



Please ask for Charlotte Kearsey
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The Chair and Members of Joint
Cabinet and Employment & General
Committee

6 July 2020

Dear Councillor,

Please attend a meeting of the JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE to be held on TUESDAY, 14 JULY 2020 at 10.00 am, the agenda for which is set out below.

This meeting will be held virtually via Microsoft Teams software, for which members of the Committee and others in attendance will receive an invitation. Members of the public will be able to access Part 1 (Public Information) of the meeting online by following the link [here](#).

AGENDA

Part 1(Public Information)

1. Declaration of Members' and Officers' Interests relating to items on the Agenda
2. Apologies for Absence
3. Minutes (Pages 3 - 8)
4. Covid 19 - Chesterfield Economic Recovery Plan (Pages 9 - 90)

Yours sincerely,

A handwritten signature in black ink, appearing to be "S. Smith".

Local Government and Regulatory Law Manager and Monitoring Officer

JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE

Tuesday, 9th June, 2020

Present:-

Councillor P Gilby (Chair)

Councillors	Blank	Councillors	Sarvent
	Davenport		Brittain
	T Gilby		Holmes
	Ludlow		J Innes
	Serjeant		T Murphy
	Simmons		K Falconer
	Mannion-Brunt		D Collins

*Matters dealt with under the Delegation Scheme

41 **DECLARATION OF MEMBERS' AND OFFICERS' INTERESTS
RELATING TO ITEMS ON THE AGENDA**

No declarations of interest were received.

42 **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

43 **MINUTES**

RESOLVED –

That the Minutes of the meeting of the Joint Cabinet and Employment and General Committee of 25 February, 2020 be approved as a correct record and signed by the Chair.

44 **CONSIDERATION OF THE USE OF THE CORONAVIRUS JOB
RETENTION SCHEME**

The Executive Director submitted a report seeking approval for the use of the Coronavirus Job Retention Scheme (CJRS).

The outbreak of coronavirus had created an unprecedented situation across the world with an immeasurable impact on individuals, communities and businesses. Local authorities had received a range of support and additional grant funding, but this had not covered the direct costs of supporting local efforts to respond to the coronavirus pandemic or lost income from the enforced closure of council facilities and services. As a result, it was recommended that all opportunities to improve the council's financial position should be taken.

The CJRS was first introduced in March 2020 in response to the COVID-19 outbreak and the national lockdown that was initiated on 23rd March 2020.

The Government recognised that there might be a limited number of cases in which it was appropriate for local authorities to furlough workers and claim funding through the CJRS. This would be in exceptional cases where staff salaries would have been largely funded by sales, fees and charges, where there had been a significant reduction in these revenue streams which had not already been offset by additional grant funding from central government, where it would not be possible to redeploy the staff and where the alternative would be redundancy.

The council would top up the sums received through the CJRS so that all furloughed staff would continue to be paid their wages in full.

HR business partners and service managers had carried out a significant amount of detailed analysis to identify services and staff to which the CJRS would apply. It was proposed that the initial claim be backdated to 1 April 2020 through 31 May 2020.

***RESOLVED –**

1. That the submission of claims to the Coronavirus Job Retention Scheme to furlough staff, who have been unable to carry out their roles for the council, where the funding for their posts has been largely generated through third party income through sales, fees and charges and where there has been a significant reduction in the associated revenue streams, be approved.
2. That furloughed staff will continue to receive 100% of their wages and will see no changes to their pension contributions.

3. That it be noted that, for the council to furlough staff, the individual staff member must voluntarily agree to be furloughed as it constitutes a temporary contract variation.
4. That the Executive Director, in consultation with the Cabinet Member for Governance and in conjunction with the Human Resources & Support Services Manager, be granted delegated authority to take forward claims to the Coronavirus Job Retention Scheme for the period June-October 2020 in line with the latest Government guidelines.

REASONS FOR DECISIONS

To enable the council to apply for the Coronavirus Job Retention Scheme to furlough appropriate staff and receive a grant towards the costs of their salaries and pension contributions. This would help to alleviate the significant financial pressures that the council is facing in responding to the coronavirus outbreak and minimise the long-term risk of having to consider staff redundancies.

45 EXCLUSION OF PUBLIC

RESOLVED –

That under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act.

46 THE ARVATO PUBLIC PRIVATE PARTNERSHIP ARRANGEMENT

The Assistant Director – Customers, Commissioning and Change submitted a report seeking approval for changes to the Arvato Public Private Partnership Arrangement.

On 14 January 2020, Joint Cabinet and Employment and General Committee resolved that the services delivered through the Public Private Partnership arrangement with Arvato should return to in-house service delivery from 18 October 2020. However, the disruption created by the Covid-19 pandemic meant it was no longer feasible to remain on track with the exit plan activities required to facilitate a successful transition to Council employment of over 160 employees by 18 October 2020.

Following the Government's imposed lockdown, Kier asked all of its employees above a certain grade to accept a voluntary pay cut. All of the staff employed by Kier to deliver services for Chesterfield Borough Council, supported by their Trade Union, declined to accept the voluntary pay cut. As a result, Kier approached Chesterfield Borough Council and Arvato with a proposal to bring the Kier sub-contract to an end on 31 July 2020.

A joint project team had therefore been appointed in order to safely and successfully transition Kier employees to Council employment by 31 July 2020.

The Council would work closely with Kier management and the relevant Trade Unions to formally manage communications and consultations with affected Kier employees.

The proposed Heads of Terms allowed for financial due diligence to be completed by the Council before all parties agreed to a contract variation.

It was also not considered achievable to successfully transition the services delivered by Arvato to in-house delivery by 18 October 2020 while ending the sub-contract with Kier on 31 July 2020 and implementing the Covid-19 recovery plans. It was important that key senior officers within Arvato and Chesterfield Borough Council remained focussed on the safe reopening of Council services.

The terms of the Council's contract with Arvato provided for a contract end date three months after 18 October 2020. Therefore, the partnership arrangement could legally continue until 17 January 2021 without the need for a contract extension. Arvato had confirmed that they would be agreeable to continue to deliver services until 17 January 2021.

***RESOLVED –**

1. That the early termination of the sub-contract with Kier on 31 July 2020 and the return of services to in-house delivery, subject to the satisfactory completion of final contractual negotiations with Arvato and Kier, be approved.
2. That the remaining services delivered directly by Arvato through the Public Private Partnership be brought back in-house on 17 January

2021, allowing key employees critical to enabling a safe transition of services to focus on the development and delivery of the Council's Covid-19 recovery plans.

3. That the Assistant Director – Customers, Commissioning and Change, in consultation with the Cabinet Member for Business Transformation and Customers, be granted delegated authority to finalise the commercial arrangements with Arvato and Kier to transition services safely and within the budget parameters set by Council for the 2020/21 financial year.
4. That the Assistant Director – Customers, Commissioning and Change, in consultation with the Cabinet Member for Business Transformation and Customers and the Chair of Employment and General Committee, be granted delegated authority to finalise the required employment policies to meet TUPE employment regulations.

REASONS FOR DECISIONS

To enable the Council to safely transfer all employees delivering services through our Public Private Partnership with Arvato and Kier to Council employment, whilst also delivering the recovery activity required as a result of the Covid-19 pandemic.

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For publication

Covid 19 – Chesterfield Economic Recovery Plan

Meeting: Joint Cabinet and Employment and General Committee

Date: 14 July 2020

Cabinet portfolio: Economic Growth

Report by: Assistant Director Economic Growth

For Publication

1.0 Purpose of report

- 1.1 The COVID-19 crisis has had a significant impact across the borough and the focus to date has been on the immediate coordinated response to support the borough and its communities during the lockdown period and preparations to manage the phased opening up of the borough and the town centre.
- 1.2 This report focusses on the Council's planning for the borough's economic recovery and recommends that Cabinet consider and approve the Chesterfield Economic Recovery Plan as identified in section 7. The Economic Recovery Plan has been developed by officers as part of the Council's Covid-19 Recovery Economic Task and Finish Group and takes into account the Council's Economic Growth Strategy, Corporate priorities and the economic impact and scenario.
- 1.3 This report and the Economic Recovery Plan set out the key activities that need to be progressed in order for Chesterfield

and the Council to prepare as effectively as possible for the economic recovery from COVID-19 by mitigating the negative impact and harnessing the opportunities that this unprecedented situation has unveiled.

- 1.4 The Economic Recovery Plan is in response to the impact anticipated at this point in time which is influenced by the Government support provided so far and is likely to change in the next few months. The Plan needs to be a flexible document to allow for future changes.
- 1.5 The plan proposes approximately £500,000 of activities through realignment of already approved budgets as well as Government grants to support the reopening of town centres.

2.0 Recommendations

- 2.1 To consider and approve the Chesterfield Economic Recovery Plan.
- 2.2 To approve the allocation of additional funding for the activities set out in Section 9 of the report and in the Chesterfield Economic Recovery Plan.
- 2.3 To approve the establishment of two new posts of Town Centre Engagement Officer and Skills Apprentice.
- 2.4 To delegate authority to the Assistant Director for Economic Growth in consultation with the Cabinet member for Economic Growth to develop detailed proposals for administration of the new Entrepreneurial and Business Start-up Programme.

3.0 Background

National Context:

- 3.1 The Covid-19 pandemic represents an unprecedented risk to economies at the local, national and international scale. At national level, the Bank of England (BoE) Covid scenario predicts an annualised GDP decline of 14% in 2020, with a fall of 25% in Q2 (April-June) and then a period of recovery in the second half of 2020 and the first half of 2021. However, there remains a great deal of uncertainty about the 'shape' of this recovery, whether there is an immediate bounce back and return to the previous growth trajectory (a V-shaped recovery), or whether there is a prolonged period of little / no growth before the economy eventually recovers (a U-shaped recovery).
- 3.2 Nationally, it is forecast that unemployment could rise to 10%, with over 2 million people added to the claimant count. There has already been a significant increase, with the claimant count rising from 3.1% to 6.5% between March and May 2020. However, the scale of any future increase will largely depend on the success of the Government's Coronavirus Job Retention Scheme (CJRS) which has seen more than 9.3m employees (representing 26% of total UK employment) placed on furlough.
- 3.3 The Government has published a Covid-19 Recovery Strategy which sets out a timeframe for the easing of lockdown restrictions and restarting the economy. This will see a 3-step process, with progression through each stage dependent on successfully controlling the further spread of the virus. The first step was taken on the 13th May with business sectors such as construction and manufacturing actively encouraged to return to work. The second step, applying from the 1st June, saw the reopening of outdoor markets and car showrooms, whilst other non-essential retail was permitted to reopen from the 15th June (subject to putting in place appropriate social distancing measures). The third step, applying from the 4th July, saw the opening of some businesses in sectors such as hospitality (accommodation, food and drink), personal services (for example hairdressers) and leisure (for example cinemas). However, other activities such as indoor gyms, swimming pools,

beauty salons and nightclubs remain closed for the foreseeable future

Strategic Context:

- 3.4 Officers and Members are working closely with key partners in D2N2, SCR and with the national Government as part of a strategic approach to economic recovery which will influence and be influenced by the recovery work in Chesterfield. We are also working closely with Derbyshire Local Resilience Forum (LRF) partners to develop a regional Economic Recovery Plan. This is being developed around a number of shared outcomes to ensure that a joined-up approach to planning and delivery is in place. The work to support Chesterfield's recovery will also be impacted by the emerging 'Vision Derbyshire' initiative.

4.0 Chesterfield's recovery efforts so far

- 4.1 Over the last month, officers have been working hard to ensure measures are in place in response to the Government announcements and guidelines. Activities undertaken so far in supporting businesses and economic recovery include:

- 661 businesses have received £18million business rates relief for 2020/21
- £25.070 million has been paid out in small business grants to 2147 businesses
- The Council is currently processing discretionary grant fund payments to 178 businesses
- Rental payments were deferred for three months for the most vulnerable commercial tenants
- Normal payment terms have been suspended; payments have been made on receipt of invoices from local businesses
- Through intensive communications and regular updates we have ensured businesses are kept aware of all the support made available to them and we have responded to over 300 direct enquiries from businesses seeking advice and support

- Continuing to provide one to one business support through the Innovation Support project
- Working with Job Centre Plus to undertake weekly reviews of redundancies made locally to ensure a proactive response
- Working with Destination Chesterfield to support the delivery of a range of business seminars and sector groups including construction, retail, skills etc
- Maintaining progress on Chesterfield's key economic growth projects

4.2 With regards to the safe re-opening of the town centre, activities include:

- Active engagement with Derbyshire County Council in implementing changes to the current highway arrangements to improve pedestrian flow and safety;
- Re-opening of the outdoor market on 1st June 2020 with appropriate changes to ensure public safety and enable social distancing;
- Working collaboratively with Destination Chesterfield for communications around the Town Centre re-opening;
- Town Centre Ambassadors, using staff redeployed from other teams across the Council to provide advice and reassurance to those using the Town Centre;
- Safety barriers have been placed and new signage has been installed to ensure that pedestrian flow and queues can be managed effectively;
- Ongoing engagement with town centre retailers and other town centre operators to ensure a shared understanding and operation of the Town Centre.

5.0 Chesterfield Recovery Scenario

5.1 Taking the Government's roadmap as a starting point, a recovery scenario for Chesterfield's economy has been prepared (attached as Appendix 1). This considers the relative resilience of the local economy to the impact of Covid-19 and

sets out how key business sectors might emerge from lockdown. A summary of some of the key points from this scenario is set out below.

- 5.2 The structure of Chesterfield's economy has been assessed as having a higher degree of economic resilience to the impact of Covid-19, relative to the national average. This primarily reflects a high level of public sector employment in the health sector and a lower level of employment in sectors such as hospitality and leisure, which have been particularly impacted by the Government's lockdown measures.
- 5.3 Following implementation of step 3 of the Government's recovery road map, almost all (98% plus) of Chesterfield's employment sectors could now be considered (at least theoretically) to be open for business. Whilst having almost all sectors open for business increases the potential for recovery, it will still take time for business activity to return towards previous levels (or whatever the new normal looks like), particularly given the level of temporary business closures and the number of employees on furlough.
- 5.4 Based on the local application of national survey data (most recent survey data applies to the period 1st-14th June), it is estimated that approximately 570 businesses (out of 4,130 local business units) in the borough were temporarily closed at the time of survey, with the hospitality and leisure / recreation sectors accounting for over 50% of these closures.
- 5.5 It has been further estimated that just under 10,000 employees of Chesterfield businesses are currently on furlough, equating to 19% of the workforce. This is below the national average of 26%, highlighting a higher degree of employment resilience in the local economy.
- 5.6 The recovery prospects for individual sectors could best be described as mixed. Higher-value business-facing sectors such

as ICT and professional services appear to be weathering the Covid-19 storm reasonably well, helped by a high proportion of remote working. Lower-value consumer-facing sectors which until 4 July have been under lockdown are likely to see a significant impact from Covid-19.

6.0 Chesterfield Economic Recovery Plan

6.1 Considering Chesterfield's economic scenario the key objectives or outcomes of the Economic Recovery Plan are identified as:

- Minimise the negative impact of Covid-19 in terms of business closures and jobs lost by ensuring that businesses are able to continue to open and operate in the short term.
- Create conditions for entrepreneurial activities to support start-ups and retention of businesses in a more resilient economy.
- Support the reskilling of our residents to be home grown talent and to be able to compete in the changed economy.
- Town Centre is enabled to progress through recovery phases and is able to thrive, maintaining high level of occupancy.
- Support the Council's Climate Change programme and the continuing modal shift to cycling and walking (active travel) and public transport
- Continue to deliver against agreed programmes for key economic growth projects.

6.2 A draft Chesterfield Economic Recovery Plan (attached as Appendix 2) has been prepared based on the strategic framework provided by the Economic Programme in the Council's Growth Strategy.

6.3 The Growth Strategy (and Economic Programme) adopted by the Council in 2019 sets out the role of the Council in

supporting the growth and regeneration of Chesterfield borough. Underpinned by an economic assessment, the Strategy seeks to address the key challenges of building a more resilient economy that can create and sustain high quality job opportunities; and ensuring that local people have the right mix of skills to access the jobs which are created.

- 6.4 This (evidence-based) focus means that the Council is already doing many of the right things to support the growth of the economy, whether this is in response to addressing the longer-term decline of its traditional industrial base or the potential economic impact of Covid-19.
- 6.5 The starting point in the preparation of the Recovery Plan, therefore, has been a review of all activities in the Economic Programme to identify how these can contribute towards a Covid-19 action response. This review has highlighted that almost all activities in the current programme can positively support (either directly or in-directly) a Covid-19 response. For example, the Economic Development Team (EDT) currently provides a Land and Property Information Service to help individuals and businesses find commercial premises in the borough and typically deal with 500+ enquiries a year. There will be a continuing demand for this service (either down-sizing or expansion) as businesses seek to best meet their property requirements in response to changes in market demand.
- 6.6 Following this initial review, a further question was then asked about what additional value-adding activities could be undertaken to support the Council's response to Covid-19? Where additional activities have been identified, these have been prioritised and the resource implications categorised in terms of whether the activity can be delivered with existing resources, reallocated resources, or whether additional funding is required. For example, the Council could potentially provide more pro-active engagement with 'at-risk' business tenants from within its existing staffing resource. However, if it chose to

provide more in-depth one-to-one support for businesses, then this would require an increase in the staffing resource.

7.0 Areas of new activity

In addition to the already approved Growth Strategy Economic Programme, it is proposed undertake the following additional activities in order to mitigate the negative impact of COVID-19 on Chesterfield's economy.

7.1 Increase business start-ups and support business base expansion

- **Issue:** As a response to job losses as a result of Covid-19, we may see an increase in people wanting to start their own business. Whilst they may have technical know-how and experience, they may not have the skills to create and run a business. Chesterfield's rate of business creation is already lower than both the UK and East Midlands region average and the under representation of higher-value service-based activities is a key issue. The traditional employment sectors in Chesterfield have provided an employment model and path in which creating one's own business is of less interest and visible.
- **Proposal:** It is proposed to develop an Entrepreneurial and business start-up programme, including start-up and business growth grants, business mentoring support via Destination Chesterfield and providing incubator provision in the Council's Innovation Centre network. The programme would both encourage the creation of new businesses and address the survivability of existing young businesses and their long-term contribution to the local economy as job providers in their own right. There would be a grants element to support businesses to:
 - Establish, grow and improve productivity
 - Diversify
 - Attract new investment

- Become more carbon efficient

The programme has the potential to be developed with the University of Derby and discussions have identified how it would be developed. The programme would support early stage businesses including signposting to other support mechanisms and managing and delivering the grants element

- The programme would include the provision of entrepreneurship engagement to develop skills for pupils in Chesterfield's schools.
- Having a multiple entry-point Entrepreneurship programme will support people's ability to achieve self-employment and their capacity to create and maintain their own livelihoods. This would support the development of a creative and innovative town.

7.2 Strengthening town and district centre vitality and viability

- **Issue:** Already challenged by changes to consumer behaviour, town centres will be impacted further by the COVID-19 pandemic. There is a key role to play in ensuring that our town and district centres are safe and accessible to the all those visiting, working and living there.
- **Proposal:** Additional activities will need to be brought forward to ensure the longer- term viability of the Town Centre and to support Town Centre businesses. Communications will be aligned to encouraging visitors to come back to the Town Centre, whilst still reinforcing safety messaging. It is proposed that a Town Centre Engagement Officer is recruited to work alongside existing Council operational teams and other key Town Centre stakeholders (such as Vicar Lane, Markets Consultative Committee). The role would ensure that traders and retailers have access to the support they need and that they are signposted to

other projects/schemes and initiatives; develop events and ideas to bring vitality and add value to the existing activity delivered in the Town Centre; awareness raising and liaising with retailers and other Town Centre users.

- Key regeneration schemes such as Northern Gateway and Revitalising the Heart of Chesterfield will be in progress and COVID Recovery should be well embedded. Transformational activities such as integrating SMART technologies should be explored. This will help ensure that the Town Centre is more resilient to future economic shocks and more able to respond to changes in consumer behaviours.
- Further, in May 2020, the Government announced the Reopening High Streets Safely Fund. This fund is providing £50 million from the European Regional Development Fund (ERDF) to councils across England to support the safe reopening of high streets and other commercial areas. Chesterfield Borough Council has been allocated £92,638 for the current financial year. The funding will be used for four key strands:
 1. Support to develop an action plan for how the local authority may begin to safely reopen their local economies
 2. Communications and public information activity to ensure that reopening of local economies can be managed successfully and safely
 3. Business-facing awareness raising activities to ensure that reopening of local economies can be managed successfully and safely
 4. Temporary public realm changes to ensure that reopening of local economies can be managed successfully and safely

7.3 Enhancing skills to support inclusive business growth

- **Issue:** The percentage of people in Chesterfield with higher level qualifications has increased from 26% to 28% of the working age population. However, this continues to be lower than regional and national averages at 34% and 40% respectively. Anecdotal evidence suggests that workers with higher level skills in transferable disciplines such as digital, enterprise, leadership and management are more resilient and better able to adapt to challenging labour market conditions.
- It is estimated that 14% of Chesterfield's businesses have temporarily closed and 19% of the workforce have been furloughed. Education and training activities have also been severely disrupted by closures removing the prospect of young people engaging with training providers and employers by traditional means. An estimated 25% of apprentices in Chesterfield having been furloughed and significant drops in apprenticeship starts are being reported compared to the same period last year (national estimates - 72%).
- **Proposal:** The challenge for the recovery phase will be how to respond to the anticipated surge in unemployment and in particular rises in youth unemployment whilst still ensuring that any employment training and supply chain opportunities are maximised. It is proposed through strategic partnerships with our Higher Education partners, to expand careers activity to highlight and increase access to future growth opportunities and increase resource to deliver targeted upskilling campaigns. This will be achieved through commissioning a joined-up feasibility study to develop a Memorandum of Understanding (MOU) with our Higher Education partners.

- It is proposed to increase marketing resource to extend the reach of existing initiatives including Apprentice Town and MADE In Chesterfield as well as delivering new campaigns for 'upskilling for a resilient workforce' and 'developing an entrepreneurial mindset.'
- Chesterfield Borough Council are continuing to actively progress development schemes. There is opportunity to further promote local labour and supply chain activity. It is proposed that an Apprentice resource within the Economic Development Team is recruited to support the delivery of the Skills Action Plan and strengthen local labour and supply chain activity. This additional resource will assist the Skills Delivery Officer in the monitoring and evaluation of skills development programmes and support extended delivery of local labour and supply chain activity. Importantly, this activity will enable a new entry level opportunity in a climate where there will be significantly fewer employment and apprenticeship opportunities available.
- The establishment of an Education and Training Provider Network is proposed to provide a forum from which to deliver this synchronised approach to redundancy, employment support and re-skilling and will also support the development of the virtual skills and careers platform. The virtual platform will be accessible 'to all' potentially for unlimited periods, ensuring support and progression routes remain open to individuals and businesses by having access to the widest range of employment support, skills and education programmes under one 'virtual roof'.
- It is proposed to make provision for an 'operational funding pot' to support the delivery of Skills Action Plan workstreams and provide a means of match funding to lever externally funded projects with LEP, education and other strategic partners. It is proposed that as part of COVID-19 recovery activity, that this additional resource be used to lever

funding and support for the development of a range of employment support and 'youth resilience activities', including a youth enterprise programme that feeds into the CBC start-up activity outlined under priority 1 of the economic recovery plan.

7.4 Staveley Town Deal to deliver infrastructure that enables growth

- **Opportunity:** Since the Growth Strategy was adopted, the Government announced that certain towns across England would be eligible for Town Deal status. Staveley was identified as an eligible town and since this time, Chesterfield Borough Council has been working with key partners to form a Staveley Town Deal Board and to develop activity to support the development of an Investment Plan. Staveley, is an area of the borough that has been impacted considerably by previous economic restructuring and it is likely that its economy will be impacted further by COVID-19.
- **Proposal:** It is proposed that the Town Investment Plan that will be used to broker a Town Deal for Staveley will need to take account of the impacts of COVID-19 on the local economy. No additional resource is required for this activity as the Government has provided the Council with £146k enabling funding which will be used to fund the Staveley Town Deal Manager role (now in post) and any costs associated with developing the Investment Plan.

7.5 Supporting Climate Change Programme

- **Opportunity:** With regards to promoting a sustainable economic recovery, the COVID-19 lockdown period has undoubtedly led to an unprecedented reduction in CO2 emissions and a huge improvement in air quality. The challenge for the recovery phase is how to urgently restart the borough's economy to protect the income and livelihoods of people whilst striving to capitalise on some of

the positive environmental benefits enjoyed during the COVID-19 lockdown period and enable positive behaviour change that endures for the long term.

- **Proposal:** Indicative activities under this theme include working with Derbyshire County Council and partners to develop an Integrated Transport Plan, which was an activity in our Climate Change Plan, the provision of cycle infrastructure and signposting businesses to low carbon business support activities being delivered by partners. Derbyshire County Council's Active Travel funding will be accessed to help fund this activity.

8.0 Outcomes

Given the high level of uncertainty about the future scale of impact of Covid-19, it is difficult to define specific outcome and output measures for the Recovery Plan at this point in time. For example, there has already been a significant month on month increase in the local level of claimant count unemployed (+1,750 claimants between March and May 2020), however with an estimated 10,000 employees of Chesterfield businesses currently on furlough, it is not possible to predict how much further this might rise in future. As such, any consideration of what a successful outcome might look like, will primarily be concerned with minimising the negative impact of Covid-19 on Chesterfield's economy, particularly in terms of the number of business closures and jobs lost.

9.0 Financial Implications

- 9.1 The recommended activities set out in this report and the proposed Economic Recovery Plan will support Chesterfield's recovery from the economic impacts of Covid-19. Some of the new activities identified can be delivered within already agreed programmes of work and budgets. However, some will require a budget to be identified. The table below details the indicative

costs in delivering those new activities and the proposed funding sources.

New activity	Description	Indicative cost per annum	Total cost	Funding source
Increase business start-ups and support business base expansion	Business support Incubator Space Grants	110,000	220,000	Business Rates Retention
Strengthening town and district centre vitality and viability	Engagement Officer	36,000	72,000	Business Rates Retention
	Reopening the High Street (plan)	92,000	92,000	Reopening High Streets Safely Fund
Enhancing skills to support inclusive business growth	Virtual skills and careers platform	79,000	100,000	Business Rates retention
	Marketing budget to support reach of Apprentice Town, MADE in Chesterfield			
	Operational funding/match funding pot			
	Apprentice Skills Support role	21,000		

Supporting Climate Change Programme	Integrated Travel Plan	30,000	30,000	Climate Change Plan
Total			£514,000	

9.2 In order to fund these additional costs, it is proposed that the costs are met through a combination of income from retained Markham Vale Enterprise Zone (MVEZ) business rates alongside funding received from Government to support re-opening the High Street. In December 2019 the Council gave approval as part of a report on Business Rates policy for Markham Vale Enterprise Zone for three key programme areas for investment: key projects delivery, economic growth activities and skills activities; and that the funding should be particularly targeted at unlocking and accelerating key developments and sites and delivering better outcomes for local communities. The report allocated £200,000 per annum for a targeted programme of support for local businesses e.g. business grants or loans targeted at job creation and climate change adaptation measures, and for initiatives and activities to achieve a vibrant town centre and visitor economy, and support economic growth across the borough. In addition, resources of £100,000 per annum to support the delivery of the Council’s skills action plan, including extending the reach of the ‘Made in Chesterfield’, ‘HS2 and You’ and Apprentice town initiatives were approved. These two allocations would be used to support the delivery of the Economic Recovery Plan.

10.0 Human Resources

10.1 The proposals set out within this paper will include the need to recruit additional staffing resource. There are two new posts suggested as part of the actions highlighted in the Recovery

Plan, these would be based in the Economic Development Unit.
These are:

- Town Centre Engagement Officer Scale 9
- Skills Apprentice

10.2 A copy of the job descriptions is included as Appendix 4. It is proposed that the Town Centre Engagement Officer is recruited on a fixed term basis for 2 years. This period will allow the new activities to become embedded but also ensure that the role fits well within the organisation post COVID. The Skills Apprentice will be recruited in line with standard apprenticeship recruitment to ensure that the apprentice is able to complete their apprenticeship successfully and progress.

10.3 The posts need to progress through the job evaluation process. For the purposes of budgetary planning, similar posts already employed by the Council have been used as a means of comparison. It is therefore suggested that the posts be approved in principle, subject to job evaluation being completed.

11.0 Communications

11.1 The Economic Development Team is working closely with Communications to ensure up to date and consistent messaging is provided to Chesterfield businesses and residents around support available to them in response to COVID 19. The Council's website is updated on a daily basis and information is shared with Destination Chesterfield to ensure messaging reaches a wider business audience.

11.2 There will be an ongoing requirement for support around communications. This is particularly relevant to Town Centre

as we seek to re-open and progress through recovery phases. The Council's Communications team has developed a communications plan with Destination Chesterfield to ensure that adequate resource is available to deliver clear messaging. It is proposed that £30,000 of the £93,000 funding provided by Government to support the re-opening of the High Street is used to support pro-active campaigns around the Town Centre.

12.0 Risk Management

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
The scale of the economic downturn linked to Covid-19 is unprecedented and it is only realistic to assume there will be a number of business failures and a large increase in unemployment.	H	H	The Recovery Plan, based on the existing Growth Strategy, provides a significant programme of Council activity in response to Covid-19.	H	M/H
Risk of un-coordinated approach across Council in response to Covid-19	L	M	The Recovery Plan provides a framework to ensure strategic co-ordination of economy related activity across the Council	L	L
Risk that the Council will be criticised for not doing enough to	L	M	The Recovery Plan clearly sets out the extensive	L	L

address the local economic impact of Covid-19			role of the Council in supporting the response to the economic impact of Covid-19		
Risk that funding is not available to deliver the required additional activities	L	H	The proposals set out in the report seek to use existing resources differently or to utilise funding allocated for business rates retention funding that is ring fenced for economic development activity or where available, funding allocated by Government in response to COVID.	L	L

Equalities Impact Assessment

13.1 A preliminary Equalities Impact Assessment has been completed for the draft Economic Recovery Plan (attached as Appendix 3). It is considered that the Recovery Plan will not have a disproportionate impact on the groups listed and will have a potentially positive impact on particular groups such as younger workers who are more likely to be employed in those business sectors most at risk from the impact of Covid-19.

13.2 The Recovery Plan is based on the existing Economic Programme in the Council's Growth Strategy. As such, it reflects the overall aim of the Growth Strategy which is to accelerate economic growth, creating more and better jobs that are accessible to local people. Improving work readiness and skills are key to this approach, ensuring all local people can participate and benefit from the jobs which are created.

14.0 Environmental sustainability considerations

14.1 The COVID 19 lockdown has involved a significant short-term reduction in CO2 emissions due to reductions in travel and energy use, but this has been at the expense of the economy. The Recovery Plan will take learning from this period about what elements can be sustained to support the Council's Climate Change Action Plan, through a lower carbon approach to economic growth going forward. Examples of this approach include:

- Working more closely with Derbyshire County Council and other partners to ensure Active Travel is a key component of the Recovery Plan including the preparation of an integrated travel plan
- Targeting the provision of business support and advice (to either new or existing businesses) to include the pro-active advice and signposting to low carbon business support and advice.
- Activities undertaken to deliver physical regeneration across our key sites will include measures to enhance sustainability as part of the design process.

15.0 Alternative Options Considered

15.1 The alternative option is for the Council not to prepare an Economic Recovery Plan and to continue with the delivery of activities in its existing Growth Strategy. However, whilst this provides an appropriate response to supporting the longer-

term growth of the borough's economy, it does not provide the most effective short term response to the economic impact of Covid-19. There is a requirement to re-focus existing activity towards best meeting this objective and to give consideration to deploying additional resources to help address the likely scale of impact on local businesses and communities.

16.0 Recommendations

- 16.1 To consider and approve the Chesterfield Economic Recovery Plan.
- 16.2 To approve the allocation of additional funding for the activities set out in Section 9 of the report and in the Chesterfield Economic Recovery Plan.
- 16.3 To approve the establishment of two new posts of Town Centre Engagement Officer and Skills Apprentice.
- 16.4 To delegate authority to the Assistant Director for Economic Growth in consultation with the Cabinet member for Economic Growth to develop detailed proposals for administration of the new Entrepreneurial and Business Start-up Programme.

17.0 Reason for Recommendation

- 17.1 To drive the economic recovery phase of Chesterfield's response to Covid-19 and to support Chesterfield's residents, economies and businesses.

Decision information

Key decision number	962
Wards affected	All
Links to Council Plan priorities	Making Chesterfield a thriving borough

	Improving the quality of life for local people
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Appendices to the report	
Appendix 1	Chesterfield Recovery Scenario
Appendix 2	Chesterfield Economic Recovery Plan
Appendix 3	Equalities Impact Assessment
Appendix 4	Draft Job Descriptions

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Chesterfield Recovery Scenario – Key Sector Prospects

Key Point Summary

The Bank of England Covid-19 scenario predicts national GDP declining at an annualised rate of 14% in 2020, with a major fall of 25% in Q2 (April-June) but then a bounce back in activity in the second half of 2020. However, there remains a great deal of uncertainty above the future shape of any recovery.

The structure of Chesterfield's economy has been assessed as having a higher degree of employment resilience than the national average, in response to the Covid-19 outbreak. This means that Chesterfield is relatively better placed than many districts when it comes to the recovery phase, whilst fully recognising the unprecedented scale of the challenge that lies ahead.

It is estimated that 92% of Chesterfield's total employment is currently in sectors now theoretically 'open for business' with 8% remaining in lockdown until the full implementation of the Government's recovery roadmap.

It is estimated that 570 Chesterfield businesses are currently temporarily closed, with 2 sectors – hospitality and leisure – accounting for 54% of all closures.

It has been estimated that 19% of Chesterfield's employed workforce is currently on furlough, compared to 26% nationally.

The recovery prospects for Chesterfield's key private business sectors could best be described as mixed. Higher-value, business-facing, service based sectors (with high levels of remote working) appear to be doing reasonably well, whilst lower-value, consumer-facing service based sectors are likely to be particularly impacted by Covid-19. Manufacturing sits somewhere between the two and its fortunes will be very much linked to the outlook for the global economy.

Introduction

This paper seeks to outline a Covid-19 recovery scenario for Chesterfield's economy. It considers how Chesterfield's key business sectors might emerge from lockdown and what factors could impact on their journey towards a normalisation of activities, whatever the 'new normal' looks like.

The current situation could best be described as dynamic, with information on the impact of Covid-19 and Government responses emerging on an almost daily basis. However, it is reasonable to state that the scale and duration of economic disruption remains highly uncertain, with the regular sources of information not updated quickly

enough to provide any meaningful insight. As such, this scenario is based on educated guess work and assumptions, all of which could change in future.

Context

The under-pinning assumption in assessing the economic impact of Covid-19 is the longer it goes on for (including the period of lockdown and the on-going requirement for social distancing measures) the greater the negative impact on the economy in terms of business failures, cancelled investment and rising unemployment (with the increasing risk that individuals becoming more permanently detached from the world of work).

In thinking about the nature of any recovery, it is worth highlighting that the national economy had already entered a period of slower economic growth following the Brexit decision in 2016. Continuing uncertainty about Brexit, alongside increasing world trade tensions, had reduced the national GDP growth forecast to only 1% for 2020. At the local scale, the impact of this slowdown has mainly been seen in a slowing of the business start-up rate and a gradual increase in the unemployment rate (from a low point of 1.6% at the end of 2015 to 3.2% in March 2020, prior to any Covid impact).

Both the Office for Budget Responsibility (OBR) and the Bank of England (BoE) have produced illustrative scenarios for how the economy might recover from Covid-19, both of which assume a very large (but hopefully temporary) shock to the economy. These scenarios broadly assume a 3 month period of lockdown (April-June) during which time economic activity is heavily restricted. These restrictions are then gradually lifted over the next 3 months, with a phasing out of social-distancing measures by September 2020. This is then followed by a period (until mid-2021) during which time people remain cautious about shopping and socialising, and voluntarily maintain social-distancing measures, meaning that the economy takes some time to recover towards its previous growth path.

Based on the BoE scenario, this results in a decline in GDP of -3% in Q1 2020, with the country only entering lockdown at the end of the quarter, but then a fall of -25% in Q2. Activity then bounces back quite sharply in the second half of 2020 and the first half of 2021, such that GDP reaches its pre-Covid level at the end of that period. Overall, this equates to a fall in GDP of 14% in 2020, an increase of 15% in 2021, followed by growth of 3% in 2022.

Both the OBR and BoE anticipate a significant rise in unemployment, with the OBR forecasting an increase of more than 2 million claimants and the rate peaking at 10% in Q2 2020. The OBR then see this falling back to 7.3% by year end, followed by further falls to 6.0% in 2021 and 4.5% in 2022. Following these forecasts, there has been a sharp rise in unemployment, with the national claimant count unemployment rate increasing from 3.1% in March to 6.5% in May. However, this increase has not

(so far) been as steep as forecast and this largely reflects the high level of business take-up of the Government's Coronavirus Job Retention Scheme (CJRS).

Over 9 million workers are presently enrolled on the CJRS, representing around 26% of the employed workforce. This scheme sees the Government paying up to 80% of a furloughed worker's wages, capped at £2,500 a month. More than one million businesses have made use of the scheme to temporarily lay-off workers. The scheme, which originally ran until the end of June 2020, has now been extended to the end of October 2020, but this will be on a shared funding basis with businesses from August. The aim of the extension is to support a longer transition period back to full time work, as different business sectors emerge from lock-down. However, whilst a 'cliff-edge' for a significant rise in unemployment at the end of June has been avoided, there is now a risk that a further cliff-edge will appear in October if the economy hasn't sufficiently recovered by then.

A separate scheme for the self-employed opened in May 2020, providing a one-off grant equivalent to 3 months profits (up to a maximum of £7,500). There are presently around 5 million people registered as self-employed nationally and 2.3 million people have so far applied for support via the scheme. This scheme has also now been extended to include a second round of grants, with previous applicants eligible to apply.

The Office for National Statistics (ONS) is currently undertaking a survey every two weeks to look at the impact of Covid-19 on businesses. The most recent survey (covering the period 1st-14th June) shows that 14% of businesses remain temporarily closed, with rates ranging from 2% in the utilities sector to 59% in the leisure / recreation sector. However, the percentage of temporarily closed businesses is decreasing as the economy gradually reopens for business (the rate had been as high as 24% at the beginning of April).

Chesterfield Economic Resilience

The first ONS survey (covering the period 23rd March-5th April) provided the basis for an assessment of the overall 'economic resilience' of Chesterfield's economy, relative to the national average. It used a scorecard approach to categorise business sectors according to the impact that Covid-19 was having on turnover, staffing and general business confidence. Based on scores, sectors were allocated to either a higher, middle or lower resilience category. Adjustments were then made to include sectors which fell outside the scope of the ONS survey (such as public administration) and to split larger sectors into sub-sectors where there was a clear difference in the level of Covid-19 impact within sector (for example to distinguish between essential and non-essential retail).

The sector resilience table is set out below, with employment allocated to each category and comparison to the national average:

Chesterfield Economic Resilience		
Sector	Chesterfield % employment and number of jobs	National % employment
Higher Resilience		
Financial & Professional Services	7.9% (4,100)	13.9%
ICT	2.9% (1,500)	4.2%
Health and Social Services	21.1% (11,000)	13.2%
Education	9.6% (5,000)	8.9%
Public Administration	3.4% (1,750)	4.3%
Retail (Convenience)	5.6% (2,900)	4.6%
Total	50.5% (26,250)	49.1%
Middle Resilience		
Wholesale / Vehicles	10.7% (5,600)	5.8%
Manufacturing	8.6% (4,500)	8.1%
Utilities / Waste Services	0.9% (450)	1.6%
Logistics	4.5% (2,300)	2.6%
Total	24.7% (12,850)	18.1%
Lower Resilience		
Construction	4.3% (2,250)	4.7%
Transport	1.3% (700)	2.2%
Admin and Support Services	6.7% (3,500)	9.1%
Leisure and Recreation	1.7% (900)	2.5%
Accommodation and Food	4.8% (2,500)	7.6%
Other Services	1.3% (700)	2.0%
Retail (Comparison)	4.6% (2,400)	4.7%
Total	24.8% (12,950)	32.8%

At the beginning of the Covid-19 lockdown period, just over half of Chesterfield's total employment was classified as being in higher resilience sectors, slightly ahead of the national average at 49%. Whilst Chesterfield had a lower level of employment in higher-value private sector services, this was compensated for by its high level of employment in health and social services. The majority of employment in this sector falls within the public sector, which alongside public administration and education, provides a relative cushion to the economic impact of Covid-19, helping to sustain jobs and spend in the local economy. Employees in the higher value serviced based sectors were more likely to be able to work from home and this provided a greater degree of resilience in these sectors.

Chesterfield had a higher proportion of employment in the middle resilience sectors (25% compared to 18% nationally), notably in wholesale and vehicle related

activities. These middle resilience sectors were generally a step removed from direct day-to-day contact with customers, which in theory enabled a greater degree of business continuity, although other sector specific factors did come into play. For example, the impact of Covid-19 on future demand for air travel, filtered relatively quickly down the supply chain to impact on manufacturers such as Rolls Royce.

The lower resilience category included 4 sectors where the majority of businesses were directly subject to lockdown measures (accommodation/food, retail comparison, leisure/recreation and other services) meaning that the restart of activity was guided by the Government rather than the level of market demand. Chesterfield had a notably lower level of employment in the lower resilience sectors (25%) compared to the national average (33%). For example, the most impacted sector (on the basis of the scorecard) 'accommodation and food services', is only two-thirds the size in Chesterfield as it is nationally.

Overall, the structure of Chesterfield's economy was assessed as having a higher degree of economic resilience to the impact of Covid-19 than the national average. This assessment has been confirmed by other research (reported in the Midlands Engine Covid-19 Monitor) which applied the OBR scenario benchmark of a Q2 2020 GVA decline of 35% to all districts nationally, based on their particular sector mix. This estimated a GVA decline of 32% in Chesterfield, ranking it 327th out of 382 authorities (where 382 was the least impacted district). This made Chesterfield the least impacted authority in Derbyshire, whereas South Derbyshire, with a GVA decline of 48%, was the most impacted. Whilst this does underline that 'economic resilience' is a relative concept (ie Chesterfield is the least impacted but still with a forecast GVA decline of 32%), it does suggest that Chesterfield's restart point, when it comes to the recovery phase, is better positioned than for many other districts.

Chesterfield Recovery Scenario

The primary reference point for the Chesterfield Recovery Scenario is the Government's Covid-19 Recovery Strategy, which sets out a timeframe for the easing of lockdown restrictions. This is supplemented by the local application of the results of the ONS business surveys, which helps to broadly outline the prospects for individual business sectors in Chesterfield.

The Government's recovery roadmap identifies 3 steps to the lifting of lockdown restrictions and progression through each of the stages is subject to successfully controlling the further spread of the virus:

Step 1 – Applying from 13th May 2020, all workers who can work from home should continue to work from home, however those who cannot work from home should travel to work (but preferably not by public transport) if their workplace is open. Sectors of the economy which are allowed to be open should be open, for example food production, construction, manufacturing, logistics and (parts of) distribution. All open workplaces will need to comply with the new Covid-19 Secure guidelines.

Specific examples of businesses that have been permitted to restart work as part of Step-1 include: those linked to the residential property market such as estate agents, removals and conveyancers; garden centres; and trades people and cleaners who go into other people's houses.

Step 2 – this saw the opening of open markets and car showrooms from 1st June, followed by other non-essential retail on the 15th June. Step-2 also saw the beginning of a phased return for some primary education school pupils, with the Government's stated ambition that all primary school children to return to school before the summer and for some teacher contact to take place with secondary school pupils who will be sitting exams in the following year.

Step 3 – Applying no earlier than the 4th July 2020, the aim is to open at least some of the remaining businesses that have been required to close, including hairdressers, hospitality (food, drink and accommodation) and leisure (for example cinemas). However, some activities such as indoor gyms, swimming pools, beauty salons and nightclubs remain closed for the foreseeable future.

Taking the roadmap as a starting point, it is possible to broadly allocate key business sectors to each of the steps as follows:

Business Sectors – Steps to Recovery		
Step-1 (May 2020)	Step-2 (June 2020)	Step-3 (July 2020)
Financial and professional services		
ICT		
Admin and support services		
Health and social services		
Education		
Public Administration		
Retail (essential)		
Wholesale and vehicle repairs		
Manufacturing		
Utilities and waste		
Construction		
Transport and logistics		
	Retail (non-essential)	
		Accommodation and food
		Leisure and recreation
		Other services
Chesterfield Employment		
Step-1 sectors	Step-2 sectors	Step-3 sectors
44,300 (85%) National 82%	3,600 (7%) National 6%	4,100 (8%) National 12%

Approximately 92% of Chesterfield's employment is in business sectors which could now (theoretically) be considered to be 'open for business' (Step 1 and 2), ahead of the national average of 88%. Whilst having a greater proportion of sectors open for business increases the local potential for recovery, it will still take time for business activity in those sectors to return towards previous levels (ie to fully reutilise sector capacity in terms of the number of temporarily closed businesses and furloughed employees). Across all sectors, this return to normality (or whatever the 'new normal' turns out to be) will be influenced by a broad range of factors, including:

- Timing of recovery phase – there is a great deal of uncertainty around the 'shape' of the recovery, for example will it be V-shaped (ie a significant bounce-back as short-term restrictions are eased); U-shaped (with an extended period of lockdown and low levels of economic activity, followed by recovery); or ✓-shaped (with recovery beginning in the short-term but then extended over a longer timeframe than with a V-shaped recovery). The overall pace of economic recovery at national (and international) level will directly or in-directly impact the prospects of all business sectors.
- Sector lockdown – whilst all sectors are subject to the requirements of social distancing, some sectors (Step-3) remain in lockdown, with the timeframe for the easing of these restrictions to be determined by Government as they implement each stage of the recovery roadmap. Whilst the Government has called the timing of the roadmap 'cautious', there is also a body of opinion that suggests that the Government is actually proceeding too quickly with the lifting of lockdown measures, risking a further spike in Covid-19 cases.
- Consumer and business confidence – uncertainty over the economic outlook acts to reduce confidence, with consumers deferring major purchases and limiting discretionary spend more generally. Business investment was already at low levels on the back of Brexit uncertainty and the Covid-19 crisis is only likely to exacerbate the situation, at least in the short term (the BoE forecast that business investment will fall by as much as 50% in Q2 2020).
- Supply of labour – lockdown requirements have seen non-essential workers staying at home for an extended period. Whilst some sectors (notably the higher-value service based sectors) have seen high levels of home-working, 26% of the total UK workforce are currently on furlough and therefore temporarily inactive. Many workers are also staying at home to care for children or other dependents. Return to work will therefore be dependent on a return to school for large numbers of people. Restricted access to public transport will also be an issue for workers located in the larger employment centres.
- Supply chain disruption – many businesses have been impacted by national / international disruption to supply chains (both business closures and transport

links), whilst a reduction in demand for goods and services will also have a negative impact at all levels in the supply chain.

- National response – the Government is likely to consider further interventions to support businesses, sectors and the unemployed during the recovery phase. For example, although the current deadline for the unwinding of the furlough scheme is October 2020, this may still prove to be too soon for employees in some sectors, such as hospitality, if social distancing measures remain in place.

Chesterfield Recovery Scenario – Sector Review

The sector review is based on:

- An update of the sector resilience scorecard.
- Estimation of the number of Chesterfield businesses which are temporarily closed.
- Estimation of the number of employee jobs which have been furloughed.
- A sector narrative combining the above with a consideration of sector specific issues.

Sector Resilience Scorecard

Using the most recent ONS business survey data (1st-14th June), the resilience scorecard has been updated to see how well key business sectors are weathering / recovering from the economic impact of Covid-19. The scorecard is based on business responses to the following questions (which seek to focus on positive aspects of business performance):

- Business has continued to trade or restarted trading during the outbreak period
- Business turnover has not been affected by the outbreak
- Business has not been required to make use of any Government support schemes
- Business has cash reserves for more than 6 months.

Scores have been totalled and sectors ranked, with the lowest score being the most resilient sector and the highest score the least resilient sector. To note that in relation to the education and health & social services sectors, the assessment relates only to private sector businesses in those sectors and not the public sector.

Sector	Continued to trade	Turnover not affected	No Govt support	Cash reserves	Total Score	Rank
Manufacturing	2	6	6	3	17	4
Utilities/Waste	1	4	3	6	14	2
Construction	10	8	11	10	39	10
Retail/Wholesale/ Vehicles	5	9	7	5	26	7
Transport / Storage	4	10	10	7	31	8
Accommodation/ Food	11	12	12	12	47	12
ICT	8	2	2	2	14	3

Financial / Professional Services	6	3	4	4	17	4
Admin/ Support Services	9	7	8	11	35	9
Education	7	5	5	1	18	6
Health and Social Services	3	1	1	8	13	1
Leisure/ Recreation	12	11	9	9	41	11

The range of responses to each of the questions was as follows:

- Business has continued to trade – this ranged from 41% in leisure/recreation to 98% in utilities (all sectors average 86%)
- Business turnover has not been affected – this ranged from 6% in accommodation/food to 44% in health and social services (all sectors average 21%)
- Business has not made use of any Government support schemes – this ranged from 2% in accommodation/food to 59% in health services (all sectors average 18%)
- Business has cash reserves for more than 6 months – this ranged from 14% in accommodation/food to 49% in education (all sectors average 33%).

Based on scores, the sectors have been categorised as follows (previous rank in brackets):

Sector Resilience		
Higher resilience	Middle resilience	Lower resilience
1. Health and social services (3)	4. Financial and professional services (1)	9. Admin / support services (10)
2. Utilities / Waste (7)	4. Manufacturing (6)	10. Construction (9)
3. ICT (2)	6. Education (4)	11. Recreation / leisure (11)
	7. Retail/ wholesale /vehicles (5)	12. Accommodation / food (12)
	8. Transport (8)	

Despite the use of different criteria, there is a reasonable degree of consistency with 9 sectors occupying the same resilience category as per the original assessment. The biggest change has been the utilities/waste sector moving up 5 places, whilst

both education and financial professional services have dropped down into the middle resilience category. The lowest resilience category contains the same 4 sectors as per the original assessment, with hospitality and leisure/recreation remaining under lockdown restrictions.

Temporary Business Closures

Based on the ONS survey, it is possible to estimate the number of businesses in Chesterfield which have temporarily closed as a result of Covid-19. This helps to illustrate the scale of the challenge that each sector will face during the recovery phase.

Temporary business closures			
Sector	Number of businesses (Chesterfield)	% businesses temporarily closed (national)	Chesterfield businesses temporarily closed
Utilities and waste	65	2%	1
Manufacturing	345	3%	10
Construction	435	12%	52
Retail/wholesale/vehicles	950	7%	67
Accommodation and food	315	53%	167
Transport and logistics	160	6%	10
ICT	195	11%	21
Financial and professional services	670	8%	54
Admin and support services	280	12%	34
Education	120	11%	7
Health and social services	300	4%	6
Public administration	55	-	-
Leisure, recreation and other services	240	59%	142
All Sectors	4130	14%	571

It is estimated that approximately 570 businesses in the borough are temporarily closed (out of a total of 4,130 local business units), with the two sectors which are the subject of on-going lockdown – hospitality and leisure – accounting for over half (54%) of all closures. Whilst still a large number of businesses, the situation has improved significantly since the beginning of April, when it is estimated there were almost 1,000 businesses in Chesterfield which had temporarily closed.

Employees on Furlough

Employees on furlough provides a wider view of the local economic impact of Covid-19, as the furloughing of staff can be undertaken by all businesses within a sector, not just those which are temporarily closed.

Employees on Furlough			
Sector	Sector employment (Chesterfield)	% workforce on furlough (national)	Employees on furlough (Chesterfield)
Utilities and waste	450	7%	30
Manufacturing	4,500	20%	900
Construction	2,250	27%	610
Retail/wholesale/vehicles	11,000	13%	1,430
Accommodation and food	2,500	67%	1,675
Transport and logistics	3,000	32%	960
ICT	1,500	12%	180
Financial and professional services	4,100	12%	490
Admin and support services	3,500	31%	1,085
Education	5,000	10%	500
Health and social services	11,000	8%	880
Public administration	1,750	-	-
Leisure, recreation and other services	1,600	70%	1,120
All Sectors	52,150	23%	9,860 (19%)

It is estimated that there are around 9,850 employees of Chesterfield businesses currently on furlough, equating to 19% of the total workforce. Whilst it is difficult to make a direct comparison to the national figure of 23% (as this does not take account of public sector employment in the health and education sectors), at the end of June there were 9.3m employees on furlough in the UK. Based on a total UK workforce of approximately 36m, that would broadly equate to 26% of all employees on furlough, compared to 19% in Chesterfield. The difference between these figures does point to a higher degree of employment resilience in Chesterfield, particularly linked to the high level of public sector employment.

At the local level, it is worth highlighting that the total number of furloughed workers in the two sectors currently subject to lockdown (hospitality and leisure) equates to 31% of the total, whereas businesses on temporary closure in these 2 sectors equates to 54% of the total. This illustrates that the business impact of Covid-19, in terms of temporarily closed businesses, has been more concentrated on specific sectors, whereas staff on furlough has been more widely distributed across sectors.

Key Sector Prospects

Taking account of the sector resilience ranking, temporary business closures, and the proportion of employees on furlough, the following section seeks to give a flavour of the recovery prospects for key local business sectors in Chesterfield.

Manufacturing

Sector ranking – 4 'Middle Resilience'	Businesses – 345 Temporary closures – 10 3%	Employment – 4,500 On furlough – 900 20%
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Manufacturing presently accounts for just under 9% of total employment in the borough. Although the manufacturing sector has been in long-term decline, Chesterfield retains a number of manufacturing specialisms particularly in relation to the production of basic metals, fabricated metal products and machinery, and the manufacture of paper, packaging and plastic products.

At the beginning of the Covid-19 outbreak, the first ONS survey identified that 23% of manufacturing businesses nationally had temporarily closed. The active encouragement for these businesses to reopen, as part of the first stage of the Government's recovery road map, has seen 97% of manufacturers now back in operation. However, 20% of employees in the sector remain on furlough, equating to 900 employees in Chesterfield.

Anecdotal evidence from the Chesterfield Manufacturing Forum, and responses to the D2N2 Business Survey, suggest that there have been few local redundancies in the sector so far, although there have been a number of recent announcements about the impact that Covid-19 is having on the manufacturing sector nationally. For example, the Covid-19 related decline in air travel is already having significant repercussions in the manufacturing sector, with both Boeing and Airbus reducing aircraft production (and laying off staff) to reflect current market conditions. This in turn will have implications across the global supply chain with Rolls Royce announcing 8,000 redundancies in its aero-engine manufacture and maintenance division. Elsewhere investment in a number of other sectors such as oil and gas (hit by reduced demand and over-supply), automotive, mining and construction equipment (900 redundancies recently announced at JCB) is coming under increasing pressure with the risk of a world-wide recession.

Around half of Chesterfield's manufacturing businesses are engaged in the metal products and machinery related sectors, with these activities orientated towards national and international markets, either directly or through supply chain relationships. So, whilst local manufacturing could be considered to have weathered Covid-19 reasonably well so far, there is a clear risk that that the sector could be adversely impacted through any wider downturn in the outlook for the global economy.

Construction

Sector ranking – 10 'Lower Resilience'	Businesses – 435 Temporary closures – 52 12%	Employment – 2,250 On furlough – 610 27%
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Whilst not directly subject to lockdown measures, there was significant public and media pressure to close construction sites because of concerns around social distancing. Construction has seen a clear impact from Covid-19 with the sector ranked 10 out of 12 on the overall resilience measure. Like manufacturing, the sector was actively encouraged to reopen as part of stage 1 of the national recovery plan and whilst this has happened (with the % of temporarily closed businesses decreasing from 29% to 12%), it has not been to the same extent as seen with the manufacturing sector.

Evidence from the D2N2 Business Survey shows that 4 out of 5 construction firms in Chesterfield have placed staff on furlough, with one company making redundancies. In addition, construction related activity accounts for almost a quarter of all self-employed people in Chesterfield and it is anticipated that this group will have been particularly hit through the lockdown of domestic scale activity (although this type of work has since been given the green-light, with trades now permitted to enter residential properties to undertake work).

All of Chesterfield's larger scale residential construction sites have been subject to temporary closure, although there is now evidence of a return to activity on sites including William Davis and Strata Homes at Dunston, and Harron Homes at Heritage Green. On the commercial front, site works have also commenced on the Adrenaline World development at PEAK and the Council's enterprise centre in the town centre.

A wider pick-up of construction activity will be dependent on the reactivation of the residential property market, which also acts as a key driver of economic activity at the local scale (estate agents, solicitors, removals, household improvements and purchases etc). As part of Step-1, the Government has sought to kick-start the market by allowing estate agents to undertake property viewings and take forward transactions. The property agents Zoopla estimate that 370,000 property transactions have been put on-hold as a result of Covid-19 and getting as many of these to completion as possible should provide a boost for the market in the immediate term. However, notwithstanding any short term boost, the overall impact of Covid-19 is likely to act to moderate demand in the market, with uncertainty around the economic outlook, confidence over personal finances and the future direction of house prices.

At the local scale, the opening up of the housing market and the restart of activity on some of the larger housing sites gives some grounds for cautious optimism about the future. However, this needs to be balanced with the scale of impact that Covid-19

has had on the sector, with around 27% of the workforce remaining on furlough and uncertain prospects for an even greater number (1,240) of self-employed workers.

Transport and Logistics

Sector Ranking – 8 'Middle Resilience'	Businesses – 160 Temporary closures – 10 6%	Employment – 3,000 On furlough – 960 32%
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The transport and logistics sector has proved to be relatively resilient in the face of the Covid-19, with almost 95% of businesses nationally continuing to trade during the outbreak (equating to only 10 temporary closures in Chesterfield). The level of activity in the sector has clearly been impacted by reduced demand for the movement of goods in the wider economy, with almost a third of staff put on furlough (and this figure has remained fairly constant throughout the outbreak period). However, it is assumed that the sector has received some under-pinning support from the large increase in on-line activity during the period. Overall it is considered that the level of activity in the sector should increase as the wider economy opens up, particularly with the emergence of non-essential retail from lockdown.

At the local scale, almost half of total employment in the sector is in 'postal services' which have continued to operate throughout the outbreak. Whilst this will have given some protection, notably to front-line services, Royal Mail has since announced (June 2020) that up to 2,000 management jobs will go on a national basis, as Covid-19 has accelerated the trend towards more parcels being delivered and fewer letters. This could impact on Chesterfield, given the large number of jobs located in the town.

Retail, Wholesale and Vehicles

Sector ranking - 7 'Middle Resilience'	Businesses – 950 Temporary closures – 67 7%	Employment – 11,000 On furlough – 1,430 13%
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The retail, wholesale and vehicles sector is the largest private business sector in Chesterfield employing 11,000 people in 950 businesses. The sector is ranked 7 out of 12 on the resilience measure, although this ranking potentially acts to mask the divergent performance of the component sub-sectors (unfortunately the ONS survey sample size is not sufficiently large to identify the performance of the individual sub-sectors). The classification of retail activities as either essential (predominantly convenience) or non-essential (comparison) and the subsequent lockdown (and re-opening) of non-essential activities suggests that the key impacts in terms of business closures and furloughed staff will relate specifically to this sub-sector. The position has improved significantly since the Step-2 reopening, with the % of temporarily closed businesses (on a national basis) reducing from 27% to only 7%.

At the local level, a recent survey (last week in June) of the town centre has highlighted that whilst the level of retail activity has increased, over 50 premises (excluding actual vacancies) that could have reopened as part of Step-2 remain closed. This suggests a more gradual re-opening of retail activity, although this should be given a further footfall boost with the Step-3 reopening of the hospitality sector (and hairdressers) from the 4th July.

So, whilst non-essential retail has theoretically emerged from lockdown, it appears there will not be an immediate return of all retailers to the high street. The key issue will be the extent to which consumers are confident enough to return to the high street whilst social distancing measures remain in place and whether the level of demand generated by these consumers will be sufficient to make it commercially viable for stores to operate (for example, how viable is a small retail unit if it can only permit one customer at a time). Equally this is something of a chicken and egg situation, with stores needing to re-open in the first instance, in order to attract footfall.

High streets were already facing significant challenges prior to lockdown, with the switch to on-line retailing and an increasing retailer focus on the largest destinations. Out of necessity on-line sales have accelerated during lockdown (now accounting for 31% of all retail sales) and the question is whether this behaviour is now the 'new normal' for many consumers, or will people revert back to previous shopping habits? Rising unemployment and uncertainty over future employment prospects (with 9.3 million people on furlough) can only act to reduce consumer confidence and therefore consumer spend on the high street.

On balance, activity on the high street is likely to be subdued as long as social distancing measures remain in place. Even following the lifting of these measures, it seems unlikely that the high street will return to the place it was before, with Covid-19 acting to accelerate the changes that were already taking place, but possibly tempered by an increasing 'shop local' focus. As such it is anticipated that the sector will be negatively impacted by permanent store closures and loss of jobs.

Financial and Professional Services

Sector Ranking – 4 'Middle Resilience'	Businesses – 670 Temporary closures – 54 8%	Employment – 4,100 On furlough – 490 12%
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ICT

Sector Ranking – 3 'Higher Resilience'	Businesses – 195 Temporary closures – 21 11%	Employment – 1,500 On furlough – 180 12%
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Financial and professional services and ICT had proved to be two of the most resilient sectors with at least 95% of businesses continuing to trade throughout the

Covid-19 outbreak. This position has changed more recently with an increase in both sectors of businesses seeing temporary closure (a reversal of the trend seen in other sectors). However, both sectors continue to perform well on other aspects of scorecard performance and have therefore been able to maintain high sector rankings. This performance has been greatly facilitated by remote working, with 87% of the ICT workforce (77% professional services) able to work away from the office and both sectors seeing a relatively small proportion (12%) of staff placed on furlough.

Both sectors have been key growth sectors at the national scale and this will continue to be the case in future. Chesterfield has a lower level of employment representation in professional services than nationally (8% compared to 14%), but has seen a good level of growth in the business base over the last 5 years (+65 businesses). Although there has been some consolidation in employment in Chesterfield's ICT sector in recent years, the business base has continued to expand, adding a further 40 businesses between 2014-19. Both sectors are identified as being amongst the main beneficiaries of high speed rail services, so this should act to underpin the local growth of these sectors in the longer term.

Whilst the pandemic has highlighted the importance of a high quality broadband network to facilitate remote working, it has also raised a question mark about the future role, and demand for, physical office space. The trend towards greater office employment densities and hot-desking was already well established prior to Covid-19 (and has actually highlighted this as a physical limitation when it comes to putting in place social distancing measures), however experience during the outbreak could lead many businesses to look at the future balance between office and home working. As an established office location, this could have implications for Chesterfield in future, particularly in relation to demand for larger office floorplates (this is something that will need to be monitored). Equally, Chesterfield, with its good communication links, could be a potential beneficiary from any restructuring of the office market in the primary office centres.

Administration and Support Services

Sector ranking – 9 'Lower Resilience'	Businesses – 280 Temporary closures – 34 12%	Employment – 3,500 On furlough – 1,085 31%
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'Admin and support' comprises a diverse range of 'lower-value' service activities (relative to professional and ICT services) such as employment agencies, travel agents, call centres, cleaning, security and landscaping services. The sector ranked 9 out of 12 on the resilience scorecard, placing it in the lower resilience category. This lower ranking is likely to reflect the reduced demand for services provided by businesses in the sector (for example employment agencies, travel agents and building related services), alongside fewer opportunities for home working (39%).

Whilst it is anticipated there will be recovery in the sector as the wider economy returns to work, the relatively high level of furloughed staff could be a risk factor in future.

Accommodation and Food

Sector Ranking – 12 'Lower Resilience'	Businesses – 315 Temporary closures – 167 53%	Employment – 2,500 On furlough – 1,675 67%
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The accommodation and food sector has been identified as the single most vulnerable sector to the economic impact of Covid-19 (ranking 12 out of 12 on the resilience measure). Whilst Chesterfield has a lower level of sector employment than the national average (4.8% compared to 7.6%), this still potentially amounts to over 160 temporarily closed businesses and almost 1,700 staff on furlough. On a positive note, the number of temporarily closed businesses has been decreasing, with the ONS survey identifying that 19% of businesses in the sector had reopened in the two weeks prior to the survey (assume this will have been for take-away or delivery of food and drink).

The gradual re-opening of the hospitality sector forms part of Step-3 of the Government's road map, with premises able to begin trading from the 4th July. Despite a reduction in the social distancing requirements (from a minimum of 2 metres to 1 metre), this is still likely to present a real viability challenge for many businesses. A recent survey of visitor economy businesses by the Peak District and Derbyshire Destination Management Organisation found that 32% of businesses would not be able to reopen until all social distancing restrictions had been lifted (for example, a pub/restaurant might be able to operate at 40% capacity with 2 metre social distancing, which increases to 70% capacity with 1 metre distancing, however that still leaves a 30% capacity shortfall).

Based on the findings of the survey it is clear that the longer social distancing measures are maintained, the greater the risk that a number of businesses in the sector will never actually re-open, or those that do, will do so on a reduced staffing basis. Although the furlough scheme has been extended to the end of October, this will require businesses to contribute towards salary costs from the beginning of August, which could present a real challenge for many businesses.

Approximately half of all businesses in the sector are located in the wider Chesterfield town centre area, creating an additional challenge to social distancing compared to more dispersed hospitality provision across the borough as a whole. Even after measures have been eased, it is likely that many people will maintain voluntary (cautionary) social distancing for some time to come, adversely impacting footfall in the town centre. As with retail, if households are not feeling confident about the economic outlook then this will weigh on the level of discretionary spend on food and drink. Visitor spend (directly supporting 1,750 jobs in Chesterfield in 2018) is also likely to be curtailed at least for the remainder of the year. Reduced numbers of

office workers will also limit lunch-time demand in the town centre. All these factors point towards a potentially difficult transition phase in the next few months and the realistic expectation must be that there will be business closures and job losses in the sector.

Leisure, Recreation and Other Services

Sector Ranking – 11 'Lower Resilience'	Businesses – 240 Temporary closures – 142 59%	Employment – 1,600 On furlough – 1,120 70%
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The sector has a lower level of employment representation in Chesterfield than nationally (3% compared to 4.5%), although there is also a large component of self-employed (450 people) in 'other services' which is additional to this figure. The sector has seen the highest percentage of temporary business closures (59%) and staff on furlough (70%).

As with hospitality, this broad based sector (covering theatres, cinemas, gyms, sports clubs, visitor attractions and retail services such as hair and beauty) has been directly subject to lockdown measures and will form part of a more limited Step-3 reopening from 4th July. Whilst activities such as hairdressers are permitted to reopen, other personal service activities such as beauty salons, nail bars and tattoo shops are to remain closed and this is also the case for fitness centres and other indoor leisure activities such as soft-play centres, bowling alleys and swimming pools. As previously noted, the longer restrictions are in place, the greater the risk that a larger proportion of businesses will permanently cease trading, particularly as the key support mechanism (CJRS) starts to be withdrawn. Given that many of these businesses are also dependent on discretionary consumer spend, it is only realistic to assume that there will be business closures and job losses in the sector.

Chesterfield Economic Recovery Plan

Introduction

The Chesterfield Economic Recovery Plan sets out the role of the Council in responding to the local economic impact of the Covid-19 pandemic. The plan is based on the strategic framework provided by the Economic Programme in the Council's Growth Strategy (2019-23) and is structured around three thematic headings (businesses, places and people) and seven key objectives: provision of business support; attracting investment; investment in infrastructure; Chesterfield town centre; development of the visitor economy; a skilled workforce; and economic inclusion. Under each of these objectives, the plan sets out how our existing programmes and activities can contribute towards the Covid-19 response, and the additional actions the Council will undertake in support of this response. Collectively, these activities will support local businesses and people as we emerge from the lockdown period, whilst also looking ahead to help secure the long-term growth and regeneration of Chesterfield borough.

Given the high level of uncertainty about the future scale of the economic impact of Covid-19, it is difficult to define specific outcome and output measures for the Recovery Plan. It is possible however, to consider the following as successful outcomes as a result of the Economic Recovery Plan:

- Minimise the negative impact of Covid-19 in terms of business closures and jobs lost

- Businesses are able to continue to operate in the short term and create the conditions for entrepreneurial activity and the development of a more resilient economy.
- Support the reskilling of our residents to be home grown talent and to be able to compete in the changed economy.
- Town Centre is enabled to progress through recovery phases and is able to thrive, maintaining high level of occupancy.
- Support the Council's Climate Change programme and the continuing modal shift to cycling and walking (active travel) and public transport.
- Continue to deliver against agreed programmes for Chesterfield's key economic projects.

1. Work with partners to increase business start-ups and support the expansion of the existing business base					
Activity Area:	Covid-19 Response				
	Existing activity supports Covid-19 response?	Additional Covid-19 response? Timeframe (months)	Specify activity Key: Existing Resource Additional Resource Idea	Priority: 1-3 (3-highest)	Resource implications: - Existing - Reallocation - Staffing - Finance
Provide a Land and Property Information Service to support the growth of the business base	Yes – ongoing provision of service to help businesses find the right premises	0-3	Contact all agents to promote properties on LPIS.	3	Existing
		0-3	Pro-active engagement with 'at-risk' businesses	3	Existing
		0-3	Monitor enquiries for any changes in profile of property requirements	1	Existing
Deliver a Business Support Programme to help new start-ups and improve the competitiveness of local businesses	Yes – ongoing delivery of Innovation Support Programme (ISP) which provides 1-to-1 support to businesses.	0-3	Update 'Doing business in Chesterfield' web-site content to increase awareness of all existing support programmes and share with businesses	3	Existing
		3-6	Work with Chamber, DiT and Growth Hub to promote new market opportunities for businesses	1	Existing
		0-3	Deliver additional events on recovery related issues	3	Existing
		3-6	Increase capacity to provide one-to-one support to businesses (potential to share staffing with start-up programme)	3	Finance/Staffing (BRRF)

		3-6	Develop business start-up programme / incubator provision in innovation / enterprise centre, including start-up grants and business mentoring support via Destination Chesterfield	3	Finance/Staffing (BRRF)
Work closely with the D2N2 Growth Hub to ensure a co-ordinated approach, and local access, to business support delivery	Yes – ISP Manager works in partnership with the Growth Hub and will promote local access to any new D2N2 / national Covid-19 response business support programmes.	6-12	Provision of free local venues to host events through ISP	2	Finance
Maximise the role of Dunston and Tapton Park Innovation Centres as a focus for the growth of knowledge based businesses	<p>Yes - Deferred rental payment (3 months) option for tenants</p> <p>Flexible lease terms, completely scalable to business needs, including virtual office provision</p> <p>Tender for new telephone system which better supports agile working.</p> <p>Develop new “Enterprise Chesterfield” website to include three centres and feature a tenant hub to encourage networking, knowledge sharing and collaboration.</p>	0-3	<p>Enhance support available to tenants to aid recovery, including:</p> <ul style="list-style-type: none"> - Survey tenants to gauge requirements and develop a tailored programme of support - Sharing opportunities - Work with partners to deliver workshops/webinars 	3	Existing
Provide advice on a range of business related services delivered by the	Yes – provision of business email ‘hotline’ for enquiries	0-3	Support delivery of Business Support Grant Discretionary Fund	3	Existing

Council including pre-planning application advice to support new development.	Updated business content on Council's website	0-3	As part of Council wide response (eg a one-stop-shop recovery support group), provide support to businesses to ensure compliance with Covid-19 recovery phase measures.	3	Existing
	Administration of Business Support Grants via Business Rates Team	0-3	Put in place communications plan to ensure consistent messaging to businesses	3	Opening Town Centres Fund
Encourage local supply chain opportunities as part of Council contracts and in relation to new developments.	Yes – CBC provides guidance to developers on local labour clauses and will amend to include information on CBC existing procurement policies and improve signposting	3-6	Peer to Peer procurement campaign with Destination Chesterfield	3	Skills Budget
		6-12	Review of Council procurement policy to better support local sourcing opportunities.	3	Existing

2. Undertake a range of marketing activities to raise the profile of the borough as a business location and attract new business investment

Activity Area:	Covid-19 Response				
	Existing activity supports Covid-19 response?	Additional Covid-19 response?	Specify activity	Priority: 1-3 (3 – highest)	Resources: Existing Reallocation Staffing Finance
Promote the availability of commercial property in Chesterfield	Yes – ongoing marketing programme via various media	Timescale (months) 0-3	Pro-active engagement with 'at-risk' tenants	3	Existing

Support the delivery of the Destination Chesterfield place marketing initiative and provide input to relevant marketing initiatives undertaken by the LEP	Yes – EDU supports the delivery of a range of Destination Chesterfield initiatives including the 'Invest in Chesterfield 2' programme	0-3	Support delivery of Destination Chesterfield Recovery Plan	3	Existing
Respond proactively to investor enquiries including those received via the Invest in Derbyshire project and Destination Chesterfield.	Yes – EDU will continue to respond proactively to all new investor enquiries				
Strengthen relationships with local and foreign owned companies via a process of Key Account Management.	Yes – EDU has an ongoing programme of KAM	3-6	Increase number of company contacts / visits, including engaging with local FDIs in any review of business location	3	Existing / Staffing

3. Secure investment in infrastructure that enables employment and housing growth and delivers a high quality of place

Activity Area:	Covid-19 Response				
	Existing activity supports Covid-19 response?	Additional Covid-19 response? Timeframe (months)	Specify activity	Priority: 1-3 (3 – highest)	Resources: Existing Reallocation Staffing Finance
On-going investment and management of the Council's commercial	Yes - Rent deferrals for a 3 month period available to tenants	0-3	Consideration of additional measures to support tenants on a case by case basis	3	Existing

property portfolio to support business start-ups and growth	Construction of industrial units at Calow Lane Industrial Estate				
Ensure the provision of a sufficient range of employment and housing sites in the borough and seek to positively enable growth through the local planning framework / process	Yes – ongoing engagement with developers on the delivery of employment and housing development				
Proactively engage with relevant organisations (including D2N2 and DCC) to secure investment in local transport and business infrastructure	Yes - CBC currently working with the LEP and DCC to secure funding for key developments including Hollis Lane Link Road and RHOC2.				
As a partner in Chesterfield Waterside Ltd, support the delivery of the first phases of residential and commercial development on the Waterside site	<p>Yes - Avant Homes commenced delivery of 173 homes on former Lavers timber yard (scheme currently paused).</p> <p>CBC to undertake development of first office building at Basin Square providing 35,000 sqft of Grade A office space. This will act as catalyst to first phase development of Basin Square.</p> <p>Negotiations (CWL) on-going to bring forward first phase of development at Basin Square.</p>				

<p>Work with DCC to secure the implementation of the Chesterfield HS2 Masterplan to develop the station area as a vibrant HS2 gateway and unlock significant commercial and residential development</p>	<p>Yes - Delivery of HS2 Strategic Sites Project.</p> <p>Consultation and approval of HS2 Masterplan</p>				
<p>Enable the regeneration of the Staveley and Rother Valley Corridor (including the Staveley HS2 IMD), working closely with the landowners to ensure that development phases are brought forward in a co-ordinated and comprehensive manner</p>	<p>Yes – SRVC includes a number of scheme elements:</p> <p>The Hartington Industrial Park is being prepared for development (Suon Ltd).</p> <p>Development of the DRIIVe project to support the growth of a local rail cluster at Barrow Hill.</p> <p>SRVC will be the location of the HS2 Infrastructure Maintenance Depot</p> <p>DCC has secured DfT funding to take forward the design of the Staveley Regeneration Route</p> <p>Planning applications have been submitted for the redevelopment of the Staveley Works site (Chatsworth Estates / Saint Gobain)</p>	0-3	<p>Staveley Town Deal provides funding to enable key scheme delivery and support the development of new projects</p>	3	Staveley Town Deal

	Restoration of Chesterfield Canal including the further development of Hartington Basin (Chesterfield Canal Trust)				
Work with landowners, developers and Homes England (including through the establishment of a Developer Forum) to accelerate the delivery of housing development sites across the borough	<p>Yes - Site investigations currently being completed for the Allen & Orr site.</p> <p>The Housing Delivery Manager is actively engaging with housebuilders to help facilitate recommencement of construction activity on housing sites (all of which had been temporarily closed).</p>				
Make the best use of public sector land assets to deliver new housing	<p>Yes - it is anticipated that a detailed planning application will be submitted for the Walton Hospital site (Homes England site) in the next few weeks.</p> <p>Future development of the Council's Linacre site for housing.</p>				
Support wider improvements to community infrastructure and quality of place, making use of CIL, S106 agreements, Percent for Art scheme and other funding sources.	Yes – on-going engagement with developers to secure community and quality of place benefits as part of development proposals.				

Support the delivery of the Staveley Town Deal	Funding allocated by Govt to develop Town Deal Investment Plan and undertake capacity building and community engagement	0-3	Ensuring Town Deal proposals take account of Covid-19 as they are developed	3	Staveley Town Deal
Promoting a sustainable economic recovery	Sustainability measures implemented in response to Covid-19 including cycle infrastructure, increased home-working and improved pedestrian access.	0-12	Activities to include: Development of an Integrated Transport Plan. Cycle Infrastructure. 'Low Carbon' business support	3	Finance (Climate Change Action Plan, Active Transport Funding)

4. Strengthen the distinctive role of Chesterfield town centre to ensure its longer term vitality and viability

Activity Area:	Covid-19 Response				
	Existing activity supports Covid-19 response?	Additional Covid-19 response? Timeframe (months)	Specify activity	Priority: 1-3 (3 – highest)	Resources: Existing Reallocation Staffing Finance
Secure on-going investment and development of the town centre, building on the town's core functions and historic character, and guided by proposals set	Yes - extension of Northern Gateway public realm improvements to include Packers Row (CBC).		Continue to deliver Revitalising the Heart of Chesterfield project.		

out in the Chesterfield Town Centre Masterplan					
Implement the Northern Gateway scheme to include the construction of a new enterprise centre, the rebuild of the Saltergate MSCP and the provision of enhanced public realm to Elder Way and Knifemithgate	<p>Yes - site works commenced on enterprise centre.</p> <p>Elder Way public realm out to tender.</p> <p>Progress Skills and Employment Plans agreed for NG Enterprise Centre/Woodhead</p>	6-12	Opportunity to bring forward a skills/education project about civil engineering linked to HS2/station area. Engage with University of Derby Civil Engineering degree apprenticeship and AECOM to promote careers in this area.	1	Skills Budget
Encourage improvements to the range and quality of the town centre leisure offer, including supporting the private sector in the redevelopment of the former Co-op building	Yes - CBC working with developer to secure occupiers for the Elder Way scheme.				
Seek to sustain and enhance the important role played by the outdoor market as the key asset in the town centre, including the introduction of additional evening and event markets	Yes - External funding secured to support redevelopment of the Outdoor Market. Consultant's brief for development of design options has been prepared for tender.				
Provide a positive town centre experience for residents and visitors through the effective co-	Yes – ongoing management and coordination of services to support overall quality of town centre offer.	0-3	<p>Restoration Phase</p> <p>Seek to ensure effective and safe functioning of town centre as guided by Town Centre Framework;</p>	3	Existing / Finance (Reopening of Town Centre funding /

<p>ordination and delivery of town centre services</p>		<p>3-6</p> <p>6-12</p>	<ul style="list-style-type: none"> - control retail queuing outside shops in heavily pedestrian trafficked areas - Town centre signage to support Covid-19 messaging - control pedestrian flows around wider town centre - control of Open Market, Market Hall, Market Hall café, Queens Park café and Pavements Shopping Centre - Surface car parks and MSCPs - DCC Liaison - Town centre ambassadors - Events - Communication strategy - Town centre business liaison - Out of town support for other centres eg Staveley, Chatsworth Rd -Customer journey <p>Recovery Phase</p> <p>Building capacity for recovery and transformation (detailed plan to be developed)</p> <p>Town Centre Engagement and Vitality Officer</p> <p>Communications Plan (CBC and Destination Chesterfield)</p> <p>Growth and Transformation Phase</p> <p>Implementation and improvement including exploring SMART technologies (Vision Derbyshire)</p>	<p>BRRF/ Vision Derbyshire)</p>
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5. Support the growth of Chesterfield as both a visitor destination and hub					
Activity Area:	Existing activity supports Covid-19 response?	Additional Covid-19 response? Timeframe (months)	Specify activity	Priority: 1-3 (3 – highest)	Resources: Existing Reallocation Staffing Finance
Provide a high quality Visitor Information Service	Yes – VIC temporarily closed but maintenance of telephone and on-line service				
Raise the profile of Chesterfield as both a visitor destination and hub, through a range of marketing activities, working in partnership with the Visit Peak District and Derbyshire DMO and neighbouring authorities	Yes – via the Visit Chesterfield website	0-3	Free business entry for 2020/21 on the Visit Chesterfield website (A Barnes)	2	Existing
		3-6	Mini-conference for businesses (venue or virtual depending on timescales) to highlight support available and move into recovery phase (A Barnes)	1	Reallocation / Finance (BRRF)
		0-3	Work in partnership with the DMO on additional marketing campaigns in response to Covid-19	2	Existing
Support the further development of the borough's visitor product and infrastructure, with a particular focus on the quality of the town centre offer	Yes - Delivery of RHOC scheme improves quality of public realm and revitalises the outdoor market as a key visitor attraction Redevelopment proposals for Stephenson Memorial Hall				

Deliver an enhanced programme of festivals and events to attract more visitors to the town	No - assume social distancing requirements restrict events programme in short term	6-12	Delivery of additional events following lifting of social distancing restrictions	2	Financing (BRRF)
Work with the private sector to help enable the successful delivery of the Peak Resort development	Yes - Commence construction of David Lloyd Adrenaline World (private sector)				
Prepare a Visitor Economy Action Plan to help realise opportunities to grow both the number and value of visits to Chesterfield.	Yes – Preparation of VEAP provides opportunity to identify measures to support visitor economy in the recovery and growth phase				

6. Work to raise the level of workforce skills to support future business growth

Activity Area:	Covid-19 Response				
	Existing activity supports Covid-19 response?	Additional Covid-19 response? Timeframe (months)	Specify activity	Priority: 1-3 (3 – highest)	Resources: Existing Reallocation Staffing Finance
Deliver Apprentice Town activity with Chesterfield College and other partners to raise awareness of, and	Yes – on-going promotion of current and future apprenticeship opportunities	0-3	Establishment of Education and Training provider network to deliver a joined-up approach to supporting businesses through recovery period and	3	Additional apprentice resource (Skills Budget)

increase participation in, apprenticeships		0-3	<p>ensure future alignment with growth priorities.</p> <p>Development & delivery of virtual skills & careers platform to provide a platform to ensure that people and businesses have virtual access to information on skills, education, employment support and job opportunities, as well as a showcase for apprenticeship provision.</p>	3	Finance (Skills Budget)
		6-12	<p>Development & Delivery of a 'Youth Resilience Programme' - provision of pre-apprenticeship / trainee ship / work experience programmes for 16-24 year olds whilst job/apprenticeship market recovers.</p>	2	
Encourage the further development of higher education provision in Chesterfield	Yes - Ongoing engagement with HE providers, businesses and North Derbyshire Careers Hub to promote and raise awareness of current HE programmes and progression routes in schools.	3-6	<p>Work with HE providers to support:</p> <ul style="list-style-type: none"> - Upskilling for a resilient workforce campaign - Developing an entrepreneurial mindset campaign - Development of virtual skills and careers platform 	2	Existing staff Finance (Skills Budget) to support upskilling campaigns
		3-6	<p>Develop MoU with University of Derby to increase HE provision in Chesterfield</p>	2	Finance (Skills Budget)
Work with D2N2 LEP to facilitate local business access to training that will up-skill the workforce via	Yes – continue to work with the LEP to ensure that businesses can access upskilling programmes and align current	0-3	<p>Increase campaigning around building skills for resilient future workforces</p>	3	Finance (Skills Budget)
		0-3		3	

programmes including Skills Support for the Workforce	funding streams to Covid response		Development and Delivery of virtual skills and careers platform		Finance (Skills Budget)
Engage with businesses through key account management to enable a bespoke response to the specific skills needs of the business	Yes - target KAM support to businesses impacted (i.e. where we know there are job losses, downsizing or opportunities to diversify)				
Work with businesses, education and training providers, and other key stakeholders to ensure that skills provision evolves in line with future business sector growth opportunities, including the delivery of HS2	Yes – ongoing engagement with LEP, education partners and Careers Hub to influence and shape future provision in line with growth plans and align provision with key sites and regeneration projects including the current 'HS2 & You' programme. Working with businesses, Apprentice Town Ambassadors and others to develop case studies to support upskilling and enterprise campaigns	0-3	Establishment of Education and Training Provider Network	3	Finance (Skills Budget)
		3-6	Develop a training/ workshop resource to support enterprise and start-ups	3	Existing Finance (Skills Budget)
		0-3	Development and delivery of virtual skills and careers platform	3	(Skills Budget)
		6-12	Development & Delivery of a 'Youth Resilience Programme'	3	
Foster links between the local business community and schools / education providers to raise awareness of future career pathways	Yes – continue to work with D2N2 Careers Hub to align future growth opportunities with development of future workforce – continue to co-fund enterprise adviser co-ordinator	3-6	Developing an entrepreneurial mindset campaign aligned with expanded Destination Chesterfield MADE campaign	2	Marketing resource (Skills Budget)

Deliver an annual skills conference and maintain up to date information to signpost people and businesses to appropriate training programmes.	Yes - provision of information and signposting to current training programmes Skills conference – future delivery may be impacted by on-going social distancing measures. Consider virtual event / use of virtual platform				Additional marketing resource to support campaigns including skills conference (Skills Budget)
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7. Ensure that all local people are in a position to benefit from the growth which takes place in the borough					
Activity Area:	Covid-19 response				
	Existing activity supports Covid-19 response?	Additional Covid-19 response? Timeframe (months)	Specify activity	Priority: 1-3 (3 – highest)	Resources: Existing Reallocation Staffing Finance
Work with partners to ensure that work readiness, skills and employment support programmes are fully accessible to local people, and seek to direct provision to the communities where it is most needed	Yes - continue to closely work with LEP and education partners to ensure funding streams are re-purposed/aligned to needs of priority groups and communities.	0-3	Staveley Town Deal provides opportunity to deliver bespoke programmes for residents and workforce in Staveley area, for example the potential development of a 'Construction Skills Village' initiative.		
	On-going engagement with partners including the LEP and DWP in co-ordination of redundancy support activities.	0-3	Development and delivery of virtual skills and careers platform	3	(Skills Budget)

Support the delivery of local programmes that provide targeted support to 16-24 year olds including Youth Engagement programmes	Yes - work with D2N2 LEP and education partners to shape existing and future programmes to support 16-24 year olds, with potential to add additional local value with funding from the Skills Budget	3-6	Development of a specific youth enterprise programme linked to CBC start-up initiative	2/3	Additional apprentice resource (Skills Budget)
		6-12	'Young Champions' programme	2	Finance (Skills Budget)
		6-12	Development & Delivery of a 'Youth Resilience' Programme	2	(Skills Budget)
Agree local labour clauses on 100% of new eligible major developments, and in relation to the most appropriate opportunities, work with applicants to bring forward skills and employment plans.	Yes - existing activity but will need to consider alternatives to some of the current outputs (i.e. work experience in a world of social distancing – are there virtual alternatives?)	0-3	Development and delivery of virtual skills and careers platform	3	Additional apprentice resource to support with tracking and monitoring of local labour clauses (Skills Budget)

Chesterfield Borough Council Equality Impact Assessment - Full Assessment Form

<i>Title of the policy, project, service, function or strategy:</i>		Growth Strategy (2018-21) – Updated to incorporate Covid-19 Economic Recovery Plan.
<i>Service Area:</i>	Economic Growth	
<i>Section:</i>	Economic Development	
<i>Lead Officer:</i>	Matthew Southgate	
<i>Date of assessment:</i>	06/2020	
<i>Is the policy, project, service, function or strategy:</i>		
<i>Existing</i>		
<i>Changed</i>	✓	
<i>New / Proposed</i>		

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Section 1 – Clear aims and objectives

1. What is the aim of the policy, project, service, function or strategy?
<p>This EIA covers the updates to the previously existing Growth Strategy which will now incorporate the Economic Recovery Plan, in response to the COVID 19 pandemic.</p> <p>The overall purpose of the Growth Strategy is to set out the role of the Council in supporting the growth and regeneration of Chesterfield borough. The Strategy provides a framework for a range of actions that will deliver the Council's corporate priority of making Chesterfield a thriving borough and contributing towards the priority of improving the quality of life for local people.</p> <p>The report outlines the key issues facing the local economy in response to the pandemic and outlines key actions that need to be undertaken to ensure that local businesses and people working in the Borough are supported. The report makes a number of recommendations around additional activities that the Borough Councils Economic Team may wish to undertake to ensure a robust response to the issues businesses will face in the coming months.</p> <p>The Town Centre Framework for Covid 19 Response referred to within the Recovery Plan has been assessed in a separate EIA,</p>

where actions have been identified to promote accessibility whilst maintaining social distancing arrangements.

2. Who is intended to benefit from the policy and how?

The aim of the Strategy is to accelerate economic growth, creating more and better jobs that are accessible to local people. It will seek to achieve this by making Chesterfield the best possible place in which to establish and grow a business, recognising that private sector businesses are the main drivers of employment creation. The local working age population will be the primary beneficiaries through local access to an increased range of quality employment opportunities. The Strategy promotes an inclusive approach to growth, seeking to ensure that local people have the right skills to take advantage of the new jobs which are created.

The COVID 19 Recovery Plan highlights a range of proposed measures to support businesses, the employees of those businesses and the working age population living in the Borough. These additional measures are required in response to the potential scale of impact that Covid-19 will have on the local economy and consequent impact on the working age population through an increase in unemployment.

3. What outcomes do you want to achieve?

Anticipated outcomes of the original Growth Strategy include:

- An increase in the overall number of employment opportunities in the borough
- An increase in the number of higher-skill, higher-wage jobs as a proportion of total employment
- An increase in the number of businesses in the borough
- An increase in the level of footfall in the town centre helping to sustaining town centre occupancy at 90% or higher
- An increase in the number (and value) of visitors to the area
- An increase in the skill levels of the local workforce
- A reduction in the number of residents who are out of work
- To accelerate the delivery of housing development across the borough

Anticipated outcomes for the Economic Recovery Plan include:

- To minimise the negative economic impacts of COVID 19 on Chesterfield's economy
- Seek to ensure that local businesses are supported and sustained at a difficult period of economic uncertainty
- Encourage new business start-ups, post COVID to grow the business base
- Ensure targeted activity to address skills and training issues so that the workforce is supported, responsive and adaptable
- Ensure that targeted activity is undertaken to support town centre businesses for the benefit of the Town Centre

- To ensure that new investment in the local economy is attracted and retained
- Ensure the Council responds to local business needs by pro-actively engaging with businesses.
- Setting out clear guidance and ensuring that businesses are aware of the support available.

Section 2 – What is the impact?

4. Summary of anticipated impacts.			
	Potentially positive impact	Potentially negative impact	No disproportionate impact
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability and long term conditions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender and gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage and civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnant women and people on parental leave	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Ethnicity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion and belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Section 3 – Recommendations and monitoring

5. How are you going to monitor the policy, project, service, function or strategy, how often and who will be responsible?

Please explain the reasons for this decision:

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 (18-24 year olds) and those with a disability/long term condition, through the delivery of specific programmes to assist people back into employment.

The primary purpose of the Strategy is to build a more resilient economy that can create and sustain a range of quality job opportunities that are accessible to local people. In tandem it will seek to ensure that all local people have the right mix of skills to access the job opportunities which are created, with a particular focus on the hardest to reach groups and most deprived communities.

The Economic Recovery Plan will ensure that Chesterfield Borough Council is able to respond to the anticipated economic impacts of COVID 19, by putting in place a range of activity across a range of key themes. Although the majority of proposals are not anticipated to impact disproportionately on any particular group, proposed schemes such as the Youth Resilience Programme, Young Champions Programme and the virtual careers and skills platform are anticipated to have a positive impact on younger people.

It is written at this point in time (May 2020), when businesses are re-opening or thinking about how they will function in the future. The plan needs to be reviewed on a regular basis as the situation is ever changing. Government is issuing regular guidance on different measures to support businesses and businesses are responding accordingly. The Recovery Plan has recommendations for various activities that CBC may wish to see come forward to support businesses. All will have different potential impacts. Equalities should be considered as part of the detailed planning of these elements as they come forward. For example, a new initiative to ensure business start-ups are encouraged should ensure that its service provision and support is accessible to all. Skills activities should be designed to ensure that they respond to issues faced by all sectors of our community including those with protected characteristics.

Section 6 – Knowledge management and publication

Please note the draft EIA should be reviewed by the appropriate Service Manager and the Policy Service **before** WBR, Lead Member, Cabinet, Council reports are produced.

Reviewed by Head of Service/Service Manager	Name:	Lynda Sharp
	Date:	06/2020
Reviewed by Policy Service	Name:	Katy Marshall
	Date:	06/2020
Final version of the EIA sent to Policy Service	<input checked="" type="checkbox"/>	
Decision information sent to Policy Service	<input type="checkbox"/>	

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JOB DESCRIPTION

JOB TITLE:	Apprentice Economic Development Assistant – Skills	JE NUMBER:
DIRECTORATE:	Economic Growth	BAND: Apprentice
RESPONSIBLE TO:	Skills Delivery Officer	
RESPONSIBLE FOR:	-	
MAIN PURPOSE OF POST:	To assist the Skills Delivery Officer in the development and delivery of activities contained within the Skills Action Plan with a particular focus on supporting 'local labour' and supply chain activity.	

DUTIES AND RESPONSIBILITIES:

Duties and responsibilities must be undertaken to comply with Council policies/procedures.

1.	To support with the co-ordination and promotion of local labour and supply chain activity including assisting with the delivery of 'meet the buyer events'
2.	To assist with the promotion, monitoring and evaluation of skills development programmes including skills and employment plans resulting from 'local labour planning conditions'
3.	To update and maintain the 'local labour' database
4.	To assist the Skills Delivery Officer with the development and implementation of Skills and Employment Plans associated with major planning applications and key regeneration schemes
5.	To liaise with contractors and developers in relation to the implementation, delivery and monitoring of skills and employment plans that are subject to local labour planning conditions. This will include the development of case studies to demonstrate impact.
6.	To liaise with internal and external stakeholders including but not limited to planning officers, Job Centre Plus, Education and Training Providers and the D2N2 Careers Hub in relation to implementation and delivery of skills and employment plans that are subject to local labour planning conditions.
7.	To liaise with external partners including Local enterprise Partnerships and providers in relation to the promotion, monitoring and evaluation of externally funded skills development programmes
8.	To assist the Skills Delivery Officer with the creation of specific advice tools to maximise the benefit of opportunities around local labour and the supply chain, including 'developer guidance' and clearer signposting on how the Council and other public sector partners procure.
9.	To undertake administrative duties to support the delivery of Apprentice Town and other skills and employment initiatives contained within the skills action plan.

10.	To monitor and update the content of CBC and Apprentice Town webpages to ensure that externally facing information relating to employment, skills and supply chain activity is relevant and up to date.
11.	Assist the Skills Delivery officer with the preparation of reports in relation to the progress of skills and employment activity contained within the Skills Action Plan
12.	Undertake such other duties and responsibilities that are equal/similar to the responsibility level and grade of the post as may be determined from time to time by the Head of Service in consultation with the postholder.
13.	A commitment to undertake 20% 'off the job training' which is a requirement of the apprenticeship funding rules – this will include but will not be limited to attendance at meetings and the completion of an organisational project.

GENERAL – To be aware of and implement the following:
Equalities – The council's Equality and Diversity Policy which sets out the council's commitment to advancing equality and social inclusion while celebrating the diversity within our communities.
Code of Conduct – All employees of Chesterfield Borough Council must comply with the Employees' Code of Conduct.
Health & safety – To comply with the Health and Safety at Work etc. Act (1974) and carry out all duties in accordance with the Council's Health and Safety policy.
Staff Development - The Council's Performance & Development Review is an integral part of Chesterfield Borough Council's performance management framework as well as a key employee development procedure. You will be required to undertake any training required for the job role.
Data Protection – All employees must adhere to the requirements of the General Data Protection Regulations (GDPR) and the Data Protection Act 2018 in respect of confidentiality and disclosure of data.
Safeguarding Children and Vulnerable Adults - The council has both a moral and legal obligation to ensure a duty of care for children and vulnerable adults across its services. We are committed to ensuring that all children and vulnerable adults are protected and kept safe from harm, and we have a responsibility to safeguard and promote well-being.

SPECIAL FEATURES OF POST:				
Political Restriction	YES	?	NO	

Vetting Checks e.g Disclosure and Barring Service (DBS)	YES		NO	
Flexible approach to time of work, with ability to work evenings and weekends as required by the needs of the service.	YES		NO	
You may be required to carry out those duties at your present workplace or at another council venue.	YES		NO	

It is the council's intention that this job description is seen as a guide to the main areas and duties for which the job holder is accountable. However, as the work that the council changes the job holder's obligations are also bound to vary and develop, so the job description should be seen as a guide and not as a permanent, definitive and exhaustive statement. This job description is non-contractual.

PERSON SPECIFICATION

JOB TITLE:	Apprentice Economic Development Assistant – Skills	JE NUMBER:	
DIRECTORATE:	Economic Growth	DATE:	

KNOWLEDGE / SKILLS / ABILITIES		Assessment Method
-		Application Form, Presentation, Scenario based Exercise, Interview, Qualification / Certificates
Essential		
•	Confident use of IT skills with the ability to use up-to date IT packages	Application Form
•	Strong interpersonal and communication skills with the ability to communicate using a variety of methods.	Application Form / Interview / presentation
•	Confident working as part of a multi-discipline team and with external partners	Application Form / Interview
•	Thorough and organised approach with the ability to analyse and interpret and present complex information	Application Form / Interview
•	Motivated and reliable with a strong willingness to learn and desire to	Application

	progress within role	Form / Interview
Desirable		
•	Confident in the use of Microsoft Excel	Application Form/ Interview
•	Strong command of written skills	Application form
•	Knowledge or interest of the construction sector and regeneration sites in Chesterfield	Application form /interview
•	An interest and understanding of the benefits progression and skills development	Application form / interview
EXPERIENCE		
Essential		
•	Any previous work or volunteering experience that involves using a range of communication methods	Application Form / Interview
•	Experience of working in a team	Application form / interview
•		
Desirable		
•	Experience of delivering a project either individually or as part of a team	Application Form/ Interview
•		
•		
QUALIFICATIONS		
Essential		
•	Educated to GCSE Level with passes in Maths and English.	Qualification certificates
•		

•		
Desirable		
•		
•		
•		
OTHER REQUIREMENTS		
Essential		
•	To display the council's values and behaviours when carrying out the job role	Application Form, Interview
•	To perform the job role in accordance with the specified level of the council's Competency Framework	Application Form, Interview
•	Commitment to self-development, service improvement and organisational effectiveness	Application Form, Interview
COMPETENCY REQUIREMENT:		
Seeing the Big Picture	<p>Seeing the big picture is about having an in-depth understanding and knowledge of how your role fits with and supports the council plan and the wider public needs and the national interest. For all staff, it is about focusing your contribution on the activities which will meet the council goals and deliver the greatest value.</p> <p>For leaders, it is about scanning the political context and taking account of wider impacts to develop long term implementation strategies that maximise opportunities to add value to the customer and support economic, sustainable growth.</p>	Interview
Level: 2		
Changing and Improving	<p>People who are effective in this area take initiative, are innovative and seek out opportunities to create effective change. For all staff, it's about learning from what has worked as well as what has not, being open to change and improvement, and working in 'smarter', more focused ways.</p> <p>For leaders, this is about creating and encouraging a culture of innovation and allowing people to consider and take informed decisions. Doing this well means continuously seeking out ways to improve policy implementation and build a leaner, more flexible and</p>	Interview
Level: 2		

	responsive council. It also means making use of alternative delivery models including digital and partnership approaches wherever possible.	
Making Effective Decisions	Effectiveness in this area is about using sound judgement, evidence and knowledge to arrive at accurate, expert and professional decisions and advice. For all staff it's being careful and thoughtful about the use and protection of council and public information to ensure it is handled securely and with care. For leaders it's about reaching evidence based strategies, evaluating options, impacts, risks and solutions and creating a security culture around the handling information. They will aim to maximise return while minimising risk and balancing a range of considerations to provide sustainable outcomes.	Interview
Level: 2		
Leading & Communicating	At all levels, effectiveness in this area is about showing our pride and passion for public service, communicating purpose and direction with clarity, integrity, and enthusiasm. It's about championing difference and external experience and supporting principles of fairness of opportunity for all. For leaders, it is about being visible, establishing a strong direction and persuasive future vision; managing and engaging with people in a straightforward, truthful, and candid way.	Interview
Level: 2		
Collaborating and Partnering	People skilled in this area are team players. At all levels, it requires working collaboratively, sharing information appropriately and building supportive, trusting and professional relationships with colleagues and a wide range of people within and outside the council, whilst having the confidence to challenge assumptions. For senior leaders, it's about being approachable, delivering business objectives through creating an inclusive environment, welcoming challenge however uncomfortable	Interview
Level: 2		
Developing self and others	Effectiveness in this area is having a strong focus on continuous learning for oneself, others and the organisation. For all staff, it's being open to learning, about keeping one's own knowledge and skill set current and evolving. For leaders, it's about investing in the capabilities of our people, to be effective now and in the future as well as giving clear, honest feedback and supporting teams to succeed. It's also about creating a learning and knowledge culture across the organisation to inform future plans and transformational change	Interview
Level: 2		
Delivering Value	Delivering value for money involves the efficient, effective	Interview

for Money	<p>and economic use of taxpayers' money in the delivery of public services. For all staff, it means seeking out and implementing solutions which achieve the best mix of quality, and effectiveness for the least outlay. People who do this well base their decisions on evidenced information and follow agreed processes and policies, challenging these appropriately where they appear to prevent good value for money.</p> <p>For leaders it's about embedding a culture of value for money within their area/function. They work collaboratively across boundaries to ensure that the council maximises its strategic outcomes within the resources available</p>	
Level: 2		Interview
Managing a Quality Service	<p>Effectiveness in this area is about valuing and modelling professional excellence and expertise to deliver service objectives, taking account of diverse customer needs and requirements. People who are effective plan, organise and manage their time and activities to deliver a high quality, secure, reliable and efficient service, applying programme, project and risk management approaches to support service delivery.</p> <p>For leaders, it is about creating an environment to deliver operational excellence and creating the most appropriate and cost effective delivery models for public services</p>	Interview
Level: 2		Interview
Delivering at Pace	<p>Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes. For all staff, it's about working to agreed goals and activities and dealing with challenges in a responsive and constructive way.</p> <p>For leaders, it is about building a performance culture where staff are given space, authority and support to deliver outcomes. It's also about keeping a firm focus on priorities and addressing performance issues resolutely, fairly and promptly</p>	Interview
Level: 2		

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JOB DESCRIPTION

JOB TITLE:	Town Centre Engagement Officer	JE NUMBER: (TBC)
DIRECTORATE:	Economic Growth	BAND: TBC (Scale 9)
RESPONSIBLE TO:	Economic Development Manager	
RESPONSIBLE FOR:		
MAIN PURPOSE OF POST:	To ensure that Chesterfield Town Centre remains a vibrant and viable Town Centre, that is able to respond to the challenges facing town centres, ranging from changes in consumer behaviour to economic shocks such as COVID 19. Working with retailers, market traders, landlords and other town centre stakeholders to co-ordinate activity to support the Town Centre, providing support to our independent retailers to help them survive and thrive. Working closely with the Town Centre operational team as well as the Economic Development Team to co-ordinate activity to improve the Town Centre as a destination to visit, live and invest.	

DUTIES AND RESPONSIBILITIES:

Duties and responsibilities must be undertaken to comply with Council policies/procedures.

1.	Support the establishment and delivery of a Town Centre Forum made up of key Town Centre stakeholders
2.	Liaise with Town Centre retailers and stakeholders to ensure that the Town Centre is a thriving environment, raising and tackling issues that act as barriers to success.
3.	Provide one to one support to independent retailers to ensure that they are able respond well to changes in retailing and seek out new opportunities
4.	Act as liaison between town centre retailers and the Council's Town Centre operational team to ensure smooth operation of Town Centre
5.	Work with colleagues from across the Council and external partnerships, on the development and delivery of a range of Town Centre events and activities to ensure that there is a vibrancy to the High Street and a sense of place.
6.	Ensure businesses have access to business support opportunities, co-ordinating activity with wider Business Support projects/initiatives.
7.	Co-ordinate activity to promote the Town Centre, working closely with the Council's communications teams and Destination Chesterfield
8.	Ensure Council Elected Members are fully briefed on activities impacting on the Town Centre, preparing Council reports on performance of the Town Centre.
9.	Work with the wider Economic Development Team to support the development of projects that will improve the Town Centre

10.	Work with new retailers and investors in the Town Centre to ensure that they are supported to be successful in Chesterfield
11.	Any other duties as considered appropriate to the post
12.	

GENERAL – To be aware of and implement the following:

Equalities – The council's Equality and Diversity Policy which sets out the council's commitment to advancing equality and social inclusion while celebrating the diversity within our communities.

Code of Conduct – All employees of Chesterfield Borough Council must comply with the Employees' Code of Conduct.

Health & safety – To comply with the Health and Safety at Work etc. Act (1974) and carry out all duties in accordance with the Council's Health and Safety policy.

Staff Development - The Council's Performance & Development Review is an integral part of Chesterfield Borough Council's performance management framework as well as a key employee development procedure. You will be required to undertake any training required for the job role.

Data Protection – All employees must adhere to the requirements of the General Data Protection Regulations (GDPR) and the Data Protection Act 2018 in respect of confidentiality and disclosure of data.

Safeguarding Children and Vulnerable Adults - The council has both a moral and legal obligation to ensure a duty of care for children and vulnerable adults across its services. We are committed to ensuring that all children and vulnerable adults are protected and kept safe from harm, and we have a responsibility to safeguard and promote well-being.

SPECIAL FEATURES OF POST:				
Political Restriction	YES		NO	No
Vetting Checks e.g. Disclosure and Barring Service (DBS)	YES	Yes	NO	
Flexible approach to time of work, with ability to work evenings and weekends as required by the needs of the service.	YES	Yes	NO	
You may be required to carry out those duties at your present workplace or at another council venue.	YES	Yes	NO	

It is the council's intention that this job description is seen as a guide to the main areas and duties for which the job holder is accountable. However, as the work that the council changes the job holder's obligations are also bound to vary and develop, so the job description should be seen as a guide and not as a permanent, definitive and exhaustive statement. This job description is non-contractual.

PERSON SPECIFICATION

JOB TITLE:	Town Centre Engagement and Vitality Officer	JE NUMBER:	TBC
DIRECTORATE:	Development and Growth	DATE:	June 2020

KNOWLEDGE / SKILLS / ABILITIES		Assessment Method
-		Application Form, Presentation, Scenario based Exercise, Interview, Qualification / Certificates
Essential		
•	Knowledge of financial/project management	Application Form
•	Knowledge of the types of support required by retailers/traders	Application Form
•	Ability to co-ordinate a range of activities and events	Application Form/Interview
•	Knowledge of the issues facing Town Centres and initiatives that are being put in place to reverse decline	Application Form
•	Ability to use ICT packages to support delivery of initiatives, preparing reports and monitoring purposes	Application Form
•	Proven communication and inter-personal skills	Application Form/Interview
•	Advocacy and negotiation skills	Application Form
•	Presentation skills	Application skills
Desirable		
•	Experience of event and or operational management	Application/Interview
•		
•		

EXPERIENCE		
Essential		
•	Experience of working in/ or with the retail sector	
•	Experience of relationship management	
•	Experience of working with wide range of partners to achieve results	
Desirable		
•	Experience of working in a local authority setting	
•		
•		
QUALIFICATIONS		
Essential		
•	Educated to at least Level 3 (A-level equivalent)	Application Form
•		
•		
Desirable		
•	Project management experience	Application Form
•	Relevant diploma/qualification in retail/operational management	Application Form
•		
OTHER REQUIREMENTS		
Essential		
•	To display the council's values and behaviours when carrying out the job role	Application Form, Interview
•	To perform the job role in accordance with the specified level of the council's Competency Framework	Application Form, Interview
•	Commitment to self-development, service improvement and	Application

	organisational effectiveness	Form, Interview
COMPETENCY REQUIREMENT:		
Seeing the Big Picture	<p>Seeing the big picture is about having an in-depth understanding and knowledge of how your role fits with and supports the council plan and the wider public needs and the national interest. For all staff, it is about focusing your contribution on the activities which will meet the council goals and deliver the greatest value.</p> <p>For leaders, it is about scanning the political context and taking account of wider impacts to develop long term implementation strategies that maximise opportunities to add value to the customer and support economic, sustainable growth.</p>	Interview
Level: 2		
Changing and Improving	<p>People who are effective in this area take initiative, are innovative and seek out opportunities to create effective change. For all staff, it's about learning from what has worked as well as what has not, being open to change and improvement, and working in 'smarter', more focused ways.</p> <p>For leaders, this is about creating and encouraging a culture of innovation and allowing people to consider and take informed decisions. Doing this well means continuously seeking out ways to improve policy implementation and build a leaner, more flexible and responsive council. It also means making use of alternative delivery models including digital and partnership approaches wherever possible.</p>	Interview
Level: 2		
Making Effective Decisions	<p>Effectiveness in this area is about using sound judgement, evidence and knowledge to arrive at accurate, expert and professional decisions and advice. For all staff it's being careful and thoughtful about the use and protection of council and public information to ensure it is handled securely and with care.</p> <p>For leaders it's about reaching evidence based strategies, evaluating options, impacts, risks and solutions and creating a security culture around the handling information. They will aim to maximise return while minimising risk and balancing a range of considerations to provide sustainable outcomes.</p>	Interview
Level: 2		
Leading & Communicating	<p>At all levels, effectiveness in this area is about showing our pride and passion for public service, communicating purpose and direction with clarity, integrity, and enthusiasm.</p> <p>It's about championing difference and external experience and supporting principles of fairness of opportunity for all. For leaders, it is about being visible, establishing a strong</p>	Interview
Level: 2		

	direction and persuasive future vision; managing and engaging with people in a straightforward, truthful, and candid way.	
Collaborating and Partnering	People skilled in this area are team players. At all levels, it requires working collaboratively, sharing information appropriately and building supportive, trusting and professional relationships with colleagues and a wide range of people within and outside the council, whilst having the confidence to challenge assumptions. For senior leaders, it's about being approachable, delivering business objectives through creating an inclusive environment, welcoming challenge however uncomfortable	Interview
Level: 2		
Developing self and others	Effectiveness in this area is having a strong focus on continuous learning for oneself, others and the organisation. For all staff, it's being open to learning, about keeping one's own knowledge and skill set current and evolving. For leaders, it's about investing in the capabilities of our people, to be effective now and in the future as well as giving clear, honest feedback and supporting teams to succeed. It's also about creating a learning and knowledge culture across the organisation to inform future plans and transformational change	Interview
Level: 2		
Delivering Value for Money	Delivering value for money involves the efficient, effective and economic use of taxpayers' money in the delivery of public services. For all staff, it means seeking out and implementing solutions which achieve the best mix of quality, and effectiveness for the least outlay. People who do this well base their decisions on evidenced information and follow agreed processes and policies, challenging these appropriately where they appear to prevent good value for money. For leaders it's about embedding a culture of value for money within their area/function. They work collaboratively across boundaries to ensure that the council maximises its strategic outcomes within the resources available	Interview
Level: 2		
Managing a Quality Service	Effectiveness in this area is about valuing and modelling professional excellence and expertise to deliver service objectives, taking account of diverse customer needs and requirements. People who are effective plan, organise and manage their time and activities to deliver a high quality, secure, reliable and efficient service, applying programme, project and risk management approaches to support service delivery. For leaders, it is about creating an environment to deliver operational excellence and creating the most appropriate	Interview
Level: 2		

	and cost effective delivery models for public services	
Delivering at Pace	Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes. For all staff, it's about working to agreed goals and activities and dealing with challenges in a responsive and constructive way. For leaders, it is about building a performance culture where staff are given space, authority and support to deliver outcomes. It's also about keeping a firm focus on priorities and addressing performance issues resolutely, fairly and promptly	Interview
Level: 2		