

Business Growth Strategy – outline

The Business Growth Strategy is an ambitious, targeted roadmap designed to ignite economic growth across the district. The strategy positions our bold ambitions at the heart of the regional agenda and outlines a vision for sustainable growth that will pave the way for new and exciting opportunities for the district, and beyond.

Our plan is built around Bolsover's unique strengths - our rich heritage, strategic location, and sectoral strengths – and is aimed at unlocking the district's full economic potential, establishing Bolsover as a high-impact location for business growth.

Set against the backdrop of the UK's devolution agenda, the strategy has been developed in alignment with the East Midlands Combined County Authority (EMCCA) ambitious investment plan that aims to drive economic growth and improve livelihoods for residents across the whole of the region.

By working hand in hand with EMCCA we can open the door to transformative growth and investment that benefits business, communities, and the wider region. Bolsover is home to untapped economic strengths – from our strategic location and thriving sectors to our entrepreneurial spirit. By unlocking this potential, we have a unique opportunity to deliver unprecedented growth that boosts productivity, attracts investment, and enhances the quality of life for everyone who lives and works here.

Exec Summary – concise summary capturing the essence of the growth strategy

Bolsover district has evolved from a coal-reliant economy into a resilient, multi-sector hub with well-established strengths in manufacturing, engineering, logistics, tourism, and, more recently, low carbon.

Bolsover's Business Growth Strategy builds on these unique key strengths to drive place-based growth that is aligned with the ambitions of the East Midlands Combined County Authority (EMCCA)..

At its core, the strategy positions Bolsover as

- A **well-connected business district** with strategic access to national transport and supply chains
- A **collaborative place** with strong public, private, and academic partnerships
- A **manufacturing powerhouse** and **thriving logistics hub** at the heart of the East Midlands Investment Zone
- A springboard of opportunity for **digital transformation and innovation**
- An ecosystem of **entrepreneurship and start-up success**
- A place steeped in **heritage, culture and visitor potential**
- A **growth zone for green skills** and **net zero innovation**

- An **affordable, great place to live** with vibrant communities and easy access to green spaces.

By identifying our high-growth sectors, emerging market opportunities, and unique strengths, we are committed to building a thriving and inclusive economy, by:

- Leveraging our industrial strengths to create high-value and high-skill job creation
- Unlocking our sites to support growth of high-value sectors and meet future housing needs
- Investing in local infrastructure and improving transport links for workforce mobilisation
- Prioritising clean growth and green technologies to meet our net zero ambitions
- Enhancing the skills base through strategic partnerships with education providers
- Unlocking the potential of the visitor economy through cultural and natural assets
- Enhancing community wellbeing by actively engaging in sustainability and nature recovery

Investment in local infrastructure, skills, sustainability, and growth of high-value sectors such as advanced manufacturing, logistics, low carbon, and tourism will help pave the way for a more prosperous and resilient future for the Bolsover district and the wider East Midlands region.

Local Authority Overview – brief history, current status and future vision

Bolsover district has a proud and resilient industrial heritage. Once defined by coal mining and heavy industry, the district has undergone a significant economic transformation, emerging as a diverse and dynamic place to live, work, and do business.

Today, Bolsover is strategically positioned at the heart of the UK's logistics and manufacturing corridor, with easy access to the M1 and major cities. The district boasts a well-established business base with sector strengths in manufacturing, distribution, engineering, and visitor economy - underpinned by a growing network of SMEs and start-ups.

But Bolsover isn't just adapting to change – we're actively shaping it.

Our vision for the future is ambitious and business-led. We aim to establish Bolsover as a leading growth zone for sustainable enterprise, harnessing the power of green technologies, advanced manufacturing, digital innovation, and the visitor economy to build a more inclusive and prosperous future.

Crucially, Bolsover is a key site within the East Midlands Investment Zone (EMIZ) - hosting a major portion of the Centre of Excellence in Modern Construction at Steetley. This strategic asset places Bolsover at the heart of the

EMIZ's vision to accelerate productivity and innovation in low-carbon construction, green technology, and high-value manufacturing, backed by £160 million in government funding over the next decade.

Our Business Growth Strategy aligns with EMIZ's focus on green technologies and advanced manufacturing. Our commitment to decarbonisation and green skills development positions Bolsover as a key player in achieving the EMIZ's vision of becoming a national centre of excellence for green industry.

Similarly, the logistics sector also continues to thrive in the district, fuelled by rising demand from e-commerce and supply chains, reinforcing the district's role as a critical driver of growth for the region's economy.

Case Study: Horizon 29

Horizon 29 is a bold symbol of regeneration and economic ambition. Located just one mile from Junction 29A of the M1, this landmark industrial and distribution hub is set to deliver over 1.15 million sq. ft of high-quality commercial space across eight warehouse units, delivered over three transformative phases

Once a former Coalite manufacturing plant and a highly contaminated and complex brownfield site, Horizon 29 has undergone a remarkable evolution. Acquired by Bolsover Land Ltd, a joint venture between Marcol and St Francis Group in 2012, the site regeneration began with an ambitious vision to turn this derelict site into a driver for economic growth.

Planning permission was secured in 2016, paving the way for a comprehensive land remediation and redevelopment programme. The project is a benchmark for the power of public-private partnership in tackling a challenging industrial site and unlocking long-term economic potential.

Phase 1A and 1B reached completion in early 2024, delivering four modern warehouse units equipped to meet the demands of cutting-edge logistics and advanced manufacturing operations. Phase 2 will see the construction of two single-storey distribution facilities, continuing the site's momentum to deliver hundreds of new jobs.

Sustainable features of the site include solar PVs, air source heat pumps, enhanced cladding, responsibly sourced sustainable materials, LED lighting, electric vehicle charging points, and bio-diversity enhancements such as bird and bat boxes. These features align with Bolsover's wider ambitions to be a leader for green growth and net zero innovation.

A standout success within Horizon 29 is the £20 million, state of the art headquarters and distribution facility for Peak Pharmacy, a fast-growing Bolsover-based pharmaceutical group. Spanning 113,000 sq ft the facility uses advanced robotics and automation, enabling the processing of over 400,000 prescriptions a month – over 20,000 items a day, or more than 40 per minute.

This new headquarters not only strengthens Peak Pharmacy's operations but also demonstrates Bolsover's attractiveness to forward-looking, high-growth companies investing in technology and local employment.

End case study

Bolsover's post-industrial location is also a beautiful, rural environment with accessible green spaces, open landscapes, and attractive views. Whilst it is amazingly well connected to main road networks, it offers quiet spaces to get away from it all and recharge in the great outdoors. It's no surprise that the district is booming as a place to live, with affordable housing developments, a strong sense of community, and lots of places to visit in the immediate locality and further afield.

Add infographic/case studies

Market Analysis – Key Insights (market trends, customer needs, and competitive landscape)

The Bolsover district outperforms both regional and national productivity benchmarks, with GVA per hour worked standing at £43.20, well above the regional (£34.30) and national (£40.30) averages. This highlights the value of the existing economic base and provides a strong base for scaling high-value, high-skill sectors.

With employment and qualification levels currently below the national average, Bolsover presents a clear opportunity for workforce development. Targeted investment in upskilling and engaging the local workforce will unlock a more inclusive labour market, address employer and industry skills shortages, and futureproof the district's talent pipeline.

Bolsover's affordable housing and commercial property prices and proximity to key infrastructure make it an attractive proposition. For entrepreneurs, SME's and inward investors, this creates lower barriers to entry and offers a competitive advantage for growth.

The district's above-average greenhouse gas emissions per capita (12.2 tCO₂e) highlight a clear environmental challenge – but also a significant opportunity. Bolsover is poised to become a growth zone for green innovation, net zero technologies, and low-carbon enterprise. Strategic support for sustainability focused growth can help reduce emissions, while create a wave of green jobs and investment.

Proximity to EMIZ

With its rich industrial heritage, cultural assets, and access to natural landscapes, Bolsover has strong foundations for a thriving visitor economy. There is clear opportunity to develop tourism, cultural, and leisure offers that draw visitors and strengthen the district's identity as a destination.

The district has a growing network of multi-user trails ideal for walking, cycling, and horse riding. These not only encourage active travel and healthy lifestyles

but also improve the connectivity between towns, villages, and green spaces offering a better quality of life for residents.

Place programme – see TG action plan

Our Key Strengths / Unique Assets – do as an infographic/highlight boxes?

- Manufacturing, engineering, logistics – strong, well established, productive, signals strong growth potential in advanced manufacturing, smart tech, AI and automation
- Central location, proximity to EMIZ, M1, A38
- Untapped workforce
- Growth Zone for Net Zero Innovation
- Availability of land for commercial and housing development
- Affordability, combined with accessible open spaces and sustainable living
- Quality of life, with strong community ties
- Rich heritage, cultural and tourism offer

By focussing on sustainable growth, digital innovation, and future-facing industries, we are not only responding to global economic shifts but seizing them as opportunities to drive local progress. Through strategic investment in green infrastructure, skills, and strong partnerships, we are creating the right conditions for businesses to succeed and building a stronger future for our communities.

District Profile – stats for infographic/box/charts

Population 80,300 (2021)

GVA per hour worked £43.20 (2022), £8.90 higher than the region, £2.90 higher than the national average.

GDP per head £32,507 (2022), £2,824 higher than the region, £5,345 lower than the national average

Gross Disposable Household Income per Head £16,766 (2001), compared to £18,956 in the region, and £22,213 for the national average.

Businesses 2,190 (2023) active businesses, with 8 of the top 20 Derbyshire businesses located in the district

Employment 71% (2023) 4.5% less than the region, 5% below the national average.

Claimant Count 3.3% (2024) 0.3% less than the region, 0.8% below the national average.

Average House Price £178,000 (2025), £63,000 less than the region, and £93,000 less than the national average

Level 3 or Above Qualification 52.4%, 9.5% below the region, 15% lower than the national average

Greenhouse Gas Emissions per capita 12.2 (tCO₂e) (2022), 5.6 higher than the region, 7.1 higher than the national average

Add about perceptions of living here – see Heather email

Our Plan

Economic growth factors to consider – infrastructure / accessibility / skills and workforce / business support / incentives and financial support / partnerships and collaborations

To realise Bolsover's growth ambitions, targeted investment and strategic action must focus on the core enablers of long-term economic success. These building blocks are essential to creating an economy that drives growth and innovation, supports resilience, and empowers people and places to thrive.

Priority 1 – Business and Innovation

Making Bolsover an even better place to do business. We will achieve this by:

- Raising the profile of Bolsover's unique strengths that make the district a great place to live, work and visit
- Proactively working with the business community to create the right environment where any resident can start-up and grow their own business in the district; where existing businesses chose to stay and scale, and where new, innovative industries chose to invest, create quality jobs, and shape the future of the district
- Collaborating with partners to deliver high-speed digital connectivity, unlocking the full potential of digital innovation and enabling smart business operations powered by IoT, AI, AR, VR, and automation.
- Taking a joined up approach to skills development, with employer-led training and retraining programmes, co designed with FE/HE providers, to ensure our businesses can grow with the skills and talent they need.

Our priority **Business and Innovation Initiatives** include:

1. Invest in business premises, co-location spaces, and conferencing facilities
2. Grow the local network of advice, support, funding, and mentoring available for businesses
3. Supply chain network and procurement events
4. Targeted support for female founders and underrepresented entrepreneurs to ensure inclusive growth
5. Develop the Business in Bolsover offer as a point of access for business growth, including the website, InBusiness publication, and social media pages
6. Develop strategic relationships with key businesses to maximise the economic benefits for the district – GWR/SD
7. Targeted place making campaigns that showcase the district's strengths

8. A compelling place and brand narrative positioning Bolsover as a destination that is ready for the future
9. Marketing and social media strategy to reach and engage the local community and new audiences
10. Green skills hub, retrofit accelerator

Priority 2 - Land and Housing

Making Bolsover an even better place to live. We will achieve this by:

- Accelerating the release of previously developed, publicly owned land and securing funding for its regeneration – enhancing the local environment and boosting the supply of affordable housing across the district.
- Securing funding for the acquisition and redevelopment of neglected privately-owned sites, to restore pride of place and unlock their community and economic potential.
- Planning for future housing demand now by actively developing opportunities to ensure a steady pipeline of high-quality, future-facing, affordable homes, where our residents can live well, stay local, and thrive.
- Identifying and unlocking opportunities for commercial land development to create conditions for sustainable job growth in key future-facing industries, securing good-quality jobs for future generations.
- Exploring the use of land to drive environmental resilience, through nature recovery, green infrastructure, and Biodiversity Net Gain – helping to protect our communities from climate threats and creating social spaces for connection and recreation. **Landscape resilience – nature recovery, Biodiversity Net Gain, BNG receptor sites, social contract, NEIRF initiative. Nature towns and cities.**

Our priority **Land and Housing Initiatives** are:

1. Commercial land development to meet demand from advanced manufacturing, logistics, visitor economy and green industries.

Horizon 29

Clowne Garden Village

The masterplan for Clowne Garden Village includes 24 hectares of employment land and this will forward first to provide the cash-flow necessary to kick-start the delivery of housing at scale on the wider site.

Whitwell Tip

2. Affordable housing – Bolsover Homes Programme, Woburn, Dragonfly

Clowne Garden Village, along with Whitwell Tip, Woburn? should provide the bulk of planned housing Growth within the district for period?. Beyond these strategic sites in the Local Plan, the council can have direct

influence on housing delivery in the district through Bolsover Homes and Dragonfly to increase the supply, quality, and range of housing the meet the needs of the population and to support economic growth.

Bolsover Homes

Dragonfly Developments

3. Land for green infrastructure – Mine water project
4. Crematorium
5. Pleasley Vale
6. Transport improvements that enhance movement of goods and people across the district and beyond
7. Energy efficiency and decarbonisation, clean energy infrastructure to futureproof the district – mining water, unlock stalled development sites Whitwell Colliery
8. CGV
9. Future homes
10. Town centres
11. Housing developers network
12. Welcome pack for new residents
13. MMC Pinxton
14. Steetley

Insert Case Studies – Do you want the Crem here as a case study?

Priority 3 – Net Zero

Taking effective climate action for people and place. We will achieve this by

- Investing in green skills, retrofit, and clean tech qualifications to ensure that our businesses have the talent they need to succeed in a low carbon economy. By creating the conditions for green industry growth, we aim to establish Bolsover as a leader for Net Zero innovation and create new high-skilled, high-paid jobs for the future.
- Partnering with local stakeholders to advance nature recovery efforts and ensure that all our residents have access to nature on their doorstep. This includes improving air quality, enhancing river ecosystems, and mitigating flood risks – all of which contribute to healthier, more resilient communities.
- Working with partners to improve the multi-user trail network by closing the gaps and enhancing access from homes and workplaces, encouraging more active travel and supporting healthier, more connected communities.
- Maximising the potential of the Local Area Energy Plan through EMCCA to help residents access affordable, low-carbon energy – and where possible – enable community-led renewable energy generation.

Our priority **Net Zero Initiatives** are:

1. Advance hydroelectric generation and solar PV opportunities to supply low-carbon energy at scale across the district.
2. Deliver a mine water heat recovery project at Creswell, using sustainable technology to generate clean energy and unlock nearby sites for housing and employment.
3. Support a commercial retrofit programme to reduce emissions from business premises, and help businesses lower their energy bills, while creating green jobs.
4. Deliver the Community Woodlands project to support biodiversity, improve public access to green spaces, and contribute to carbon reduction.
5. Expand the sustainable travel infrastructure with projects including the Bolsover Loop, new walking routes, EV charging stations, and an e-bike scheme.
6. Deliver the LARA retrofit accelerator pilot, targeting hardest to heat homes and providing pathways to upskilling for the local workforce.
7. LAEP MNZH? **Complete and implement a Local Area Energy Plan to guide energy infrastructure upgrades and community energy development**
8. **Secure funding from the Warm Homes: Social Housing Fund (SHDF)? to retrofit public housing stock and improve energy efficiency.**
9. Undertake a district-wide housing stock condition survey to target retrofit improvements and maximise carbon reduction potential.
10. **Identify key sites for solar PV panels installation including the planned deployment at Pleasley ?? – is this right, also is a repeat of point 1?**
11. Deliver the Net Zero Innovation Programme in partnership with Nottingham Trent University to help businesses to lower their carbon emissions and reduce their costs.
12. Delivery the Net Zero Growth business grants to stimulate decarbonisation and net zero innovation projects.
13. Appoint a Carbon Reduction Officer to lead climate action initiatives across the council and drive forward the delivery of our Net Zero Priorities.

Add Case Study from PH presentation – retrofitting partnership/GS Hub – positions Bolsover as a leader in Net Zero innovation

Priority 4 – Transport

Making it easier for people to move around the district – and beyond. We will achieve this by:

- Enhancing the movement of people and goods across Bolsover through strategic improvements to highways, public transport, and active travel infrastructure.
- Clearly setting out our transport priorities and championing the, at local, regional and national forums to secure the investment we need.
- Responding proactively to emerging regional transport plans – ensuring that Bolsover's voice shapes the future of transport investment across the East Midlands

- Working with partners to build the case for key transport schemes, including new roads, better rail services, and demand-responsible transport, to improve access to jobs, education, and services for all residents

Our **Priority Transport Initiatives** are:

1. Upgrades to Junctions 28 and 29 of the M1 to improve journey times and reduce congestion.
2. Delivery of the Shirebrook Link Road to enhance connectivity for businesses and residents and relieve pressure on local communities.
3. Highway improvements at the Treble Bob Roundabout to ease traffic flow, reduce congestion protect the function of Junction 30 of the M1.
4. Service enhancements on the Robin Hood Line to make rail travel more convenient and reliable.
5. Extension to the Robin Hood Line and re-opening of the Maid Marion Line to create better north-south rail links.
6. A new station at Pinxton to connect southern most communities and stimulate local growth.
7. Expanded, affordable and more reliable bus services across the district to make public transport a more attractive option.
8. A demand-responsive transport (DRT) pilot to support rural and lower-density areas with viable alternatives to car travel.
9. Investment in the district's public rights of way and active travel network to promote walking and cycling.
10. Unlocking strategic road access to accelerate development of key employment and housing sites.
11. Delivery of a joined-up local and strategic cycle network.
12. Improving transport connectivity for the sixth form and further education provision.
13. A district-wide walkability study to enhance mobility within and between our settlements on foot.

Case Study?

Priority 5 – Education and Skills

Our ambition: Every resident is able to believe in a positive future and succeed, regardless of background.

We will achieve this by:

- Working with local businesses, schools, colleges, universities and third sector organisations to connect residents with the full range of career opportunities available and ambition at every age and stage of life.
- Supporting access to further and higher education for anyone who lives in the district and removing barriers so that anyone who wants to progress in education has the opportunity to do so.
- Improving access to training, upskilling, and career progression by promoting local opportunities for people to start their own business, re-

enter the workforce or develop new skills – particularly in sectors with strong growth potential.

- Working with partners to create pathways back into training, education or employment for anyone excluded from school or the workplace.
- Making best use of regeneration funding and town centre improvements to create vibrant, flexible space that attract visitors but also host training, education and enterprise – helping to activate untapped talent and revitalise communities.
- Focused investment in green skills, retrofit, and clean tech qualifications, aligned with net zero goals and EMIZ
- Driving forward digital inclusion by working with partners to improve digital connectivity and digital literacy, helping all residents fully engage in work, education, and daily life.
- Strengthening local education-business links by embedding real-life projects, volunteering, and placement opportunities into regeneration and sustainability initiatives.

Our **Priority Education and Skills Initiatives** are:

1. Deliver a Green Skills Hub to provide training and career pathways in retrofit, clean tech, and other sectors critical to the net zero transition and aligned with the East Midlands Investment Zone (EMIZ).
 2. Create new employer-led training and retraining programmes co-designed with FE/HE providers, to address local skills gaps and equip residents with the skills needed by employers
 3. Support North Derbyshire University Academy in partnership with University of Derby to deliver stringer progression routes into higher education and employment.
 4. Link public transport improvements with job and training opportunities by working with the rail partnership and EMR to improve access to and showcase careers in transport and infrastructure.
- Support for young people and career changers to access training for in-demand sectors, such as low carbon, digital, engineering, logistics, and tourism
 - A joined-up approach to workforce development to help close skills gaps, reduce economic inactivity, and ensure businesses can grow with the skills and talent they need

Case Study – Green Skills Hub

Project Summary

Bolsover District Council has secured a £249,914 grant from the East Midlands Investment Zone (EMIZ) to carry out a feasibility study for a new subregional Green Skills Hub. This exciting project will explore the development of a purpose-built 9,000 sq. ft. green skills centre, designed to meet the growing demand for retrofit and low-carbon training across the region.

The proposed Hub will house a retrofit training centre featuring real-life demonstrator zones that replicate residential and commercial buildings. It will also include fully-equipped classrooms and workspaces to deliver accredited, hands-on training in the installation and maintenance of green technologies, such as electric vehicle infrastructure, air and ground source heat pumps and other future-facing systems.

Strategic Context

This initiative forms a vital part of our long-term strategy to grow local green skills capacity, ensuring the workforce is ready to meet future demands in the low-carbon economy. It builds directly on earlier work that we led on for Derbyshire and Nottinghamshire, which identified a strong need for green skills training and clearer pathways from education to employment in the sector.

Recent Achievements

In 2024, Bolsover District Council also helped to secure an additional £125,000 in external funding to provide training rigs for local colleges and universities, strengthening green skills education across the region.

Next Steps and Future Vision

The EMIZ funding will support the development of a comprehensive feasibility report, due to be completed by May 2025. This will define how the Green Skills Hub can offer the greatest possible benefit to learners, local employers, and the wider Net Zero agenda.

Looking ahead, a second phase of the project is already in the pipeline. If further EMIZ funding is secured, this next stage will support the full fit-out of the Hub and fund a dedicated staff member to co-ordinate and accelerate delivery of activities once the Hub is operational.

End case study

Priority 6 – Visitor Economy and Place – I think we should add this in – it's too important not to

Add ambition – TG action plan

Add Our priority **Visitor Economy and Place Initiatives** are:

Insert Pipeline Projects

Case Studies – GWR ? Place Programme?

Swot analysis

To be formatted

Strengths

Strong transport links M1 corridor

Established manufacturing and logistics sectors

Affordable business premises

Weaknesses

Skills shortages in key sectors – engineering, digital and green tech

Low higher education attainment

Limited high tech industry presence

Dependent on a few dominant sectors

Opps

Growth in green economy

Investment in innovation and infrastructure

Investment in digital infrastructure

Repositioning Bolsover as a growth zone for Green Skills

Place programme

Threats

Economic uncertainty (inflation, policy changes)

Competition for funding from neighbour authorities

Workforce retention

Slow digital/tech adoption

Example Action plan layout - Initiative | Key activities | Timeline | Responsible

Priority 3 – Net Zero			
Priority Initiative	Key Activities	Timeline	Lead Agency/Officer
Green Skills Hub	Delivery of a new sub-regional Green Skills training centre	2026-2028	
Redefine Bolsover as a Growth Zone for Net Zero	Relaunch Bolsover Net Zero website, launch Bolsover Net Zero campaign, digital prospectus	2025-2026	

Marketing and sales strategy – how will we communicate and sell the ideas to stakeholders and funders?

Operational plan – how will BDC scale to deliver and what resources are required?

Monitoring and evaluation

KPIs

- New business registrations
- Business growth rate
- Jobs created (by sector)
- Private investment leveraged
- Skills programme uptake
- Carbon reductions
- Land unlocked for development ha?

Annual review with stakeholder input, refresh three years?

Risk and Financial management and mitigation – how will activities be delivered

Implementation and timeline – how and when will activities be delivered

Review of performance and KPIs