

| <b>Growth Strategy: Action Plan</b>                                  |  |  |   |  | <b>March 2021</b>        |
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| <b>Making the best use of our assets</b>                             | <b>Description</b>   | <b>Ambition</b>  | <b>Recent Actions</b>   | <b>Next Steps</b>  | <b>Target Date</b>       |
| <b>Garage Sites</b><br>Amelia/Roger/Sarah                            | Work on identifying development potential of sites earmarked for disposal.                   | Generate income of £1,000,000 through sales of surplus land  | 2 sites sold this year. Offer of outright purchase of six sites, heads of terms to be agreed.                                 | Planning briefs drawn up for next tranche of sites to go out to auction from April 2021.                                   | September 2021           |
| <b>Land on Portland Drive, Shirebrook</b><br>Natalie/Sally/Catherine | Land parcel designated for employment uses bought by the Council in 2020                     | Identify and complete a design and build project on the land– i.e. Tangent 3   | Market research determined strong demand / unmet need for small roller shutter / lock up style units.                         | Design and cost up appropriate building and assess viability.  | March 2022               |
| <b>Oxcroft House</b><br>Natalie/Sally                                | Long term vacant premises adjacent new Morrisons in Bolsover.                                | Bring building back into income generating use.  | Negotiation with potential end user gone cold.  | Revisit marketing strategy. Commission energy efficiency audit and complete basis repairs.                                 | June 2021                |
| <b>Pleasley Vale</b><br>Natalie                                      | Redevelopment of mill buildings and improved visitor attraction / leisure facilities.        | Planning permission obtained for redevelopment of the site   | Work on specifications for site-specific hydraulic model resulting from flood risk constraints identified on site.            | RFQ for hydro modelling and further work on viability.   | March 2024               |
| <b>Increasing Revenue Streams</b>                                    | <b>Description</b>   | <b>Ambition</b>  | <b>Recent Actions</b>   | <b>Next Steps</b>  | <b>Target Date</b>       |
| <b>Re-opening of Maid Marion Line</b><br>Natalie                     | Proposals to convert existing freight line to passenger line.                                | Reopen line and reinstate station close to the site of the former Selston Station.                                     | Joined partnership working on procurement of Statement of Business Case part funded by £50,000 grant received by Ashfield DC. | Identify land ownership and scope out potential designs and CPO  | Review June 2021         |
| <b>Shirebrook Crematorium</b><br>Paul McGrath / Helen Jenkins        | Proposals for new build crematorium on Town Council land adjacent to cemetery in Shirebrook. | Create a new source of income  | Feasibility study favourable and survey of Funeral Directors commissioned.  | Checks on availability of mains services and scoping out layout of building, parking and access subject to survey results. | Review end of March 2021 |
| <b>Shirebrook Growth Corridor</b><br>Natalie/Chris/Chris McKinney    | Identifying opportunities for growth / improving connectivity across the District            | Delivery of new road link between J.29 and Shirebrook<br>Delivery of 2000 new homes and 30 hectares of employment land | Opportunity Mapping completed<br>Homes England engaged on working up potential cost benefits ratio.                           | Creation of Project Control Board with DCC<br>Identify land ownership and preferred route(s) for new road(s).              | Review end of June 2021  |

| Unlocking Development Potential                            | Description  | Ambition   | Recent Actions  | Next Steps   | Target Date                |
|--|--|--|---|--|----------------------------|
| <b>Former Coalite Site</b><br>Chris                        | Strategic site in Local Plan   | Delivery of c.49ha of employment land  | Clearing final discharge of conditions applications to confirm site fully remediated.   | Highway improvements begin April 2021<br>Continued dialogue with owner/developer re potential end-uses and end-users.  | Review end of June 2021    |
| <b>Clowne Garden Village</b><br>Chris/Sarah/Chris McKinney | Strategic site in Local Plan   | Delivery of c.1500 houses and c.16ha of employment land  | Established Homes England interest in site.<br>Re-engaged with DCC re preferred design of highway improvements.                 | Creation of Project Control Board with DCC<br>Meeting between developer, officers and Homes England  | Review end of June 2021    |
| <b>Whitwell Colliery</b><br>Chris/ Chris McKinney          | Strategic site in Local Plan   | Delivery of 400 houses and c.6 ha of employment land   | Established Homes England interest in site.<br>Commissioned geo-thermal energy study  | Follow up interest from potential end user in employment land.   | . Review end of March 2021 |
| Enabling Housing Growth                                    | Description  | Ambition   | Recent Actions  | Next Steps   | Target Date                |
| <b>Bolsover Homes</b><br>Ian Barber                        | Programme of social rented house building.   | Deliver 400 new homes over the next four years.  | Start made on Whitwell Cluster  | Delivery of next phase of Whitwell Cluster.  | March 2024                 |
| <b>Development Co.</b><br>Chris                            | Joint venture to allow for greater Council control over purchase and renovation of empty properties.         | To bring long-term empty residential and commercial properties back into use.  | Vacant buildings survey undertaken for town centres.  | Adoption of empty properties strategy.<br>Formulate formal proposal.   | Review end of June 2021    |
| <b>Dragonfly</b><br>Ian Barber                             | Joint venture between the Council and Woodheads Limited.   | Delivery of a contemporary housing product for the private market.   | The Meadow View development of ten homes has now sold out generating a profit for the Council.                                  | Four other sites are being actively worked on prior to formal planning submissions and additional sites are being identified through the current review of land in Council ownership | Review end of June 2021    |
| <b>Housing Market Assessment</b><br>Chris/Chris McKinney   | Report to assist potential funders / developers / investors better understand the District's housing market. | Creation of a bespoke analysis that informs a suite of pitch books to attract inward investment.   | Agreement made with Homes England re content and scope of work.   | Homes England to commission work.  | Review end of June 2021    |
| <b>Local Authority Mortgage Scheme</b><br>Chris            | Use of Council powers to provide guarantee for mortgages requiring higher deposits.                          | To assist first time buyers to get on housing ladder.<br>To attract additional funding from Homes England.<br>To attract housing developers wishing / required to deliver first homes product. | Agreement 'in principle' made with Homes England, Ministry for Housing and Keepmoat to pilot First Homes product at Shirebrook. | Require finance to scope out feasibility.  | Review end of June 2021    |

| Working with Partners                           | Description  | Ambition  | Recent Actions   | Next Steps  | Target Date              |
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| <b>Business Support</b><br>EDU/Partnerships     | Range of financial support made available to businesses within the District.   | Allocate full allowance of Business Growth Fund = £200,000<br>Allocate full allowance of Economic Loan Fund = £150,000<br>Communicate DCC 'start-up' offer and ensure Bolsover gets fair share of support and total grant = £800,000 county-wide<br>Distribute all Discretionary Grant Funding = £2.3million<br>Allocate all of Shirebrook Shop Fronts Grant = £800,000 | Economic Loan Fund launched<br>First Quarter of 2021 dominated by discretionary grant funding with over £1.5million distributed to more than 200 businesses. | Revisit and revitalise communications on BGF, ELF and 'start up' grant.<br>Continue to promote and implement Shirebrook Shop Fronts programme.<br>Complete Discretionary Grant Funding. | Review end of June 2021  |
| <b>Business Engagement</b><br>Lisa/Paul McGrath | Work related to building on our communication and engagement with local businesses.  | To adopt and implement a meaningful business engagement strategy.   | Work has been completed on a draft strategy but this work has sparked wider interest amongst several key partners within the District.                       | Further consultation with key stakeholders  | June 2021                |
| <b>Institute of Technology</b><br>Chris/Laura K | College delivering T-levels  | Commission a design and build project that becomes an anchor for innovation centre / technology park within the District  | Partnership working with DCC, NTU, Vision West Notts, NED, Nottingham College with focus on employee engagement  | Explore opportunities offered by Wilmott Dixon who offer specialist support from concept to delivery.   | Review end of June 2021  |
| <b>Kick Start</b><br>Laura K/Lisa               | 6 month funded placements for job seekers between 16 and 24 and at long-term risk of unemployment.   | Offer a minimum of 6 placements with prospects of a career pathway into full time employment.   | Support package for placements developed<br>Additional presentation given to service area managers (BDC&NED)   | Awaiting receipt of expressions of interest.<br>Send job descriptions / person specifications to DWP for verification and advertisement.  | Review end of June 2021  |
| <b>MMC</b><br>Ian Barber                        | 'Modern Methods of Construction' (MMC) is a wide term, embracing a range of offsite manufacturing and onsite techniques that provide alternatives to traditional house building. | Work with partners to finalise a design for modular construction homes that can be adapted to fit a range of circumstances, and also be scaled and built at volume.   | Working group meeting regularly.   | Revisit lead-time to viable pilot scheme.   | Review end of March 2021 |
| <b>Social Value Index</b><br>Paul McGrath       | Promoting and encouraging social value underpins 'inclusive growth'.   | Indexing Social Value is a way of supporting 'spend   | Work started on how to put a value including cash value on socio-economic benefits   | Complete guidance notes and adopt appropriate calculator to be able to add  | June 2021                |

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|   |  | local' through procurement and future funding bids.   | of a development i.e. commitment to local employment, apprenticeship opportunities, use of local supply chain etc.  | social value to future funding bids and development proposals.  |                         |
| <b>Town Centres</b><br>Sudipta/Jon Hendy/Chris McKinney | Range of work around re-opening High Streets safely and regeneration of town centres.                    | Securing the future viability and vitality of the District's town centres.  | Permission in principle granted for regeneration of Shirebrook's market place.<br>Covid Ambassadors recruited and in post.<br>Town centre surveys launched. | Take forward Shirebrook town centre working group.<br>Complete commission o town centres action plan.<br>Follow up - Local Full Fibre Networks (LFFN) Challenge Fund. | Review end of June 2021 |
| <b>Promoting the District and increasing Tourism</b>    | <b>Description</b>   | <b>Ambition</b>   | <b>Recent Actions</b>   | <b>Next Steps</b>   | <b>Target Date</b>      |
| <b>Adoption of a Tourism Strategy</b><br>Jon Hendy      | This strategy is aimed at improving the District's tourism and leisure offers and how they are promoted. | Increase overnight stays thereby increasing visitor spend and encouraging growth in the District's visitor economy. | The strategy was revised following consultation with a full chapter added on accessibility in the final draft of the strategy.                              | Adoption of strategy.   | March 2021.             |
| <b>Cycling Infrastructure Strategy</b><br>Jon Hendy     | A completed RAG assessment of the existing cycle network and missing links.                              | Join up the existing cycle network to improve connectivity and accessibility.                                       | This strategy has been out to consultation and prompted further collaboration with Ride Bolsover.   | Finalise document and use to support future funding bids.   | March 2021              |
| <b>Walking Guides</b><br>Jon Hendy                      | 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.         | Work has started on the old working guides<br>Work is continuing on the "walkable communities" project.<br>Work has started on two long distance walks.     | Checking the proposed and existing routes on the ground.<br>Start publication of the new guides.  | Review end of June 2021 |

| <b>Building Back Better</b>                                    | <b>Description</b>  | <b>Ambition</b>  | <b>Recent Actions</b>   | <b>Next Steps</b>  | <b>Target Date</b>       |
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| <b>Community Woodlands</b><br>Chris McKinney                   | This project is aligned with the nature recovery network and both aim to promote 'building back better'.  | Ambition to plant 1,000,000 trees.   | Successful funding bid made to Woodland Trust.<br>Call for sites completed.   | Following up first offer of private land from Wellbeck Estates to start planting.  | Review end of June 2021. |
| <b>Electric Charging Points</b><br>Paul McGrath/ Helen Jenkins | Using OZEV funding to provide electric charging points in the Council's car parks.  | To improve the distribution of electric vehicle charging points throughout the District  | Charging points commissioned for Middle Street, Bolsover  | Follow up OZEV funding opportunities for 2021/22 with particular regard to Ashbourne Street, Shirebrook.   | Review end of June 2021  |
| <b>Geothermal Energy</b><br>Chris                              | Utilising mine-water to produce energy savings.   |  | Commissioned the Coal Authority jointly to carry out studies at Creswell Model Village and Whitwell Colliery.                 | Determine viability / feasibility of project on receipt of the Coal Authority studies.   | Review end of June 2021  |
| <b>Nature Recovery Network</b><br>Adele Rhodes                 | Survey of Council-owned land to create a network of sites that can be improved for nature to offset impacts of future development.  | To create places for nature paid for by developer contributions.   | Working with Wildlife Trust to scope out baseline survey to scope out current status of wildlife and future opportunities.    | Commission Wildlife Trust to start work on baseline survey   | March 2021               |
| <b>Back Office Tasks</b>                                       | <b>Description</b>  | <b>Ambition</b>  | <b>Recent Actions</b>   | <b>Next Steps</b>  | <b>Target Date</b>       |
| <b>CRM Database</b><br>Natalie/Sally/Helen                     | Amongst other things, the database is intended to capture the details of and the work we are doing with businesses we engage with and businesses looking for premises in the district.    | Be able to better match businesses with business opportunities.<br>Create our own analysis of market demand to inform future growth proposals.         | There are several databases covering different business operations.   | Integrate the different databases into a single CRM database and start to build and develop this model   | September 2021           |
| <b>Pitch Books</b><br>Chris McKinney                           | The pitch books are intended to showcase development opportunities in a similar way to the Bolsover Homes portfolio, which was successfully used to promote and communicate this project. | Publish pitch books for all strategic sites in the Local Plan to support funding bids, encourage inward investment and community engagement.           | Pitch books have been completed for four of the six strategic sites in the Local Plan and for the Shirebrook Growth Corridor. | The existing pitch books need to be expanded and work is required on their design.<br>Further two pitch books required - Coalite and Pleasley Mills. | June 2021                |
| <b>Publication of "In Business"</b><br>Natalie                 | This is a paper-based publication intended to inform local businesses of the support offered by the Council.  | Direct distribution of "In Business" to target audience to promote and encourage take up of grants and other forms of supports offered by the Council. | Compilation of content in progress.<br>Comms Team aware of project and awaiting further instruction.                          | Get publication ready for delivery.  | June 2021                |

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| <b>Websites</b><br>Sally | The Council has three websites operated independently of the Council's main website promoting inward investment and the Council's commercial properties. | To improve and update the Council's standalone business websites, | Work is currently being undertaken on new websites for The Tangent and Pleasley Vale Mills.<br>The Bolsover Business website has been taken down. | Launch new websites for The Tangent and Pleasley Vale Mills | March 2021 |
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