

Business Growth Strategy



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The Council's Ambition

This working document is Bolsover District Council's Growth Strategy, which focuses on how the 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.

Priorities

To maintain focus on achieving the Council's ambition the Strategy is organised around the Council's economic priorities:

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

Building Back Better

This Strategy also aligns with a shared ambition to 'build back better' and support cleaner and more inclusive growth following recovery from the pandemic.

Therefore, this Strategy also takes into account the Council's priorities for its customers and the environment including:

- Reducing our carbon footprint whilst supporting and encouraging residents and businesses to do the same;
- Enhancing biodiversity and developing attractive neighbourhoods that residents feel proud of and take responsibility for;
- Actively engaging with partners to benefit our communities;
- Promoting equality and diversity and supporting vulnerable and disadvantaged people;
- Providing good quality council housing where people choose to live; and
- Improving health, wellbeing and increasing participation in sport and leisure activities.



The actions set out in this Strategy will support enterprise, innovation, jobs and skills and makes the best use of our assets whilst supporting clean and inclusive economic growth.

The actions set out in this Strategy have already contributed to generating income in excess of £1.5million the Council would not have normally achieved.

The actions set out in this Strategy are projected to earn an additional £5million to £10 million of additional income per annum for the Council if they were all to be successfully achieved.

Council Plan Targets

The adoption of this Business Growth Strategy will achieve 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.

The actions set out in this Strategy are intended to achieve the following corporate targets:

ECO.02 - Optimise business growth (as measured by gross Business Rates) by £2m by March 2023;

ECO.03 - Working with partners to bring forward employment and development opportunities at Coalite and Clowne Garden Village strategic sites by 2023;

ECO.05 - Annually review housing delivery in the district and facilitate delivery to meet the annual target of 272 new homes;

ECO.07 - Deliver 150 new homes through the Bolsover Homes Programme by March 2024; and

ECO.10 - Working with partners to grow the visitor economy, the number of tourists and the amount of tourism spending in the District by 2023.





1. Making the best use of our assets

Amongst other things, making best use of our assets can help us to:

- generate additional revenue for the Council;
- drive the local economy by creating jobs and business opportunities; and
- facilitate partnership working to support enterprise, innovation, jobs and skills.

The key assets we could use to achieve these objectives include:

- Pleasley Vale Mills;
- The Tangent Business Hub;
- Land off Portland Road, Shirebrook;
- Oxcroft House; and
- Under-utilised garage sites and other surplus Council-owned land.

Pleasley Vale Mills

The Council owned mill buildings are rich in cultural heritage, and are set within the wider picturesque Pleasley Vale Conservation Area. The complex currently serves a mixture of commercial workspaces and continues to be popular with tenants offering a wide variety of business uses from a range of industries. The age and condition of these buildings, and the income generated through rents would not cover the long-term maintenance costs of the buildings. This means the Council faces a large maintenance and repair programme to sustain the use of the mills to economically contribute to the district's growth.

Therefore, it is necessary to consider how this site can be prevented from becoming an expensive liability in the future, as well as meeting a changing economic need and facilitating business growth.

What have we achieved to date?

We have commissioned a hydro-modelling flood risk assessment and cross-sectional survey of the River Meden which runs through the Business Park. This work will allow us to understand what scale of development would be possible at Pleasley Mills with regard to flood risk.

A new look website (www.pleasleyvalebusinesspark.co.uk) has been launched which showcases the workspaces available, as well as the on site facilities.

We have also appointed a marketing agent - OMEETO (www.omeeto.co.uk) - who bring a new virtual / online presence to promote and effectively market vacant units to a wide reaching audience in a post-COVID market place.



The Tangent Business Hub

The Tangent is a Council-owned business hub, giving small and medium sized businesses the opportunity to work in a professional business environment. The Tangent has already been expanded and there is scope to increase the amount of available floor space on neighbouring land adjacent The Tangent.

However, whilst industrial space remains in high demand, the pandemic has suppressed demand for physical office space.

What have we achieved to date?

We are currently working on initiatives to adapt under-utilised workspace within the main building, supporting start-up and SME businesses to provide flexible work spaces and conferencing equipment to enable flexible working arrangements and virtual meetings with customers.

We have recently reviewed and updated the Business Hub's website (www.thetangentbusinesshub.co.uk) to showcase the workspaces available as well as the on site facilities and support services. We have also appointed a new marketing agent - OMEETO (www.omeeto.co.uk) - who bring a new virtual online presence to promote and effectively market vacant units to a wide reaching audience in a post-COVID market place.

Land off Portland Drive, Shirebrook

The Council own 0.5 hectares of commercial land located off Portland Drive, Shirebrook. This land is allocated for employment use and it is intended to develop commercial units on this site.

What have we achieved to date?

We have started work on identifying what type of units on land off Portland Road would best meet market demand and it is likely there would be significant demand for small lock up units with a single roller shutter door.

The Commercial Property and Developments Team have appointed an architectural practice to design and financially appraise the viability of the development. Once the designs are complete, and if the scheme is financially viable, the Team will obtain planning permission and funding to progress the development.



Oxcroft House

Oxcroft House is a Council-owned building, located off Oxcroft Lane in Bolsover. It sits adjacent to Morrisons foodstore and is a short walk from the town's main retail centre. The property sits within its own grounds and has the potential for investment and bringing a commercial use back to the building. However, the property has sat empty for a number of years, and due to the downturn in demand for larger office accommodation, there has been little interest in the building.



What have we achieved to date?

There is current interest in renting the building from local businesses, and the council are working with both parties to see if there could be a long term suitable use for the building. A survey has been completed to assess the cost of the works required to bring the building back in to use.



Surplus Council-owned Land

The Council is not land-rich but it does own a variety of un-used and under-utilised sites that are surplus to requirements. These sites could be better utilised for different uses. The majority of this land belongs to the Housing Revenue Account (HRA) and to date more than 30 sites have been identified for disposal.

What have we achieved to date?

In total, 48 of the HRA sites which were earmarked for disposal have been assessed for their development potential. Of these, 32 sites are suitable for residential development and will go to auction accompanied by a planning brief or 'deemed consent' for custom and self-build.

A further 11 sites have been identified for disposal and will go through a similar process of evaluation and disposal.

Eleven sites have now been sold generating income for the Council of just over £770,000. If all the sites achieve a similar value, the sale of these sites will generate income in the region of £1 million for the Council.

We are now going through the process of looking at Council-owned land to identify potential sites for Bolsover Homes and/or Dragonfly, which should result in additional sites being ear marked for disposal.





2. Ensuring financial sustainability and increasing revenue streams

Ensuring financial sustainability is one of the key issues facing local authorities following a decade of austerity and the lack of certainty beyond the current financial year. These issues are exacerbated by the yet unknown impacts of Brexit and the ongoing impacts of the current pandemic.

Therefore, the Council needs to increase revenue streams to safeguard jobs and maintain the services we provide to visitors, our partner organisations, and the people who live and work in Bolsover District.

The following projects have significant potential to generate income for the Council either through increasing our own 'tax base' or through working with others to generate revenue streams.

- Pinxton Station and Maid Marion Line
- Shirebrook Crematorium
- Shirebrook Growth Corridor

Pinxton Station and Maid Marion Line

The Maid Marian Line is an existing freight-only line that connects the Robin Hood Line to the West of Pinxton and Erewash Valley Line to the East of Pinxton. If this line were to be re-opened to passenger trains, it could improve connectivity between the District, Nottingham and Derby.

This additional connectivity could provide a boost to the local economy in its own right. However, a new road connection from the A38 or the M1 could be required to unlock any additional development potential in the local area and generate significant additional income for the Council.

What have we achieved to date?

We are currently working with Ashfield District Council to support their submission of a Strategic Outline Business Case (SoBC) for re-opening the Maid Marian Line to passenger trains. The SoBC is currently being considered by the Department for Transport under the Restoring Your Railway Programme.

A decision on whether additional funding will be granted to accelerate the development and delivery of these proposals is expected before the end of 2021. If additional funding is granted, then this Council will have the opportunity to make the case for a new station in Pinxton on the site of the former Pinxton / South Normanton station – Ashfield District Council's preferred option is to locate a new station on land adjacent to the level crossing on Station Road close to the site of the former Pinxton / Selston station.



Shirebrook Crematorium

The Town Council own land adjacent to the cemetery and proposals for a crematorium on this land have been under consideration for some time noting the continued success of the crematorium at Brimington operated by this Council in partnership with North East Derbyshire District Council and Chesterfield Borough Council.

What have we achieved to date?

A feasibility study has been completed and it concluded that a crematorium on the identified site in Shirebrook could be viable.

The Council has agreed to support further work to be completed on: a detailed design for the scheme; cost plans to be developed in greater detail to better understand the revenue streams and income projections; as well as site investigation works, all to inform a planning application which is expected early 2022.



Shirebrook Growth Corridor

This is a major project based on the provision of a new road connecting J.29 of the M1 to Shirebrook. The new road would bypass Glapwell and New Houghton, improve connectivity from the M1 to Shirebrook, and unlock a significant amount of development in this part of the District.

What have we achieved to date?

The County Council have now provided us with the high-level costs for the road. It is important to understand this figure to be able to work out a cost-benefit ratio that would underpin any bid for funding.

We are also in ongoing discussions with Homes England seeking to negotiate funding towards a feasibility study, which would also be required to support any bid for funding.

In the meantime, work is being carried out on land availability to provide a realistic and credible picture of what benefits could be achieved if the new road were to be provided.

From an initial review of the information from the 'call for sites' for the new Local Plan, we can identify enough available land to provide an additional 2,000 new homes.







3. Unlocking Development Potential:

Whereas the Shirebrook Growth Corridor has the potential to unlock development potential over time, the recently adopted Bolsover District Local Plan identifies three strategic sites that could accommodate major employment uses in the near future:

- Clowne Garden Village;
- Former Coalite Site; and
- Whitwell Tip.

Unlocking the capacity of these major employment sites would be the most obvious way of encouraging new industries to enter the District. The sites offer excellent connectivity with the strategic road network and provide an adequate amount of available land for development on each of these sites.

Clowne Garden Village

The masterplan for Clowne Garden Village includes 24 hectares of employment land and this land will come forward before the build out of most of the 1800 houses approved on this site.

The commercial uses will come first to provide the cash-flow necessary to kick start delivery of housing at scale on the wider site.

What have we achieved to date?

The Council has resolved to grant outline planning permission for the development proposals subject to completion of a s.106 legal agreement and agreement on a workable design solution for highway improvements at the 'Treble Bob' roundabout.

Active discussions are continuing to take place between the County Council and the developer seeking to unlock the development potential of the site, which has been included in the development prospectus soon to be published by Derbyshire Economic Partnership (DEP). This prospectus is being published by the DEP to attract inward investment.



Horizon 29 Development

This high-spec strategically located industrial and logistics park straddles the border between Bolsover and North East Derbyshire Districts, off Buttermilk Lane and in close proximity to the M1 (jct 29a) motorway with excellent transport links and access to several large population centres. The 140-acre brownfield site is split in to 5 development phases with c. 130,000m² of developable land for industrial and logistics uses. There is development potential for a range of commercial units with a cumulative floor area of just under 100,000m² on the part of the site within Bolsover.

What have we achieved to date?

The Council has granted reserved matters approval for buildings on all the plots in Bolsover District (plots 4-8) and helped the developer obtain c.£8,000,000 of funding to help pay for the remediation of the site, which was completed in March-April 2021.

An independent study has also been commissioned that concludes this site could be viable for a range of Industrial 4.0 type uses and/or technology campus and there are continuing discussions with the developer around potential end-users.









4. Enabling Housing Growth

Clowne Garden Village and Whitwell Tip along with Bolsover North should provide the bulk of planned housing growth within the District over the next ten to fifteen years. Cumulatively, these sites could provide over 3,000 new homes.

Therefore, work continues on promoting these sites for housing (alongside their potential for commercial developments) through the production of pitch books, working up funding bids and engaging with key stakeholders, including the developers, D2N2 and Homes England.

Beyond these strategic sites in the Local Plan, the Council has the opportunity to have a direct influence on housing delivery in the District through Bolsover Homes and Dragonfly to increase the supply, quality and range of housing to meet the needs of the growing population and to support economic growth.

Bolsover Homes

Bolsover Homes follows the success of the B@Homes programme, which delivered over 100 affordable homes. The ambition for Bolsover Homes is to deliver 400 affordable homes over the next four years and this will generate significant additional income for the Council over time.

What have we achieved to date?

Work has already started on the Whitwell Cluster and further sites have been identified for the next tranche of delivery. These sites are currently in the design process prior to submission of formal planning applications.

To date, the Council has used its own land for its home building programmes but it could consider whether there are opportunities to invest in stalled sites to accelerate delivery of its own programme and unlock the development potential of the wider site. This type of approach would also accelerate income generation.



Dragonfly Developments

This company is a joint venture between the Council and Woodheads Limited, which delivers a contemporary housing product for the private market. This company has the potential to create a sustained income stream for the Council.

What have we achieved to date?

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.

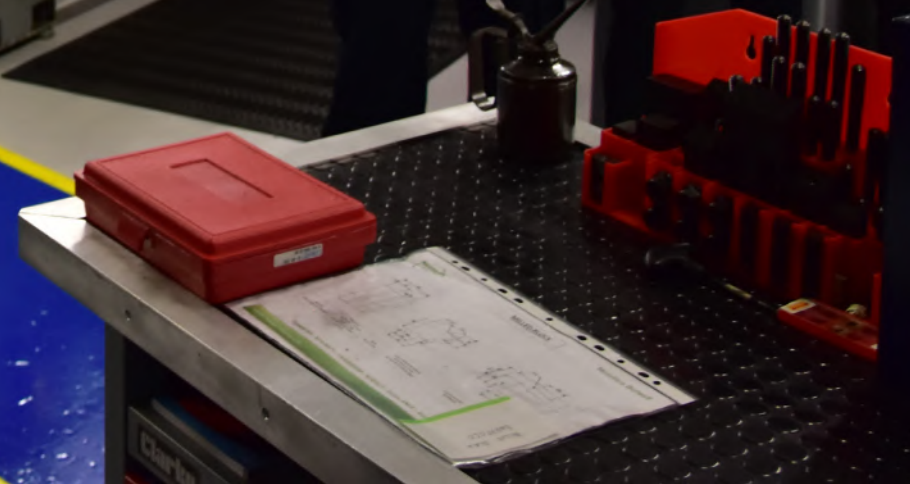
As with Bolsover Homes, the Council could consider whether there are opportunities to invest in privately owned sites to accelerate delivery of market housing through Dragonfly, which could then support accelerated delivery of its affordable housing programme and/or accelerate income generation.



Nasmyth
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Respect > Success > Teamwork

Fire
exit



5. Working with partners to support enterprise, innovation, jobs and skills

Partnership working is at the heart of the Council's ambition to be the economic and environmental driver for Bolsover District. Partnership working is also at the heart of the projects already described in this Strategy document as well as the following range of projects that are intended to support enterprise, innovation, jobs and skills:

- Business Support;
- Business Engagement;
- Institute of Technology;
- Centre of Excellence for Green Skills;
- Kick Start;
- Modern Methods of Construction (MMC);
- Social Value Index;
- Town Centres.

Business Support

The COVID-19 pandemic has meant that much of the work around business support over the past eighteen months has been dominated by administering discretionary grant funding.

Post COVID-19, we need to ensure the long-term resilience of many of our businesses, working with them to ensure they are able to, where possible, to adopt modern technology, including improving their digital skills and connectivity, adopt new ways of working, or diversify their existing business models.

In addition, it is recognised that businesses based in Bolsover do not necessarily access their fair share of support from the wider range of organisations that provide support, training and funding at District, County and/or regional level.

What have we achieved to date?

We are working with the Bolsover Partnership Team to promote the Economic Loan Fund, which allows the Council to issue loans of up to £10,000 to local businesses as a 'lender of last resort', where necessary.

We are working in partnership with Derbyshire County Council and other Derbyshire local authorities to deliver a business start-up programme and allocating £600,000 of grants to businesses, all as part of the Business Rates Retention Scheme. This support programme offers access to business advisors and supports new business starts ups, as well as supporting new businesses who have been trading less than twelve months.

We are working to create better links with the East Midlands Chamber (Derbyshire, Nottinghamshire, and Leicestershire), the D2N2 Growth Hub and Derbyshire Economic Partnership to ensure businesses in Bolsover District are better able to access training and support from these organisations.



Business Engagement

Following the COVID-19 national and local lockdowns, we have seen our relationships with businesses become stronger, and our engagement and contact with businesses have significantly increased.

This broader 'customer base' provides us with additional opportunities to promote and encourage businesses to grow, diversify, and enter new markets through better engagement with this Council and partner organisations.

What have we achieved to date?

A Business Engagement Strategy is currently being drafted, which aims to set out: how we communicate effectively with our customers and partners; how we manage support to businesses through the use of Key Account Management; and how we utilise software systems to record our engagement with customers. An Action Plan, included as part of the Engagement Strategy, will identify a number of projects and initiatives we can deliver to strengthen the effectiveness of the Strategy to encourage and support business growth.

We are exploring options for an integrated Customer Relationship Management (CRM) system, which will allow us to capture up to date business information, including: customer enquiries; follow-up communications; as well as commercial property enquiries and market availability.

It is also intended that this database can be used to collect information on market demand for business support programmes, as well as commercial units within the District. This can then better inform our planning when considering future commercial developments.



Centre of Excellence for Green Skills

The proposals for a Centre of Excellence for Green Skills has the potential for a new-build college delivering T-levels within the District. This building could form an anchor for an innovation centre / technology park on the former Coalite site, for example.

This type of facility would help to address the issues around the absence of further and higher education within the District and help to address the well-documented skills gap that affects the employability of many local residents, and the ability of the District to attract new industries.

What have we achieved to date?

We are currently working with partners to analyse the findings from a range of recent studies on current skills gaps and the future skills required to achieve net zero carbon across a range of sectors.

This work will inform further work with businesses to create an offer of appropriate training, short courses and modules to be delivered through a virtual academy to inform and support the business case for the creation of a Centre of Excellence in the District and the curriculum it will offer.



Kick Start

This scheme is part-funded by the Government who are funding 25 hours per week at national minimum wage for a 6-month placement for job seekers at risk of long-term unemployment.

Internally, there is scope for placements in a number of service areas and potential pathways into apprenticeships with the Council.

What have we achieved to date?

We have worked up a support package that would add significant value to the skills gained in the work place through a six-month placement. We are looking to make another call for expressions of interest by the end of January 2022.

Modern Methods of Construction

The Council is currently working with Woodhead Group on an appropriate design for a range of modular construction homes with the aim of accelerating housing delivery within the District.

What have we achieved to date?

Following a funding bid to D2N2, proposals for a test-bed for proto-type modular construction homes have been included on D2N2's pipeline for future funding. A suitable site has been identified for the test bed and we are looking at whether this site can be granted 'permission in principle' to ensure this project is 'shovel ready' when funding becomes available.



Social Value Index

Indexing Social Value is a way of putting a value (including cash value) on socio-economic benefits of a development by providing local employment opportunities and/or use of the local supply chain, for example.

This type of indexing is becoming increasingly important. Securing public funding will increasingly be dependent on evidence that development proposals support 'inclusive growth'. Indexing Social Value can also be a means of promoting local businesses and local spend through procurement processes.

What have we achieved to date?

Work has started on guidance notes and the adoption of an appropriate method of calculating social value.



Town Centres

Administering the Re-opening High Streets Safely Fund (RHSSF) has been a priority for the Economic Development Team over the past twelve months. It continues to remain a high priority following the allocation of Welcome Back Funding, essentially an extension to the RHSSF. Activities through these funds include: COVID-19 Support

Officers; town centre events and activities to encourage people back to the high street; as well as marketing and promotion activities to visitors and tourists from further afield.

Alongside these activities, there are a number of ongoing projects aimed at promoting and encouraging the future vitality and viability of our main town centres and local centres across the District.

This is important because local shops are at the heart of local communities and have played an invaluable role many times during the pandemic. In addition, maintaining a healthy high street offer can support the visitor economy, provide jobs and drive economic growth.

Therefore, the future of our town centres and local high streets warrants particular attention and remains a focus of much partnership working.

What have we achieved to date?

A relatively large number of businesses have signed up to the Shopappy website following our active promotion of the County Council-sponsored offer of free membership. This website hosts virtual High Streets and allows businesses to offer internet shopping, and click and collect.

The Shirebrook Shutter Artwork project has been completed and we continue to help businesses in Shirebrook access the shop fronts grant, which is helping to improve the environmental quality of the Market Square.

Consultation has been carried out on granting 'permission in principle' for further re-development of the Market Square in Shirebrook, and further work is continuing on a funding bid to support these proposals.

In addition, we are pursuing funding opportunities to introduce wi-fi to the District's main town centres, we have progressed work on identifying vacant premises and bringing them back into use, and we are in discussions with various stakeholders about introducing a market on Mill Street in Clowne, and town centre improvements in South Normanton.





6. Promoting the District and working with partners to increase tourism

In a single year prior to the pandemic, tourism generated around £139 million of expenditure within the local economy. This input could have been even greater if more visitors had stayed overnight within the District.

Therefore, a main theme running through the recently adopted Tourism Strategy is around promoting the District and working with partners not just to encourage more visitors to the District, but also generate more overnight stays.

Although it is true to say the pandemic has thoroughly disrupted the visitor economy, it has also demonstrated the popularity of staycations and the amount of pent up demand for travel and tourism that has been severely restricted throughout much of the year.

Therefore, the work completed on the Tourism Strategy remains relevant and will support the growth of the local visitor economy when COVID-19 restrictions are relaxed.

What have we achieved to date?

The Tourism Strategy was adopted by Council in the summer 2021, setting out the priorities to boost tourism and the visitor economy for the district. It addresses the need for greater accessible tourism attractions, as well as activities to enhance the district's attractiveness as a short-break destination.

Alongside the Tourism Strategy, a Cycling Infrastructure Strategy has been produced and this is currently out for consultation. This piece of work is aligned with the Walkable Communities work and Audit of Green Spaces that we are carrying out to form the basis of an 'active' holiday offer. In the present times, this work would also allow the District to market its tourism offer as a 'covid-safe' holiday offer.

In addition, this work will support our proposals to create locally distinctive walking and cycling routes that we can publish online in a similar manner to many other organisations who use this material to promote their tourism and leisure offers to a wider audience.

This work should also benefit our local communities by improving public open space and providing more opportunities for leisure, active travel and a healthier lifestyle.



7. Building Back Better

The previous actions set out a range of projects that have been designed to individually and collectively allow us to:

- Actively engage with partners to benefit our communities;
- Promote equality and diversity and where practicable: support vulnerable and disadvantaged people;
- Provide good quality council housing where people choose to live;
- Develop attractive neighbourhoods that residents feel proud of and take responsibility for; and
- Improve health, wellbeing and increase participation in sport and leisure activities.

The following projects show our commitment to enhancing biodiversity and reducing our carbon footprint, whilst supporting and encouraging residents and businesses to do the same:

- Community Woodlands;
- Electric Vehicle Charging Points;
- Geothermal Energy; and
- Nature Recovery Network.

Community Woodlands

This project reflects the Council's ambition to plant as many as 1 million trees across the District.

What have we achieved to date?

We recently made a successful bid to the Woodland Trust for funding for tree planting. The proposals to create a new wood on land at Fox Green, Creswell will shortly be going out to public consultation.

A new wood to be called Lark's Rise will be planted during this planting season on land owned by The Welbeck Estates Company on the edge of Creswell.

We are also bidding for additional funding from the Northern National Forest to supplement this work.

Electric Vehicle Charging Points

This project was initiated to take advantage of a funding from OZEV (the Office for Zero-Emission Vehicles) to allow us to install electric vehicle charging points in three Council-owned car parks

What have we achieved to date?

Although two of the three schemes were eventually ruled out by site constraints, funding has been approved for four double charging points, which have been installed in the Middle Street car park in Bolsover in March 2021.

A further funding bid has been submitted with partners to initiate a feasibility study around providing more rapid chargers within Bolsover. This project would be aligned with promoting and encourage visitors to the District alongside our commitment to reducing our carbon footprint, whilst supporting and encouraging residents and businesses to do the same.

Please supply image from Bolsover car park



Geothermal Energy

There are significant opportunities across the District to utilise minewater to produce energy savings, especially where geothermal energy can be utilised within large residential and commercial development proposals.

What have we achieved to date?

The Coal Authority have recently completed two feasibility studies relating to the use of geothermal energy at Creswell and Whitwell Tip.

In summary, we now need to progress the feasibility of implementing mine water energy schemes for business and domestic use on and off-site at Whitwell and Creswell, because the studies suggest this can be achieved at a significant scale in both locations.

Nature Recovery Network

The first step in the development of this work will be an audit of the areas of importance for biodiversity in the District and their condition. The resulting biodiversity Strategy will map the most valuable existing habitat for nature, and include specific proposals for creating or improving habitats and increasing biodiversity, including where improvements to connectivity would be useful to wildlife.

What have we achieved to date?

Derbyshire Wildlife Trust have been commissioned to work on creating a framework for the Nature Recovery Network and have since completed the necessary survey work.

The next steps are to ensure the biodiversity matrices and methodology used in the framework will be aligned with the overarching County-wide framework commissioned by the County Council.



| Growth Strategy: Action Plan | | | | | June 2021 |
|---|--|--|--|--|---------------|
| Making the best use of our assets | Description | Ambition | Recent Actions | Next Steps | Target Date |
| Garage Sites | Work on identifying development potential of un-used and under-utilised sites earmarked for disposal. | Generate income of £1 million through sales of surplus land | 48 HRA sites have been assessed for development potential. Of these, 32 sites are suitable for residential development and will go to auction accompanied by a planning brief or 'deemed consent' for custom and self-build. | A further 11 sites have been identified for disposal and will go through a similar process of evaluation and disposal. | Spring 2022 |
| Land on Portland Drive, Shirebrook | Land parcel designated for employment uses bought by the Council in 2020 for redevelopment | Identify and complete a design and build project on the land providing commercial industrial units of c.14,000 sq. ft. of employment space | £120,000 of Transformation Reserves allocated to the scheme for detailed designs and site surveys to be completed. | Procure the client's design team, and complete architectural drawings, cost plan, surveys and searches, and submit planning application. | February 2022 |
| Oxcroft House | Long term vacant premises adjacent new Morrisons in Bolsover. | To bring the building back into commercial use generating a revenue stream for the authority. | Two interested parties are undertaking surveys to establish the suitability of the building for occupation. | Complete works to bring the building up to a lettable standard in readiness for occupation. | January 2022 |
| Pleasley Vale | Redevelopment of mill buildings and improved visitor attraction / leisure facilities. | Planning permission obtained for redevelopment of the site | Ambiental appointed to complete hydro modelling and mapping study | Undertake wider viability review of development proposals and opportunities in light of hydro modelling. | March 2024 |
| The Tangent Phase 3 | Land parcel adjacent the existing business centre which has been identified as a potential development site for the Council. | Design and build a block of 18no. small and medium sized industrial units for the local business community. | £120,000 of Transformation Reserves allocated to the scheme for detailed designs and site surveys to be completed. | Procure the client's design team, and complete architectural drawings, cost plan, surveys and searches, and submit planning application. | February 2022 |

| Increasing Revenue Streams | Description | Ambition | Recent Actions | Next Steps | Target Date |
|---------------------------------------|--|--|--|---|---------------------|
| Re-opening of Maid Marion Line | Proposals to convert existing freight line to passenger line. | Reopen line and reinstate station close to the site of the former Pinxton Station. | Identified land ownership and potential design options for Pinxton station. Working with Ashfield District Council in preparing the Strategic Outline Business Case (SOBC) for submission to the Department of Transport. | Decision of the funding award expected early 2022. | Review January 2022 |
| Shirebrook Crematorium | 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 | £240,000 of Transformation Reserves secured to complete RIBA Stages 2 and 3 for the scheme's design. Appointed CDS Group Ltd as the Client's Design Team to complete these works. | Undertake site investigations; complete the detailed design and cost viability; consultation activities with the public, stakeholders including local funeral directors, and district and town councillors; and submit a planning application | April 2022 |
| Shirebrook Growth Corridor | Identifying opportunities for growth / improving connectivity across the District. | Delivery of new road link between M1 J.29 and Shirebrook Delivery of 2000 new homes and 30 hectares of employment land | Launch of call for sites. Dialogue with DCC re land in County's ownership at Doe Lea. Dialogue with Highways England re M1 J.29 | Determination on preferred route required. Review outcomes of call for sites. | January 2022 |

| Unlocking Development Potential | Description | Ambition | Recent Actions | Next Steps | Target Date |
|--|------------------------------|---|--|---|-----------------------------|
| Horizon 29 Development (former Coalite works) | Strategic site in Local Plan | Delivery of c.49ha of employment land | Highway improvements commenced in April 2021, with development platforms now under construction. | Continued dialogue with owner/developer re potential end-uses and end-users. | Review end of November 2021 |
| Clowne Garden Village | Strategic site in Local Plan | Delivery of c.1500 houses and c.16ha of employment land | Renewed discussions taking place between Waystone (the developer) and County Council re: highway improvements. | Pending submission of further information from Waystone. | December 2021 |
| Whitwell Tip | Strategic site in Local Plan | Delivery of 400 houses and c.6 ha of employment land | Established Homes England interest in site. Commissioned geo-thermal energy study. | Follow up interest from potential end user in employment land. Review outcomes of geo-thermal study. | Review end of December 2021 |

| Enabling Housing Growth | Description | Ambition | Recent Actions | Next Steps | Target Date |
|-------------------------|--|---|--|---|--------------|
| Bolsover Homes | Programme of social rented house building. | Deliver 400 new homes over the next four years. | Initial cluster of 4 sites at Whitwell will deliver 16 houses: 1 completed and tenanted; Woodlands at Langwith – taken on a bespoke MMC product to deliver 19 properties. | Started work on Sandy Thorpe (second site in Whitwell), delivering 21 further properties Submit planning application for the Woodlands scheme at Langwith. | January 2022 |
| Development Co. | Establish a Limited Liability Partnership (LLP) as an arm's length organisation to enable the local authority to purchase, develop and bring back to the market vacant and derelict buildings. | To bring long-term empty residential and commercial properties back into use. | Vacant buildings survey undertaken for town centres. A formal proposal was presented to Executive in October 2021. | Obtain professional legal advice on establishing a LLP and Partnership Board | January 2022 |

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| Dragonfly | Joint venture between the Council and Robert Woodhead 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. Mill Lane at Bolsover – planning application submitted for 32 new homes | Additional sites are being identified through the current review of land in Council ownership | Review end of March 2022 |
| Housing Market Assessment | 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. | Pending Homes England commissioning work. | December 2021 |

| Working with Partners | Description | Ambition | Recent Actions | Next Steps | Target Date |
|------------------------------|--|--|---|---|-----------------------------|
| Business Support | Range of financial support made available to businesses within the District. | <p>Allocate full allowance of Business Growth Fund = £200,000</p> <p>Allocate full allowance of Economic Loan Fund = £150,000</p> <p>Distribute all Discretionary Grant Funding = £2.7million</p> <p>Allocate all of Shirebrook Shop Fronts Grant = £800,000</p> | <p>First Quarter of 2021 dominated by discretionary grant funding with over £2.3million distributed to more than 200 businesses.</p> <p>Contacted more than 60 businesses to follow up on request for further information on business support</p> <p>Derbyshire Business Start Up Support Programme – 3 business advisors appointed to programme. Partnership working arrangements established between Districts and County Council</p> | <p>Revisit and revitalise communications on ELF and 'start up' grant.</p> <p>Continue to promote and implement Shirebrook Shop Fronts programme.</p> <p>Complete Round 2 of Discretionary Grant Funding- £395,000</p> <p>Communicate DCC 'start-up' offer and ensure Bolsover gets fair share of support from the programme - total grant available to new starts or start ups = £600,000 County – wide</p> | Review end of November 2021 |

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| Business Engagement | Strategy and Action Plan setting out how we communicate and engage with local businesses. | To adopt and implement a meaningful business engagement Strategy. | Further consultation undertaken with key stakeholders based on initial proposals and draft Strategy. | Further work required on writing up 'final' version of Strategy before further consultation. | November 2021 |
| Centre of Excellence for Green Skills | This project started life as a bid for an Institute of Technology (IoT) but has now been transformed into a centre of excellence offering higher and further education in sustainable development, construction, project management and R&D in MMC and decarbonisation. | Commission a design and build project that becomes an anchor for innovation centre / technology park within the District | We are currently working with partners to synthesise the findings from a range of recent studies on current skills gaps and the future skills required to achieve net zero carbon across a range of sectors. | Renew private and public partnership working towards launch of Shared Prosperity Fund in April 2022. Flesh out requirements and delivery of a feasibility study. | Review end of December 2021 |
| Kick Start | 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. | Grant awarded by DWP for six placements. A number of induction visits have been held with departments and potential candidates. Candidates have been supported on a 1-2-1 basis with completing application forms and interview preparations. Leisure have appointed their first placement. | Recruitment ongoing for: Planning; Projects; Facilities; Property Services; and Leisure services. Continue to promote the scheme at recruitment days and jobs fairs | Review end of November 2021 |

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| MMC | '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. | MMC Pilot scheme agreed for the Woodlands development at Langwith, delivering 19 new properties | Start on construction of the development at The Woodlands. Review the development through the construction phases. | Review end of December 2021 |
| Social Value Index | Promoting and encouraging social value underpins 'inclusive growth'. | Indexing Social Value is a way of supporting 'spend local' through procurement and future funding bids. | Social Value Portal's national calculator identified as possible index to use. | Further consideration needed of cost/benefits of subscribing to portal - £7,000 p/a | Review end of November 2021 |
| Town Centres | 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. | Town centre surveys complete – over 500 responses received Town Centre Action Plans received First meeting of the Shirebrook town centre working group held Allocated £70,000 of Reopening High Streets safely project to support businesses and town centres to recommence trading safely. Allocated £70,000 of Welcome Back Fund to support the reopening of high streets and local economic hubs Action Plan for Welcome Back Fund submitted for approval. | Take forward Shirebrook town centre working group. Follow up - Local Full Fibre Networks (LFFN) Challenge Fund. Deliver activities identified through the Welcome Back Fund and the Town Centre Action Plans to support the reopening of the town centres post COVID-19. Work with Visit Bolsover to improve online presence of towns and tourism offer. Continue to promote ShopAppy online marketplace. Continue work with Bolsover Town Centre Task Force. | Review end of January 2021 |

| Promoting the District and increasing Tourism | Description | Ambition | Recent Actions | Next Steps | Target Date |
|--|--|---|--|--|------------------------------|
| Delivering the actions identified within the Tourism Strategy | 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. | Strategy formally adopted in March 2021. Worked with Marketing Peak District and Derbyshire to promote parts of the district via social media to help disperse visitors from 'honeypot' sites. | Work with newly appointed cabinet member for leisure and tourism on priorities, staffing and delivering on the actions in the Tourism Strategy. Work with Visit Bolsover to identify further opportunities for partnership working. | Review end of December 2021. |
| Cycling Infrastructure Strategy | A completed Red, Amber or Green (RAG) assessment of the existing cycle network and missing links. | Join up the existing cycle network to improve connectivity and accessibility. | Finalising document | Ensuring this work is joined up with the walkable communities to form a coherent Strategy. | Review end of September 2021 |
| Walking Guides | 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 walking guides Work is continuing on the "walkable communities" project. Work has started on two long distance walks. | Checking the proposed and existing routes on the ground. Start publication of the new guides. | Review end of September 2021 |

| Building Back Better | Description | Ambition | Recent Actions | Next Steps | Target Date |
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| Community Woodlands | This project is aligned with the nature recovery network and both aim to promote 'building back better'. | Ambition to plant 1 million trees. | Reports drafted for Executive and Council seeking approval of £10,000 p/a management costs. The proposals for Fox Green, Creswell will be going out to public consultation. | A new wood – to be called Lark's Rise – will be planted during this planting season on land owned by The Welbeck Estates Company on the edge of Creswell. | Review end of December 2021. |

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| Electric Vehicle Charging Points | 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 | Charge points installed in Middle Street car park by BP Pulse installed in May 2021. | Discussions on-going with OZEV and EST and BP Pulse about Ashbourne Street car park and other potential eligible sites. | Review end of December 2021. |
| Geothermal Energy | Utilising mine-water to produce energy savings. | | The Coal Authority have recently completed two feasibility studies relating to the use of geothermal energy at Creswell and Whitwell Tip. | Progress the feasibility of implementing mine water energy schemes as identified in the report. | Review end of March 2022. |
| Nature Recovery Network | 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. | Derbyshire Wildlife Trust commissioned to complete work. | Ensure the bio-diversity matrices and methodology are aligned with the overarching County-wide framework commissioned by the County Council. | Review end of March 2022. |

| Back Office Tasks | Description | Ambition | Recent Actions | Next Steps | Target Date |
|--------------------------|---|--|--|--|--------------------|
| CRM Database | 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. 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 | January 2022 |
| Pitch Books | 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 five of the six strategic sites in the Local Plan and for the Shirebrook Growth Corridor – Pleasley Mills now added and Clowne Garden Village amended. | The existing pitch books need to be expanded and work is required on their design. Produce visual media guide for Pleasley Mills. | December 2021 |

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| Publication of "In Business" | This is a paper-based and virtual 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. Comms Team aware of project and awaiting further instruction. | Get publication ready for delivery. | April 2022 |
| Websites | 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, | The websites for The Tangent and Pleasley Vale have been updated and refreshed with new information including available units and prices | Continually review and update the websites with new letting information and news stories. | Continual review of content |



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