

### Appendix 3: Council Plan Targets and Supporting KPI's for 'Our Economy by driving growth, promoting the district and being business and visitor friendly'

#### Status Key

<b>Target Status</b>	Usage
On Track	The target is progressing well against the intended outcomes and intended date.

<b>Target Status</b>	Usage
Not On Track	To reflect any indicator that does not meet the expected that does not meet the expected outturn for the reporting period (quarterly)

<b>Target Status</b>	Usage
Extended	The date for completion of this target has been formally extended by a Director and/or Members.

Key Council Target	Status	Q4 January to March 2025 Progress	Target Date
ECO.01 - Refresh our Business Growth Strategy to enable and empower Dragonfly to support the Council to make 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	Not On Track	<b>UPDATE / FOLLOW UP NEEDED</b> A workshop was held for officers on 13 August 2024 bringing together departments including Housing, Planning, EDU, Property Services, Leisure and Corporate Policy to discuss and formulate the new business growth strategy and action plan for the next four-year period 2024- 2028, which will underpin the new Corporate Plan's ambition for economic prosperity and growth. The workshop focussed on the five priorities for the growth strategy which align to the council plan, and also to the strands of the East Midlands Mayoral Combined Authority, which are: • Business and Innovation Ambition: we will make Bolsover an even better place to do business... • Land and Housing Ambition: we will make Bolsover an even better place to live... • Net Zero Ambition: we will take effective climate action for people	Tue-31-Dec-24

		<p>and places... • Transport Ambition: we will make it easier for anyone to get around the District and easier to get to and from other places... • Adult Education and Skills Ambition: everybody can believe in a positive future, be more ambitious about what is possible and go on to have successful lives regardless of their background or situation... This workshop included both a PESTLE analysis and a SWOT analysis, and the aspirations and ambitions of the different departments to bring forward innovative opportunities which we can include within the strategy and action plan. A further workshop of officers is due to be held on 13 January to work through projects underway / proposed for inclusion in the growth strategy. it will aim to identify local, district wide, and more regional projects which will benefit the district's local economy. following this workshop the feedback and activities will be collated in to the draft strategy document. This will then be brought together in to a draft document and circulated to officers for their comments before being circulated wider for consultation and formal adoption as the Council's Growth Strategy. There has been a slight delay on the proposed timescales for delivery, but this has benefitted the team, as it aligns to work of the Devolution Team, EMCCA, and DCC who are co-ordinating investment opportunities, which ensures we are taking a consistent approach to the investment and strategic priorities for growth.</p>	
<p>ECO.02 - Work 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</p>	<p>On track</p>	<p>The Bolsover Place Programme aims to: -raise awareness and improve perceptions of Bolsover with target audiences inside and outside the area - to improve belief in and pride of the place by residents and stakeholders across the area, encouraging them to get involved in delivering a</p>	<p>Mon-31-Mar-25</p>

amount of tourism spending in the district by 2025.

successful future for Bolsover, with a consistent positive narrative - to communicate and raise awareness of the 'story' to engage local businesses, organisations and people to become Champions for Bolsover - to identify priorities, 'quick wins', gains from synergies and potential gaps/overlaps in activity - to identify opportunities for collaboration between organisations in and around Bolsover - to improve integration and impact of existing marketing communication activity on behalf of Bolsover by partners and stakeholders - to provide recommendations on further actions to create a more integrated and consistent experience and promotion of the area to its target audiences - to attract inward investment to improve the place offer. The programme is led by the Bolsover Place Board – 8 representatives from across the area that sponsor and steer the place programme ensuring that we deliver and stay focussed on the aim and key priorities of the programme: Bolsover; confidently embracing its wider experience' is the emotive, call to action for the place. This, alongside the accompanying themes: • we've made it our business to reach out • experience our great value, living location • your visitor experience, all packaged up Since the launch of the Bolsover Place Programme in July 2024 the Tourism & Place Manager has been showcasing the new place led approach and new Bolsover ambition at local, regional and national events. One such opportunity was to present the new Bolsover ambition at the national High Street Taskforce event, hosted by The Institute of Place Management – Bolsover being 1 of 3 areas asked to present out of over 130 areas that had been part of the programme. The place programme action plan will be funded through the £15m Regeneration Fund allocation,

		<p>so preparatory work has been carried out so that once the funding is received the action plan can be delivered.</p> <p>Priority projects of the programme include:</p> <ul style="list-style-type: none"> <li>• Welcome Pack – for those moving into new housing (showcasing the attractions, town centre offers and local walks/trails) working with 6 local housing developers to add in their show homes and welcome packs for new owners</li> <li>• 10 Year strategic Ambition that aligns arts, culture, heritage, visitor economy and place (framework for the new Culture &amp; Place subgroup of the Place Board)</li> <li>• Deliver short break packages working with Derbyshire and Nottinghamshire partners across the EMCCA area to increase awareness and visitor spend in the area</li> <li>• Business Plan for a Creative Hub and creative business district in Bolsover town</li> <li>• Young Ambassador Scheme – work with key skills partners to shape a new ambitious programme that provides young people with the skills and confidence to be job or apprenticeship ready whilst instilling a sense of pride and sense of place</li> <li>• Embed the new visual language and new narrative in and around the place – including the Bolsover Loop trail and in the Regeneration Funded projects.</li> </ul>	
<p>ECO.03 - Work 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.</p>	<p>On track</p>	<p>Woman's Creative Network - Platform Thirty1 have been commissioned to deliver support to creative businesses from the arts, culture, visitor economy sectors. The monthly network meets the first Wednesday of every month at Pleasley Vale Mills. In Q3 41 attendees came to the networking session. Creative Hub Business Plan and Creative Business District - Local Creative Ltd have been commissioned to deliver both a Strategic Framework for the new Bolsover Place Programme - Tourism &amp; Place Group and a separate Business Plan for a Creative Hub in</p>	<p>Fri-31-Mar-28</p>

		<p>Bolsover town centre. The work is being led by Dr Claire Tymon following the Arts Council England funded feasibility and need and demand study that concluded there is a strong demand for a local creative hub in Bolsover from both potential users and creative partners. The new Tourism &amp; Place Group will replace the Bolsover Partnership Culture &amp; Tourism Group. Cultural Coalition – Bolsover is part of a consortium with Chesterfield Borough and North East Derbyshire District Council’s to work collectively to support and develop the creative sector. The Coalition has had initial funding through Arts Council England to carry out a mapping of all cultural businesses across the district of which 786 creative businesses have been identified, 159 of which are in the Bolsover District area. The group are now working on supporting creative businesses to promote their talent through a national platform - CREATE Britain Platform- <a href="https://www.createbritain.com">https://www.createbritain.com</a> Derbyshire Makes – A DCC led County wide programme to explore innovation, creativity, design, craft, skills, manufacturing – all through the lens of making. Bolsover is one of the key hubs which will host an event during the Easter weekend in 2025 as part of a 4-week countywide festival in March/April over the next 3 years. The event will feature artists, manufacturers, designers, businesses, makers and heritage attractions. Officers art part of the Bolsover Hub Steering Group to support the festival planning and delivery.</p>	
<p>ECO.04 - Work with Higher Education and Further Education providers and other partners to develop post 16 provision within the district to enable and empower more of</p>	<p>On track</p>	<p>Letters of support from both the Leader of the Council and the Bolsover Place Board have been sent to relevant ministers to support the North Derbyshire University Academy following the review of all Free School projects</p>	<p>Mon-31-Jan-28</p>

<p>our local workforce to find better paid, skilled jobs.</p>		<p>by the new Government. A response has been received from Catherine McKinnell MP – Minister for School Standards. Matt Hall – Executive Headteacher from Redhill Academy Trust sits on the Bolsover Place Board and we are keen to ensure we support the post 16 provision in Bolsover.</p>	
<p>ECO.05 - Secure 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.</p>	<p>On track</p>	<p>Development of new Industrial Units on Portland Drive, Shirebrook Mar 2026: Planning application is to be determined at the Planning Committee meeting in January 2025. Following several revisions needed to be made due to the requirement to meet Bio-Diversity Net Gain (BNG) obligations and in order to achieve no net loss on the site. The officers have found some anomalies with the BNG requirements and have made some adjustments to the proposals which mean there is now no obligation to achieve a 10% uplift, saving £170k on development costs, and being able to achieve planning approval in the coming weeks. Reconfiguration of Vernon Street to provide two industrial units Dec 24: Negotiations are ongoing with an interested party for the lease, and taking occupation. The building requires some investment to bring it back up to compliance for letting, so work is underway to obtain quotes for the repairs, including roller shutter doors, electric supply servicing, and getting quotes for the fire risk strategy. A report will be presented to the Executive at the meeting on 27 January for the approval of the heads of terms for the interested party to secure a letting for 10 years. Inward Investment enquiries into the district - promotion of the available Council owned assets - work is ongoing to support DCC inward Investment team, but the transfer of the LEP's inward investment team into the new EMCCA structure will bring some changes to the service</p>	<p>Fri-31-Mar-28</p>

delivery and the team are continuing to provide investment opportunities and answer queries when enquiries are sent through either from EMCCA or DTI. The redevelopment of 36/36a Market Place, Bolsover to provide new retail space

Mar 26: The site has been valued at £180,000 in its current state. Structural surveys, RICS surveys and utility surveys are underway. The purchase of the land was dependant upon funding through the £15million regeneration funding, so has been delayed until the funding is confirmed, anticipated Jan / Feb 25. The tenant of the building – Bolsover CVS – has served notice to vacate the property and is negotiating with the council to occupy 8a Cavendish Walk as a temporary measure until the buildings works are completed and the tenant can take occupation of the new community centre in the former White Swan. A report will be presented to Executive for approval end of Jan 25. Investment in the meeting / conference facilities at The Tangent Business Hub, providing new equipment and uplift the décor Dec 24 - the works are currently being costed for the redecoration, replacement ICT equipment, general building cleaning (external) for the cladding, and landscaping improvements.

Former White Swan Public House - community hub Mar 26: The site has been valued at £225,000 in it's current state. Structural surveys, RICS surveys and utility surveys are underway. The purchase of the land was dependant upon funding through the £15million regeneration funding, so has been delayed until the funding is confirmed. MoU is anticipated to be issued Jan / Feb 25, following ministerial approval from MHCLG. 9a Church Street, Clowne – following a report to Executive for the lease of the property, the tenant has now taken occupation and is

commencing with works to redesign the internal space to reconfigure the former vets to a performing arts studio. The tenant has also secured a business growth grant to invest in the business' equipment. Regeneration proposals for Pleasley Vale Business Park During the last quarter, the Executive approved the appointment of P&D Environmental to complete flood remedial works at Pleasley Vale Business Park. Following a procurement exercise for a full scope of works by the Loss Adjuster's appointed contractor, Monaghans recommended that Dragonfly Development Limited be appointed as the preferred supplier. Dragonfly Development Limited submitted the most cost-effective quote of the three submitted, which was within the initial estimate approved by the Loss Adjuster and they were identified as the most compliant tender with the lowest risk. Executive approved the appointment of Dragonfly Development Limited at the December committee meeting. Both appointments will mean works can commence early in the new year on both the remediation following storm Babet, and mitigation against future flood events. The Business Estates Manager and the Facilities Management Team within Dragonfly Development (Management) Limited have worked tirelessly over the last 12-months since the flood event to ensure relationships with tenants have been maintained, services upheld, and pressure put on all parties to bring this to a conclusion. As a result of this, tenant levels have remained constant and revenue streams maintained throughout. The works being able to commence will be welcome news to those tenants directly affected by Storm Babet. At its December meeting, the Council approved funds for investment into Pleasley Vale

		<p>for the schemes identified above as well as additional repairs and works to the mill buildings. The Council further approved a recommendation for Members to delegate authority to the Chief Executive Officer to establish the post and budget of a Building Surveyor / Contractors Administrator into the Property Services Team of DMBL, to be appointed to manage and oversee the building works and repairs at Pleasley Vale Business Park. This will provide much needed resource to oversee the works on behalf of the district council. The vacancy has been advertised and is now closed to applicants, with shortlisting underway. Work is continuing with proposals for the renovation and reuse of the two Gatehouses properties. A pre-construction scope of works has been agreed and officers of the project team and the Council's Conservation Officer have conducted site visits to inform the scope as well as potential end uses.</p>	
<p>ECO.06 - Deliver a fully operational crematorium and manage this facility to generate income from 2025.</p>	<p>Extended</p>	<p>Construction of the crematorium and wake buildings - the contractors have been working on site carrying out the remedial works required following the remediations of intumescent paint on the steels; brickwork, with masonry up to the cavity on the wake, and red brick on the crematorium; Soft Landscaping with trees and hedges in the parkland being set and able to establish. Further steelwork for the Gathering Courtyard and Flower Court has been installed on the site. Work is continuing for producing a compliant detailed design pack for the construction team to work off for the construction of the two buildings. The is remedial work required to remove some brickwork to the wake building has been completed with the brickwork now underway. The Architect has made a non-material amendment application to the local</p>	<p>Fri-31-Mar-28</p>

			<p>planning authority w/c 21 October, which has subsequently been approved. Evidence is being collated and work ongoing to bring a claim against the previous architects for the errors and omissions on the original design pack, seeking costs for the works incurred which need to be rectified. The sale of additional BNG credits off the crematorium development to external developments elsewhere in the district - this will be progressed upon completion of the main development and achievement of the site's BNG credits.</p> <p><b>Note</b> – at the Exec Board 3/3/25, the timescale was queried, as the latest position is that income generation is now not expected until Spring 2026, following completion of the build contract in Winter 2025. This new timescale is to be put to the Exec Board at the next meeting for formal amendment.</p>	
ECO.07 - Review procurement rules to meet public procurement regulations and social value requirements.	On track		The new procurement rules have been amended through the implementation of a new social value policy that was approved by Executive in September 2024. A further review will take place when the new Procurement Manager commences at the Council in February.	(not specified)

**No Council KPI's to report under this council plan aim.**