

**For publication**

**Draft Growth Strategy 2019-2023**

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Meeting: Cabinet

Date: 2<sup>nd</sup> October 2018

Cabinet portfolio: Economic Growth

Report by: Assistant Director Economic Growth

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**1.0 Purpose of report**

- 1.1 To consider and approve the draft Growth Strategy (2019-2023) for wider consultation.

**2.0 Recommendations**

- 2.1 That Cabinet consider the draft Growth Strategy (2019-2023) and subject to further comments, approve the document for wider consultation.

**3.0 Background**

- 3.1 The purpose of the Growth Strategy (attached as Appendix A) is to set out the role of the Council in supporting the growth and regeneration of the Borough. It provides a framework for actions over the period 2019-23 that will deliver the Council's

priority of making Chesterfield a thriving borough and contribute towards the priority of improving the quality of life for local people.

#### 4.0 **Growth Strategy**

- 4.1 The Growth Strategy is underpinned by an economic assessment which draws out the range of challenges and opportunities facing the local economy.
- 4.2 In response to the impact of the difficult process of industrial restructuring that the local area has been through, the key challenge that Chesterfield needs to address is to build a more resilient economy that can create and sustain a range of quality job opportunities. There is a need to diversify the economic base towards higher-value business sectors that can deliver higher-skill, higher-wage employment. Linked to this, Chesterfield faces a further challenge of ensuring that local people have the right mix of skills to access the new jobs which are created.
- 4.3 Chesterfield has a number of core characteristics which come together to define it as a competitive business location and provide the basis for developing a more resilient economy in future. These characteristics include its central location, access to the strategic road and rail network, an established business base, a historic town centre and generally being a great place to live (a contemporary market town on the edge of the Peak District).
- 4.4 Building on these underlying strengths, there are a range of opportunities that will help drive future growth in the Borough. These opportunities include:
- redevelopment of the former Co-op building to boost the town centre's leisure offer, facilitated by the Council's Northern Gateway scheme;

- delivery of Chesterfield Waterside to provide a new high quality mixed use urban neighbourhood, including a new office park;
- strengthening Chesterfield's role as a visitor destination and hub for visits to major attractions such as Chatsworth House and the Peak District; and
- the development of HS2, including a stopping service at Chesterfield station and the construction of an Infrastructure Maintenance Depot at Staveley.

### The Role of the Council in Supporting Growth

- 4.5 The Council has a key role to play in building a resilient economy by making Chesterfield the best possible place in which to establish and grow a business. This reflects the Council's lead role in dealing with a wide range of place-related factors that can help shape business success. These include: the provision of a large portfolio of business premises, particularly targeted towards the needs of start-ups; facilitating the delivery of major regeneration schemes by the private sector; strengthening the town centre offer to increase footfall; promoting the area to attract new investment and more visitors; and agreeing local labour clauses to maximise the benefits of new developments.
- 4.6 Alongside services with a direct economic impact, the Council delivers a range of other activities that support business growth by making Chesterfield a great place to live. These include: ensuring the borough has the right housing offer to meet the needs of the local workforce and attract skilled workers to the area; the provision of cultural and leisure facilities; and maintaining the quality of public space across the borough.
- 4.7 The Council will continue to pursue a pro-active approach to growth, working with partners and prioritising its resources on activities where it can genuinely add value.

## Strategic Framework

### 4.8 The overall aim of the Growth Strategy is:

'To secure the long term growth of the borough, supporting new job creation and ensuring local people have the right skills to access future employment opportunities.'

### 4.9 The Strategy provides a framework for the delivery of a range of programmes and initiatives that can be grouped under 3 thematic headings and 7 key objectives:

1. Supporting business growth and investment	1. Work to increase business start-ups and support the expansion of the existing business base. 2. Undertake a range of marketing activities to raise the profile of the borough as a business location and secure new business investment.
2. A great place to live, visit and do business	3. Secure investment in infrastructure that enables employment and housing growth and delivers a high quality of place. 4. Strengthen the distinctive role of Chesterfield town centre to ensure its longer term vitality and viability. 5. Support the growth of Chesterfield as both a visitor destination and hub.
3. An inclusive approach to growth	6. Work to raise the level of workforce skills to support future business growth. 7. Ensure that all local people are in a position to benefit from the growth which takes place in the borough.

### 4.10 An Economic Growth Programme sets out the key activities and projects that the Council will deliver over the next 4 years, either directly or in partnership with other organisations and

the private sector. This will be reviewed and reported to Cabinet on an annual basis.

## 5.0 Financial Implications

- 5.1 The Growth Strategy provides the overall strategic framework for activities by the Council to support the growth and regeneration of the Borough. As such, the preparation of the Growth Strategy has no direct financial implications for the Council, although new activities brought forward under the framework may require resourcing in future.

## 6.0 Consultation

- 6.1 The role of the Council in enabling economic growth was considered at a joint Corporate Cabinet/CMT meeting in November 2017. This meeting included a presentation / workshop session on an earlier draft of the Growth Strategy. Comments made at that meeting have informed the development of this revised draft of the Strategy.

## 7.0 Risk Management

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
There is a risk that the Council's approach to supporting growth will lack focus and be fragmented in the absence of a Growth Strategy	L	L	The Growth Strategy provides a clear link between issues impacting on the local economy and the Council's policy/action response. The Strategy provides a coherent framework for	L	L

There is a risk of duplication / less effective service delivery between partner organisations in the absence of a Growth Strategy	L	L	The Growth Strategy clearly sets out the role of the Council in supporting the growth and regeneration of the borough	L	L
The ability of the Council to make the case for regeneration funding is reduced in the absence of a Growth Strategy	M	L	The Growth Strategy ensures demonstration of a clear strategic fit when preparing business cases for funding	L	L

## 8.0 Equalities Impact Assessment

- 8.1 A preliminary Equalities Impact Assessment has been completed for the draft Growth Strategy (attached as Appendix B). It is considered that the Growth Strategy will not have a disproportionate impact on the groups listed and will have a potentially positive impact on particular groups such as the young unemployed and those with a disability / long term condition through the delivery of specific programmes (for example the Talent Match and Ambition SCR programmes) to assist people into employment.
- 8.2 The aim of the Strategy is to accelerate economic growth, creating more and better jobs that are accessible to local people. Improving work readiness and skills will be key to this approach, ensuring all local people can participate and benefit from the jobs which are created. An inclusive approach to

growth will engage with the hardest to reach and target provision at the communities where it is most needed.

## 9.0 **Alternative Options Considered**

- 9.1 The alternative option is for the Council not to prepare and adopt a Growth Strategy. However this option is not considered appropriate primarily for the reasons set out in the risk assessment. The preparation of the Growth Strategy will increase the credibility of the Council with policy makers and funding providers. The Growth Strategy demonstrates that the Council has a good understanding of the issues impacting on the economy and has defined its service provision in response to addressing clearly identified needs and seeking to make the most of economic opportunities for the benefit of local people

## 10.0 **Recommendations**

- 10.1 That Cabinet consider the draft Growth Strategy (2019-2023) and subject to further comments, approve the document for wider consultation.

## 11.0 **Reason for Recommendation**

- 11.1 To progress the adoption of the Growth Strategy.

### **Decision information**

<b>Key decision number</b>	832
<b>Wards affected</b>	All
<b>Links to Council Plan priorities</b>	Making Chesterfield a thriving borough Improving the quality of life for local people

### **Document information**

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<b>Background documents</b>		
These are unpublished works which have been relied on to a material extent when the report was prepared.		
Chesterfield Economic Assessment 2017		
<b>Appendices to the report</b>		
Appendix A	Draft Growth Strategy 2019-2023	
Appendix B	Equalities Impact Assessment	