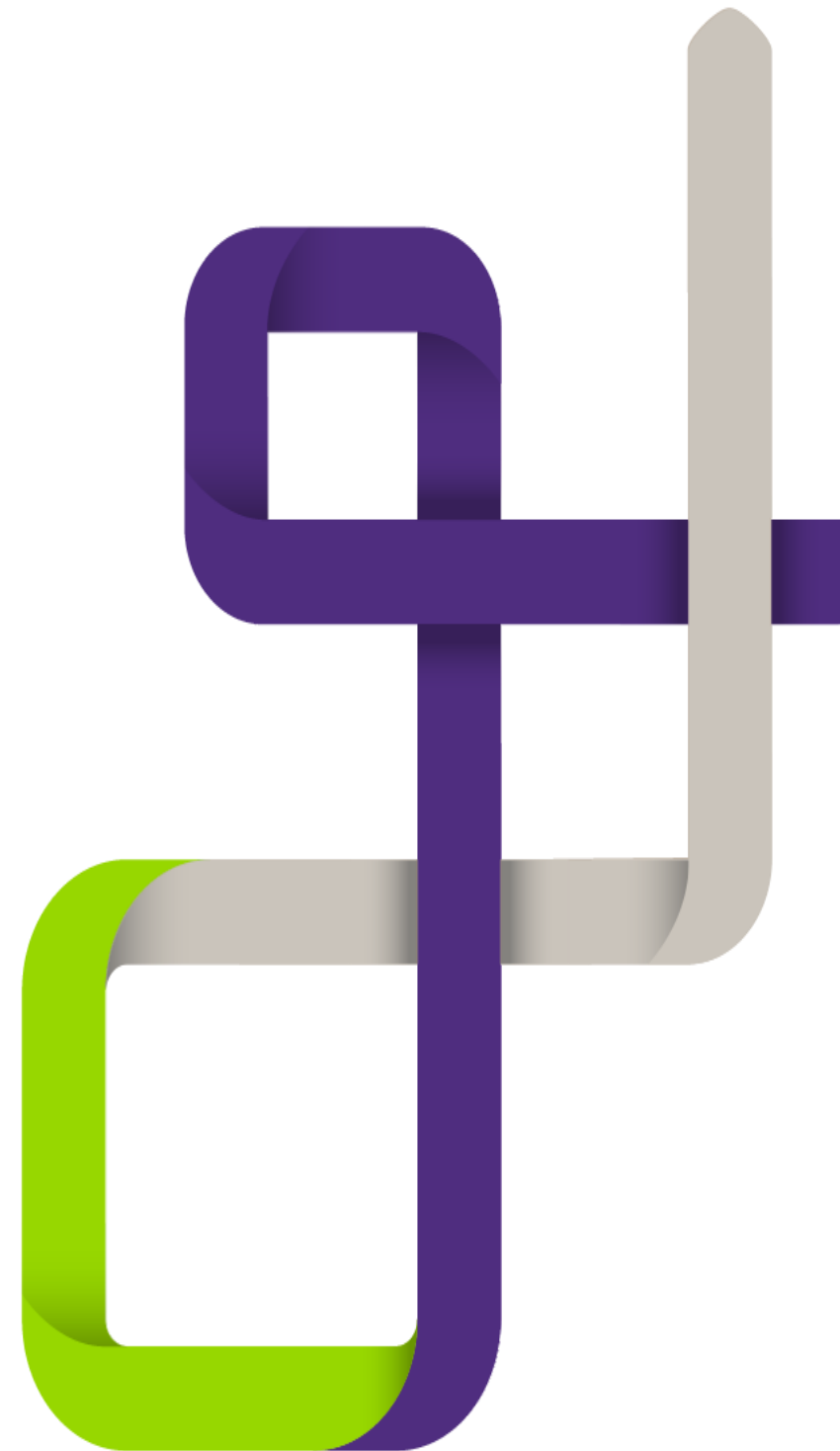


Bolsover District Council's Business Engagement Strategy

Grant Thornton review

1st December 2022

PLEASE NOTE: Issued for discussion pending finalisation



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1st 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

Chartered Accountants

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Contents

Section	Page
Introduction and executive summary	04
Findings	06
Key findings	07
Survey – Methodology	11
Methodology	12
Survey results – Participants	13
Participants	14
Survey results – Business challenges	16
Business challenges in Bolsover	17
Survey results – Business support engagement	20
Bolsover Business support engagement	21
Bolsover District Data	28
Socioeconomically similar areas	30
Levelling up Index	31
What the Levelling Up Index measures	32
Levelling up Index	33
Total businesses	34
Business density + births / deaths	35
Business size	36
Business industrial groups	38
Deep dive: tourism	39
About this report	41

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.

These present challenges for the district and its 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

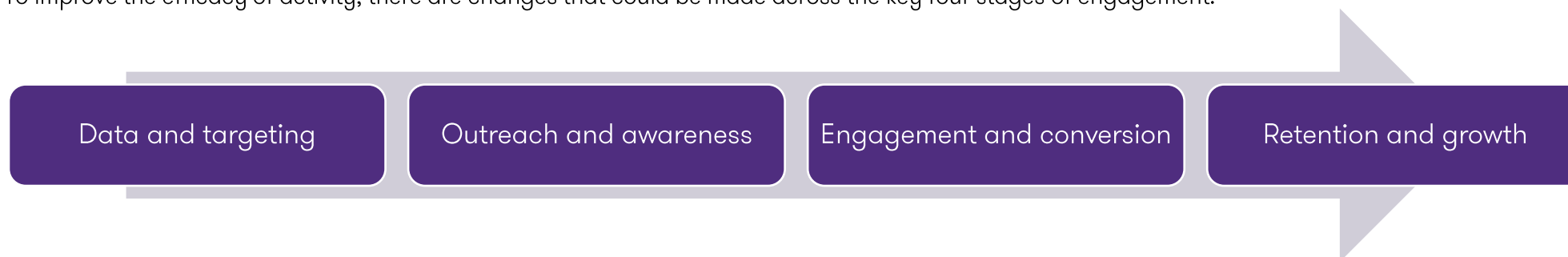
There is clearly a real opportunity to do more to raise understanding, and to help local companies access and take advantage of the support that is already available, let alone thinking about the evidence around further additional areas where providing more support would add value. It is also notable 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

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:

- **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

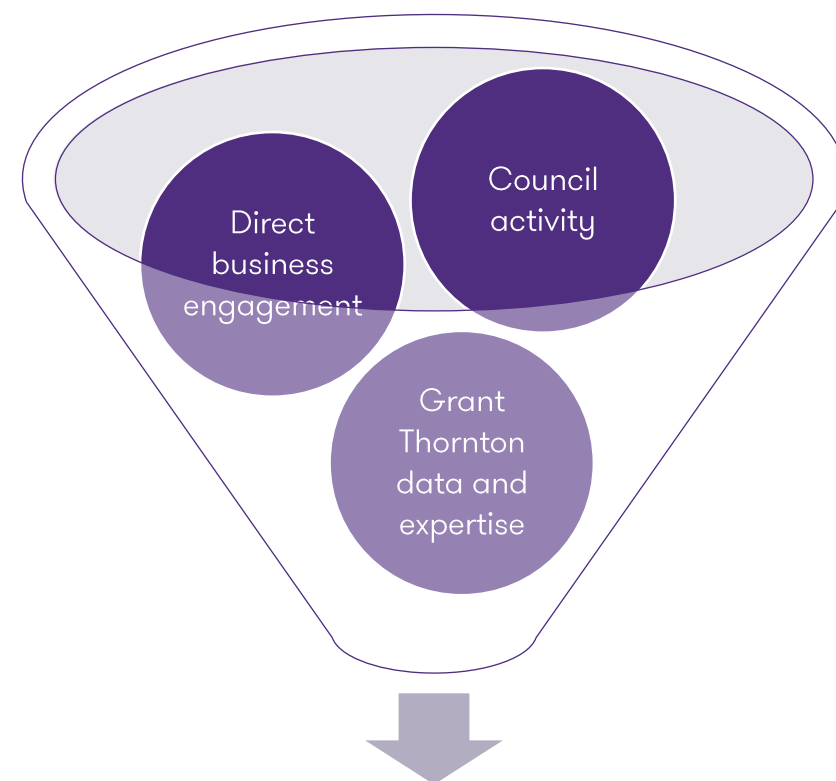
We have used a range of sources of information to provide the evidence base for this report. A key part of this was a survey of local businesses. This was augmented with a number of qualitative interviews with stakeholders, a review of materials, and data analysis using Grant Thornton's market leading 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

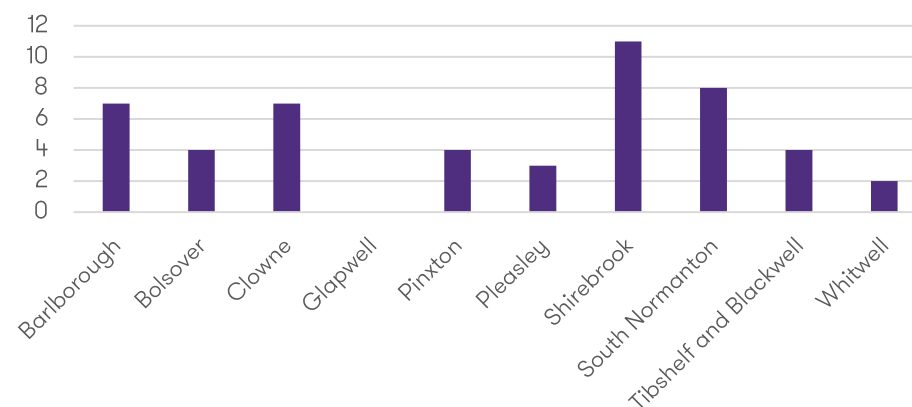


Chart 3. What size is your business?



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?

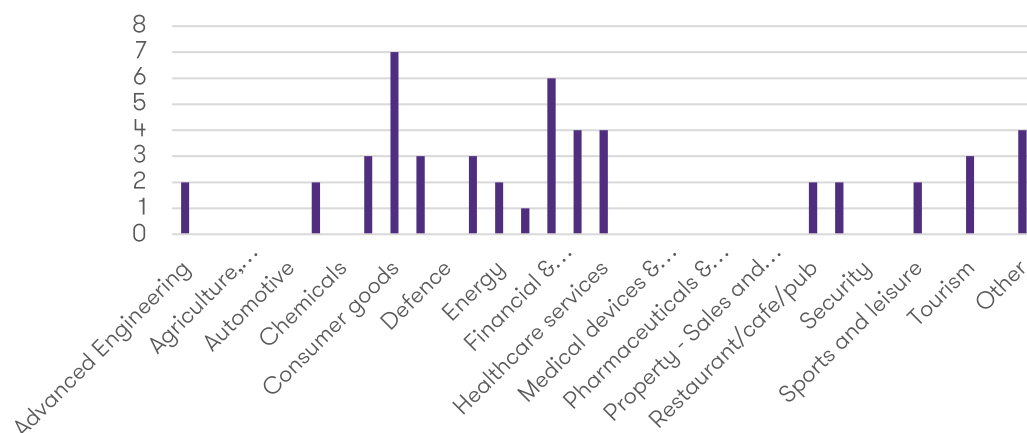


Chart 5. How long has your business been operating?

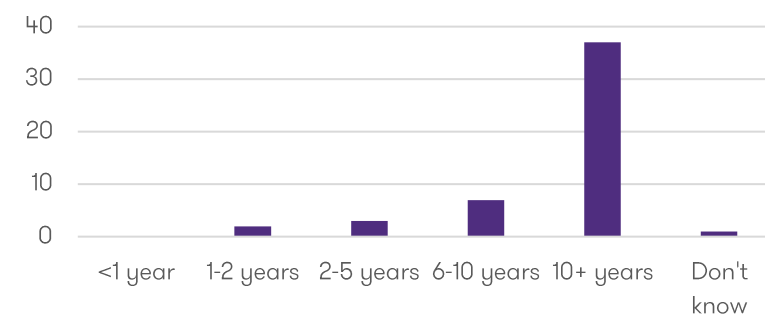
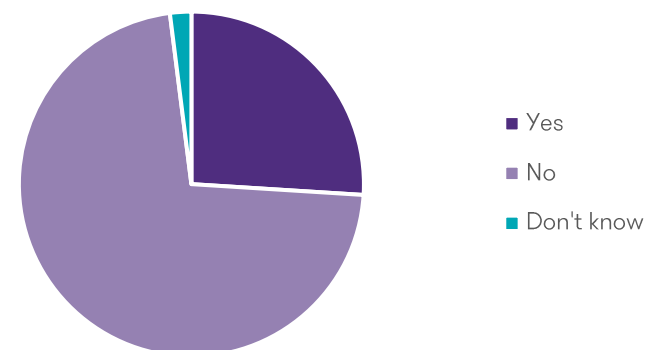


Chart 6. Does your business provide services/products overseas?



Survey results – Business challenges

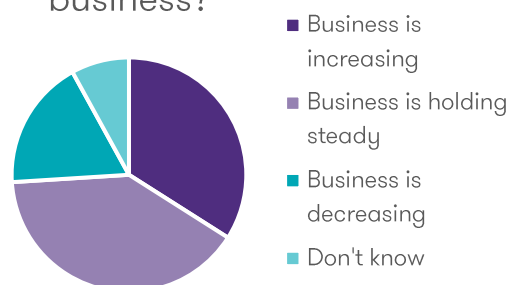
Business challenges in Bolsover

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 reporting steady levels and some reporting decreasing business.

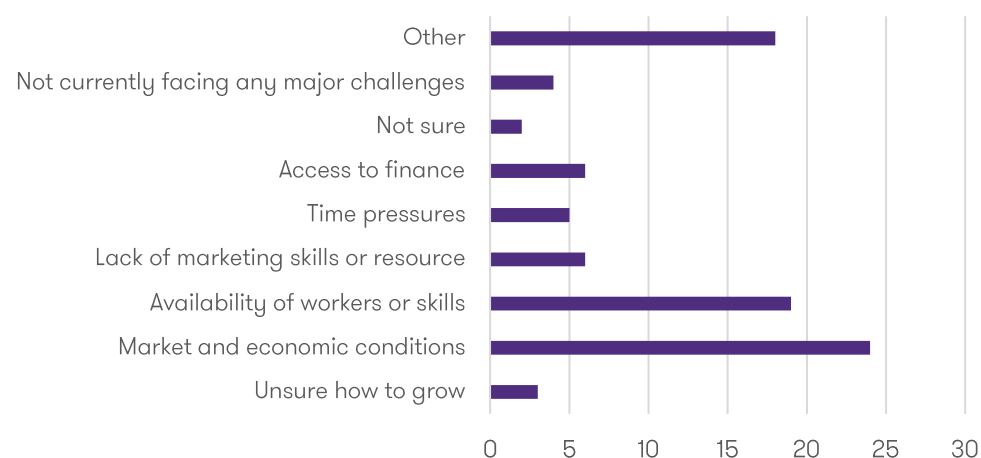
Chart 7. How would you describe current growth levels for your business?



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?

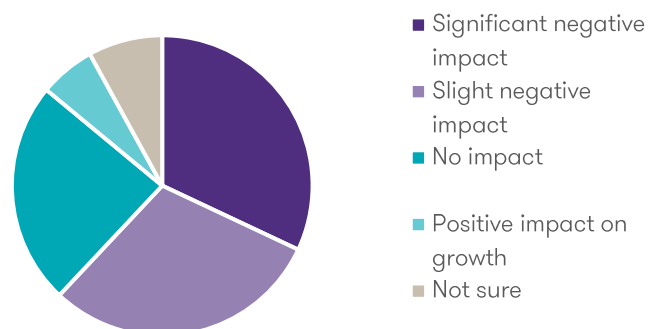


Business challenges in Bolsover

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?



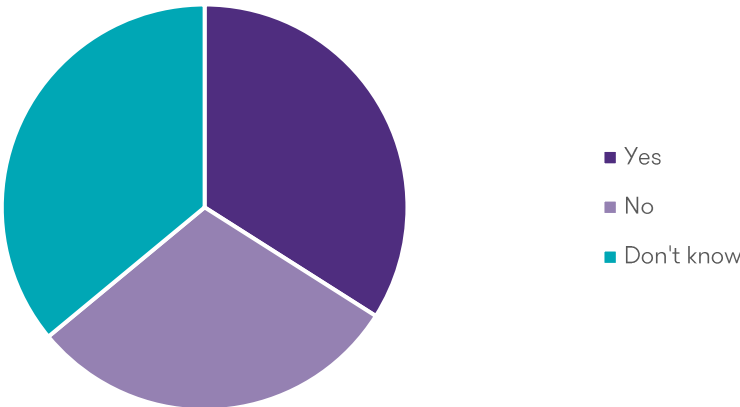
Business challenges in Bolsover

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.

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.

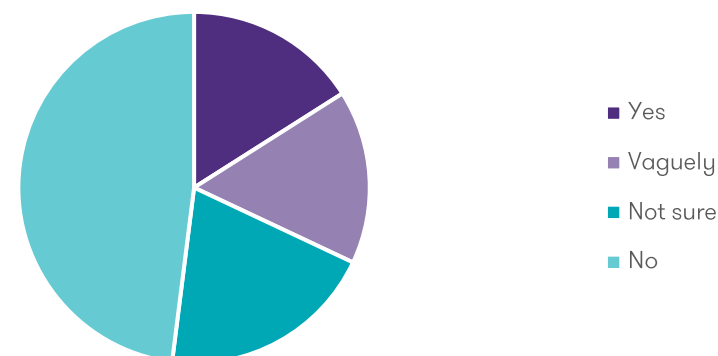
Awareness of support

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

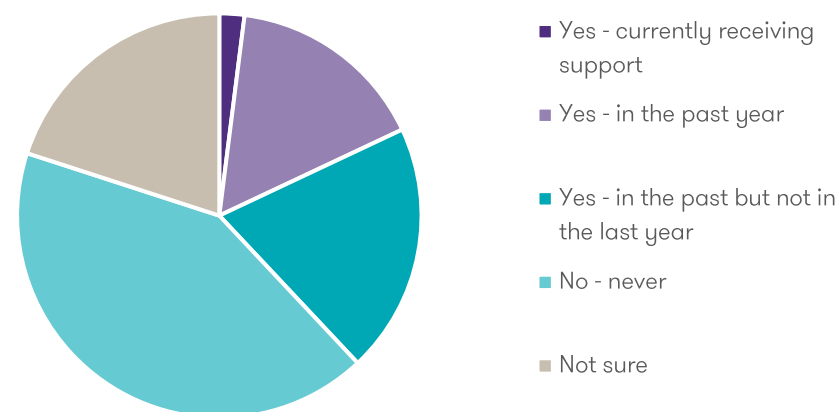
Those who have heard of business support services have heard of them from a wide variety of sources. However, at present (as demonstrated in Chart 14) it seems that social media, events and media are having less of an impact that newsletters and word of mouth.

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?

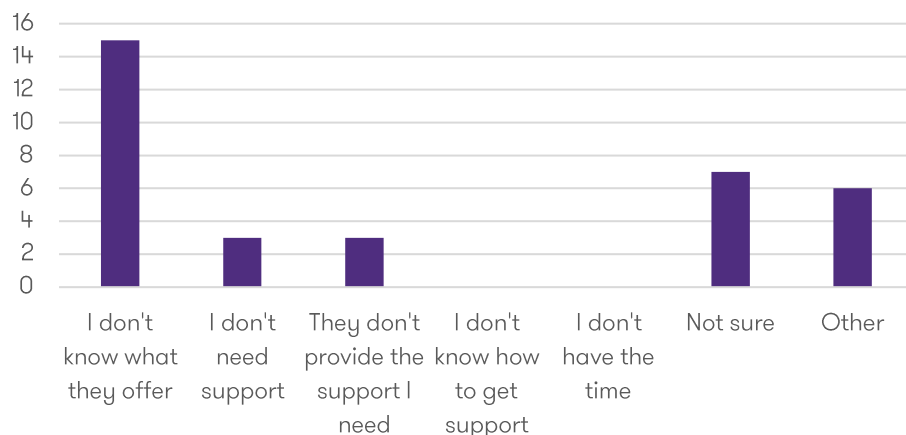


Bolsover Business support engagement

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.

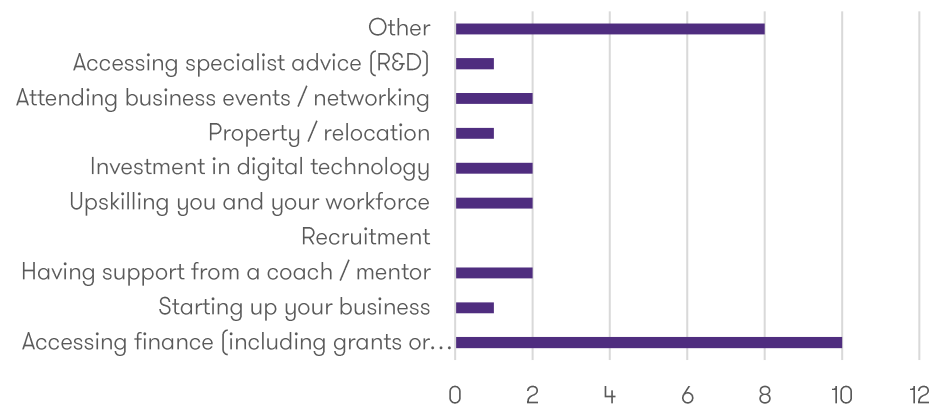
Chart 16. Why have you not engaged with the business support available?



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?

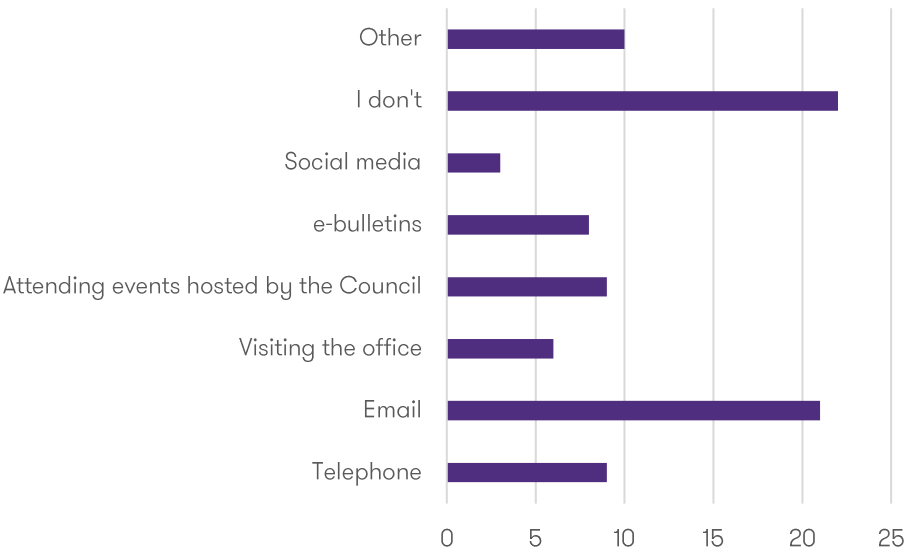


Bolsover Business support engagement

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?

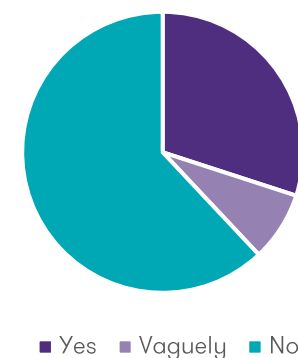


Business in Bolsover brand recognition

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?

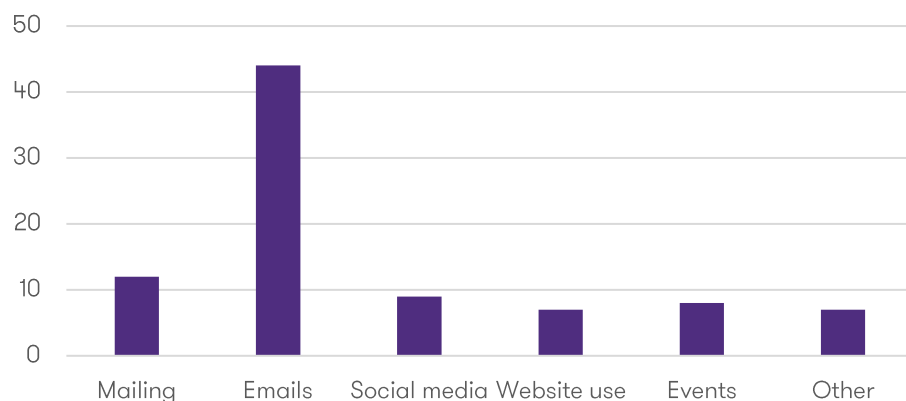
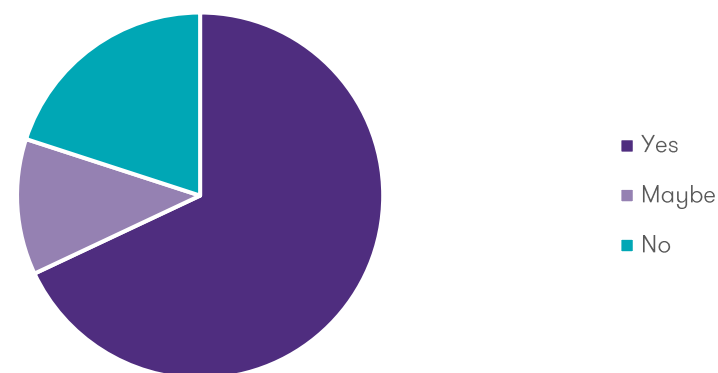


Chart 23. Would you like to be contacted about direct support for your business?



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.

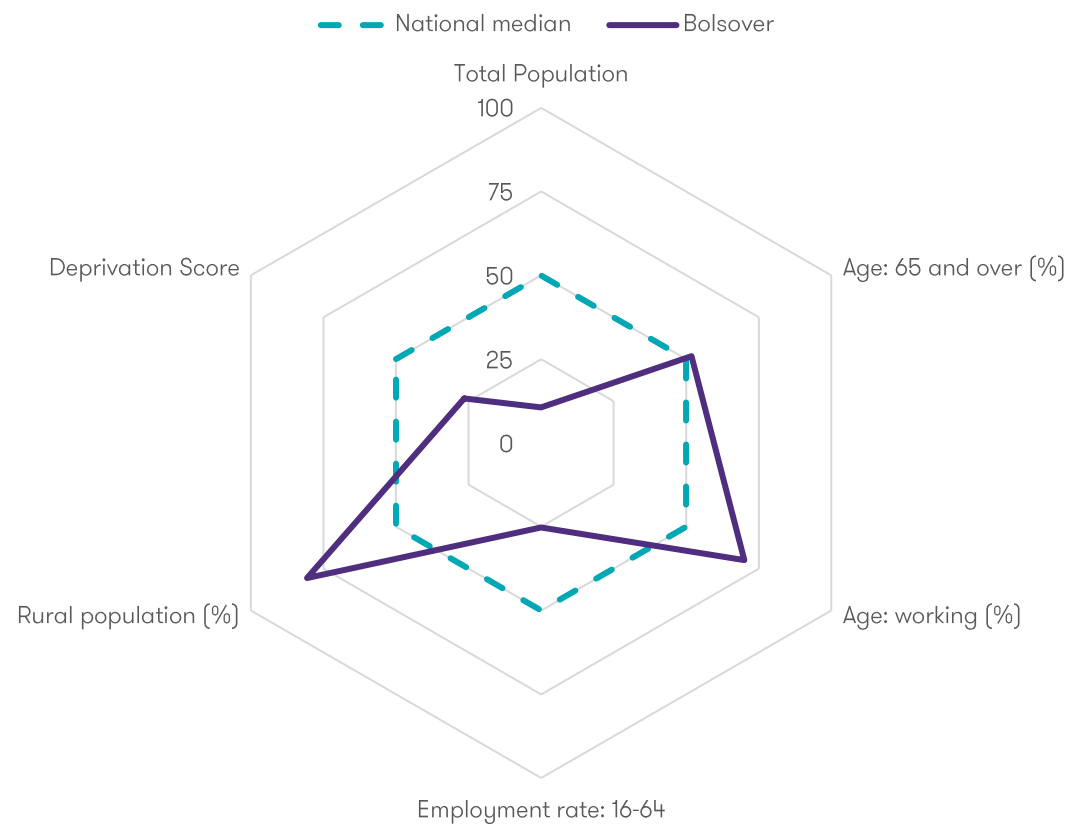
Some of these have been selected on the basis of geography, and as areas near to Bolsover they give a region based comparison.

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



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

Inclusion and equality

Resilience and sustainability







Dynamism and opportunity

Health, wellbeing and happiness

Community, trust and belonging



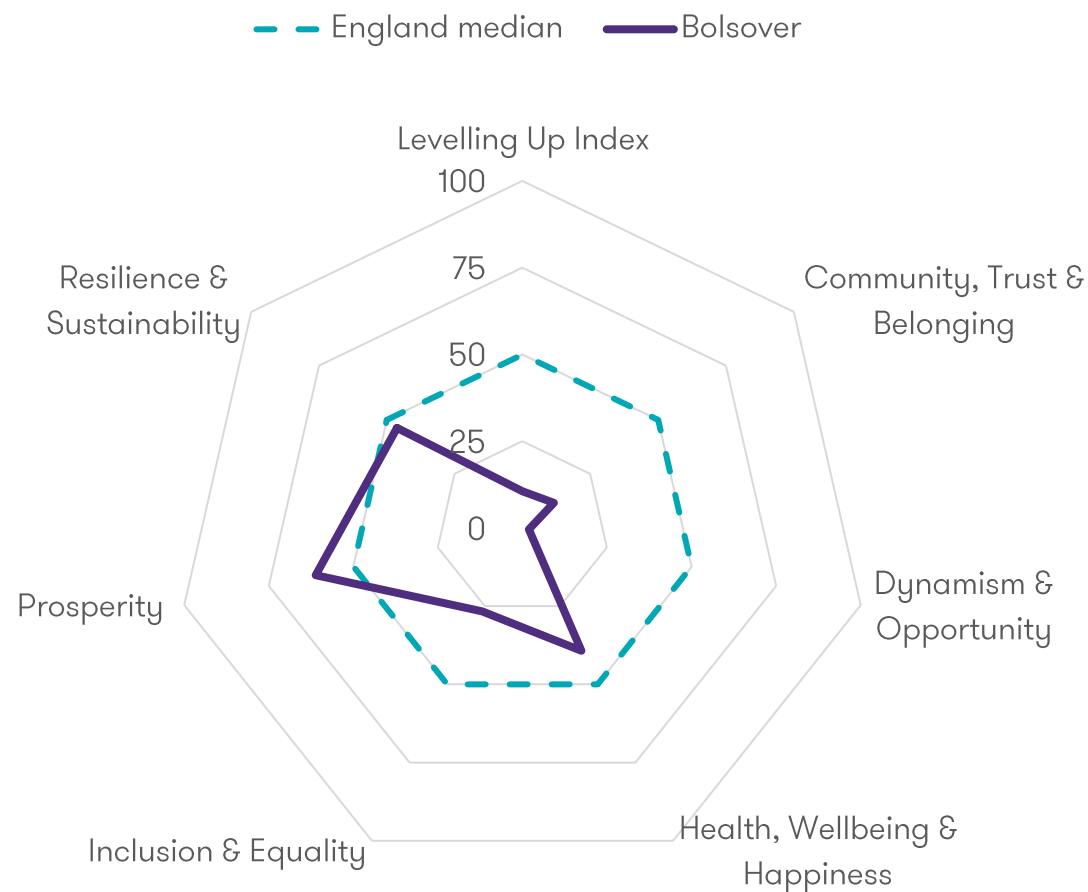
What the Levelling Up Index measures

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

Levelling up Index

Key points for Bolsover

- Bolsover ranks 279 out of 312 local areas, and is therefore within the bottom 20% nationally
- 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)

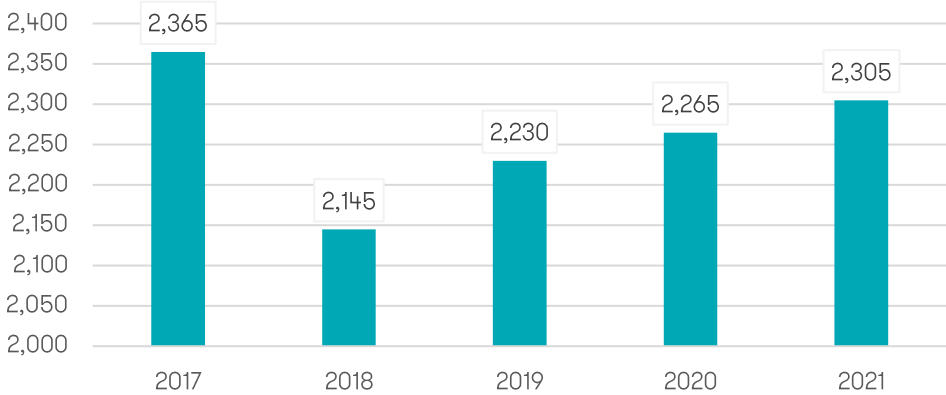


Total businesses

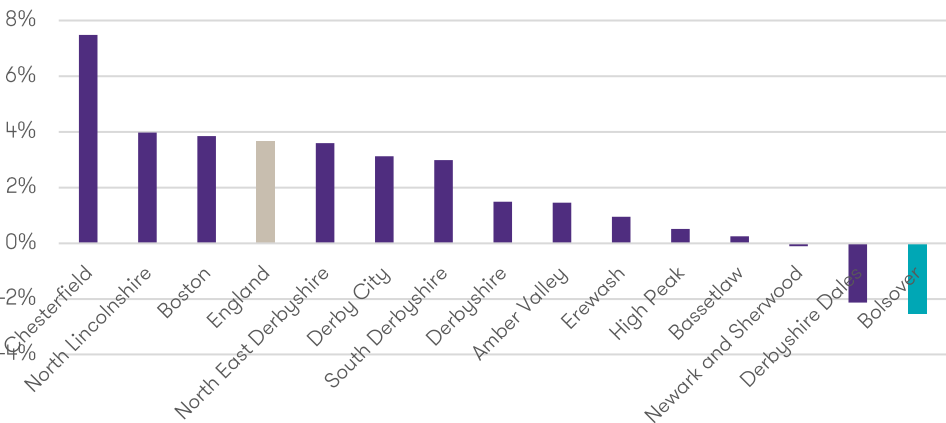
Total number of businesses in Bolsover

- 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).

Total enterprises in Bolsover (2017-2021)



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



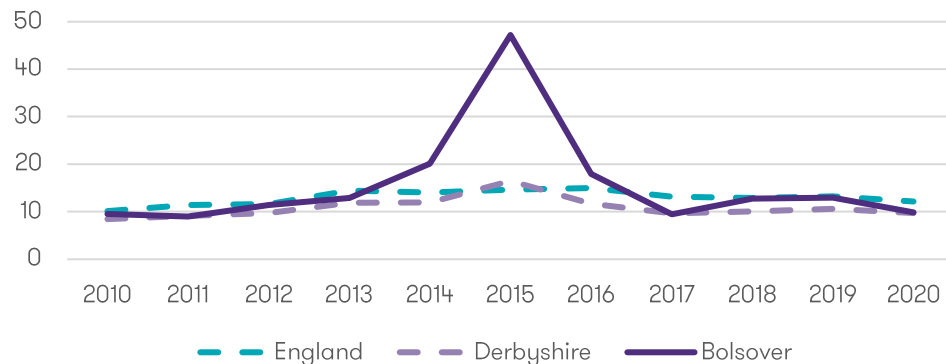
Source: ONS (2021) UK Business Counts - enterprises by industry and employment size band

Business density + births / deaths

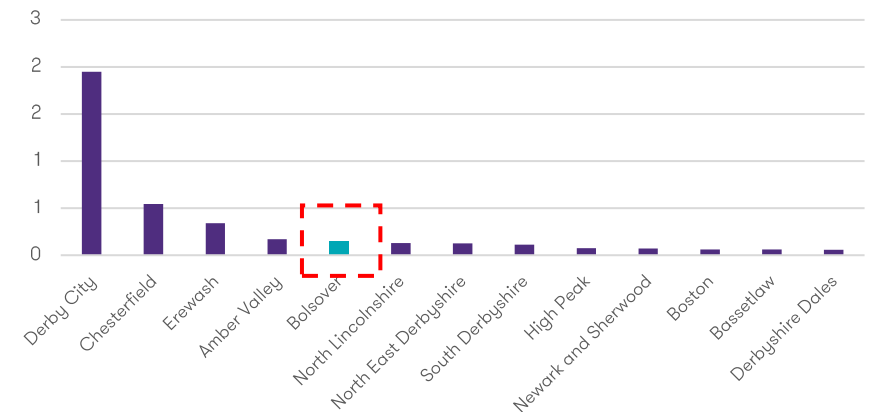
Business details

- 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

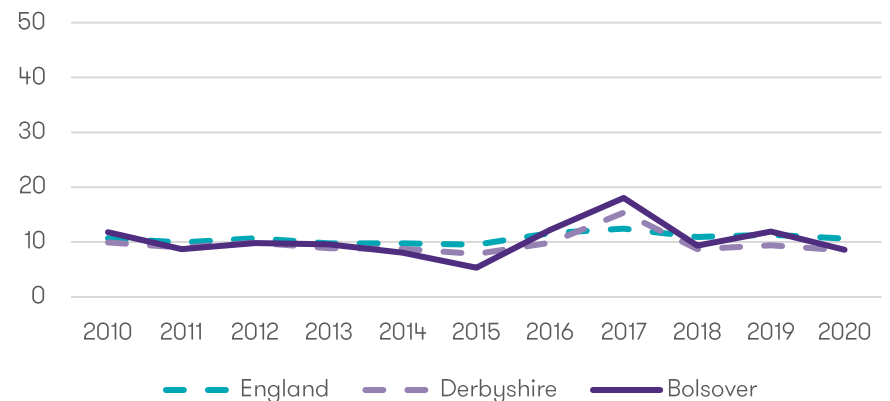
Business formation rates (2010-2020)



Business density (2021)



Business closure rates (2010-2020)



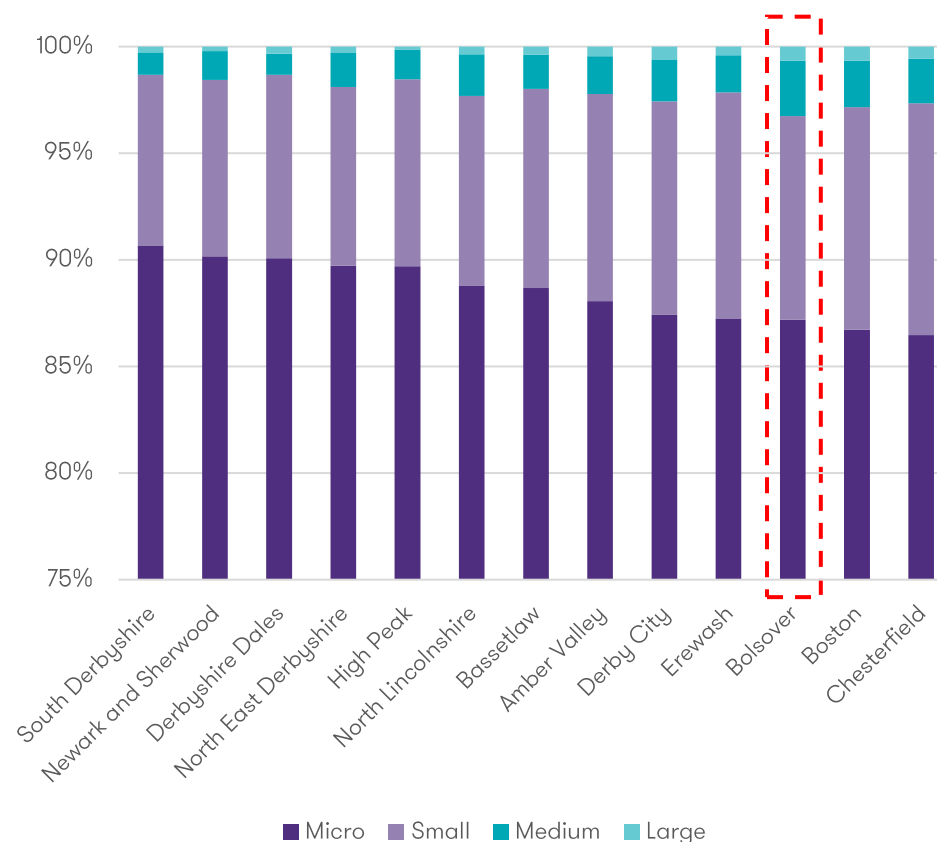
Source: ONS (2021) UK Business Counts - enterprises by industry and employment size band, Census (2011), ONS (2020) Business demography

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%).

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



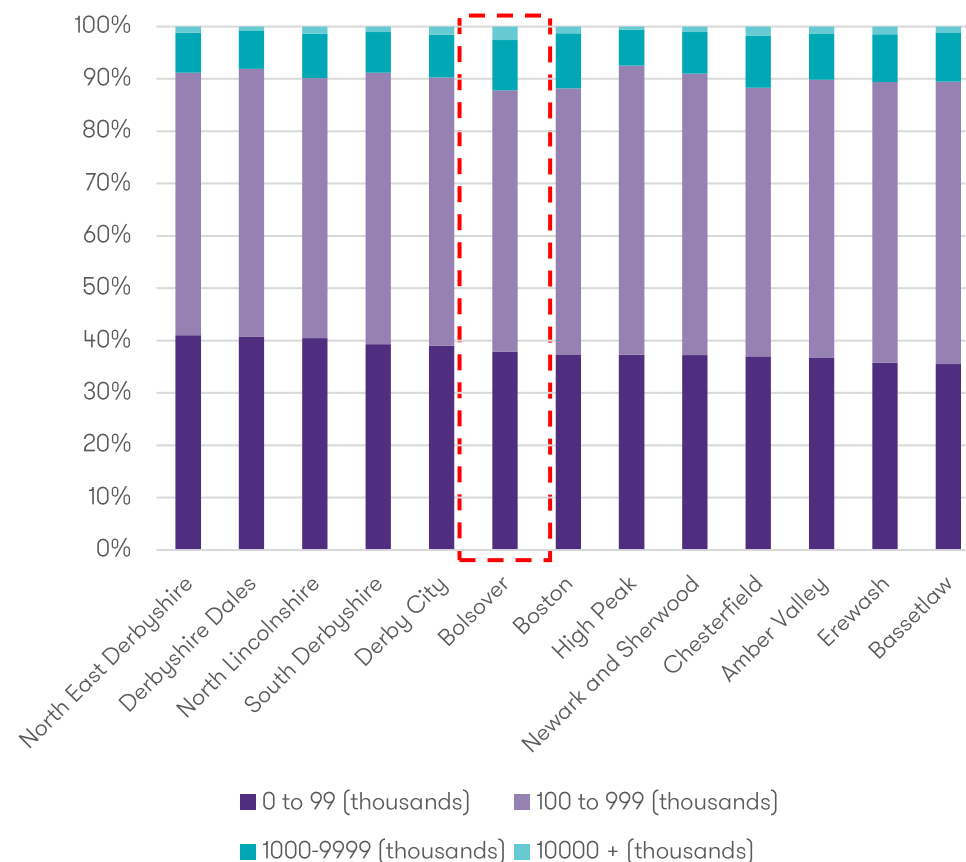
Source: ONS (2021) UK Business Counts - enterprises by industry and employment size band

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.
- 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

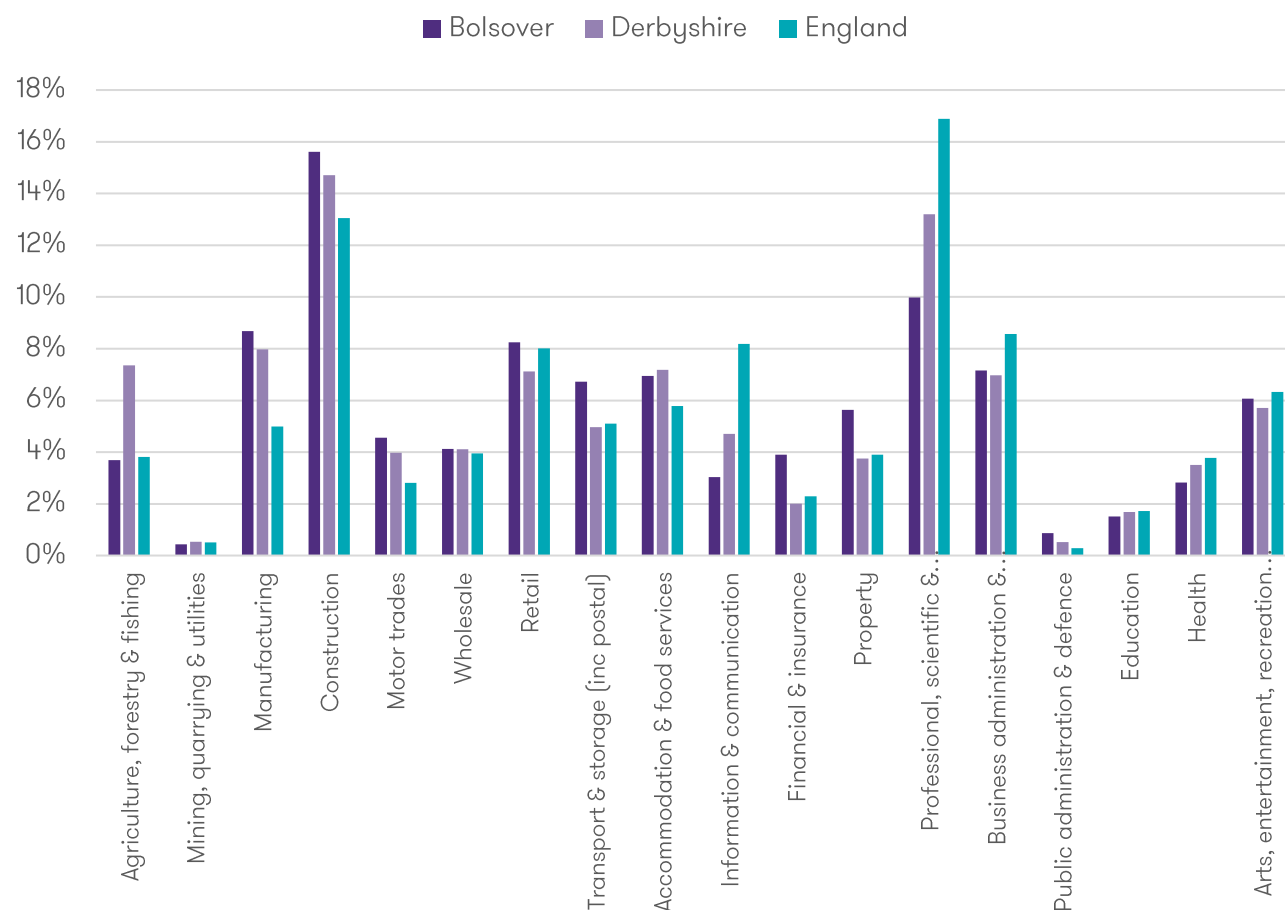
Business industrial groups

Sectors and industries

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

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

Proportion of total businesses by broad industrial group



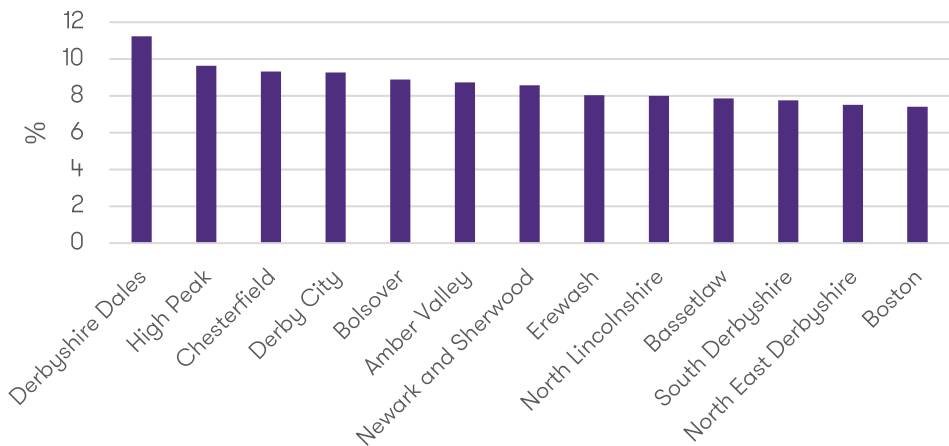
Source: ONS (2021) UK Business Counts - enterprises by industry and employment size band

Deep dive: tourism

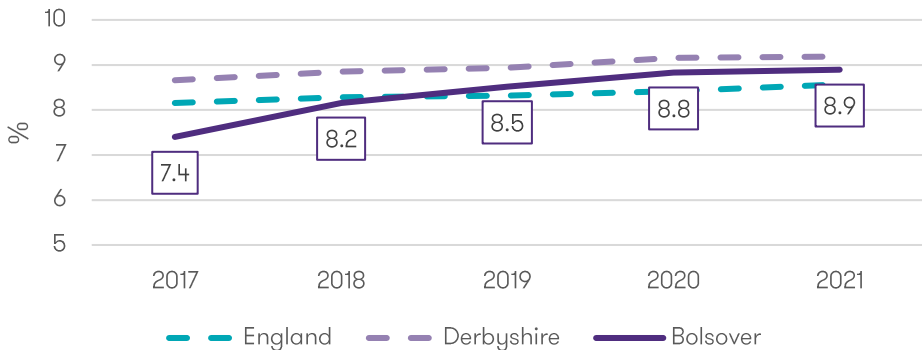
The tourism sector in Bolsover

- 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.

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:

Tourism	
Accommodation for visitors 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	Food and beverage serving activities 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
Cultural, sports, recreational and conference etc. activities 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	Passenger transport, vehicle hire, travel agencies etc. 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

About this report

Please note:

We have pleasure in enclosing a copy of our report in accordance with your instructions dated 4th 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**).

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