

BOLSOVER DISTRICT
OUR LEGACY AMBITION
2024 – 2028
2026 Mid term review





Our vision

Working together to make Bolsover a thriving, inclusive and sustainable place where people are proud to live, businesses can grow, communities flourish, and everyone has the opportunity to succeed.

Welcome

from the Council Leader

The impact of the work we do as a Council is felt by everyone who lives, works and visits the district. From emptying bins, to building Council houses to regenerating the area, we are involved in a huge number of projects and deliver services daily from Whitwell to Pinxton and everywhere in between.

When I became Leader, I wanted to ensure Bolsover District Council built a legacy before Local Government Reorganisation comes into effect.

This document highlights the achievements we have made so far, half-way through the Council's plan.

The plan was developed with communities in mind. We understand our residents are at the heart of what we do and we have focussed our ambitions around helping people gain new skills, delivering value for money projects and improving access to our services.

2026 will see work start on a green skills hub which will bring essential, future-



**Councillor
Jane Yates**

Leader of the Council

proof skills to the area, benefitting young people and securing their future. Our regeneration programme is in full swing, bringing out of use buildings back to life, and we are investing in improving access to our essential services.

We are always looking at ways to improve our District, with work taking place to increase biodiversity, create a cultural strategy, increase sporting opportunities, provide more options to recycle and build more council homes.

When you read this document, you will see that our priorities are flexible, allowing us to adapt to changes that come to us from regional and national policies.

Our aims remain certain. We want our residents to be able to access our services without barriers, we want to grow our economy and encourage growth by being business and visitor friendly. We care about the environment, want to tackle environmental challenges and enhance the area's biodiversity, and we want to deliver growth in social housing, providing good quality homes where there is a need.

The district is changing, and we are changing with it. This document outlines where our priorities lie and details how we will work to achieve our goals.

Ultimately, we want the best for the people of our district, and I believe these priorities will help make the Bolsover District a better place for us all.

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.

Welcome

from the Chief Executive

As we reach the midpoint of our Corporate Plan 2024–2028, I am delighted to reflect on the significant progress we have made and the positive impact we continue to have across our district.

Over the last two years, I have been immensely proud of what Bolsover District Council has achieved. Through the dedication, professionalism and commitment of our employees, elected members and partners, we have delivered high-quality services, supported our communities, invested in our places, and maintained a clear focus on improving the lives of our residents. From supporting economic growth and creating new housing opportunities, to protecting our environment and ensuring accessible, customer-focused services, we have continued to deliver on the promises we made within this Corporate Plan. These achievements are a testament to the hard work and shared ambition of everyone involved in serving our district.

We have delivered this progress during a period of significant change and challenge. As local government evolves and preparations continue for Local Government Reorganisation, we remain



Karen Hanson

Chief Executive Officer

firmly focused on what matters most: creating positive outcomes for the people, businesses and communities we serve. Whilst organisational structures may change in the future, our commitment to delivering excellent services and making a difference to local lives remains constant.

Over the next two years, we are determined to build on our successes and create a lasting legacy for residents, businesses and visitors. This Mid-Term Review demonstrates both the progress we have made and our ambition for the years ahead. Whilst there is still much to achieve, I am confident that by working together we will continue to deliver meaningful improvements and realise our vision of a thriving, inclusive and sustainable district where everyone has the opportunity to succeed.

I would like to thank our residents, businesses, partners, elected members and colleagues for their continued support and commitment. Together, we have already achieved a great deal, and together we will ensure that the legacy we leave is one of ambition, achievement and pride.



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.

The importance of review

from the Deputy Leader of the Council

This mid-term review is a vital step for us to understand how we are progressing towards the goals we set ourselves two years ago.

We set ourselves ambitions that fell into four categories: Economy, Environment, Housing and Customers.

In the last two years we have achieved a lot.

Under the banner of economy we have secured £15million of Government regeneration money with funds from that pot going to different places in the district. Public realm improvements will be seen across the district with major projects taking place in Bolsover, Pinxton and Shirebrook.

In terms of Housing we are pleased to have approved a comprehensive Housing Strategy which aligns with the corporate plan. This will ensure good quality housing is built and there is support in place for vulnerable residents.

A decision was made to replace outdated, poor quality housing with better homes and we have invested £20million in modernising independent living schemes.

When it comes to the environment we invested in low-emission refuse collection vehicles and developed design guidance to promote low-carbon development, climate resilience and healthy, walkable communities.



**Councillor
Donna Hales**

Deputy Leader of the
Council

We have worked on instilling community pride as well with the launch of the Community and Place Grant Programme which provides funding for local projects and helps focus on improving the visitor economy and promoting community cohesion.

For our customers and communities we have directly invested into infrastructure (car parks, facilities) and supported community initiatives like food pantries and cultural events.

We are also proud to have delivered a balanced budgets throughout the time this plan has been in force.

Overall, we are pleased to say we have delivered major capital investment and regeneration, strengthened our housing strategy, invested in sustainability and environmental improvements, built strong partnerships and community engagement and maintained financial stability in a difficult context.

The most standout achievement is clearly: The scale and breadth of regeneration funding and delivery, which directly supports economic growth, skills, placemaking, and community outcomes across the district.

I am proud to present this report and look forward to seeing what the next two years brings.

Bolsover District

our Legacy Ambition

As Bolsover District Council enters the final phase of delivery for the 2024 to 2028 Corporate Plan, the focus now shifts from sustained performance to the longer-term impact of that delivery. In the context of Local Government Reorganisation (LGR), it is essential that progress made to date is consolidated and translated into a clear and lasting legacy. The following section therefore sets out how the Council will build on the achievements outlined in this mid-term review, ensuring that its priorities are fully delivered and leave a strong, sustainable foundation for the future.

We know that LGR will establish new unitary authorities by April 2028, replacing existing councils. Within this context, Bolsover District Council will focus its remaining period of operation on delivering a clear and purposeful legacy.

The Council will ensure that:

- Its priorities are delivered in full
- Services, assets and programmes are positioned for long-term success
- Local priorities are clearly articulated and embedded within future arrangements
- Communities, businesses and partners benefit from a strong and sustainable foundation for the future

The Council's approach to legacy is rooted in its four Corporate Plan priorities. Our Legacy Ambition ensures these priorities are not only delivered but leave a lasting impact beyond LGR transition.

Customers

Excellence, Accessibility and Trust

The Council will leave a legacy of high-performing, accessible and responsive services. The focus will be on embedding continuous improvement, expanding digital access while maintaining inclusivity, strengthening engagement and maintaining high standards

of responsiveness and organisational effectiveness.

Economy

Growth, Investment and Opportunity

The Council will ensure that the local economy is well-positioned for future growth. This includes supporting business growth, strengthening place promotion, developing skills and employment opportunities, and unlocking employment land and regeneration opportunities.

Environment

Quality, Resilience and Sustainability

The Council will leave a legacy of environmental stewardship. This includes progress on climate action, maintaining clean and safe environments, enhancing green spaces and biodiversity, and supporting sustainable development.

Housing

Supply, Quality and Support

The Council will deliver a strong housing legacy through increasing supply, improving standards and supporting residents. This includes delivering new homes, maintaining high service standards, improving housing quality and preventing homelessness.

Influencing the Future

The Council will ensure local priorities are reflected in future governance through a strong place-based narrative, strengthened partnerships and clear articulation of community needs.

Delivery and Impact

The Council's Legacy Ambition will be delivered through a structured and prioritised programme aligned to the Corporate Plan and the LGR timetable. This programme will focus on the successful delivery of key

investments, regeneration activity and service improvements that will provide a lasting benefit beyond transition.

This includes the delivery of significant capital and strategic projects such as the **Roseland Park Crematorium**, the projects aligned to the **£15 million regeneration programme**, the ongoing **regeneration and investment in Pleasley Vale**, and the delivery of new homes through the **Bolsover Homes programme**. These flagship schemes, alongside a wider pipeline of activity across the Corporate Plan priorities, will ensure that the Council leaves a balanced and tangible legacy across services, places and communities.

By 31 March 2028, the Council will have delivered its priorities, maximised the impact of its major investments, ensured that services and assets are prepared for transition, and embedded strong and sustainable foundations to support the new unitary authority.

In addition to its physical and programme-

based legacy, the Council will invest in its workforce to ensure a strong organisational legacy. Through the delivery of its People Strategy ambitions, the Council will continue to develop a skilled, adaptable and resilient workforce that is equipped to operate effectively within new governance arrangements. This will include a focus on organisational development, leadership capacity, workforce planning and staff wellbeing, ensuring that employees are supported through transition and that their knowledge, skills and experience are retained wherever possible to benefit future service delivery.

Conclusion

Through this approach, Bolsover District Council will leave high-quality services, a strong economy, a sustainable environment and improved housing outcomes, providing a solid platform for the future.





From 2024 to 2026, the Council has consistently delivered against its Corporate Plan, with strong performance across key KPIs and targets, which include:

- The brand-new Roseland Park and Crematorium will be fully operational imminently, providing a peaceful and dignified facility within 8 acres of carefully landscaped parkland

We continue to be accessible and responsive to the needs of our residents and businesses, with

- Our website consistently scoring in the high 90%s for content, accessibility, marketing and user experience
- Over 75% of telephone calls received being answered within 20 seconds
- Over 99% of emails received being answered within 8 working days
- Face to Face customers consistently being acknowledged within 20 seconds

We strive to make the lives of our residents better, with:

- The majority of fly tipping incidents being resolved within target timescales
- Over 90% of housing repairs being completed within target timescales
- 100% of domestic blocked drains cleared within 24 working hours
- At least 80% of cases involving potential homelessness being successfully prevented
- Our health, leisure and wellbeing centre consistently exceeding yearly attendance targets – with over 446,000 visitors in the last financial year alone

Corporate Plan Mid Term Review 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

To support our ongoing aim of being a flexible, adaptable and efficient organisation, we have adopted the following values:

- 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:

○ **Customer Experience and Insight**

We listen to our residents and use their feedback to continually improve our services.



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

○ **Digital Access and Inclusive Communications**

We make it easy for everyone to access our services and information, ensuring it is clear, accessible, and available in the ways people need.

○ **Community Engagement and Social Impact**

We work with our communities and partners to create opportunities, reduce inequalities, and support strong, inclusive neighbourhoods.

○ **Health, Wellbeing and Active Communities**

We help residents live healthy, active lives by increasing opportunities to take part in sport, leisure, and wellbeing activities.

○ **Trust, Reputation and Organisational Effectiveness**

We build trust by being open, responsive and reliable; supported by a skilled workforce and effective communication.

● 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 two years include:

○ Real-Time Customer Insight

Implement real-time customer satisfaction measurement across contact centres to improve responsiveness and service quality.

○ Excellent Communications

Achieve and sustain a 90%+ (Excellent) website rating across content, accessibility, marketing, and user experience. Our communication will be clear, inclusive, and accessible to all residents, maintaining quality and accessibility standards.

○ Insight and Engagement

Deliver a district -wide survey to inform service improvement and strengthen evidence-based decision-making.

○ Informed and Engaged Communities

Increase reach and accessibility of communications by 5% year-on-year, ensuring major service changes are communicated clearly across multiple channels.

○ Trust, Reputation and Responsiveness

Strengthen public trust by improving satisfaction with communications and ensuring timely responses to media enquiries (within 3 hours).

○ Provide fast, reliable communication during emergencies, with activation within 30 minutes and consistent multi-channel updates.

○ Active Communities and Participation

Increase participation in sport, leisure, and social activities by 3,000 additional attendances per year.

○ Health Improvement Programmes

Support 500 adults annually through exercise referral programmes, with 50% sustaining activity beyond 12 weeks.

Priority

Economy

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



● Our priorities

We are committed to:

○ **Growing the Local Economy**

We will grow a strong local economy by supporting businesses, attracting investment, and making the best use of our assets and funding opportunities.

○ **Promoting Bolsover as a Place to Invest and Visit**

We will raise Bolsover's profile as a great place to invest, visit and experience, building on our heritage, culture and unique identity.

○ **Skills, Jobs and Opportunity for All**

We will work with partners to improve skills, create better-paid jobs, and connect residents of all ages to training, careers and local opportunities.

○ **Business Growth, Innovation and Infrastructure**

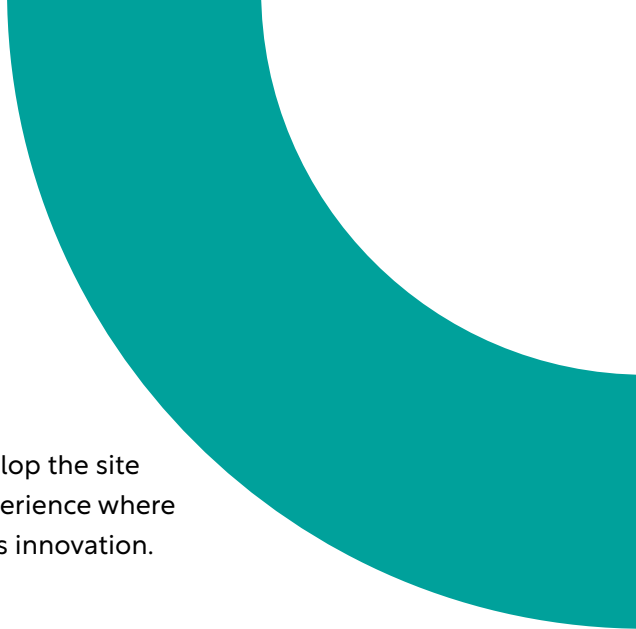
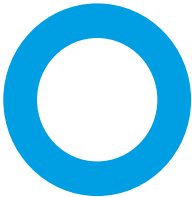
We will support business growth and innovation by developing modern workspaces, enabling new industries, and improving transport and connectivity.

○ **Sustainable Growth and Social Value**

We will deliver sustainable growth by unlocking land for jobs, enhancing our natural environment, strengthening communities, and embedding social value where we can.



It's important that we are flexible and adaptable to help meet our business goals and grow the 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: improving visitor experience, promoting great value living and supporting businesses to thrive.

● **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 two years include:

○ **Business Growth and Investment Strategy**

Refresh and deliver a Business Growth Strategy to maximise use of council assets, attract inward investment, and secure external funding to support economic growth.

○ **Place Promotion and Visitor Economy**

Develop and promote a strong place narrative to increase tourism, visitor spend, and engagement with Bolsover's heritage and cultural assets.

○ **Skills, Education and Workforce Development**

Work with education providers and partners to expand post-16 provision, improve skills, and connect residents to better-paid jobs and career opportunities.

○ **Business Support and Enterprise Growth**

Create the right environment for businesses to start, grow and invest, supporting SMEs, innovation, and employer-led skills development.

○ **Employment Land, Infrastructure and Regeneration**

Unlock commercial land, improve business estates, and deliver new workspace (including Pleasley Mills), alongside better transport and connectivity.

○ **Culture, Creativity and Inclusive Growth**

Support growth in cultural and creative sectors, develop key partnerships, and invest in initiatives such as creative networks, hubs, and corridors.

○ **Sustainable Growth and Commercial Opportunities**

Promote sustainable development by embedding social value, enhancing green infrastructure and biodiversity, and delivering income-generating assets such as the crematorium.

Priority

Environment

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



● Our priorities

We are committed to:

- **Climate Action and Net Zero**
We will take action on climate change by reducing emissions, improving energy use, and supporting communities to transition to a low-carbon future.



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

- **Clean and Safe Environment**
We will keep our district clean and safe by tackling fly-tipping and environmental crime.
- **Green Spaces and Quality Places**
We will protect and improve our parks and green spaces so they are safe, accessible and of good quality for everyone.
- **Nature Recovery and Biodiversity**
We will protect and enhance our natural environment, supporting wildlife, habitats and biodiversity across the district.
- **Sustainable Growth and Resilience**
We will support sustainable development that strengthens environmental resilience, promotes green infrastructure, and prepares for future challenges.

● 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 two years include:

○ **Climate Planning and Energy Transition**

Transition Adopt a Climate Resilience Plan by November 2026 and collaborate with the Local Area Energy Partnership to guide the district's transition to net zero.

○ **Tackling Fly-Tipping**

Reduce levels of fly-tipping across the district and improve monitoring of incidents per 1,000 residents.

○ **Environmental Enforcement**

Strengthen enforcement by increasing the number of actions taken against fly-tipping offences.

○ **Improving Green Space Quality**

Improve parks and green spaces to achieve at least 60% of quality standards.

○ **Nature Recovery and Conservation**

Increase the proportion of Local Wildlife Sites and key woodland areas in positive conservation management.

○ **Biodiversity Net Gain Delivery**

Expand the availability of Biodiversity Net Gain (BNG) sites to support nature recovery and sustainable development.

○ **Green Growth and Low-Carbon Infrastructure**

Drive progress towards Net Zero by investing in green skills, clean technology, active travel, and access to affordable low-carbon energy.

Priority

Housing

We are determined to respond effectively to local housing needs, one brick at a time



● Our priorities

We are committed to:

- **Building More Affordable Homes**

We will increase the supply of good quality, affordable homes to meet the needs of our growing communities.

- **Being a Good Landlord**

We will provide high-quality housing services, maintaining safe, well-managed homes and high levels of tenant satisfaction.

- **Preventing and Tackling Homelessness**

We will prevent homelessness wherever possible and provide timely, effective support to those in need.

- **Raising Housing Standards Across All Tenures**

We will improve housing quality and standards across council, private rented, and affordable housing sectors.

- **Partnership Working for Housing Growth**

We will work with partners to plan, deliver, and enable the right homes in the right places.



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 two years include:

- **New Council Homes Programme**
Deliver 200 new homes through the Bolsover Homes Programme by March 2028.

- **Tenant Satisfaction and Engagement**
Maintain tenant satisfaction levels above the national average and ensure tenant voice shapes services, policies, and improvements.

○ **Housing Standards and Compliance**

Work towards full compliance with Social Housing Consumer Standards, strengthening service quality and accountability.

○ **Asset Management and Property Investment**

Implement a rolling programme of property inspections to inform repairs, maintenance, and long-term investment in housing stock.

○ **Housing Supply and Delivery**

Monitor housing delivery and take action to ensure the district meets its annual housing targets.

○ **Affordable Housing and Private Sector Support**

Work with partners to increase the supply, quality, and range of affordable housing and support improvements in the private rented sector.

○ **Homelessness Prevention and Support**

Deliver the Homelessness Strategy, focusing on early intervention and personalised support.



Monitoring and review

We will carry out regular monitoring and reporting of our council plan progress as part of our ongoing monitoring framework and we will report on the newly introduced Local Outcomes Framework (LOF).

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
- **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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For further information about this
plan or any of our services, please
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