsover District



Chart 2. Please indicate where in Bolsover District

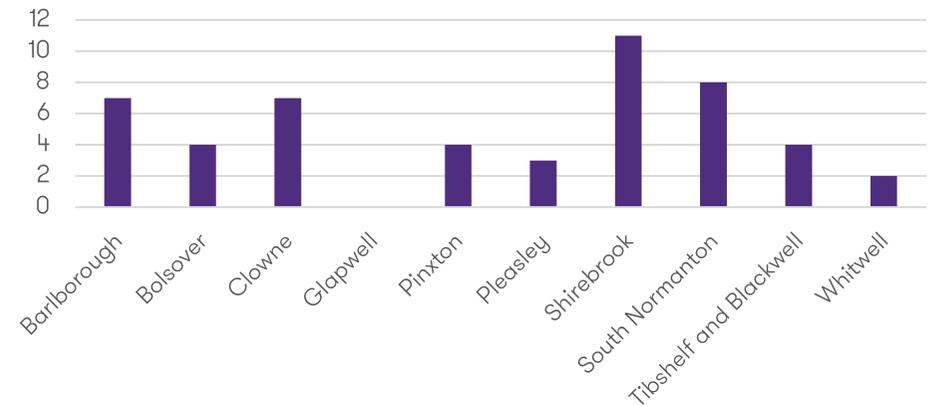


Chart 3. What size is your business?



# Participants

## Deeper dive into participants

Chart 4 shows that there is a good mix of industries represented, with particularly high responses from those in consumer goods, financial and professional services and food and drink.

The vast majority of participants have been operating for 10+ years as demonstrated in Chart 5, though there are respondents who have been operating for less time. This is unsurprising as a result of the direct calling methods as we intended to contact organisations who employ larger numbers of staff, however it is interesting that the number of new organisations responding were not higher from the Council's email list. This potentially could be an area of development for the Council, to improve communications with the start up community in Bolsover.

Chart 6 looks at the overseas activities of the respondents. 26% of respondents do provide services/products overseas. This is an interesting finding, and suggests that there is a strong set of exporters in Bolsover district.

Chart 4. What industry do you operate in?

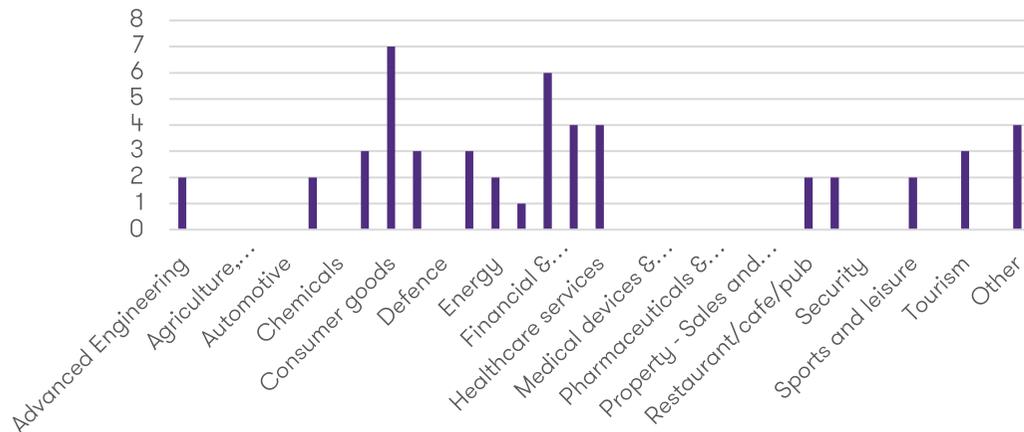


Chart 5. How long has your business been operating?

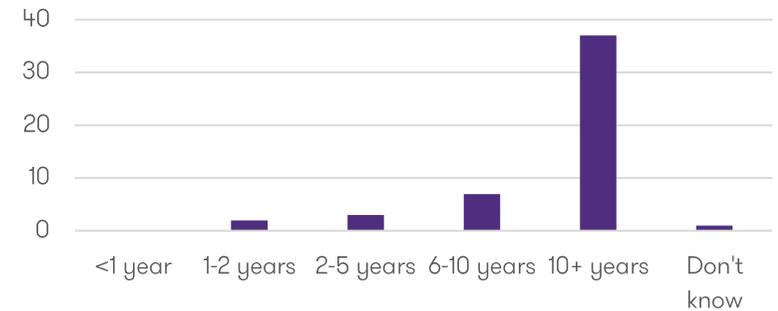
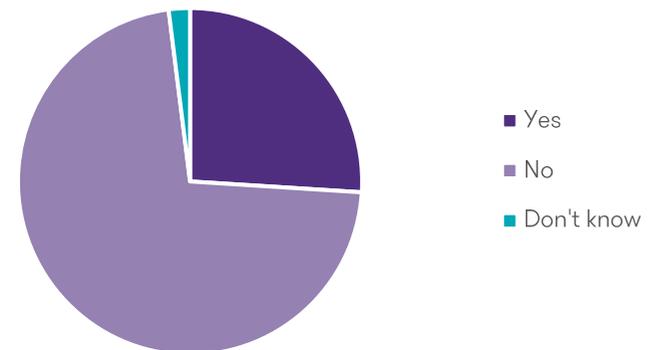


Chart 6. Does your business provide services/products overseas?



# Survey results – Business challenges

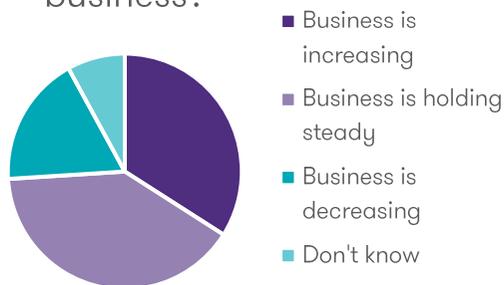
# Business challenges in Bolsover

This section explores the challenges faced by businesses in Bolsover, helping to build understanding of the business community and how the Council can support local companies and enable them to thrive in the future.

## Growth levels

Chart 7 outlines the self described levels of business growth. This demonstrates a varied outlook, with many organisations reporting increasing business, but more supporting steady levels and some reporting decreasing business.

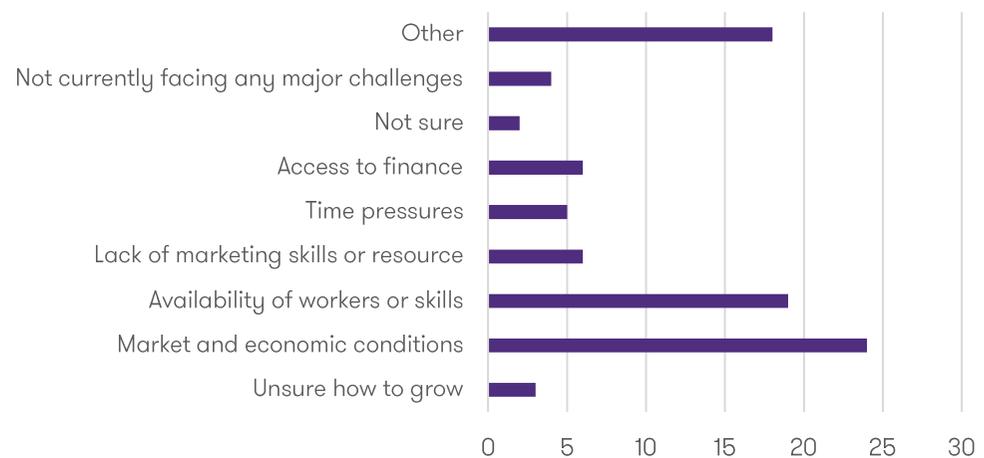
Chart 7. How would you describe current growth levels for your business?



## Business challenges

The varied nature of the business community in Bolsover is further shown in Chart 8, with a number of very different issues facing local companies. The top response was market and economic conditions, an answer which became increasingly selected later in the survey's dissemination. Availability of workers or skills is also a top concern, and reflects an issue we hear reported across the country. There was a large portion of respondents who selected 'other', and these issues were often specific to particular businesses, however the key theme in these answers was supply chain challenges. This continues to demonstrate that Bolsover businesses are facing issues that are generally replicated across the country.

Chart 8. What are the main issues your business is currently facing?

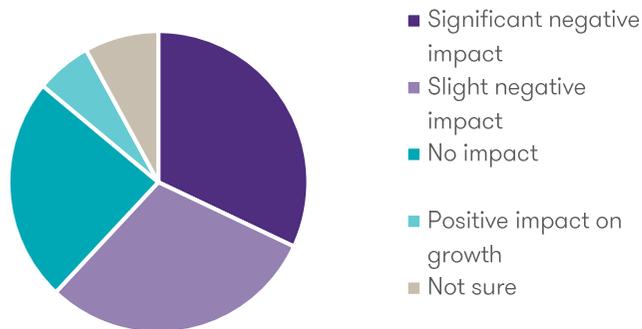


# Business challenges in Bolsover

## Pandemic impact

From Chart 9 we can tell that businesses in Bolsover were in generally negatively affected by the COVID-19 pandemic. This is unsurprising as this is the national trend too, and it can point to a need for support as organisations attempt to rebuild following the pandemic. An additional question asked for further detail on how the pandemic affected businesses. Those negatively affected reported issues with lockdowns closing their business, consumer spending cut backs and staff being ill from COVID-19. Of the few that grew in this time, some had found that other organisations weren't able to survive the pandemic and that they were able to grow their market share by gaining the customers from closed organisations.

Chart 9. How has your business been impacted by the pandemic?



## Inflation impact

Chart 10 looks at the pressure of inflation on businesses, something that has increased in prevalence since the beginning of the distribution of this survey. The results of this question are stark, with 74% of respondents being impacted. Chart 11 explores the impact of inflation in more detail, outlining the broad ranging impacts of cost increases. Those who selected 'other' commented that consumers are tightening spending, meaning less sales and difficulty in passing increased costs onto customers.

Chart 10. Has inflation impacted your business?



Chart 11. How is inflation impacting your business?



# Business challenges in Bolsover

## Net Zero

Net Zero is an increasingly important issue for business as well as focus of policy in government. Despite this, many organisations find it a difficult topic to approach, understanding this key area will be vital for businesses in the future. Chart 12 explores whether respondents are working towards Net Zero, with 66% of businesses reporting they are unsure or are definitely not working towards Net Zero.

135 The level of those not working on this combined with the number that simply aren't sure, suggests this could be an area for the Council to look to support businesses in the future as this issue continues to grow in importance.

Chart 12. Are you working towards 'Net Zero' for your business?



# Survey results – Business support engagement

# Bolsover Business support engagement

This section focuses on engagement with the business support available. From these questions we aim to understand whether businesses are aware of, and utilising, the support available, and where they are not, to understand why.

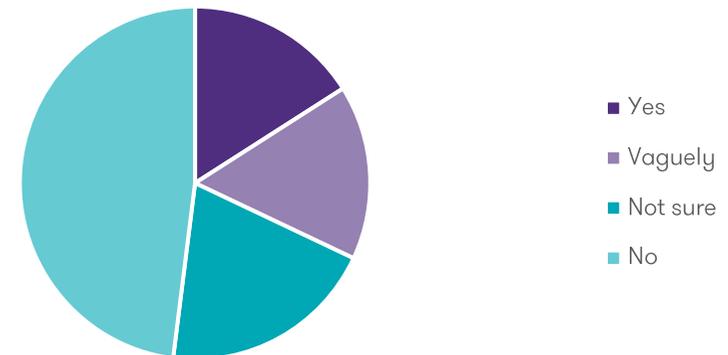
## Awareness of support

The question in Chart 13 sets the scene for this section, asking whether organisations understand what support they may be eligible for. This question also supports us in understanding whether businesses are not taking advantage of support services because they don't know about them, because they aren't worth their time or because they don't suit their needs.

The answers to this question tell a stark story, only 16% of respondents know what they are eligible for, 36% are vaguely aware or not sure and a huge 48% have no idea at all.

If businesses aren't aware of the support services that are available there is, simply, no way for them to be able to engage with them. The answers to this question are even more telling when we take into account that the majority of those who are aware of support responded following the Council's email dissemination of the survey, meaning they are likely to be part of the community of businesses who do already engage.

Chart 13. Are you aware of the government backed business support and growth services that you are eligible for?



# Bolsover Business support engagement

## Understanding and experience with support

Those who have heard of business support services have heard of them from a wide variety of sources. However, at present (as demonstrated in Chart 14) it seems that social media, events and media are having less of an impact that newsletters and word of mouth.

62% of businesses have either never received government support or aren't sure if they have, only 2% of respondents are currently receiving support. These are low numbers considering that there has been an unprecedented rise of government support in the past few years due to the COVID-19 pandemic.

Chart 14. How have you heard about the business support and growth services that are available?

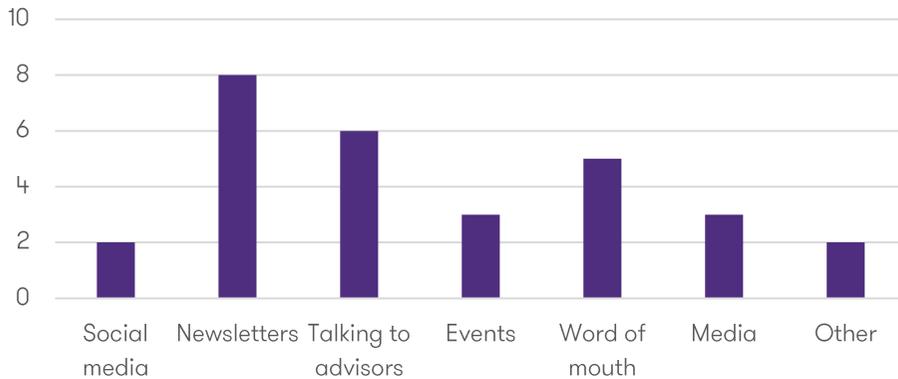
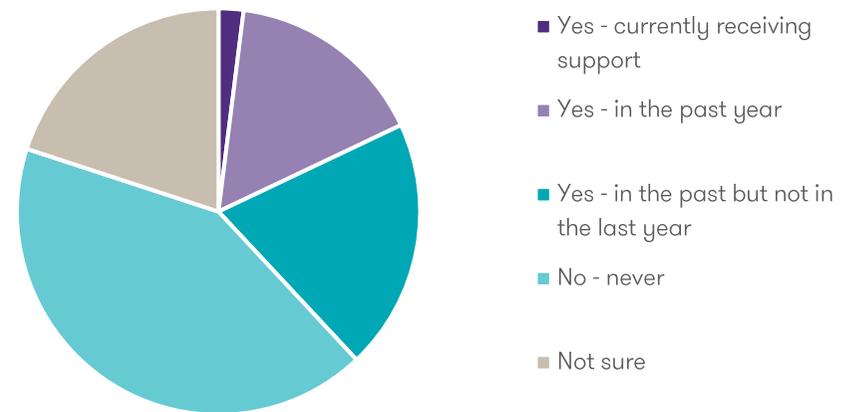


Chart 15. Have you received any government backed business support or growth services?

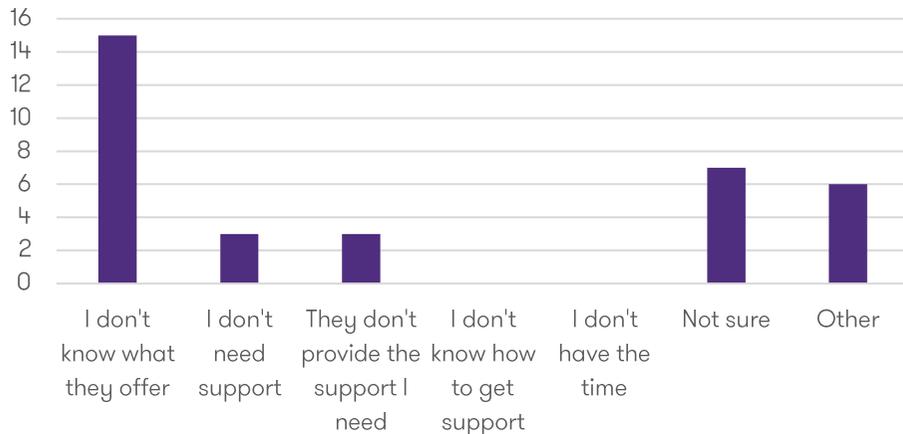


# Bolsover Business support engagement

## Understanding lack of engagement with support

Chart 16 outlines reasons for not engaging with business support. The results here add to the findings above that the vast majority of organisations simply don't know what business support is available. The second most popular option is 'not sure' indicating that they may not have had enough of a motivating push towards accessing support, something the Council could potentially improve. The majority of responses in the 'other' category were that the respondents weren't sure that the Council could provide support tailored enough to their business.

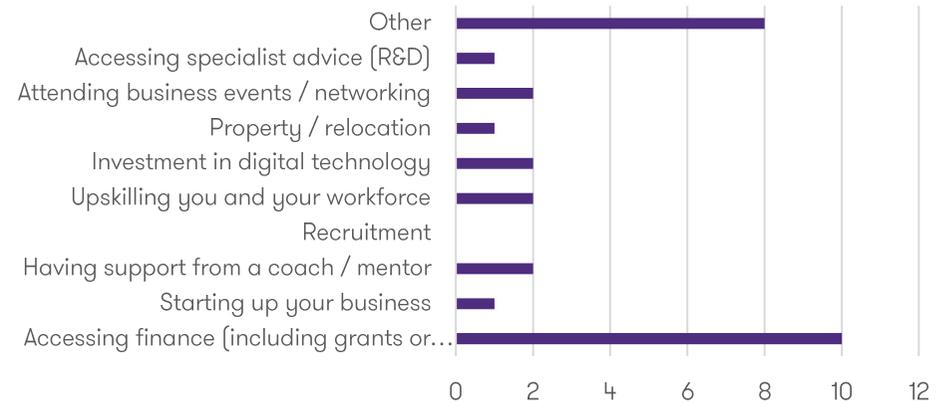
Chart 16. Why have you not engaged with the business support available?



## Support received to date

Those who have received support outlined in Chart 17 the type of support they have received. The majority was around accessing finance, and in the 'other' category the majority was COVID-19 related grants or government intervention.

Chart 17. What type of support have you received?



# Bolsover Business support engagement

## Support businesses want

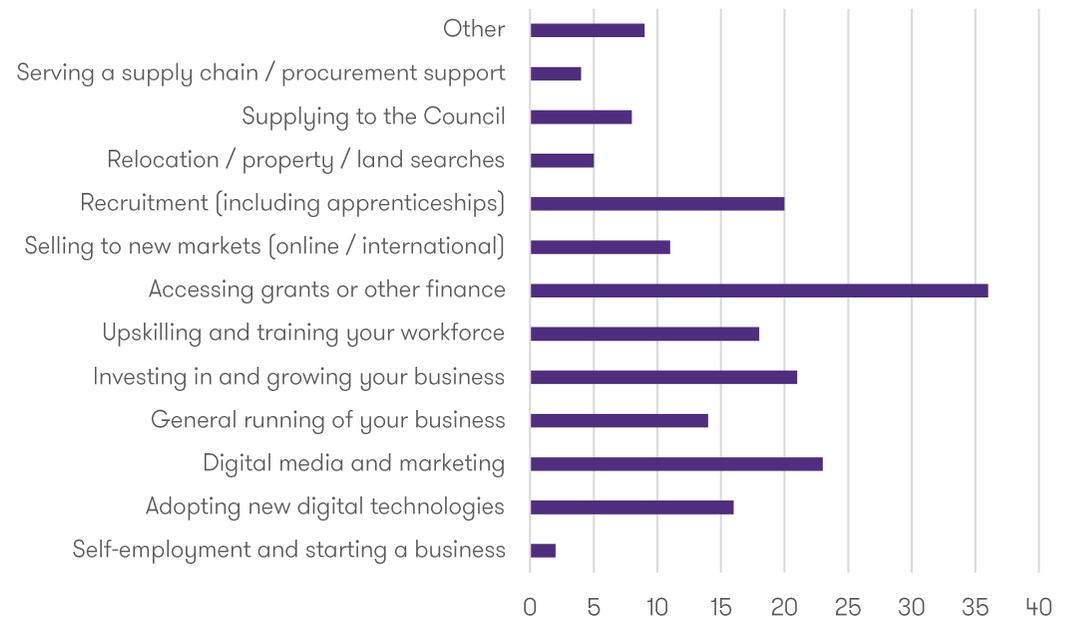
Chart 18 tells of what local companies would like support with, potentially informing priorities for future offerings.

The topics are clearly diverse. Unsurprisingly accessing grants or other finance is the top response, however, participants appear to want support in a number of different areas as well. From support in finding people, to help with growth and digital marketing.

Considering the majority of respondents are established organisations, it is unsurprising that 'self-employment and starting a business' is the lowest response, but this doesn't mean that this isn't something that the wider business community would need access to.

The follow up question looked at qualitative answers to what type of support would be helpful for the respondent's organisation. A number of different responses were given, many echoing the answers displayed in Chart 18. Some key themes from the responses included help with understanding and achieving Net Zero, finance/grant application support and more generally understanding what there is available.

Chart 18. Would you consider support from the Council on the following?

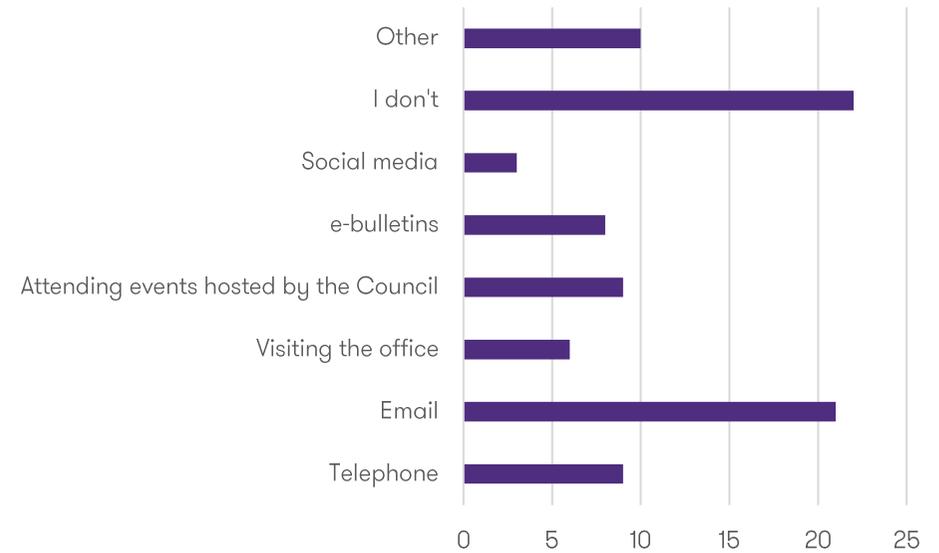


# Bolsover Business support engagement

## Current engagement methods

Chart 19 outlines that the majority of respondents either don't engage with the Council, or if they do, it's through email. This highlights the importance of ensuring that the emails the Council are sending to businesses are informative and engaging, as this is the most common form of interaction for businesses.

Chart 19. How do you engage with the Council and their business support offer?

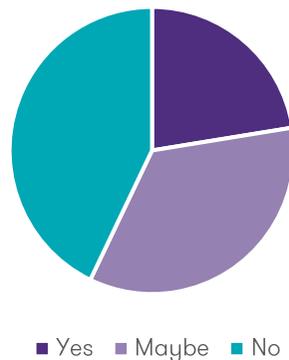


# Bolsover Business support engagement

## Networking groups

As part of the survey we have gained an insight into whether businesses would like to be part of networking groups, which is a potential area for the Council to focus on in the future. Chart 20 suggests 22% of respondents would definitely like to be involved, and 35% would consider it. Considering that this is something that would require a time investment from businesses this is a higher portion of interest than we would expect, indicating that it's something that could provide value for the business community.

Chart 20. Would you be interested in joining any networking groups, for example for the Tourism sector?

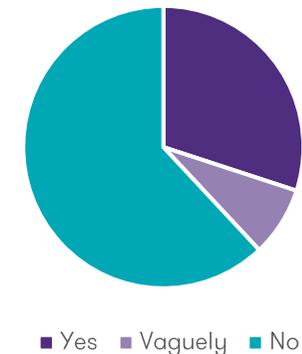


## Business in Bolsover brand recognition

The survey also aimed to understand how well the Council's business support brand is recognised, to better understand if any new approaches to marketing may be needed.

Chart 21 shows only 30% of respondents said they definitely knew of the branding, the majority of these coming following the Council's distribution of the survey. This indicates that more marketing and brand recognition may be needed, so long as the brand is properly positioned to drive further engagement with the support available.

Chart 21. Do you recognise the Business in Bolsover brand?



# Bolsover Business support engagement

## Future communication

Chart 22 confirms an underlying theme throughout the survey, that email is by far the most important form of communication to businesses. This is unsurprising due to the prevalence of email use in the business world, and our experiences with other business support programmes.

The rest of the options also gained a fair number of responses though and this suggests that a multifaceted approach to communication with the business community would be beneficial.

The final question of the survey asked whether businesses would like to be contacted about support for their business. The answers are reflected in Chart 23, and this is perhaps one of the most telling charts in the survey, an overwhelming 68% of businesses would like to be contacted, and a further 12% would consider it. This underlines the demand for business support in the business community in Bolsover, and is a sign of the positive levels of engagement that the Council could achieve with businesses.

Chart 22. Which forms of communication would you find useful from the Council?

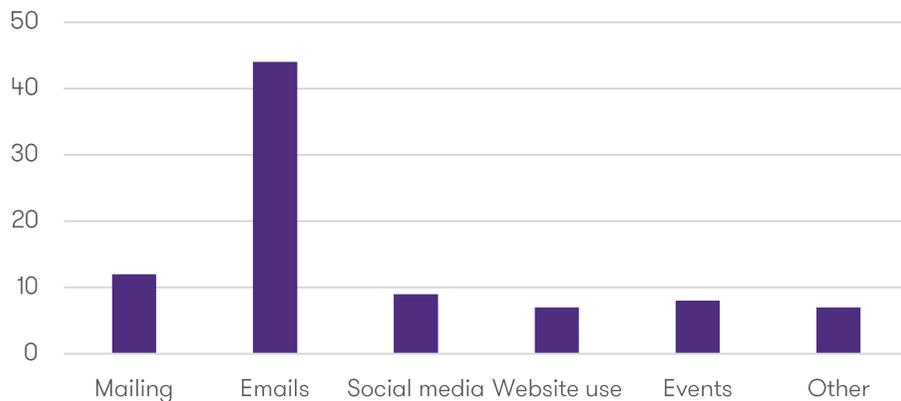
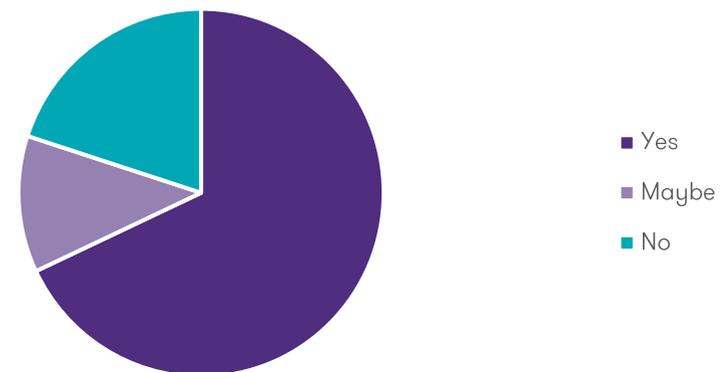


Chart 23. Would you like to be contacted about direct support for your business?



# Bolsover District Data

# Bolsover District Data

We have utilised Grant Thornton's data platforms to provide a deeper insight into Bolsover's business community across a number of areas. This adds to our assessment by giving an understanding of the context of Bolsover's community and what support could provide the greatest impact in the future.

## Near Neighbours

Throughout the data section we have chosen a number of comparator districts.

Some of these have been selected on the basis of geography, and as areas near to Bolsover they give a region based comparison.

In addition, some have been selected as they share some perceived characteristics with Bolsover despite being in a different part of the country. This is designed to give a comparison with other similar districts with potentially similar issues.

## Key findings

- Compared to the England median of districts, Bolsover has a low population, and low employment rate
- Compared to the England median of districts, Bolsover has low dynamism and opportunity rankings, is low in the Levelling up Index and low on community, trust and belonging
- Compared to the England median of districts, Bolsover has high prosperity
- Compared to an increase in the England average and near neighbours, Bolsover has had a drop in total enterprises from 2017-2021
- Bolsover has a higher proportion of businesses in construction, manufacturing, transport and storage, property, financial & insurance services and motor trades than Derbyshire and the England average
- In the period 2017-2021, the proportion of businesses in the tourism industry in Bolsover have increased from 7.4% to 8.9%. A faster increase than in Derbyshire and England as a whole.

# Socioeconomically similar areas

146



- Near neighbours**
- Boston
  - Bassetlaw
  - Lancaster
  - North Lincolnshire
  - Copeland
  - Ashford
  - Wellingborough (to 31-03-2021)
  - Chorley
  - Swale
  - Dover
  - Bedford
  - West Lancashire
  - Newcastle-under-Lyme
  - Fenland
  - Newark and Sherwood

# Levelling up Index

## What is the Levelling Up Index?

Our Levelling-up index is a unique analytical tool that can help you deliver on your agenda. It is built on a broad range of socio-economic indicators, financial foresight data, local knowledge and recognising the role that the private sector can play. This gives us an unparalleled understanding of local communities, their economies, aspirations and what they need to level-up. This allows us to measure the starting point and plot a path to increased productivity and prosperity for every postcode in the UK.

The Levelling Up Index measures 312 English local authority areas against indicators within these six baskets, to create an overall ranking for each place.

Prosperity

Dynamism and opportunity

Inclusion and equality

Health, wellbeing and happiness

Resilience and sustainability

Community, trust and belonging



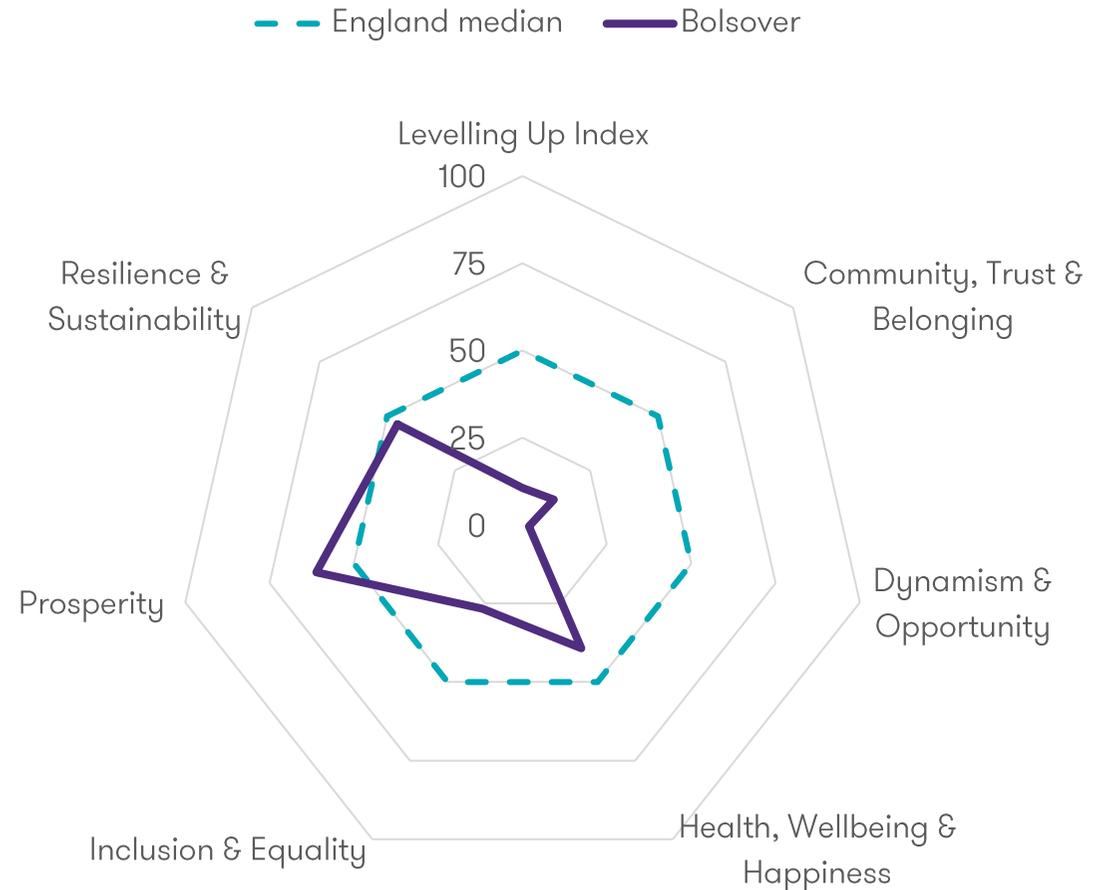
# What the Levelling Up Index measures

	 Prosperity	 Dynamism and Opportunity	 Inclusion and equality	 Health, well being and happiness	 Resilience and sustainability	 Community, trust and belonging
148	<ul style="list-style-type: none"> <li>• Business Turnover: 1,000-4,999 (£000s) (%)</li> <li>• Business Turnover: 5,000+ (£000s) (%)</li> <li>• Earnings (wkpl): mean weekly pay total</li> <li>• Employ: knowledge %</li> <li>• GVA per head: All industries</li> <li>• GVA: All industries</li> <li>• Prosperity: Foreign owned businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Business births</li> <li>• Business: SME</li> <li>• Employment in Scientific research &amp; development</li> <li>• Employment in Other professional scientific &amp; technical activities</li> <li>• GCSE: achieving grades 5 or above in English and Mathematics</li> <li>• Knowledge Workers</li> <li>• NVQ 4+: 16-64 %</li> <li>• Patents granted per 100000 pop</li> </ul>	<ul style="list-style-type: none"> <li>• Affordability ratio</li> <li>• Child Poverty: Relative low income families -</li> <li>• Deprivation Score</li> <li>• Employment rate: 16-64</li> <li>• Homeless &amp; in priority need</li> <li>• Hours worked - variance</li> <li>• IMD: Inequality</li> <li>• NEET</li> <li>• Proportion of households fuel poor (%)</li> <li>• Total income - Mean</li> <li>• Unemployment rate 5+ years</li> <li>• Inclusion &amp; equality: Housing benefits</li> <li>• Weekly pay - gross median M/F variance</li> </ul>	<ul style="list-style-type: none"> <li>• 75yrs+ additional years - Female</li> <li>• 75yrs+ additional years - Male</li> <li>• Anxiety</li> <li>• Happiness</li> <li>• Healthy weight Prevalence</li> <li>• Infant mortality rate per 1,000 live births</li> <li>• Life Satisfaction</li> <li>• Physical Activity: &lt;18 yrs</li> <li>• Physical Activity: 19+ yrs</li> <li>• Prevalence estimates of diabetes</li> <li>• Life Worthwhile</li> </ul>	<ul style="list-style-type: none"> <li>• Broadband: % of premises below the USO</li> <li>• Dwellings completed: All</li> <li>• Emissions of LAs (kt CO2)per KM2</li> <li>• Energy Consumption</li> <li>• Housing waiting lists-2020</li> <li>• Major/Minor planning applications: non-dwelling</li> <li>• Household waste reuse/recycling/composting</li> <li>• Traveltime (PT/walk): employ centre (5000+)</li> <li>• Traveltime (PT/walk): employ centre with (500-4999)</li> </ul>	<ul style="list-style-type: none"> <li>• % of ethnic minority aged 16-64 who are economically inactive</li> <li>• Arts: Attending</li> <li>• Arts: Time Spent</li> <li>• Brexit: Turnout %</li> <li>• Community Asset Density (Population)</li> <li>• Crime - Average score</li> <li>• Cultural Asset Density (Population)</li> <li>• Dance</li> <li>• Museum/Gallery: Attendance</li> <li>• Public Library: Usage</li> <li>• Traveltime (PT/walk): town centre</li> </ul>

# Levelling up Index

## Key points for Bolsover

- Bolsover ranks 279 out of 312 local areas, and is therefore within the bottom 20% nationally
- **149** Bolsover has particular relative strengths in the prosperity and resilience & sustainability indices. There is a:
  - High proportion of businesses with a turnover greater than £5m
  - High proportion of foreign owned businesses
- However, there is a continuing need to focus on 'Dynamism & Opportunity' as well as 'Community, Trust & Belonging'. In particular, there is:
  - Low engagement in cultural assets such as public libraries, museums & galleries
  - Very low proportion of the population with NVQ 4+ skills (degree level and above)



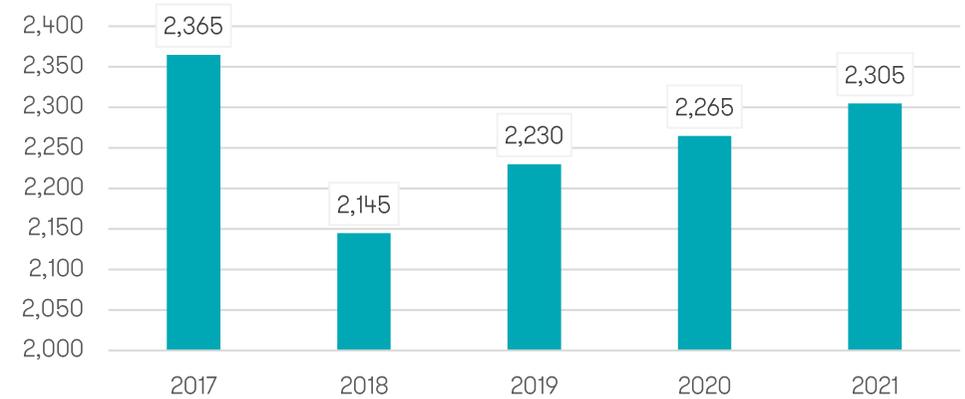
# Total businesses

## Total number of businesses in Bolsover

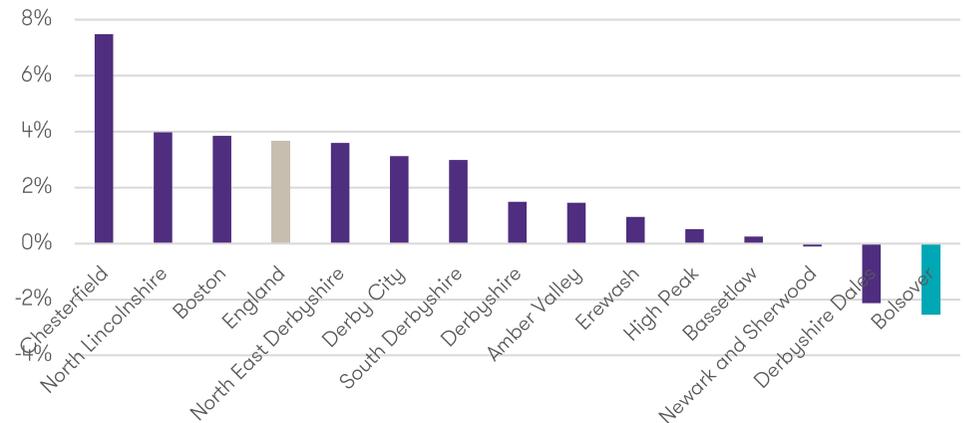
- In 2021, there were a total of 2,305 businesses registered for VAT in Bolsover
- Between 2017 and 2018, the number of enterprises in Bolsover dropped by 9%. Since then the total number of businesses has been slowly recovering. However, the number of businesses in Bolsover in 2021 is still 2% lower than that in 2017.
- Over the same time period (2017-2021), across Derbyshire the total number of businesses has increased by 1.5%, and across England has increased by 3.7%.
- Other than Bolsover, there are only two other districts in the comparator group that experienced a decrease in total number of enterprises since 2017 (Derbyshire Dales & Newark and Sherwood).

150

Total enterprises in Bolsover (2017-2021)



Change in total enterprises by Derbyshire Districts (2017-2021)



Source: ONS (2021) UK Business Counts - enterprises by industry and employment size band

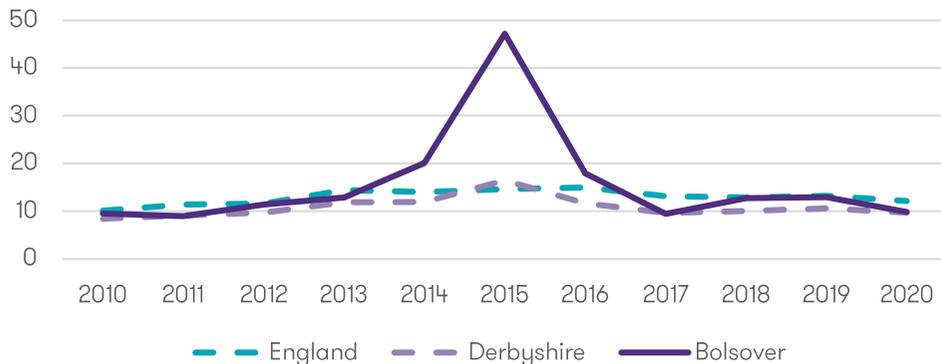
# Business density + births / deaths

## Business details

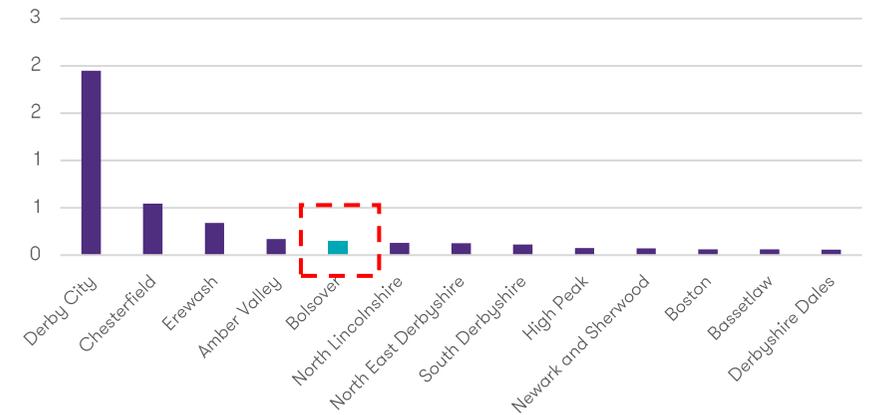
- Business density captures number of businesses per hectare
- Business births are defined as new businesses registered for VAT. In 2015, there were 1,525 business births at postcodes with 500 businesses or more (see more information [here](#)). There are several reasons why these multiple registrations can occur. For example:
  - the increase in the use of management and personal service companies
  - the use of formation agents to register a new business with Companies House
  - virtual offices
  - the presence of the HM Revenue and Customs (HMRC) local offices
  - foreign online sellers

151

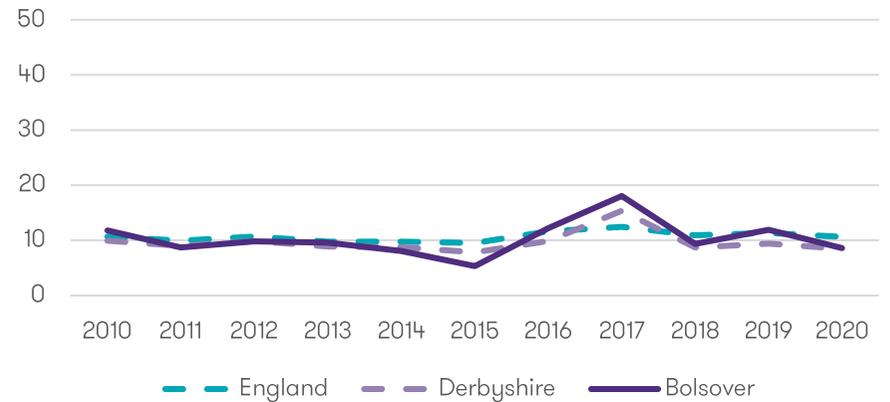
Business formation rates (2010-2020)



Business density (2021)



Business closure rates (2010-2020)



Source: ONS (2021) UK Business Counts - enterprises by industry and employment size band, Census (2011), ONS (2020) Business demography

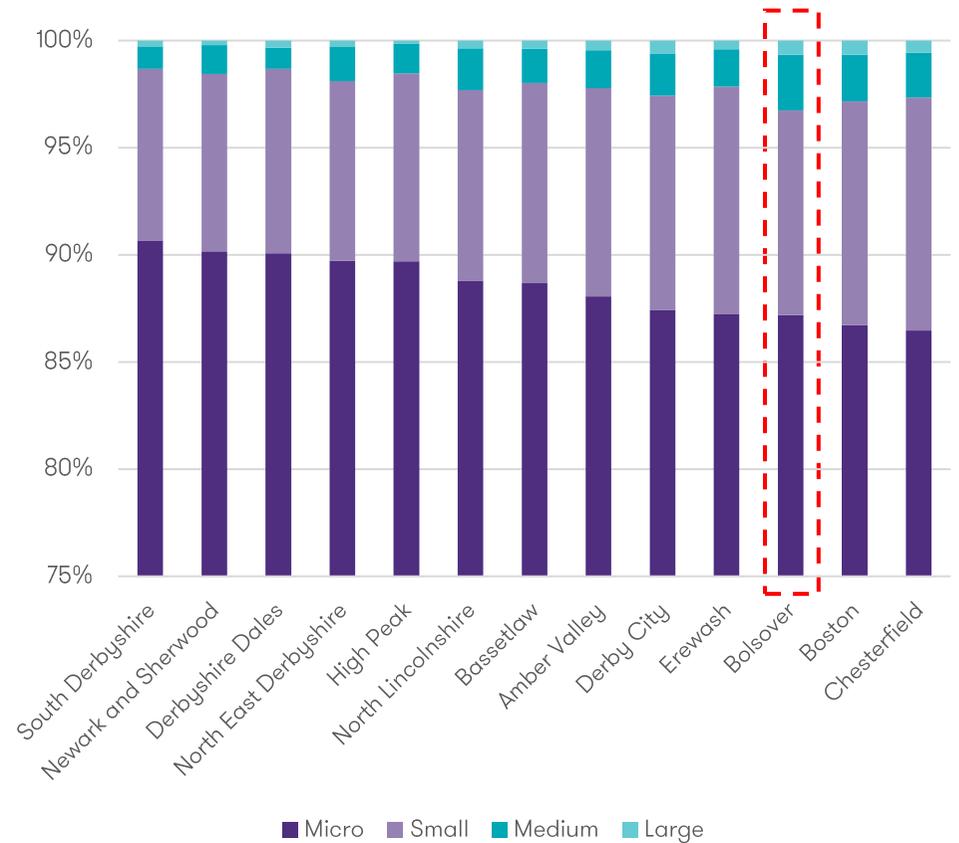
# Business size

## Size of businesses in Bolsover by employees

- The bar chart to the right illustrates that proportion of total businesses by size based on number of employees:
  - Micro: 0-9 employees
  - Small: 10- 49 employees
  - Medium: 50 - 249 employees
  - Large: 250+ employees
- Of Bolsover’s 2,305 enterprises (2021), the majority were micro businesses (87.2%). However, this proportion is low in comparison to the other districts in Derbyshire and lower than the England average (89.8%).
- 2.6% of business in Bolsover would be described as medium sized, which is the highest proportion in Derbyshire.
- Furthermore, the proportion of large businesses in Bolsover is also very high in comparison to Derbyshire (0.4%) and the England average (0.4%).

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Proportion of businesses by size (based on number of employees) by district



Source: ONS (2021) UK Business Counts - enterprises by industry and employment size band

# Business size

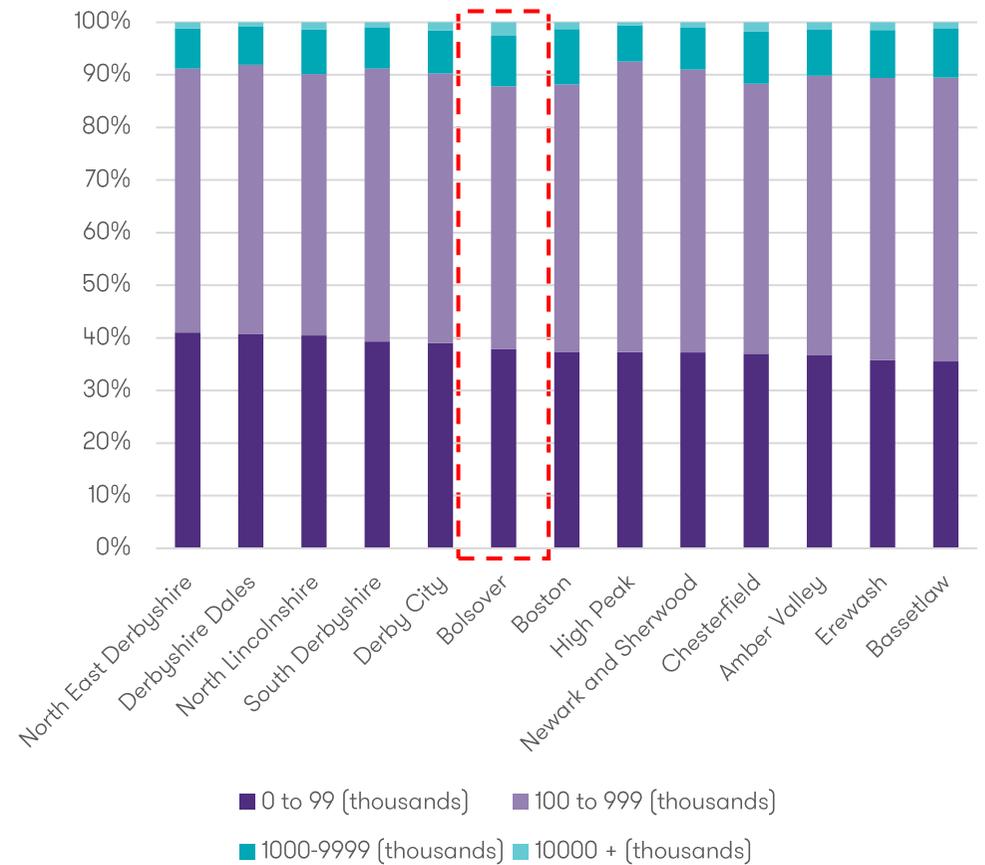
## Size of businesses in Bolsover by turnover

- The bar chart to the right illustrates the proportion of total businesses by size based on turnover.

153

Of Bolsover's 2,305 enterprises (2021), 2.6% of businesses have a turnover greater than £10m. The proportion of businesses with this large turnover in Bolsover is the greatest of all districts in Derbyshire. Furthermore, this is greater than the England average (1.4%).

Proportion of businesses by scale of turnover by district



Source: ONS (2021) UK Business Counts - enterprises by industry and turnover

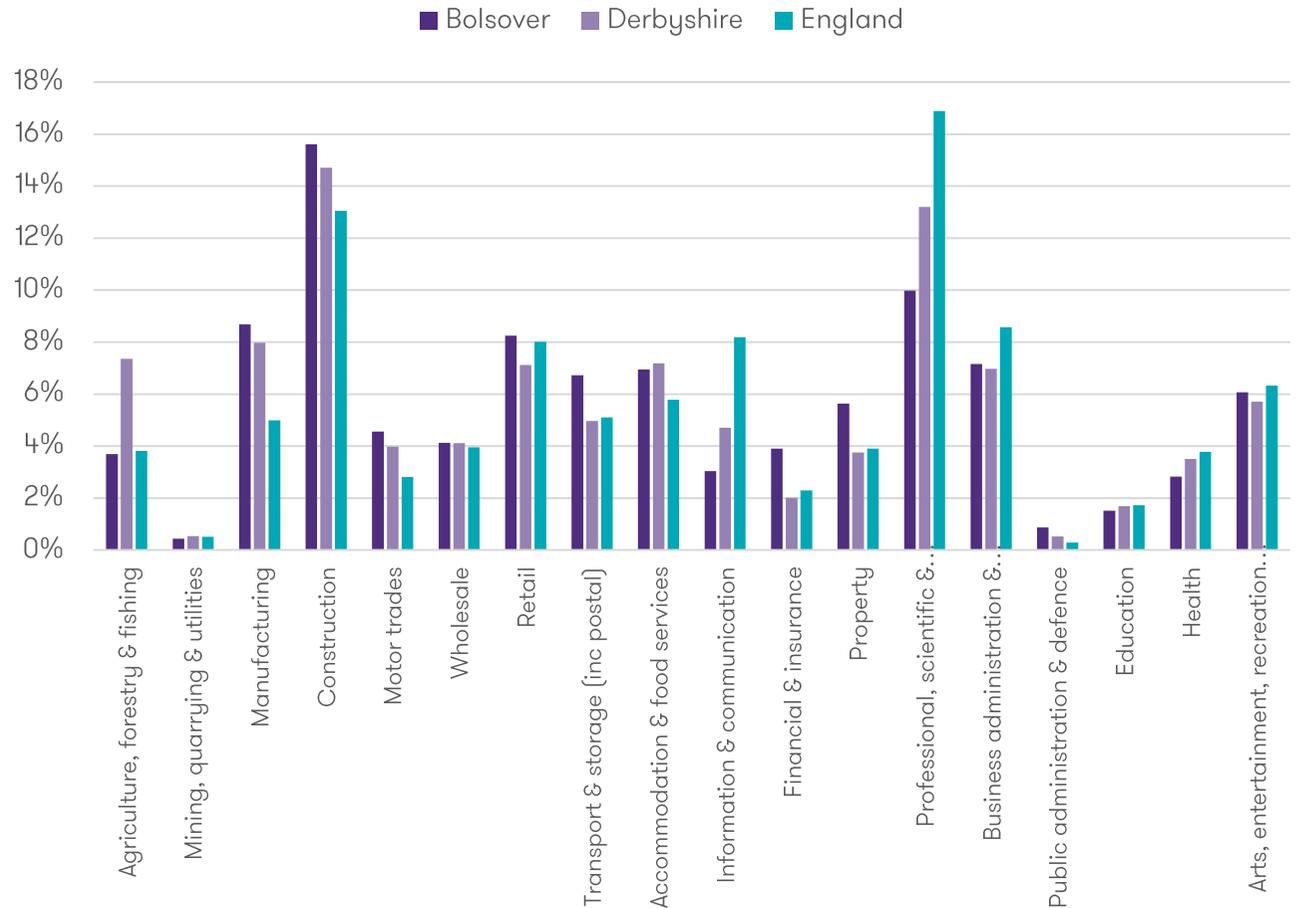
# Business industrial groups

## Sectors and industries

Industries where Bolsover has a greater proportion of businesses than the Derbyshire and England average:

- 154 • Manufacturing
- Property
- Motor trades
- Construction
- Manufacturing
- Transport & storage
- Finance & insurance

Proportion of total businesses by broad industrial group



Source: ONS (2021) UK Business Counts - enterprises by industry and employment size band

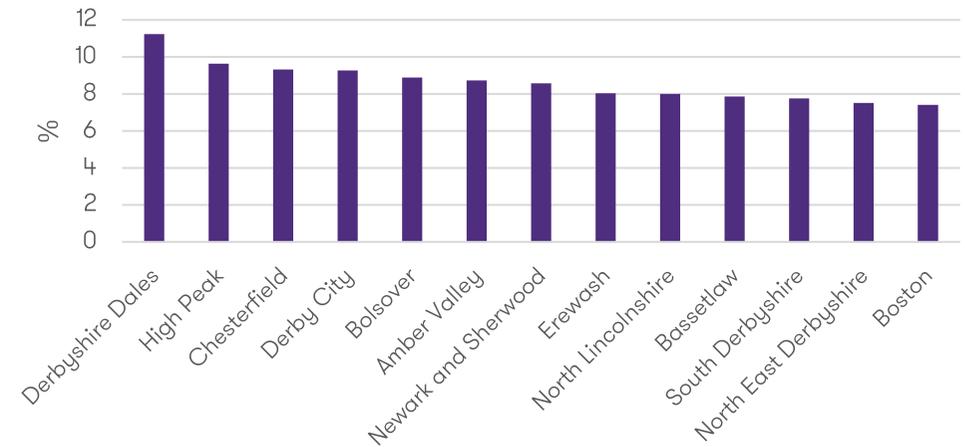
# Deep dive: tourism

## The tourism sector in Bolsover

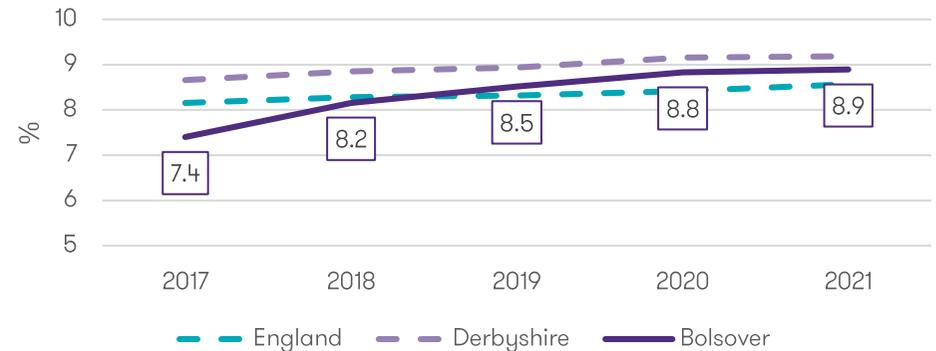
- In 2021, 8.9% of businesses in Bolsover were in the tourism industry (see definition below)
- The proportion of businesses in tourism in Bolsover is average in comparison to England, and is at the mean in Derbyshire.
- The proportion of businesses in the tourism industry in Bolsover have increased from 7.4% to 8.9% (2017 – 2021), a faster increase than in Derbyshire and England as a whole.

155

Proportion of total businesses in tourism industry



Proportion of total businesses in tourism industry overtime (2017-2021)



# Deep dive: tourism

The sectors used to define tourism (per SIC codes) include:

156

<b>Tourism</b>	
<b>Accommodation for visitors</b> Hotels and similar accommodation Youth hostels Recreational vehicle parks, trailer parks and camping grounds Holiday centres and villages Other holiday and other collective accommodation Other accommodation	<b>Food and beverage serving activities</b> Licensed restaurants Unlicensed restaurants and cafes Take-away food shops and mobile food stands Other food services Event Catering Activities Licensed clubs Public houses and bars
<b>Cultural, sports, recreational and conference etc. activities</b> Performing arts Support Activities for the performing arts Artistic creation Operation of arts facilities Museums activities Operation of historical sites and buildings and similar attractions Botanical and zoological gardens and nature reserves activities Gambling and betting activities Operation of sports facilities Other sports activities Activities of amusement parks and theme parks Other amusement and recreation activities nec Renting and leasing of recreational and sports goods Activities of exhibition and fair organisers Activities of conference organisers Letting and operating of conference and exhibition centres	<b>Passenger transport, vehicle hire, travel agencies etc.</b> Passenger rail transport, interurban Taxi Operation Other passenger land transport Sea and coastal passenger water transport Inland passenger water transport Scheduled passenger air transport Non-scheduled passenger air transport Renting and leasing of cars and light motor vehicles Renting and leasing of passenger water transport equipment Renting and leasing of passenger air transport equipment Travel agency activities Tour operator activities Activities of tour guides Other reservation service activities n.e.c.

# About this report

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# About this report

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## Please note:

We have pleasure in enclosing a copy of our report in accordance with your instructions dated 4<sup>th</sup> July 2022. This document (the **Report**) has been prepared by Grant Thornton UK LLP (**Grant Thornton**) for the Improvement and Development Agency for Local Government (the **Addressee**) in connection with the review of Bolsover District Council's Business Engagement Strategy and helping Bolsover identify the needs of local businesses and to set up a route to better engagement (the **Purpose**).

We stress that the Report is confidential and prepared for the Addressee only. We agree that an Addressee may disclose our Report to its professional advisers in relation to the Purpose, or as required by law or regulation, the rules or order of a stock exchange, court or supervisory, regulatory, governmental or judicial authority without our prior written consent but in each case strictly on the basis that prior to disclosure you inform such parties that (i) disclosure by them is not permitted without our prior written consent, and (ii) to the fullest extent permitted by law we accept no responsibility or liability to them or to any person other than the Addressee .

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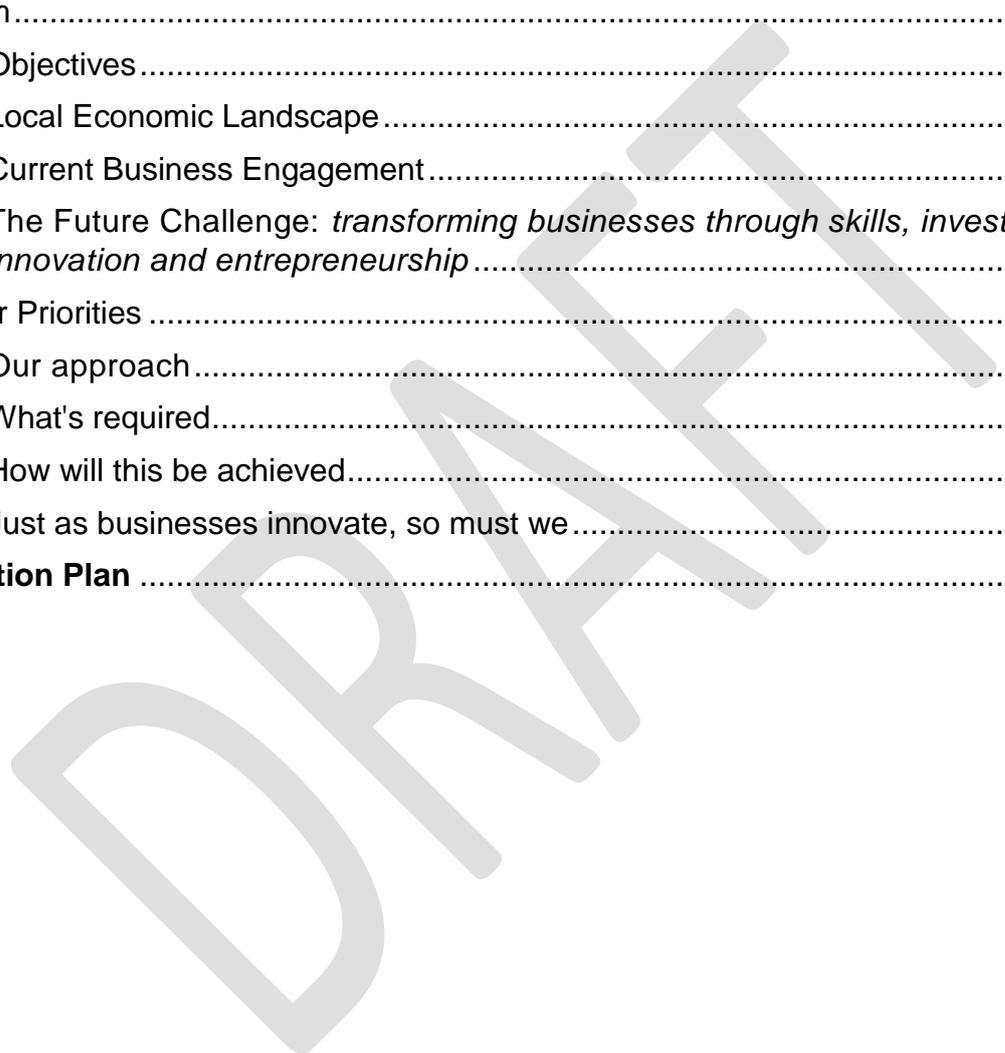
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## ENGAGEMENT STRATEGY 2021-2024

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## Introduction

This engagement strategy sets out a plan for engaging businesses and supporting economic growth in the district.

### Our Ambition

Our growth strategy, *Vision Bolsover*, sets out a plan for sustainable growth across the district. The strategy puts forward the Council's key ambition:

"To become a dynamic, self-sufficient and flexible Council that delivers excellent services, whilst adapting to local aspirations and acting as the economic and environmental driver for Bolsover District."

*Vision Bolsover* clearly sets out priorities and objectives for economic growth and highlights the importance of focussing resources on developing the right conditions for businesses to grow.

### Our Economic Priorities:

- Working with partners to support enterprise, innovation, jobs and skills
- Unlocking Development Potential: unlocking the capacity of major employment sites
- Enabling Housing Growth: increasing the supply, quality and range of housing to meet the needs of the growing population and support economic growth
- Making the best use of our assets
- Ensuring financial sustainability and increasing revenue streams
- Promoting the District and working with partners to increase tourism

We have an excellent understanding of our local economic assets and the opportunities laid out in front of us. Working with partners to bring forward employment and development sites, and new collaborations that support skills and innovation and pull investment into the district, will drive the business growth we aspire to.

This engagement strategy focusses on how the Economic Development team will prioritise its own work and its work with partners to help achieve this ambition.

## Purpose

Our strategy is to support growth across all sectors. Our focus for engagement is on creating high value, skilled jobs and industries, and providing access to the skills our local workforce and businesses need to succeed.

### Understanding our businesses

Unfortunately, we don't know our business community as well as we could, due to historically perceived apathy and lack of appetite from businesses to engage. As a result, our services have naturally focussed elsewhere. Without fuller insight about our businesses, we risk failing to achieve our ambitions for growth.

There are lots of business growth programmes out there (D2N2 LEP funded programmes, county level business growth schemes, ERDF funded programmes, Bolsover District Council's own programmes i.e. Business Growth Fund and the

Economic Loan Fund) but we are not sure that Bolsover businesses are making the most of it or the reasons why.

It could be that the support is not meeting business's needs, is too difficult to access, or that the offer is not being communicated effectively to businesses. If we are to increase the take up of business growth programmes or influence their delivery, we need to understand the issues and challenges for businesses so that we can take the right course of action.

We don't have substantial contact details for industrial estate businesses, foreign owned businesses or our key sectors. We don't know how many businesses in the district trade internationally. Despite this, we have a great opportunity in front of us. Through the development of our tourism strategy, we have contact details for the visitor economy and town centre businesses. Through the delivery of recent grant schemes (ARG, BGF), we have a list of businesses from a range of sectors who are willing to engage with us.

## Aim

The aim of the strategy is to better understand our business community and their growth needs, in order to tailor our engagement and communications, so that we might increase take up of business growth programmes and identify opportunities for growth.

## Objectives

So that our new strategy makes a difference, we have identified new objectives and actions which will be achieved over the next three years. Some are measurable now and others will be defined and measured later as we collect the insight we need.

Our objectives are designed to drive new positive ways of working within our team and wider teams within the council and to support the achievement of our growth strategy.

## Laying the foundations

- Provide a structured approach to engagement and communication between the council and local businesses
- Utilise insight and intelligence to better understand our businesses and their needs so that we can support them more successfully
- Evolve our Business Bolsover brand and image so that businesses want to engage with the council and begin to trust us

## Building success

- Fully engage our businesses to increase take up of business growth programmes and grants
- Use insight to influence the delivery of business growth programmes
- Provide opportunities for businesses to contribute to economic growth plans and other issues
- Identify potential high value partnerships that will drive productivity and growth across the district

### Being vocal

- Build on our Business Bolsover brand so that it adds value to the council and the perception of the work that we do
- Be aspirational and innovative in our engagement with businesses
- Celebrate our achievements and the successes of our businesses so that we can demonstrate the value of our work

### Local Economic Landscape

Bolsover is a significant economic asset to the East Midlands. We are home to a number of leading businesses and iconic cultural assets. The district shows continued growth in higher value manufacturing and engineering, and mirrors the national trend for high growth in professional, scientific and technical industries.

Tourism is an important part of the local economy, which is home to a number of key tourism sites including: Bolsover Castle, Hardwick Hall and Creswell Crags.

There are currently 2265 enterprises in the district. Around 97% are small and micro businesses and 2% are medium sized businesses. The district is also home to a significant number of large businesses, such as Amazon, Sports Direct and the Co-Operative, which make up 1% of total businesses.

### Skills

- The percentage of working age residents qualified to degree level and above in Bolsover district is low by national standards, with 21.8% qualified to this level compared with 43.1 nationally
- Weekly earnings in the district are typically lower than average, at £494.70 per week compared with £552.00 in East Midlands

### Investment

- Representation of Bolsover businesses on business growth programmes is low when compared with surrounding districts
- To June 2018, funding attracted into the area from business growth programmes included £48,200 from the D2 Energy Efficiency programme, £11,700 from D2N2 Growth Hub interventions, £49,600 from SCR Growth Hub Enhancement Project grants, and £250,000 from SCR Growth Hub interventions

### Innovation

- The number of patents filed in the district is low, with just 1 filed in 2017 and 1 in 2016
- There is a push for higher value employment uses at Horizon 29 (former Coalite site)
- The district has a high proportion of low skilled workers, which limits its attractiveness for the highest value innovation uses

### Entrepreneurship

- Prior to the pandemic, productivity in the district was steadily increasing. In 2019, GVA per job was 14% higher than the national average, which may be attributed to the increased use of automation

- While start up rates are good, the district has one of the lowest business survival rates nationally. The two year survival rate is 68.1, falling to just 27.78% at 5 years

### Current Business Engagement

Most existing business engagement in the district is designed for networking and sharing of information. It does not collect and interpret business views in a systematic way that can provide a clear plan of economic development action.

Identifying business challenges and growth needs is typically anecdotal, and relies on informal networks, fragmented business growth schemes, and changing business growth providers.

There are good examples of engagement with business groups – the work currently done by the Economic Development team; Clowne Enterprise; and the Bolsover Business and Skills Partnership. However, collection and analysis of information is not robust and objective, or shared consistently amongst parties so that it can be stratified.

Recent grant schemes (BGF; DGF; ARG) have increased our engagement with businesses. However, there is always a risk of future funding going to those who understand the system and come back in subsequent rounds.

Elected members are very good at driving business engagement and may benefit from more structured updates and training on the business growth offer available.

### The Future Challenge: *transforming businesses through skills, investment, innovation and entrepreneurship*

Almost everything we do, how and where we work, how and what people buy, how we interact with others – has been changed beyond recognition by the events of 2020.

COVID-19 was the biggest global event and challenge of our lifetimes. Human attitudes and behaviours shifted like never before, and these behaviours are not going to go away once the immediate threat of the pandemic is over.

We all expect simple, user-friendly digital experiences from the brands we interact with. We have short attention spans, low patience and high expectations. We expect tailored news bulletins and we want to get to the information we need with minimal clicks. Covid-19 has only made this more so. We expect this for ourselves and our businesses demand it from us as well.

The way we currently engage and communicate with businesses will need to evolve and adapt. We will need to become more creative in the way that we demonstrate the value we add and work harder to create content and campaigns that give businesses more reason to engage with us, subscribe to our emails, and to talk to us.

COVID recovery, Brexit, carbon reduction, productivity, automation and AI, innovation and high value jobs remain key priorities for regional and national

policy and are without a doubt key challenges for our district. Therefore these must be our focus also.

## Our Priorities

Our businesses need our support to succeed and grow. We want to support businesses across all sectors and size to be entrepreneurial and innovative and equipped with the skills they need to be successful. Our priorities will help us to focus our work with businesses.

### Develop an enterprise culture

- Move away from a 'dependency culture', where businesses rely on others to solve problems for them
- Challenge existing ways of doing things and come up with new ideas and solutions
- Identify 'great business ideas' and develop entrepreneurship

### Transform productivity of key businesses and sectors

- Understand the needs and ambitions of our key businesses and sectors
- Identify opportunities to improve efficiency and productivity within key businesses
- Support businesses to become more competitive in their marketplaces

### Drive business growth and high value job creation

- Upskill the local workforce as part of the productivity improvements
- Increase the value of production through innovation
- Grow employment opportunities and improve local skills and wages as a result of value added

## Our approach

There is no one approach to business engagement. Our strategy includes existing engagement activity, along with some new initiatives. As we gain more insight, we can build more accurate personas that reflect our audience, segmenting businesses and sectors in ways that allow us to respond to their different needs to maximum effect.

The main challenge will be sustained engagement with businesses. For it to succeed, engagement needs to be sustained long term.

## What's required

- Provide a simple and clear offer for businesses; as the local authority we have an active role to play in supporting information sharing, networking and referring for business growth
- Open the door and reduce real or perceived barriers between the council and business community
- Know our business community better and put long term relationships ahead of short term results
- Create a culture of solving for business success, not for our systems
- Identify key businesses and sectors whose needs and growth ambitions align to the councils

- Empower and capacity build businesses to be able to answer their own questions and solve their own problems
- Proactively seek out high value, collaborative partnerships to deliver economic development activity in the district
- Develop our internal capacity to deliver against our priorities and for business success
- Embed an enterprise culture and innovation into our work at every opportunity

### How will this be achieved

#### **1. Insight**

Business survey – a regular local business survey that helps us to develop a clearer picture of business needs and identifies the opportunities and challenges facing businesses across a range of themes

Make the most of existing data – we have an opportunity to use existing data to segment businesses, to better understand their needs and target them for support

#### **2. Connecting with Businesses**

A clear business growth offer – the support offered by Business Bolsover is clearly defined and provides straightforward connectivity between businesses and providers

Internal training and information sharing – anyone delivering services to businesses within the wider council is able to identify opportunities for business growth and has access to the information they need to help businesses

Branding – increase the use of and further develop the Business Bolsover brand in our engagement with businesses, so that the brand becomes recognisable as the first point of contact for business growth in the district

Key account management – a proactive key account management strategy with the aim of establishing strong, long-term relationships with key businesses and driving forward our priorities

CRM system – better coordination between the council, businesses and providers; offering a better quality and efficient service to businesses and providing valuable insight into business engagement activities and outcomes

#### **3. Communications**

Communications plan – consistent, planned and proactive communications that promote the Business Bolsover brand and increase take up of business growth programmes

Content development – a new In Business magazine and refreshed e-bulletin, along with new content to demonstrate the value of business support i.e. case studies

Communications framework – ensure that communications are personalised and targeted for businesses, improving the relevance and usefulness of information

Website – update the corporate website to promote the Business Bolsover brand and explore how the website can be utilised to offer a better service to businesses

**Just as businesses innovate, so must we**

Although our ambitions and priorities may not change, how we implement our plan to get us there might. Our engagement strategy, therefore, will evolve and improve as our knowledge and understanding of business needs is progressed through this work.

DRAFT

## Action Plan

Insight	Description	Ambition	Action	Lead	Target Dates
Regular business survey	Develop a benchmarked business survey and collect responses from local businesses	Target business growth activities more effectively	Undertake a range of campaigns in which we can gain insight and other appropriate data  Use intelligence gained to inform future engagement and business growth activities and to share with partners		
Existing data	Consolidate and segment existing business data, with the aim of targeting support	Increase take up of business growth programmes and grants	Utilise tourism/ARG/DGF/BGF business data to target businesses for growth  Utilise existing business databases to gain intelligence and insight and create business segments to target for growth		<b>March 2023</b>
<b>Connecting with Businesses</b>	<b>Description</b>	<b>Ambition</b>	<b>Action</b>	<b>Lead</b>	<b>Target Dates</b>
Clear business growth offer	The business growth offer is clearly set out and accessible to businesses, partners and colleagues	Straightforward connectivity for businesses to providers	Business Bolsover clearly defined and set out  Up to date repository of the available business growth programmes with lead contact		<b>Review April 2023</b>

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			<p>details and agreed processes for referral and follow up</p> <p>Regular attendance at business networks and partner meetings</p>		
Training and information sharing	Support internal colleagues and members to engage with businesses on the business growth offer	A 'one council' approach to business growth	<p>Rework existing folders and inserts and create new 'business growth' information packs to share with colleagues and members</p> <p>Include content and updates on the business growth offer and business engagement activities in wider council meetings</p>		<b>August 2023</b>
Branding	Rework the existing Business Bolsover branding and publish formal brand guidelines to share with colleagues and partners to promote their use	Business Bolsover is recognisable as the first point of contact for business growth in the district	<p>Rebrand the Economic Development team to Business Bolsover through use of branding in internal/external communications/meetings/events</p> <p>Promotion of the Business Bolsover service to businesses and partners</p>		<b>Feb 2023</b>
Key Account Management	A key account management strategy that includes provisions for monitoring and	Increase take up of business growth programmes and grants, resulting in increased	<p>Publish key account management strategy</p> <p>Implementation of key account management strategy with relevant KPIs/Targets, using</p>		<b>June 2023</b>

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	follow up with businesses	productivity and growth	business intelligence to target business segments  Analysis of key account management activity through CRM to gain insight and inform future engagement and business growth activities		
CRM System	A CRM system that captures our work with businesses, and allows for segmentation of business data and efficient distribution of information	A better quality and efficient service to businesses and valuable insight into engagement activities and outcomes	Identify and procure suitable CRM		<b>Dec 2022</b>
<b>Communications</b>					
Communications Plan	A planned programme of communications to business intended to inform local businesses of the business growth offer	Promote the Business Bolsover brand and encourage take up of business growth programmes and grants	Publish communications plan  Analysis of communications activity through CRM to gain insight and inform future activity		<b>April 2023</b>
In Business Magazine, eNewsletter, and Content Development	New and refreshed content to use in our communications with businesses	Demonstrate the value of business growth programmes and increase take up	Publish In Business Magazine  Refresh e-bulletin		<b>Jan 2023</b>

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			New content development i.e. case studies		
Communications Framework	A published framework for how communications are targeted and distributed	Improve the relevance and usefulness of communications for businesses	<p>Publish communications framework</p> <p>Segmentation of business data (i.e. by sector; interests; size) and up to date distribution lists</p> <p>Update CRM to target communications</p>		<b>July 2023</b>
Website and social media	The Council main website and social media is updated with the Business Bolsover service and business growth offer	Promote Business Bolsover as a first point of contact for business growth in the district	<p>Update the website</p> <p>Explore how the website can offer a better service to businesses (such as enquiry capture; link to CRM; standardised responses; opt-in preferences)</p> <p>Explore use of social media to promote Business Bolsover</p>		<b>April 2022</b>

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**Bolsover District Council**

**Meeting of the Local Growth Scrutiny Committee on 13<sup>th</sup> March 2023**

**Review of Integration of Social Value to BDC Policy and Delivery – Post-Scrutiny Monitoring (Interim Report)**

**Report of the Chair of Local Growth Scrutiny Committee**

<b>Classification</b>	This report is Public
<b>Report By</b>	Joanne Wilson, Scrutiny & Elections Officer, 01246 242385, <a href="mailto:joanne.wilson@bolsover.gov.uk">joanne.wilson@bolsover.gov.uk</a>
<b>Contact Officer</b>	Joanne Wilson, Scrutiny & Elections Officer, 01246 242385, <a href="mailto:joanne.wilson@bolsover.gov.uk">joanne.wilson@bolsover.gov.uk</a>

**PURPOSE/SUMMARY OF REPORT**

- To present the Interim Post-Scrutiny Monitoring report on the recent Review of Integration of Social Value to BDC Policy and Delivery to Local Growth Scrutiny Committee.

**REPORT DETAILS**

**1. Background**

- 1.1 The Local Growth Scrutiny Committee agreed to undertake a Review of Integration of Social Value to BDC Policy and Delivery, as part of the 2021/22 Work Programme.
- 1.2 This review came at a time when the Council was under increasing pressure to not only ensure value for money from investments, but also to secure additional benefits and impact from programmes and developments. Development of our approach to Social Value and implementation of a Social Value Policy supports key objectives within the Business Growth Strategy.
- 1.3 Members welcomed the opportunity to work with fellow scrutiny Members in Climate Change & Communities Scrutiny Committee in reviewing the Council's approach to how social value outcomes are evaluated and Member's hope the new software tool will allow the council to evidence its outcomes more clearly to residents and partners.

## **2. Details of Proposal or Information**

- 2.1 The Committee put together six recommendations which will hopefully assist the Council in embedding social value in to the wider policy structures and operational delivery of the Council.
- 2.2 This report acknowledges progress to date by Officers implementing the recommendations.
- 2.3 To date 2 out of 6 recommendations have been achieved and 4 have been extended but should hopefully complete within the original twelve month monitoring period. As noted in the update, further embedding of Social Value delivery and monitoring will take a longer period following the scrutiny monitoring.

## **3. Reasons for Recommendation**

- 3.1 Members are required to make their report and findings public, in accordance with Part 4.5.17(4) of the Council's Constitution.
- 3.2 Committee is required to monitor implementation of their recommendations in accordance with Part 3.6(1) of the Council's Constitution.
- 3.3 Members must note Executive's response to the review recommendations and agree to review progress on the approved recommendations. A progress report is submitted at six and twelve months' intervals, with any exceptions to expected delivery highlighted.

## **4 Alternative Options and Reasons for Rejection**

- 4.1 There are no alternative options. Members are required to note the service's response to progress against the review recommendations.
- 4.2 Committee is required to monitor implementation of their recommendations in accordance with Part 3.6(1) of the Council's Constitution and as such the report cannot be rejected.

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## **RECOMMENDATION(S)**

- 1. That Members note the progress against the review recommendations.
- 2. That Members acknowledge any exceptions to delivery and clarify the additional action required by the service.
- 3. That Members make its report and findings public, in accordance with Part 4.5.17(4) of the Council's Constitution.
- 4. That Officers continue to implement the recommendations and submit a final report in six months' time highlighting exceptions to delivery

**IMPLICATIONS:**

**Finance and Risk:**            Yes             No

**Details:** The purchase of the new Social Value evaluation tool has been subject to a separate decision process and the costs are accounted for.

On behalf of the Section 151 Officer

**Legal (including Data Protection):**            Yes             No

**Details:** In carrying out scrutiny reviews the Council is exercising its scrutiny powers as laid out in Part 1A, s9F(2) of the Local Government Act 2000.

The Council has a statutory duty under s.149 Equality Act 2010 to have due regard to the need to advance equality of opportunity and to eliminate discrimination.

On behalf of the Solicitor to the Council

**Environment:**

Please identify (if applicable) how this proposal/report will help the Authority meet its carbon neutral target or enhance the environment.

**Details:** Through the new social value evaluation tool, the Council will monitor the environmental social value outcomes from the Council's routine service delivery and targeted development programmes.

**Staffing:**            Yes             No

**Details:** There are no staffing implications from this report.

On behalf of the Head of Paid Service

**DECISION INFORMATION**

<p><b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:</p> <p><b>Revenue - £75,000</b>   <input type="checkbox"/>   <b>Capital - £150,000</b>   <input type="checkbox"/> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i></p>	No
<p><b>Is the decision subject to Call-In?</b> <i>(Only Key Decisions are subject to Call-In)</i></p>	No

<b>District Wards Significantly Affected</b>	None
<b>Consultation:</b> <b>Leader / Deputy Leader</b> <input type="checkbox"/> <b>Executive</b> <input checked="" type="checkbox"/> <b>SLT</b> <input type="checkbox"/> <b>Relevant Service Manager</b> <input checked="" type="checkbox"/> <b>Members</b> <input checked="" type="checkbox"/> <b>Public</b> <input type="checkbox"/> <b>Other</b> <input type="checkbox"/>	Yes  Details: Relevant Service Managers and Portfolio Holder engaged during the review process.

<b>Links to Council Ambition: Customers, Economy and Environment.</b>
<p>The review supports all three of the Corporate Ambitions:</p> <p>Our Economy:</p> <ul style="list-style-type: none"> <li>Working with partners to support enterprise, innovation, jobs and skills</li> </ul> <p>Our Environment:</p> <ul style="list-style-type: none"> <li>Reducing our carbon footprint and supporting residents and businesses to reduce their footprint</li> <li>Actively engaging with partners to benefit our communities</li> </ul> <p>Our Customers:</p> <ul style="list-style-type: none"> <li>Actively engaging with partners to benefit our customers</li> <li>Promoting equality and diversity and supporting vulnerable and disadvantaged people</li> </ul> <p>Development of our approach to Social Value and implementation of a Social Value Policy will support Corporate target ECO.01 - Deliver a Business Growth Strategy by March 2021 that will support enterprise, innovation, jobs and skills and makes the best use of our assets.</p>

<b>DOCUMENT INFORMATION</b>	
<b>Appendix No</b>	<b>Title</b>
9.1	App.1 PSM Review of Integration of Social Value – Executive Response
9.2	App2. PSM Review of Integration of Social Value – Interim Report

<b>Background Papers</b>
<i>(These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Executive you must provide copies of the background papers).</i>
Please contact Scrutiny & Elections Officer where further information is required.

**EXECUTIVE RESPONSE TO RECOMMENDATIONS OF SCRUTINY REVIEW**

<b>Title of Review:</b>	Review of Integration of Social Value to BDC Policy and Delivery		
<b>Timescale of Review:</b>	October 2021 – July 2022	<b>Post-Monitoring Period:</b>	12 months commencing October 2022. Interim report due March 2023.
<b>Date agreed by Scrutiny:</b>	Sept 2022	<b>Date agreed by Executive:</b>	October 2022 – meeting pending prior to Committee





PERFORM Code	Recommendation	Desired Outcome	Target Date	Lead Officer	Resources	Service Response	Executive Response
179						<p>simply prompt service areas to ensure social value outcomes have been accounted for as part of the procurement process.</p> <p>Performance against this criteria in the policy will be monitored by a PI through PERFORM.</p>	
LGSC21-22 1.3	That the standard weighting for social value will be a minimum 10% of the overall evaluation score – and where feasible this may be higher.	That the adopted Policy clearly defines the standard weighting for social value within the overall evaluation score	Jan 2023	Procurement team/ Social Value Working Group	Officer time	To keep aligned to the constitution, all tenders over £75,000 should go through the evaluation process and seek to secure a minimum of 10% social value.	Recommendation approved.

PERFORM Code	Recommendation	Desired Outcome	Target Date	Lead Officer	Resources	Service Response	Executive Response
180						<p>The onus will be on the service area completing the tender to identify how social value can be achieved, or alternatively evidence why it does not apply.</p> <p>There will be no target setting by Procurement, they will simply prompt service areas to ensure social value outcomes have been accounted for as part of the procurement process.</p>	
LGSC21-22 1.4	That Officers in Development ensure incoming businesses to Horizon 29 are engaged with the Council's	That maximum benefit is gained from the Horizon 29 development in terms of local	December 2022	Business Growth Manager	Officer time	The CRM system is being configured to best capture	Recommendation approved.

<b>PERFORM Code</b>	<b>Recommendation</b>	<b>Desired Outcome</b>	<b>Target Date</b>	<b>Lead Officer</b>	<b>Resources</b>	<b>Service Response</b>	<b>Executive Response</b>
181	Business CRM system and appropriate advice and support be given.	employment and creation of high-skill jobs, through signposting to training advice and funding support.				the data for inward investment enquiries, business support, and business engagement / key account management to best support the growth and location of businesses in the district.	
LGSC21-22 1.5	That Officers ensure the procurement process for a SV calculator tool takes in to account the criteria identified by Members during the review process.	Procurement process meets Members requirements in relation to mitigating potential risks associated with software procurement	May 2022	Executive and Partnerships Team  Development Team	Officer time	This was completed during the course of the review with the criteria agreed by Members forming part of the RFQ for the procurement of the evaluation tool.	Recommendation approved.
LGSC21-22 1.6	That the Council completes the required procurement process for an improved social value evaluation tool which will support improved	Procurement of enhanced social value calculator tool to enable Council to embed social value	May 2022	Executive and Partnerships Team	Officer time	Procurement process complete in May 2022. Initial training and roll-out of	Recommendation approved.

<b>PERFORM Code</b>	<b>Recommendation</b>	<b>Desired Outcome</b>	<b>Target Date</b>	<b>Lead Officer</b>	<b>Resources</b>	<b>Service Response</b>	<b>Executive Response</b>
	analysis and reporting functions, and enable wider use across multiple service areas and by external partners.	analysis across all services areas.		Development Team		software to commence in July 2022.	

## RESPONSE TO SCRUTINY COMMITTEE ON IMPLEMENTATION FOLLOWING SCRUTINY REVIEW

<b>Title of Review:</b>	Review of Integration of Social Value to BDC Policy and Delivery					
<b>Timescale of Review:</b>	October 2021 – July 2022		<b>Post-Monitoring Period:</b>	12 months commencing October 2022. Interim report due March 2023.		
<b>Date agreed by Scrutiny:</b>	Sept 2022		<b>Date agreed by Executive:</b>	October 2022		
<b>Total No. of Recommendations and Sub Recommendations</b>	<b>Achieved</b>	2	<b>On track</b>	0	<b>Extended</b>	4
	<b>Achieved (Behind target)</b>	0	<b>Overdue</b>	0	<b>Alert</b>	0
<b><u>Key Achievements:</u></b>						
<ul style="list-style-type: none"> <li>The SV calculator tool was procured as planned, with Member input, and is being trialled among a small number of officers across departments. Initial training took place in the summer of 2022 and further training is planned for March 2023.</li> </ul>						
<b><u>Reasons for non-implementation of Recommendations:</u></b>						
<ul style="list-style-type: none"> <li>The Development Team is currently working with the LGA to prepare a Social Value Statement and action plan with a view to submitting reports to Executive in April for approval.</li> </ul>						

PERFORM Code	Recommendation	Lead Officer	Target Date	Completion Date	Status	Resources	Progress/Action
184 LGSC21-22 1.1	That the draft Social Value Policy is formally adopted.	Assistant Director of Development & Planning	Jan 2023			Officer time	<u>INTERIM UPDATE</u>  The Development Team is currently working with the LGA to prepare a Social Value Statement and action plan with a view to submitting reports to Executive in April for approval.  The action plan outlines a 12 month programme to embed social value throughout the Council.
LGSC21-22 1.2	That as a minimum, all procurements over £75,000 will be required to demonstrate social value outcomes as part of the tender, evaluation and delivery processes.	Procurement team/ Social Value Working Group  All service areas procuring to tenders over £75,000	Jan 2023			Officer time	<u>INTERIM UPDATE</u>  The Development Team is currently working with the LGA to prepare a Social Value Statement and action plan with a view to submitting reports to Executive in April for approval.  The action plan outlines a 12 month programme to

PERFORM Code	Recommendation	Lead Officer	Target Date	Completion Date	Status	Resources	Progress/Action
							embed social value throughout the Council.
185 LGSC21-22 1.3	That the standard weighting for social value will be a minimum 10% of the overall evaluation score – and where feasible this may be higher.	Procurement team/ Social Value Working Group  All service areas procuring to tenders over £75,000	Jan 2023			Officer time	<u>INTERIM UPDATE</u>  The Development Team is currently working with the LGA to prepare a Social Value Statement and action plan with a view to submitting reports to Executive in April for approval.  The action plan outlines a 12 month programme to embed social value throughout the Council.
LGSC21-22 1.4	That Officers in Development ensure incoming businesses to Horizon 29 are engaged with the Council's Business CRM system and appropriate advice and support be given.	Business Growth Manager	December 2022			Officer time	<u>INTERIM UPDATE</u>  This work is ongoing as the site is developed further and new businesses secure premises.
LGSC21-22 1.5	That Officers ensure the procurement process for a SV calculator tool takes in to account the criteria	Executive and Partnerships Team	May 2022	May 2022		Officer time	<u>INTERIM UPDATE</u>  This was completed during the course of the review with the

PERFORM Code	Recommendation	Lead Officer	Target Date	Completion Date	Status	Resources	Progress/Action
	identified by Members during the review process.	Development Team					criteria agreed by Members forming part of the RFQ for the procurement of the evaluation tool.
LGSC21-22 1.6  186	That the Council completes the required procurement process for an improved social value evaluation tool which will support improved analysis and reporting functions, and enable wider use across multiple service areas and by external partners.	Executive and Partnerships Team  Development Team	May 2022	May 2022		Officer time	<u>INTERIM UPDATE</u>  Procurement process complete in May 2022. Initial training and roll-out of software commenced in July 2022. Refresher training is planned for March 2023 following an upgrade to the software.

**Bolsover District Council**

**Meeting of Local Growth Scrutiny Committee on 13<sup>th</sup> March 2023**

**Local Growth Scrutiny Committee Work Programme 2022/23**

**Report of the Scrutiny & Elections Officer**

<b>Classification</b>	This report is Public
<b>Report By</b>	Joanne Wilson, Scrutiny & Elections Officer, 01246 242385, <a href="mailto:joanne.wilson@bolsover.gov.uk">joanne.wilson@bolsover.gov.uk</a>
<b>Contact Officer</b>	Joanne Wilson, Scrutiny & Elections Officer, 01246 242385, <a href="mailto:joanne.wilson@bolsover.gov.uk">joanne.wilson@bolsover.gov.uk</a>

**PURPOSE/SUMMARY OF REPORT**

- To provide members of the Scrutiny Committee with an overview of the proposed meeting programme of the Committee for 2022/23.

**REPORT DETAILS**

**1. Background**

- 1.1 The main purpose of the report is to inform members of the proposed meeting programme for the year 2022/23 and planned agenda items (Appendix 1).
- 1.2 This programme may be subject to change should additional reports/presentations be required, or if items need to be re-arranged for alternative dates.
- 1.3 Review Scopes submitted will be agreed within Informal Session in advance of the designated meeting for Member approval to ensure that there is sufficient time to gather the information required by Members and to enable forward planning of questions.
- 1.4 Members may raise queries about the programme at the meeting or at any time with the Scrutiny & Elections Officer should they have any queries regarding future meetings.

- 1.5 All Scrutiny Committees are committed to equality and diversity in undertaking their statutory responsibilities and ensure equalities are considered as part of all Reviews. The selection criteria when submitting a topic, specifically asks members to identify where the topic suggested affects particular population groups or geographies.
- 1.6 The Council has a statutory duty under s.149 Equality Act 2010 to have due regard to the need to advance equality of opportunity and to eliminate discrimination.
- 1.7 As part of the scoping of Reviews, consideration is given to any consultation that could support the evidence gathering process.

## **2. Details of Proposal or Information**

- 2.1 Attached at Appendix 1 is the meeting schedule for 2022/23 and the proposed agenda items for approval/amendment.

## **3. Reasons for Recommendation**

- 3.1 This report sets the formal Committee Work Programme for 2022/23 and the issues identified for review.
- 3.2 The Scrutiny Programme enables challenge to service delivery both internally and externally across all the Council Ambitions.
- 3.3 The Scrutiny functions outlined in Part 3.6(1) of the Council's Constitution requires each Scrutiny Committee to set an annual work plan.

## **4 Alternative Options and Reasons for Rejection**

- 4.1 There is no option to reject the report as the Scrutiny functions outlined in Part 3.6(1) of the Council's Constitution requires each Scrutiny Committee to set an annual work plan.

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## **RECOMMENDATION(S)**

1. That Members review this report and the Programme attached at Appendix 1 for approval and amendment as required. All Members are advised to contact the Scrutiny & Elections Officer should they have any queries regarding future meetings.

**IMPLICATIONS:**

**Finance and Risk:**            Yes             No

**Details:**

None from this report.

On behalf of the Section 151 Officer

**Legal (including Data Protection):**            Yes             No

**Details:**

In carrying out scrutiny reviews the Council is exercising its scrutiny powers as laid out in Part 1A, s9F(2) of the Local Government Act 2000.

On behalf of the Solicitor to the Council

**Environment:**

Please identify (if applicable) how this proposal/report will help the Authority meet its carbon neutral target or enhance the environment.

**Details:**

None from this report.

**Staffing:**            Yes             No

**Details:**

None from this report.

On behalf of the Head of Paid Service

**DECISION INFORMATION**

<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:  <b>Revenue - £75,000</b> <input type="checkbox"/> <b>Capital - £150,000</b> <input type="checkbox"/> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i>	No
<b>Is the decision subject to Call-In?</b> <i>(Only Key Decisions are subject to Call-In)</i>	No
<b>District Wards Significantly Affected</b>	N/A
<b>Consultation:</b> <b>Leader / Deputy Leader</b> <input type="checkbox"/> <b>Executive</b> <input type="checkbox"/> <b>SLT</b> <input type="checkbox"/> <b>Relevant Service Manager</b> <input checked="" type="checkbox"/> <b>Members</b> <input checked="" type="checkbox"/> <b>Public</b> <input type="checkbox"/> <b>Other</b> <input type="checkbox"/>	Yes  Details: Committee Members

<b>Links to Council Ambition: Customers, Economy and Environment.</b>
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All
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<b>DOCUMENT INFORMATION</b>
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<b>Appendix No</b>	<b>Title</b>
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1.	LGSC Work Programme 2022/23
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<b>Background Papers</b>
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<i>(These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Executive you must provide copies of the background papers).</i>
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Previous versions of the Committee Work Programme.
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## Local Growth Scrutiny Committee

### Work Programme 2022/23

#### Formal Items – Report Key

Performance Review	Policy Development	Policy/Strategy/ Programme Monitoring	Review Work	Call-In/Review of Executive Decisions	Petition

Date of Meeting	Items for Agenda		Lead Officer
191	<b>Part A – Formal</b>	<ul style="list-style-type: none"> <li>Agreement of Work Programme 2022/23</li> </ul>	Scrutiny & Elections Officer
		<ul style="list-style-type: none"> <li>Business Growth Strategy – Monitoring Update (Interim) 2022/23 (VERBAL REPORT)</li> </ul>	Assistant Director of Development & Planning/ Business Growth Manager
		<ul style="list-style-type: none"> <li>Update on Shared Prosperity Fund and Levelling Up Fund</li> </ul>	Assistant Director of Development & Planning/ Business Growth Manager
	<b>Part B – Informal</b>	<ul style="list-style-type: none"> <li>Review work</li> </ul>	Scrutiny & Elections Officer
<b>1 August 2022</b>	<b>Part A – Formal</b>	<ul style="list-style-type: none"> <li>Update on Town Centre Regeneration Frameworks (VERBAL REPORT)</li> </ul>	Assistant Director of Development & Planning/ Business Growth Manager
		<ul style="list-style-type: none"> <li>Work Programme 2022/23</li> </ul>	Scrutiny & Elections Officer
	<b>Part B – Informal</b>	<ul style="list-style-type: none"> <li>Review work</li> </ul>	Scrutiny & Elections Officer
<b>8 September 2022 (Extraordinary meeting)</b>	<b>Part A – Formal</b>	<ul style="list-style-type: none"> <li>Review of Integration of Social Value to BDC Policy &amp; Delivery – Final Report</li> </ul>	Scrutiny & Elections Officer
<b>4 October 2022</b>	<b>Part A – Formal</b>	<ul style="list-style-type: none"> <li>Business Growth Strategy – Monitoring Update (Full) 2022/23</li> </ul>	Assistant Director of Development & Planning/ Business Growth Manager
		<ul style="list-style-type: none"> <li>Review of Town Centre Regeneration Frameworks – Bolsover This will incorporate a focus on ‘Shop local’ and town centre viability</li> </ul>	Assistant Director of Development & Planning/ Business Growth Manager

Date of Meeting	Items for Agenda		Lead Officer
		<ul style="list-style-type: none"> <li>Review of Integration of Social Value to BDC Policy and Delivery – Executive Response</li> </ul>	Scrutiny & Elections Officer
		<ul style="list-style-type: none"> <li>(EXEMPT) Call-In of Executive Decision 050922 – Future Skills Hub</li> </ul>	Assistant Director of Development & Planning/Portfolio Holder – Economic Development
		<ul style="list-style-type: none"> <li>Work Programme 2022/23</li> </ul>	Scrutiny & Elections Officer
	<b>Part B – Informal</b>	<ul style="list-style-type: none"> <li>Review work</li> </ul>	Scrutiny & Elections Officer
<b>6 December 2022</b>  192	<b>Part A – Formal</b>	<ul style="list-style-type: none"> <li>Business Growth Strategy – Monitoring Update (Interim) 2022/23</li> </ul>	Assistant Director of Development & Planning/ Business Growth Manager
		<ul style="list-style-type: none"> <li>Update on Shared Prosperity Fund and Levelling Up Fund</li> </ul>	Assistant Director of Development & Planning/ Business Growth Manager
		<ul style="list-style-type: none"> <li>Review of Town Centre Regeneration Frameworks – Shirebrook This will incorporate a focus on ‘Shop local’ and town centre viability</li> </ul>	Assistant Director of Development & Planning/ Business Growth Manager
		<ul style="list-style-type: none"> <li>Work Programme 2022/23</li> </ul>	Scrutiny & Elections Officer
	<b>Part B – Informal</b>	<ul style="list-style-type: none"> <li>Review work</li> </ul>	Scrutiny & Elections Officer
<b>7 February 2023</b>	<b>Part A – Formal</b>	<ul style="list-style-type: none"> <li>Delivery of Dragonfly and Bolsover Homes Programmes</li> </ul>	Assistant Director of Property Services and Housing Repairs
		<ul style="list-style-type: none"> <li>Review of Town Centre Regeneration Frameworks – Clowne This will incorporate a focus on ‘Shop local’ and town centre viability</li> </ul>	Assistant Director of Development & Planning/ Business Growth Manager
		<ul style="list-style-type: none"> <li>Work Programme 2022/23</li> </ul>	Scrutiny & Elections Officer
	<b>Part B – Informal</b>	<ul style="list-style-type: none"> <li>Review work</li> </ul>	Scrutiny & Elections Officer
<b>13 March 2023</b>	<b>Part A – Formal</b>	<ul style="list-style-type: none"> <li>Review of Town Centre Regeneration Frameworks – South Normanton This will incorporate a focus on ‘Shop local’ and town centre viability</li> </ul>	Assistant Director of Development & Planning/ Business Growth Manager
		<ul style="list-style-type: none"> <li>Business Growth Strategy – Monitoring Update (Full) 2022/23</li> </ul>	Assistant Director of Development & Planning/ Business Growth Manager

Date of Meeting	Items for Agenda		Lead Officer
		<ul style="list-style-type: none"> <li>• Business Engagement Strategy</li> </ul>	Business Growth Manager
		<ul style="list-style-type: none"> <li>• Review of Integration of Social Value to BDC Policy and Delivery – Post-Scrutiny Monitoring (INTERIM REPORT)</li> </ul>	Scrutiny & Elections Officer
		<ul style="list-style-type: none"> <li>• Work Programme 2022/23</li> </ul>	Scrutiny & Elections Officer
	<b>Part B – Informal</b>	<ul style="list-style-type: none"> <li>• Review work</li> </ul>	Scrutiny & Elections Officer