



# BOLSOVER DISTRICT THE FUTURE

2024 – 2028





## Our vision

Our vision is to maximise our influence and opportunities within the East Midlands Combined County Authority to drive the continued delivery of excellent services, maximise local aspirations and drive economic prosperity for Bolsover District.

# Welcome

## from the Council Leader

### Local authorities play a pivotal and significant role in society.

Everything we do can be experienced on a daily basis. From looking after the parks and recreation grounds your children play in, to building new homes for local families to live in. From administering benefits and financial support to help those in need, to regenerating our towns and villages.

When I was first elected as Council Leader in 2019, I said we needed to become a more flexible and adaptable authority. It is no good setting stringent and rigid targets when powers outside of our control, influence what we want to do.

Establishing a set of priorities that allow us to change how we approach things, with the recognition that if we need to change then we can, will stand us in good stead for the future.

So, we have developed this new plan with two fundamental objectives in our mind.

The first is you, our communities.

You are the heart of everything we do. From how we deliver our services to how we design them for the future. From protecting people's jobs to helping

#### Challenge

The introduction of the East Midlands Combined County Authority and elected mayor will bring significant changes as the mayor will hold devolved powers in areas such as transport, regeneration, housing and skills.

#### Opportunity

We have put in place structures and mechanisms to ensure we have 'shovel ready' projects to implement as and when any funding becomes available from the East Midlands Combined County Authority to ensure Bolsover District gets the best possible deal.



**Councillor Steve Fritchley**

Leader of the Council

people gain new skills. From delivering value for money projects to providing improved access to our services.

The second, is building resilience.

We need to have the ability to adapt and recover from outside disruptions and influences, ensuring that we can continue to deliver services as well as thrive in the long term.

Finance in local government has long been a discussion for debate. But whichever way you look at it, it is abundantly clear that it is never going to reach the same levels it was decades ago. So, we have put in place mechanisms to ensure we can become self-sufficient to provide the services to meet your needs.

One such mechanism is the establishment of our own company Dragonfly Development Ltd who will help us achieve a fair percentage of our ambitions such as building new council homes, regenerating our high streets and delivering projects like the Roseland Park & Crematorium near Shirebrook that will see income generated for the authority.

We are always striving for improvement. We are looking to improve our town and village high streets, increase the amount of sporting and cultural opportunities, improve the district's biodiversity, provide options to recycle more and build more council homes.

So, as you read through this document, you will see that our priorities and aims are flexible and adaptable so we can adapt to any changes that come our way.

# Introducing the plan

I am proud to be introducing the strategic plan for the Bolsover District for the next four years. At a time when many local councils are struggling to deliver services with limited budgets, it is more important than ever that we remain focused on continuous improvement, value for money and delivery of excellent services for our residents, businesses and visitors.

In developing this plan, we have worked with elected members, residents and staff to shape and focus our ambitions for the next four years. Priorities that focus on not only improving our services, but developing our communities, enhancing our environment and delivering growth for both the business and visitor economy. To deliver these ambitions we need skilled resources, and at Bolsover District Council, we employ over 500 dedicated and professional members of staff. From our refuse collectors to our housing and homelessness teams, all our staff are well trained and highly motivated to ensure we deliver the best we can for our communities.

This plan cannot possibly cover every service we provide or every ambition we want to achieve.



## Ambitions

This plan responds to issues like the housing crisis, protecting our natural environment and helping young people meet their potential. It will help us meet our sustainability targets, including our commitment to achieving net-zero carbon status by 2050 and increasing our recycling and composting rates.



**Karen Hanson**

Chief Executive Officer

Instead, it tells you how we will work, what we will focus on and what our priorities are.

It responds to the short, medium and longer-term issues, like the national housing pressures, while protecting our natural environment and helping young people meet their potential for the long-term. It will help us meet our sustainability targets, including our commitment to achieving net-zero carbon status by 2050 and increasing our recycling and composting rates.

These are challenging times, but by working together we will continue to deliver and support stronger, healthier and more vibrant towns and communities.

I am looking forward to working with elected members and staff in delivering the next part of the Bolsover District journey.



# The future 2024 - 2028

We are proud of Bolsover District. And we want to create a future where our children can grow up and thrive, where there is good quality, highly paid jobs available, where there is cultural and social activities to enjoy, where urban meets rural and the built environment complements the natural environment.

To do this we have developed four main aims:

## Values

And to help us continue to be a flexible, adaptable and an efficient organisation we have adopted the following values. We:

- will show respect, honesty, care, and compassion in everything we do
- will challenge ourselves and change for the better
- will be open and transparent
- are proud and passionate about what we do
- will continue to work as a team and with partners to provide quality services.



### Customers

Providing excellent and accessible services.



### Economy

Driving growth, promoting the district and being business and visitor friendly.



### Environment

Protecting the quality of life for residents and businesses, meeting environmental challenges, and enhancing biodiversity.



### Housing

Delivering social and private sector housing growth.



# Priority

## Customers

providing excellent and accessible services



### ● Our priorities

We are committed to:

- Continuous improvement to service delivery through innovation, modernisation and listening to customers.
- Improving the customer



*We will use technology to improve our services, where appropriate, but not to the detriment of customer service*

experience and removing barriers to accessing information and services.

- Having an agile working, responsive, skilled, and engaged workforce.
- Continuing to work with partners from all sectors, ensuring priorities are aligned to benefit the residents of Bolsover District.
- Promoting equality, diversity, and inclusion, and supporting and involving vulnerable and disadvantaged people.
- Improving health, wellbeing and increasing participation in sport, leisure, and social activities.

## ● Website

To help us improve the accessibility of our website we will talk to local organisations such as the Equalities Group to get their views and feedback.

## ● Sports participation

We will provide a more diverse range of activities, both in our leisure facilities and as part of our outreach programmes, to help increase participation in sport, leisure and social activities.



### Some of the initiatives that will help us achieve our priorities over the next four years include:

- Developing real time customer satisfaction measurement for services provided through our contact centres.
- Achieving a score of 90% or above based on user experience including accessibility for our website.
- Developing further our customer and resident insight work.
- Working with stakeholders, regional and local partnerships to deliver shared strategies and priorities and publish an annual progress and evaluation report in respect of cross cutting themes (skills, aspiration, health, and local rail offer).
- Monitoring progress against the Equality Plan and objectives for 2023–2027 and publishing information annually.
- Increasing participation in sport, leisure, and social activities, by 3,000 attendances per year.
- Delivering a health intervention programme which provides 500 adults per year with a personal exercise plan via the exercise referral scheme and aims to retain at least 50% into continued exercise after 12 weeks.
- Improving employee engagement and feedback to enable us to develop a fully inclusive People Strategy by March 2025.

# Priority

## Economy

Drive growth, promote the district and be business and visitor friendly



### ● Our priorities

We are committed to:

- Actively working with partners to support enterprise, innovation, jobs, and skills.
- Unlocking regeneration and development potential



*It's important that we are flexible and adaptable to help meet our business goals and grow the local economy*

of long-term vacant land and buildings, and stalled sites and deliver income-generating capital projects.

- Ensuring financial sustainability, increasing revenue streams, achieving best value, and making the best use of our assets.
- Promoting the district and working with partners to increase and support the creative, cultural and tourism sector.
- Maximising our influence and opportunities within the East Midlands Combined County Authority to collectively ensure our citizens have the opportunity to develop key skills and access opportunities to work well, and help create a strong and sustainable local economy.



## ● Place narrative

To help us attract more visitors and inward investment to the area our focus for a new place narrative will centre around three priority areas: your visitor experience all packaged up; experience our great value living location; and we've made it our business to reach out.

## ● Pleasley Vale

We will work with existing businesses to develop the site into a unique business, leisure and visitor experience where the past meets the future and tradition meets innovation.



### Some of the initiatives that will help us achieve our priorities over the next four years include:

- Refreshing our Business Growth Strategy to enable and empower Dragonfly Development Ltd to support us in making the best use of our assets, support growth in the local economy, attract inward investment to the district and maximise the district's share of potential funding streams from the Government and the East Midlands Combined County Authority.
- Working with partners to develop a place-based narrative to encourage inward investment, increase engagement with our key heritage assets and grow the visitor economy, the number of tourists and the amount of tourism spending in the district by 2025.
- Working with partners to develop innovation and growth in our cultural and creative sectors through active support of an investment in a creative's network, cultural corridor, and maker's hub.
- Working with higher education and further education providers and other partners to develop post 16 provision within the district to enable and empower more of our local workforce to find better paid, skilled jobs.
- Securing investment in improvement of our existing business estate and delivery of new commercial space, including regeneration of Pleasley Mills, to meet the needs of local business, encourage inward investment and support growth throughout the local economy.
- Delivering a fully operational crematorium by 2024 and managing this facility to generate income from 2025.
- Reviewing procurement rules to meet public procurement regulations and social value requirements.

# Priority

## Environment

Protect the quality of life for residents and businesses, meet environmental challenges and enhance biodiversity



### ● Our priorities

We are committed to:

- Maximising our influence and opportunities within the East Midlands Combined County Authority to collectively lead the way in moving from fossil to fusion and play our part in

achieving our national ambition to achieve net zero by 2050.

- Reducing our carbon footprint whilst supporting and encouraging residents and businesses to do the same.
- Increasing recycling.
- Enhancing biodiversity across the district.
- Working with stakeholders, regional and local partnerships to deliver shared strategies and priorities that support the local environment.
- Ensuring all areas, neighbourhoods, and streets in the district, irrespective of housing tenure or type, are places where people want to live, feel safe, and are proud to live.



*We have to find a way to make sure what we do complements how nature works and how people think*

## ● Recycling

To help us achieve a better rate of recycling across the district, more targeted promotion will be undertaken to help educate people on the benefits of recycling.

## ● Tree planting

We will continue with our tree planting schemes to help reduce the impact on the environment and increase the biodiversity of our district.



### Some of the initiatives that will help us achieve our priorities over the next four years include:

- Updating our Carbon Reduction plan to deliver Net Zero 2050 and publish an annual progress and evaluation report.
- Increasing the combined recycling and composting rate to meet government's 65% target by 2035.
- Implementing Government Waste Consistency requirements for commercial waste by ending March 2025 and household waste by ending March 2026.
- Introducing separate weekly collection of food waste by March 2026.
- Carrying out 155 targeted proactive littering/dog fouling patrols per year (in 2023/24 and review number for 2024/25).
- Reducing fly-tipping incidents per 1,000 people in Bolsover District over the plan period (baseline to be established and targets set each year).
- Achieving minimum quality standards of 60% for green spaces based on criteria and identified in the Local Plan for Bolsover District (baseline to be established and targets set each year).
- Annually monitoring the condition of Local Wildlife Sites across the district and take steps if required to enhance biodiversity and local nature recovery.
- Supporting developers and local organisations to deliver Biodiversity Net Gain across our urban and rural environments, realising future opportunities that support and deliver our Local Nature Recovery action plan.



# Priority

## Housing

Deliver social and private sector housing growth



### ● Our priorities

We are committed to:

- Enabling housing growth by increasing the supply, quality, and range of housing to meet the needs of the growing population.

- Building more, good quality, affordable housing, and being a decent landlord.
- Preventing and responding to homelessness through early intervention and personalised solutions.
- Maintaining and improving property and housing management standards and ensuring that standards and living conditions in the district contribute towards better health outcomes for all.
- Maximising our influence and opportunities within the East Midlands Combined County Authority to create affordable, good quality housing options and to retrofit existing homes to be more environmentally sustainable.



*We are determined to solve the local housing crisis, one brick at a time*



## ● **New council homes**

We will continue with our Bolsover Homes programme by building new council properties where there is an identified demand, and it meets the needs of the local community.

## ● **Private sector housing**

We will adopt a new private sector housing strategy to help us work with landlords to improve the condition and quality of properties and develop good management practices, ultimately reducing homelessness.



### **Some of the initiatives that will help us achieve our priorities over the next four years include:**

- Preparing and adopting a new Housing Strategy by October 2024.
- Delivering 200 new homes through the Bolsover Homes Programme using Dragonfly Development Ltd by March 2028.
- Maintaining high levels of tenant satisfaction with council housing and associated services as assessed under the annual tenant satisfaction measures (TSM) with the aim to be above the national average.
- Working towards compliance with the Social Housing Consumer Standards, ensuring tenants' voice is key when developing new council housing policies, procedures, and improvements.
- Commissioning and completing an appropriate council housing stock condition survey by April 2025, upon completion developing an improved rolling programme of stock inspections to inform future repairs and maintenance programme.
- Annually monitoring housing delivery in the district and taking steps if required to continue to meet the annual target of 272 new homes set out in the Local Plan for Bolsover District.
- Commissioning and completing local housing needs evidence by August 2024 to better understand the district's affordable housing needs.
- Working with partners to increase the supply, quality, and range of affordable housing to meet identified local needs.
- Developing strategies to support the private rented sector in supporting change to our duties.
- Delivering the actions within our Homelessness Strategy by December 2027.



## Monitoring and review

**We will carry out regular monitoring and reporting of our council plan progress.**

We will ensure we are transparent with the key performance measures we put in place to measure outputs and outcomes. Each year we will undertake an annual review on our delivery of the plan and present a report for consideration by elected members.





Information will also be published on our website and in our InTouch magazine for our residents and customers.

The plan will be monitored through our performance management framework in several ways:

### **CABINET MEMBERS**

Cabinet members will oversee performance for their areas of responsibility.

### **SCRUTINY MEMBERS**

Scrutiny members will review performance through quarterly reports including high level targets and key performance indicators.

### **SENIOR LEADERSHIP TEAM**

Senior leadership team and service managers will oversee performance for their areas of responsibility and collectively through quarterly reporting, cabinet member briefings, appraisals, team meetings and one to one meetings.

### **AUDIT**

Sample targets and performance indicators will be audited to ensure data quality.

## **Equalities Statement**

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

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

## **Access for All statement**

You can request this document or information in another format such as **large print** or **language** or contact us by:

- **Phone** - 01246 242424
- **Email** – [enquiries@bolsover.gov.uk](mailto:enquiries@bolsover.gov.uk)
- **BSL Video Call** – a three way video call with us and a BSL interpreter. It is free to call the Council with [Sign Solutions](#) or call into one of our Contact Centres.
- Call with [Relay UK](#) via textphone or app on **0800 500 888** - a free phone service.
- **Visiting** one of our [offices](#) at Clowne, Bolsover, Shirebrook and South Normanton.





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