



Please ask for Graham Ibberson  
Direct Line: 01246 345229  
Email [democratic.services@chesterfield.gov.uk](mailto:democratic.services@chesterfield.gov.uk)

The Chair and Members of Cabinet

30 January 2023

Dear Councillor,

Please attend a meeting of the CABINET to be held on TUESDAY, 7 FEBRUARY 2023 at 11.00 am in Committee Room 1, Town Hall, Rose Hill, Chesterfield, the agenda for which is set out below.

AGENDA

Part 1(Public Information)

1. Declarations of Members' and Officers' Interests relating to items on the Agenda
2. Apologies for Absence
3. Minutes (Pages 3 - 14)
4. Forward Plan

Please follow the link below to view the latest Forward Plan.

[Forward Plan](#)

Items Recommended to Cabinet via Cabinet Members

Cabinet Member for Economic Growth

5. Growth Strategy (Pages 15 - 64)

Chesterfield Borough Council, Town Hall, Rose Hill, Chesterfield S40 1LP

Telephone: 01246 345 345, Text: 07960 910 264, Email: [info@chesterfield.gov.uk](mailto:info@chesterfield.gov.uk)

[www.chesterfield.gov.uk](http://www.chesterfield.gov.uk)

6. Exclusion of the Public

To move “That under Regulation 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 3 of Part I of Schedule 12A to the Local Government Act 1972.”

**Part 2 (Non Public Information)**

Cabinet Member for Town Centres and Visitor Economy

7. Stephenson Memorial Hall project (Pages 65 - 128)

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Randy', with a stylized flourish at the end.

Head of Regulatory Law and Monitoring Officer

## CABINET

Tuesday, 17th January, 2023

Present:-

Councillor P Gilby (Chair)

Councillors Blank  
D Collins  
J Innes

Councillors Holmes  
Sarvent  
Serjeant

Non-voting Members P Innes

\*Matters dealt with under the Delegation Scheme

69 **DECLARATIONS OF MEMBERS' AND OFFICERS' INTERESTS  
RELATING TO ITEMS ON THE AGENDA**

No declarations of interest were received.

70 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Mannion-Brunt and Ludlow.

71 **MINUTES**

**RESOLVED –**

That the minutes of the meeting of Cabinet held on 13 December 2022 be approved as a correct record and signed by the Chair.

72 **FORWARD PLAN**

The Forward Plan for the four month period February, 2023 to May, 2023 was reported for information.

**\*RESOLVED –**

That the Forward Plan be noted.

**73 WASTE MANAGEMENT FEES AND CHARGES 2023/24**

The Cabinet Member for Town Centres and Visitor Economy presented a report seeking approval to set the fees and charges for waste management services, for the financial year 2023/24.

**\*RESOLVED**

That the proposed fees and charges for waste management services from 1 April 2023, as set out in Appendix 1 of the officer's report, be approved.

**REASON FOR DECISION**

To comply with the Council's Budget Strategy for recovering fees and charges to contribute to the costs of service delivery.

**74 SPORTS AND LEISURE FEES AND CHARGES 2023/24**

The Cabinet Member for Town Centres and Visitor Economy presented a report seeking approval to set the fees and charges, for the provision of sports and leisure activities at Queens Park Sports Centre and the Staveley Healthy Living Centre, for the financial year 2023/24.

**\*RESOLVED**

1. That the proposed fees and charges for sports and leisure services from 1 April 2023, as set out in Appendix 1 of the officer's report, be approved.
2. That the proposal to raise fitness membership fees for existing customers, on the terms set out in paragraphs 4.9 and 4.10 of the report, be approved.
3. That authority be delegated to the Service Director for Leisure, Culture and Community Wellbeing, in consultation with the Cabinet

Member for Health and Wellbeing, to apply appropriate fees and charges to new activities that are introduced during the financial year 2023/24.

4. That authority be delegated to the Service Director for Leisure, Culture and Community Wellbeing, in consultation with the Cabinet Member for Health and Wellbeing, to make changes to the approved fees and charges, if required to stimulate usage, support the retention of customers, develop income and/or to respond to external forces.

## **REASONS FOR DECISIONS**

1. It is appropriate for the Council to take a commercial approach to service delivery. The need for a balance between competitive pricing, maximising income and community wellbeing priorities will be maintained in the approach to the setting of fees and charges outlined within this report.
2. Chesterfield has significant areas of deprivation, and our sports centres provide a variety of programmes and initiatives that contribute to promoting health and wellbeing for our communities. This necessitates the need for discretionary pricing to support the most vulnerable and given the range of current pressures maintaining existing concessions is an appropriate method of targeting support.

## **75 CEMETERIES FEES AND CHARGES 2023/24**

The Cabinet Member for Town Centres and Visitor Economy presented a report seeking approval to set the fees and charges for the Council's Cemeteries for the financial year 2023/24.

### **\*RESOLVED**

1. That the proposals in relation to the setting of Cemetery Fees and Charges from 1 April 2023, as detailed in Appendix 1 of the officer's report, be approved.
2. That the proposed reduction in the fees charged for the installation of memorials on Children and Infants graves be introduced.

## REASONS FOR DECISIONS

1. To generate income which will cover the full cost of providing and maintaining a burial service.
2. To provide fairer fees for those who experience the unexpected loss of an infant or child.

## 76 VENUES FEES AND CHARGES 2023/24

The Cabinet Member for Town Centres and Visitor Economy presented a report seeking approval to set the fees and charges for lettings at the Winding Wheel Theatre, the Assembly Rooms in the Market Hall and Hasland Village Hall, for the financial year 2023/24.

### **\*RESOLVED**

1. That the room hire charges for the Winding Wheel Theatre from 1 April 2023, as detailed in Appendix A of the officer's report, be approved.
2. That the equipment hire charges at the Winding Wheel Theatre from 1 April 2023, as detailed in Appendix A of the officer's report, be approved.
3. That the theatre hire charges for the Winding Wheel Theatre for professional companies and commercial use from 1 April 2023, as detailed in Appendix B of the officer's report, be approved.
4. That the room hire charges at the Assembly Rooms in the Market Hall from 1 April 2023, as detailed in Appendix C of the officer's report, be approved.
5. That the room hire charges at Hasland Village Hall from 1 April 2023, as detailed in Appendix D of the officer's report, be approved.

## REASON FOR DECISIONS

To make further progress towards a sustainable financial position for the venues.

**77 CHESTERFIELD MARKET FEES AND CHARGES 2023/24**

The Cabinet Member for Town Centres and Visitor Economy presented a report seeking approval to set the fees and charges for Chesterfield's Open Markets, for the financial year 2023/24.

**\*RESOLVED**

1. That the fees and charges for the Chesterfield Open Markets for 2023/24, as detailed in Appendix 1 of the officer's report, be approved.
2. That the agreed 2023/24 rates of fees and charges be introduced from 3 April 2023.
3. That as part of the market reconfiguration project being undertaken between 2021 and 2025, approval be given to a review of the pricing structure during this time, identifying the premium and secondary pitches, following best practice adopted nationally and ensuring a value for money approach is taken to realise the full income potential of the market. The new fees and charges to be adopted for 2024/25, subject to the necessary consultation and approvals procedures.
4. That authority be delegated to the Service Director for Leisure, Culture and Community Wellbeing, in consultation with the Cabinet Member for Town Centre and Visitor Economy, to apply appropriate negotiated fees for new activities and opportunities that are introduced during the financial year 2023/24.

**REASONS FOR DECISIONS**

1. Supporting the town centre economy is at the heart of what we do and continues to be a key priority for the Council. It is necessary to sensitively increase stall fees to ensure the cost effectiveness of a Markets operation in relation to increases being seen in maintenance costs, energy costs and staffing costs. There has been no increase in fees since 2016.

2. The impact of COVID-19 significantly reduced Markets occupancy and income in 2021/22, traders were supported through this period with initially rent free and then reduced rents of £5 and then £10. Full rents did not resume until 28 February 2022. Trader numbers have continued to decline and 2022/23 levels of income remain significantly lower than anticipated for the 2022/23 financial year so any rise in stall fees needs to be sensitive.
3. As part of the Revitalising the Heart of Chesterfield project the open market is set to benefit from a £1.15 million intervention alongside a wider Northern Gateway and public realm scheme. It is anticipated that this will help support, strengthen and re-invigorate the market area ensuring it is ready to meet the future demands of the town centre.



**CABINET****Tuesday, 24th January, 2023**

Present :-

Councillor P Gilby (Chair)

Councillors Blank  
D Collins  
J Innes  
Ludlow

Councillors Holmes  
Sarvent  
Serjeant  
Mannion-Brunt

Non-voting P Innes  
Members

\*Matters dealt with under the Delegation Scheme

69 **DECLARATIONS OF MEMBERS' AND OFFICERS' INTERESTS  
RELATING TO ITEMS ON THE AGENDA**

No declarations of interest were received.

70 **APOLOGIES FOR ABSENCE**

There were no apologies for absence.

71 **MINUTES**

There minutes of the meeting of the Cabinet held on Tuesday 17 January would be available for members to approve at the next scheduled meeting of the Cabinet, on Tuesday 7 february.

72 **FORWARD PLAN**

The Forward Plan for the four-month period February, 2023 to May, 2023 was reported for information.

**\*RESOLVED –**

That the Forward Plan be noted.

**73 GENERAL FUND REVENUE BUDGET SUMMARY**

The Service Director for Finance presented a report to provide Cabinet with an update on the development of the General Fund Revenue Budget for 2023/24 and future financial years.

The report included an updated assessment of the Council's forecast outturn for 2022/23 and noted the progress that had been made in addressing the in-year deficit position.

The report also set out the context of the financial environment within which the Council currently operated and provided a first cut of the Council's draft budgets for the period 2023/24 to 2026/27. It was acknowledged that further work was required to produce a balanced Medium-Term Financial Plan (MTFP).

It was noted that the Government's provisional settlement for local government was for one-year only i.e. 2023/24 (with some guiding principles and additional amounts identified for 2024/25) which made medium term financial planning very difficult.

A new four-year Council Plan had been developed for the same budgetary period, 2023/24 to 2026/27 and it was considered essential that sufficient budgetary provision was available to deliver on the Council's key priorities and objectives.

The report referenced the MTFP that Council had agreed on 22 February 2022 for the period 2022/23 through 2025/26. The MTFP was balanced for the first two financial years with an expectation that the gaps in the final two years, of £61k in 2024/25 rising to £458k in 2025/26 would be met from savings to be delivered through the Council's Organisational Development programme.

As a direct consequence of the pressures arising from pay and contract inflation, rising energy costs, increased demand for Council services and less income received, the MTFP was now in a very different position with deficit forecasts of £2.426m in 2023/24 rising to £4.192m in 2026/27.

To close the £2.426m budget gap for 2023/24, £1.120m of new savings proposals had been included within the draft MTFP

It was also noted that reserves were an important part of the Council's financial strategy and held to create long-term financial stability. The General Fund working balance would therefore be maintained at £1.5m to recognise the financial risks and uncertainties that the Council was currently facing. The Council had also established a Budget Risk Reserve, as a supplement to the General Fund Working Balance, to provide a further contingency for unforeseen items.

The Service Director noted that given the size and scale of the financial challenges the Council was facing, it was likely that c£990k of the budget risk reserve would need to be utilised to smooth the gap in 2023/24.

The Full Council would consider the final budget reports and set the Council Tax for 2023/24 at its meeting on 22 February 2023.

#### **\*RESOLVED**

1. That the updated budget projections for 2022/23 be noted.
2. That the progress made in the development of the budget for 2023/24 and the Medium-Term Financial Plan (MTFP) for years 2023/24 to 2026/27 be noted.
3. That it be noted that financial work continues to refine the draft estimates for 2023/24 and future years and identify ways in which a balanced budget can be achieved, and that these activities will form part of the MTFP Council report in February 2023.

#### **REASONS FOR DECISIONS**

1. This report presents an updated assessment of the Council's forecast outturn for 2022/23 and the progress made, in addressing the deficit in year.
2. This report also sets out the context of the financial environment for the medium-term and represents the Council's first phase of its draft budget and MTFP setting proposals for 2023/24 to 2026/27. It is acknowledged that further work is required to produce a balanced

position for 2023/24 and for the subsequent financial years of the MTFP.

## 74 **HRA RENT AND SERVICE CHARGE SETTING 2023/24**

The Service Director for Housing presented a report to seek approval for proposed increases to housing rents and service charges for 2023/24.

Social housing rents were usually set according to the Government's National Social Rent Policy and the Welfare Reform and Work Act 2016. The latest National Social Rent Policy, which came into effect from 1st April 2020, provided for rents to increase by up to CPI plus 1%, each financial year until 1 April 2024. Based on the latest Consumer Price Index (CPI) i.e. 10.1%, (as at September 2022), the maximum rent increase for the financial year 2023/24 should be 11.1%.

Due to the high rate of inflation the Government had conducted a consultation on rent increases with all Registered Providers, which closed on 12 October 2022. This asked for comment on the effects on social housing business plans of either a 3%, 5% or 7% ceiling on rent increases for 2023-24. On 17 November 2022, the Chancellor of the Exchequer announced in the Autumn Statement that social housing rents, would have a ceiling of a 7% rise for 2023-24.

The effect of the Government's direction meant that in Chesterfield an average social rent in 2023/24 would increase to £88.77 per week and an average affordable rent to £109.43 per week.

The Service Director referenced Appendix 1 of her report, where full details of the proposed increases in service charges for 2023/24 were provided. This set out increases to heating charges, garage rents, garage site rents, the garden assistance scheme, water charges, community room charges and warden services.

### **\*RESOLVED**

1. That individual social rents for 2023/24 for current general needs tenants be set based on the current national social rent policy, giving a rent increase of 7.0% with effect from 3 April 2023.

2. That in 2023/24 and onwards a social rent property is re-let to a new or transferring tenant the rent level be increased to the target rent for that property. Target rents are to increase by 11.1%.
3. That individual social rents for 2023/24 for current sheltered housing scheme tenants be set based on the current national social rent policy, giving a rent increase of 11.1% with effect from 3 April 2023. This increase will also apply to new and transferring tenants.
4. That individual affordable rents for 2023/24 be set based on the current national social rent policy, giving a cash rent increase of 7.0% with effect from 3 April 2023.
5. That where an affordable rent property is re-let to a new or transferring tenant in 2023/24 and onwards, the rent level be set by reference to 80% of the market rent (including service charges where applicable) for a similar property at the time of letting or the formula rent for the property, which is greater.
6. That the principle of putting the true costs of delivering services onto tenants be approved and therefore, service charges should be increased to ensure services break even. It is recommended that the service charges be increased as set out in Appendix 1 Housing Revenue Account Service Charges 2023/24 of the officer's report.

## **REASONS FOR DECISIONS**

1. To enable the Council to set the level of council house rents in accordance with Government guidelines and the Rent Standard.
2. To enable the Council to set service charges for 2023/24 and ensure the cost of delivering services continues to break even.
3. To contribute to the Council's corporate priority 'to improve the quality of life for local people'.

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## For publication

### Chesterfield Growth Strategy 2023-27 (EG010R)

<b>Meeting:</b>	Council Cabinet
<b>Date:</b>	22 <sup>nd</sup> February 2023 7 <sup>th</sup> February 2023
<b>Cabinet portfolio:</b>	Leader Economic Growth
<b>Directorate:</b>	Economic Growth
<b>For publication</b>	

#### **1.0 Purpose of the report**

1.1 To seek Council approval of the Chesterfield Growth Strategy 2023-27.

#### **2.0 Recommendations**

2.1 To approve the Chesterfield Growth Strategy 2023-27.

2.2 To recommend to Council the approval of the Chesterfield Growth Strategy 2023-27.

2.3 To delegate authority to the Chief Executive, in consultation with the Council Leader and Cabinet Member for Economic Growth, to make any changes to the Chesterfield Growth Strategy in the 2023-27 period.

#### **3.0 Reason for recommendations**

3.1 To secure the adoption of the Chesterfield Growth Strategy 2023-27.

#### **4.0 Report details**

4.1 The purpose of the Growth Strategy (attached as Appendix 1) is to provide a framework for action by the Council that will deliver the Council Plan priority of making Chesterfield a thriving borough and contribute towards the priority of improving the quality of life for local people.

Chesterfield Economic Assessment 2022

- 4.2 A detailed assessment of Chesterfield's economy has been completed to underpin the development of the Growth Strategy and this is attached as Appendix 2 to this report.
- 4.3 The assessment highlights the challenging context for local growth, with the national economy forecast to be entering a recessionary phase that will last until the second half of 2023, before returning to a low level of growth in 2024. Given a continuing high level of job vacancies, national unemployment is not expected to peak until the third quarter of 2024, with 500,000 people added to the claimant count.
- 4.4 Chesterfield's employment base is forecast to grow by 4% between 2021 and 2030, equating to an additional 2,000 jobs, with the largest number of jobs created in the health and social care sector, followed by logistics, professional services and hospitality.
- 4.5 Chesterfield's unemployment rate has shown good recovery from the Covid pandemic and is currently below the national average (3.3% compared to 3.6% nationally), although Chesterfield continues to have a high rate of youth unemployment (6.5% compared to 4.7%). It is anticipated that the local unemployment rate will now start increasing as the national economy enters a recessionary phase.

#### Challenges and Opportunities

- 4.6 The Growth Strategy identifies both the challenges that need to be addressed and the opportunities that can be built on, in order to secure future growth in Chesterfield.
- 4.7 These challenges include: a local economic base that has a bias towards lower-value, lower-skill and lower-wage employment; changing patterns of consumer and retailer behaviour impacting on the viability of town centres; and the legacy impact of industrial restructuring with high levels of deprivation in some local communities.
- 4.8 Equally, there are a range of opportunities including: significant place making investment in Chesterfield and Staveley town centres attracting more visitors and repeat footfall; developing the wider Chesterfield Station area as a vibrant community and transport gateway; the development and delivery of comprehensive regeneration proposals for the Staveley Growth Corridor; and promoting Chesterfield's affordable quality of life offer to attract more entrepreneurs to the area.

#### The Role of the Council in Delivering Growth

- 4.9 The Growth Strategy is focused on addressing two related challenges: building a more resilient economy that can deliver a range of quality



employment opportunities; and, ensuring local people have the right mix of skills to benefit from the new jobs which are created.

- 4.10 In order to grow the economy and create jobs, Chesterfield requires a stronger and more diversified private sector business base. The Council has a key role to play in this process by making Chesterfield the best possible place in which to establish and grow a business. This reflects the Council's lead role in local place making, not only in relation to the provision of a competitive place infrastructure for businesses (for example, through the construction of business premises), but also in terms of the whole range of factors that can make Chesterfield a great place to live.

#### Strategic Framework

- 4.11 The strategic approach set out in the Growth Strategy represents a continuation of the approach in the current strategy, reflecting the longer term commitment required to make Chesterfield a successful and thriving borough. However, the strategic framework has evolved through the introduction of three over-arching principles that will guide the delivery of activities in the strategy:
- Higher-value Growth – the Council's ambition is not only to create more jobs in the borough, but to secure the growth of higher-value business activities (in manufacturing and service based sectors) that can deliver higher-skill and higher-wage jobs for Chesterfield's residents.
  - Inclusive Growth – the Council is focused on pursuing an inclusive approach to growth to ensure that all communities have access to, and benefit from, future growth opportunities.
  - Environmentally Sustainable Growth – the Council has set a target of becoming a carbon neutral borough by 2050. In order to support this, the strategy promotes a sustainable approach to growth, seeking to enable carbon reductions in the local business base.

- 4.12 The overall aim of the Growth Strategy is:

**'To make Chesterfield a thriving borough, delivering environmentally sustainable growth that benefits local people.'**

- 4.13 The strategy sets out five interlinked objectives that will provide the framework for the delivery of a range of programmes and projects by the Council. Key activities in relation to each of the strategic objectives are highlighted:

Strategic Objective and Key Activities
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**1. Help businesses to grow and secure new business investment in the borough.**

- Deliver an Innovation Support Programme and commission activities to support business start-ups, digital resilience and low carbon growth.
- Manage the Enterprise Chesterfield Network as a focus for the growth of higher value businesses.
- Work with Destination Chesterfield to develop and deliver place marketing and inward investment campaigns.

**2. Build a competitive place infrastructure that accelerates employment and housing growth.**

- Deliver a first phase of development in the Chesterfield Station Masterplan area.
- Work with partners to bring forward the comprehensive regeneration of the Staveley Growth Corridor.
- Develop the housing offer and work to accelerate the delivery of residential sites across the borough.

**3. Strengthen the distinctive character and vibrancy of our town centres.**

- Secure on-going investment and development of Chesterfield town centre, guided by a revised town centre masterplan, with specific proposals for the town's northern gateway, southern gateway and Pavements shopping centre.
- Deliver the Revitalising the Heart of Chesterfield Project, providing high quality public realm, new events spaces and a rejuvenated outdoor market in Chesterfield town centre.
- Support the regeneration of Staveley town centre through the delivery of the Staveley 21 town centre project.

**4. Develop Chesterfield's role as a visitor destination and as a base for exploring the surrounding area.**

- Complete the refurbishment of Stephenson Memorial Hall to significantly enhance Chesterfield's cultural and heritage offer.
- Deliver a programme of speciality markets, events and festivals to attract more visitors to Chesterfield.
- Work with partners to support the further development of the borough's visitor offer including PEAK Resort, an enhanced Crooked Spire experience and the reopening of Chesterfield Canal.

**5. Ensure local people have the right skills to support progression in the labour market and benefit from future employment opportunities.**

- Establish a Skills and Employment Partnership to ensure skills provision evolves in line with future job requirements.
- Facilitate local business access to workforce training programmes including the provision of green and digital skills courses.
- Establish the Construction Skills Hub in Staveley to deliver construction related training and employment for local people.

4.14 The strategy includes a number of headline targets which it is seeking to achieve by 2030. These include:

- Increasing the number of employee jobs by 4% (2,000 jobs).
- Increasing the number of businesses by 12% (400 businesses).
- Increasing the number of higher value businesses by 15% (100 businesses).
- Reduce the town centre vacancy rate to below 10% (currently 13.2%).
- Maintain the 16-64 claimant count unemployment rate below the national average (currently 3.2% compared to 3.6% nationally).

## **5.0 Alternative options**

5.1 The alternative option is for the Council not to prepare and adopt a Growth Strategy. This option is not considered appropriate as the preparation of the Growth Strategy increases the credibility of the Council with a wider audience of public and private stakeholders, policy makers and funding providers, demonstrating clear place leadership on behalf of local communities. The Growth Strategy shows that the Council has a good understanding of the issues impacting on the economy and delivers its services / makes interventions in response to addressing clearly identified needs or by maximising the benefits of economic opportunities.

## **6.0 Implications for Consideration - Financial and value for money**

6.1 The Growth Strategy provides the overall strategic framework for activities by the Council to support the growth and regeneration of the borough. As such, the preparation of the Growth Strategy has no direct financial implications for the Council, although new activities brought forward under the framework in the 2023-27 period may require resourcing in future.

## **7.0 Implications for consideration – Legal**

7.1 No legal considerations have been identified.

## **8.0 Implications for consideration – Human resources**

8.1 No human resources considerations have been identified, although new activities brought forward under the framework in the 2023-27 period may have resource implications in future.

## 9.0 Implications for consideration – Council Plan

9.1 The Growth Strategy aligns with the Council Plan (2023-27) which prioritises making Chesterfield a thriving borough, improving the quality of life for local people and building a more resilient council. The Growth Strategy provides the strategic framework for the activities delivered by the Council that will make Chesterfield a thriving borough (as set out under the five strategic objectives identified in paragraph 4.13 of this report). Activities in the Growth Strategy will contribute to improving the quality of life for local people by, for example, facilitating housing delivery, investing in the quality of public places and addressing economic inequality between people and places.

## 10.0 Implications for consideration – Climate Change

10.1 A Climate Change Impact Assessment has been completed and is summarised below (also attached as Appendix 3).



10.2 The Growth Strategy has been assessed as having an overall climate change impact score of -1. This score reflects the fact that the strategy is actively pursuing economic growth (for example seeking to increase both the number of businesses and jobs located in the borough) and this growth will have climate change impacts in terms of increased energy usage, vehicle journeys and waste generated.

10.3 The strategy seeks to mitigate these impacts by striking a better balance between the need to make Chesterfield a thriving borough and the need to deliver a more sustainable approach to growth. As a starting point

'environmentally sustainable growth' has been identified as one of three overarching principles in the Growth Strategy and this will inform the delivery of all activities set out under the five strategic objectives.

- 10.4 The strategy also identifies a range of specific measures that the Council will take including: the provision of a business carbon reduction programme; the provision of a green skills workforce training programme; delivering new building development to high energy efficiency standards; and working with Destination Chesterfield and other business networks to promote sustainability best practice to local businesses.

### 11.0 Implications for consideration – Equality and diversity

- 11.1 A preliminary Equalities Impact Assessment has been completed and this is attached as Appendix 4. It is considered that the Growth Strategy will not have a negative impact on any of the characteristics and should have a positive impact particularly in relation to 'age' and 'disability and long-term conditions' with its focus on addressing youth unemployment and supporting increased participation in the labour market.

### 12.0 Implications for consideration – Risk management

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
There is a risk that the Council's approach to supporting growth will lack focus and co-ordination in the absence of the Growth Strategy	M/L	M/L	The Growth Strategy is evidence based and provides a coherent framework for the delivery of programmes and initiatives	L	L
There is a risk of duplication and/or less effective service delivery between partner organisations in the absence of the Growth Strategy	M/L	M/L	The Growth Strategy clearly sets out the leadership role of the Council in supporting the regeneration and growth of the borough	L	L
The ability of the Council to make the case for regeneration funding is diminished in the absence of the Growth Strategy	M	M/L	The Growth Strategy demonstrates a clear and up to date understanding of the issues impacting Chesterfield's economy and sets	L	L

			out a strategic response to those issues		

### Decision information

<b>Key decision number</b>	<b>1157</b>
<b>Wards affected</b>	All

### Document information

<b>Report author</b>	
Matthew Southgate Senior Economic Development Officer (Economic Growth)	
<b>Background documents</b>	
These are unpublished works which have been relied on to a material extent when the report was prepared.	
<i>This must be made available to the public for up to 4 years.</i>	
<b>Appendices to the report</b>	
Appendix 1	Chesterfield Growth Strategy 2023-27
Appendix 2	Chesterfield Economic Assessment 2022
Appendix 3	Climate Change Impact Assessment
Appendix 4	Equalities Impact Assessment

# Chesterfield Growth Strategy 2023-2027

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## **1). Foreword**

This Growth Strategy sets out an ambitious programme of activities and initiatives that the Council will be delivering in the next four years. It represents a continuation of our approach to build a stronger economy that can provide quality jobs for local people. This is in response to the loss of the heavy industries that previously provided the backbone of our economy and our communities. The loss of these industries has left us with a legacy of lower levels of growth and higher levels of deprivation that we are determined to tackle.

However, the scale of the change means that these issues won't be addressed overnight. It requires a long term commitment to rebuild our economic base and get it to a place where it can be a real driver of growth in the future. The Council has made that long term commitment and is delivering an on-going programme of investment in order to achieve it. Most recently this investment has included the first phase of the Chesterfield town centre Northern Gateway scheme and the construction of new offices at Chesterfield Waterside. These investments not only support the growth of new economic activity but act to build wider market confidence in Chesterfield as a successful business location.

Chesterfield already has a lot going for it as a great place to live and a great place to do business. However there still remains significant untapped economic potential that needs to be realised if we are to achieve our growth ambitions. In the east of the borough, for example, we have large scale brownfield sites that can support new employment and housing growth. Adjacent to the rail station, we can build a sustainable live/work community, making the most of our current rail connectivity and the future provision of high speed rail services. And, Chesterfield makes a great base for visitors to explore the Peak District and Derbyshire; we just need to shout about it a bit louder.

Despite the challenges we continue to face, one thing is absolutely clear, all of our communities must share in the benefits of growth and there will be no left behind places. For our young people, we will strive to make Chesterfield a borough of

opportunity, providing fulfilling well-paid jobs that allow them to live locally but still achieve their ambitions.

Council Leader / Cabinet Lead

## **2). Introduction**

This Growth Strategy provides a framework for action by the Council to deliver on our ambition of making Chesterfield a thriving borough. Its focus is on where the Council can make a real difference in accelerating economic growth and ensuring local people benefit from the new economic opportunities which are created.

The context for local economic growth is currently challenging, with growth in the national economy currently slowing and forecast to enter recession in 2023. It is anticipated that the economic downturn will lead to job losses, with unemployment nationally forecast to rise by around 500,000 and peak in the second half of 2024. This will clearly have an impact at the local level, with Chesterfield already seeing an increase in youth unemployment.

Chesterfield's economy also faces other structural challenges, such as the long-term rebuilding of the economic base following the loss of heavy industries and more recently, addressing the future of our town centres in response to declining footfall and rising vacancy rates. Equally, the need to start delivering economic growth in a more environmentally sustainable way will require changes in behaviour of both businesses and individuals (as residents, employees and consumers).

These challenges are significant but not insurmountable. The Council has made (and is continuing to make) major investments in economic infrastructure to diversify the business base and support new job creation. This includes the new Northern Gateway Enterprise Centre (constructed to a high energy efficiency standard), which joins Tapton Park and Dunston Innovation Centres as part of the Enterprise Chesterfield Network. In Chesterfield town centre, we are delivering the Revitalising the Heart of Chesterfield project, which alongside the redevelopment of Stephenson Memorial Hall, will attract new visitors and drive footfall back into the centre.

In pursuing the growth objectives contained in this strategy, the Council will be guided by three over-arching principles: higher-value growth, inclusive growth and environmentally sustainable growth. Our ambition is to not only create more jobs, but more skilled, well-paid jobs. Equally, we are committed to pursuing an inclusive approach to growth, so that all of our residents are in a position to access meaningful employment and benefit from future job opportunities. We have set a target of becoming a carbon neutral borough by 2050 and will champion a sustainable approach to growth to help achieve that objective.

## **3). Chesterfield's Economy**

A detailed assessment of Chesterfield's economy has been completed to inform the development of the Growth Strategy (link to Economic Assessment 2022). A key points summary is set out below:



## National Context

Local economic prospects are shaped to a large degree by the performance of the national economy. At the end of 2022 the economic outlook is challenging with high inflation, rising interest rates and international trade disruption (caused by Covid, Brexit and the war in Ukraine) forecast to push the economy into a recession that will last until the second half of 2023, before returning to a low level of growth in 2024.

## Population Profile

Chesterfield has an older demographic profile, with 21% of the population aged 65+ compared to 18% nationally. Population growth has consistently lagged the growth seen at regional and national scales (reflecting the economic difficulties that the area has faced). The population is projected to increase by 4% to 109,000 by 2040, compared to 9% growth nationally.

## Local Economic Performance

In 2018 (latest figures available), Chesterfield's economy generated GVA of £2,336m, equating to £45,800 per worker, below the national average of £56,000 per worker. This reflects the particular mix of business sectors in the borough which show a greater bias towards lower value-added activities.

## Employment Base

In 2021, there were 51,000 employee jobs in Chesterfield (plus approximately 4,000 self-employed). Chesterfield has high levels of employment in health & social services (20% compared to 14% nationally) and the wholesale & retail sector (20% compared to 14% nationally), but a lower share of jobs in professional and business services (20% compared to 28% nationally).

## Employment Forecast

Chesterfield's employment base is forecast to grow by 4.0% between 2021 and 2030, equating to an additional 2,000 jobs. The largest number of jobs are expected to be created in the health and social care sector, followed by logistics, professional services and hospitality. The manufacturing, retail and finance sectors are forecast to see a fall in employment by 2030.

## Chesterfield Town Centre

Chesterfield town centre is classified as a 'Lower Average Major Centre' by CACI meaning that it is in the second highest tier of retail destinations nationally, but has a greater proportion of value focused retailers. Chesterfield is the dominant centre in the local retail catchment, but sits third behind Meadowhall and Sheffield in the wider catchment area. In common with other centres, Chesterfield is facing some key challenges, such as the growth of on-line shopping, and this has resulted in a steady rise in the number of vacant units in the town centre.

## Visitor Economy

In 2021, approximately 3 million people visited Chesterfield, a recovery from the 2 million who visited in 2020, but below the 4 million seen prior to the Covid pandemic in 2019. The economic impact of day and staying visitors was estimated to be £163m, supporting a total of 1,800 jobs in the local economy.

### Business Base

In 2022, there were 3,350 enterprises operating in Chesterfield. Over ten years the business base has grown by 21%, however this is below the rate of growth seen at regional (30%) and national (29%) levels. The largest absolute growth has been seen in the construction, business administration and professional services sectors. Only the retail and wholesale sectors saw a decline in the number of enterprises over the ten year period.

### Workforce

The Census 2021 highlights that Chesterfield has fewer 'knowledge workers' (managers, professionals, associate professionals) than the national average (38.5% compared to 46.5%), although the share of knowledge workers has increased by over 4% points since the previous census in 2011. Conversely, Chesterfield has a greater proportion of lower skilled occupations (caring, leisure, sales, elementary occupations) than the national average (32.5% compared to 27.3%) and this is only slightly down on the 2011 figure (32.7%).

### Qualifications

Chesterfield has a lower skills profile (Census 2021) than the national average, with fewer people qualified at Level 4 or above (26.8% compared to 33.9%) and more people with no qualifications (20.2% compared to 18.1%). However, over the last 10 years there has been a notable improvement in the proportion of Chesterfield residents with a Level 3 or Level 4 qualification, with both increasing by almost 6% points.

### Unemployment

Chesterfield's claimant count unemployment rate was 3.3% in November 2022, below the national average of 3.6%. Whilst Chesterfield's unemployment rate has shown good recovery from the Covid pandemic, it is forecast to start rising again in 2023 as the national economy enters a recessionary phase. Chesterfield continues to have a high rate of youth (18-24) unemployment which currently stands at 6.5% compared to 4.7% nationally.

### Deprivation

The Indices of Deprivation (2019) ranks Chesterfield as the 86<sup>th</sup> most deprived district in the country (out of 317 districts). Chesterfield has particular issues with the health & disability, employment and income aspects of deprivation where it is ranked 13<sup>th</sup>, 40<sup>th</sup> and 64<sup>th</sup> respectively. The Census 2021 also includes a deprivation

indicator which shows that 55% of households in Chesterfield are impacted by at least one aspect of deprivation, compared to 52% nationally.

### Housing Market

Chesterfield's housing offer is focused towards lower and middle market housing with 75% of properties in council tax bands A and B. The average house price in Chesterfield is around 30% below the national average, meaning that housing is more affordable (7 times median earnings) in the borough than nationally (9 times median earnings). Chesterfield's supply of new housing has been increasing, with the average build target of 240 homes a year exceeded in each of the last three years and an estimated 400 homes to be delivered in 2022/23.

## **4). Chesterfield's Competitive Advantage**

Chesterfield is a great place to establish and grow a business:

- Central location and accessibility – Chesterfield's central location and excellent accessibility is consistently identified as a key source of competitive advantage by local businesses. Chesterfield is well connected to the strategic motorway and mainline train network, with direct rail access to London in less than two hours.
- Established business base - Chesterfield is a significant economic centre with over 3,300 businesses and 50,000 people working in the borough. New business entrants benefit from co-location within a critical mass of companies, both as customers, suppliers and with access to a range of business support services.
- Business infrastructure – Chesterfield provides a large range of industrial, commercial and office premises to support new starts and growing businesses. This includes a growing network of innovation and enterprise centres and new office development located next to the rail station.
- Workforce catchment – approximately 500,000 people live within a 30 minute drive time of Chesterfield providing a sizeable labour supply for businesses. Proximity to Sheffield universities also provides access to a large graduate talent pool.
- Competitive cost location – Chesterfield is a cost effective location with average wages, commercial rents and housing costs all below the national average. A central location also helps to reduce logistics and travel costs.
- Chesterfield town centre – Chesterfield is a large town providing a range of retail, service, cultural and leisure activities. It has an attractive, pedestrian friendly town centre, featuring a historic market place and the iconic Crooked Spire church.
- Business engagement – through the Destination Chesterfield partnership, the area benefits from a strong working partnership between the public sector and local businesses.

- A great place to live and work - as a contemporary market town located on the edge of the Peak District, with an affordable quality of life, Chesterfield can offer people a great place to live and work.

## **5). Challenges and Opportunities**

This section provides a summary of the challenges which need to be addressed, and the opportunities that can be built on, in order to secure future growth in Chesterfield.

### **Challenges:**

- The national economy is forecast to enter a recessionary phase in 2023, creating more challenging conditions for local economic growth.
- The local economy has experienced lower levels of employment and business growth than the national average, and has a bias towards lower-value, lower-skill and lower-wage employment.
- Changing patterns of consumer and retailer behaviour are having a negative impact on footfall in our town centres, threatening the longer-term viability of those centres.
- The aim of becoming a carbon neutral borough by 2050 will require significant adaptation in business, workforce, consumer and visitor behaviours.
- Low market values can impact viability and prevent new developments from moving forward. There is also a limited supply of employment land that is available for immediate development.
- Chesterfield is not strongly perceived as a visitor destination and lacks a critical mass of product that could encourage extended visitor dwell times.
- The borough has a weaker occupational and skills profile, with fewer knowledge workers and more people in lower skilled occupations than the national average.
- Chesterfield consistently has one of the highest rates of youth (18-24) unemployment in the East Midlands.
- Chesterfield has particular issues with the health & disability, employment and income aspects of deprivation and some local neighbourhoods are in the most deprived 10% nationally.
- The Chancellor's Autumn Statement announced significant cuts in public spending in the next few years and this will adversely impact the delivery of local government services.

## **Opportunities:**

- Seek to re-orientate the local economy towards higher-value growth through measures including: the further development of Chesterfield as a university town; delivery of the DRIVe project at Barrow Hill; provision of an innovation support programme; and further skills investment in the workforce.
- Improve the vitality and viability of our town centres through new place making investment (Revitalising the Heart of Chesterfield and Staveley 21 town centre projects) and measures to support the further development of an experiential and leisure based offer.
- Develop the Chesterfield Station area as a vibrant transport gateway, supporting the future provision of high speed rail services.
- The reopening of the Barrow Hill line to passenger services (subject to funding) including new stations at Whittington and Barrow Hill, will boost local access to economic opportunities in Chesterfield and Sheffield.
- Support the regeneration of the east of the borough through the development of comprehensive proposals for the Staveley Growth Corridor and the delivery of the £25m Staveley Town Deal programme.
- Attract more day and staying visitors by strengthening Chesterfield's role as a visitor destination and as a base for exploring the Peak District and Derbyshire.
- Build relationships with partner organisations, businesses, developers and landowners (as appropriate) to facilitate new employment and residential development.
- Promote Chesterfield's affordable quality of life offer to attract entrepreneurs and skilled workers (linked to the growth of hybrid / remote working) to the area.
- Maximise the local benefits of major developments through the use of local labour clauses and seek to generate additional social value from council contracts.

## **6). Strategic Context**

The objectives and actions set out in this Growth Strategy are aligned with, and will support the delivery of, strategic plans and initiatives operating at the national, sub-regional and local scales.

At the national scale, the Government's Levelling Up White Paper (2022) recognises that not all places share in the country's economic success, which has been overly concentrated in the south east of England. It seeks to address this by spreading opportunity more equally across the UK through measures to improve growth, productivity, innovation and skills. Related to this, Chesterfield has secured

resources from the Levelling Up Fund for investment in Chesterfield town centre and funding for the Staveley area via the Town Deals programme.

The white paper advocates local devolution deals, with a simplified funding settlement and control of some existing budgets passed down to areas that adopt mayoral governance structures. This will see the creation of the East Midlands Mayoral Combined County Authority (MCCA) based on the two counties of Derbyshire and Nottinghamshire, and the allocation of a growth deal worth £1.14 billion over the next 30 years (starting in 2024). The MCCA will be the key sub-regional regeneration partnership, with any remaining Local Enterprise Partnership functions being integrated into the MCCA structure.

At the local level, the Growth Strategy aligns closely with the Council Plan (2023-27) which prioritises making Chesterfield a thriving borough, improving the quality of life for local people and building a more resilient council. The Growth Strategy will provide the strategic framework for activities that will make Chesterfield a thriving borough and contribute to improving the quality of life for local people by facilitating housing delivery, improving the quality of public places and addressing economic inequality. Activities in the Growth Strategy will align with the Council's Climate Change Strategy (2023-30), reflecting a shared focus on promoting the growth of a carbon neutral economy.

Linked to the Growth Strategy, the Chesterfield Visitor Economy Strategy (2022-27) and the Skills Action Plan (currently under review) provide more detail of the issues and interventions under the respective 'visitor economy' and 'employment and skills' objectives included in this strategy.

The Chesterfield Borough Local Plan (adopted 2020) provides the planning framework to enable the provision of new housing and commercial development across the borough. The Local Plan makes provision for an additional 4,080 homes by 2035 and allocates 50 ha of land for new employment uses. The plan supports proposals which strengthen the roles of Chesterfield and Staveley town centres and measures to promote sustainable tourism development.

## **7). The Role of the Council in Delivering Growth**

In response to the decline of our traditional industrial base, this strategy is focused on addressing two related challenges: to build a more resilient economy that can deliver a range of quality employment opportunities; and, to ensure that local people have the right mix of skills to benefit from the new jobs which are created. We do not under-estimate the scale of this challenge and have made the long-term commitment necessary to make Chesterfield a successful and thriving borough.

In order to grow the economy, Chesterfield must have a stronger, more diversified private sector business base. This can be achieved by increasing the number of business start-ups, supporting the growth of existing businesses and attracting more entrepreneurs and investment to the area. To make this happen Chesterfield needs a competitive place infrastructure and the Council has a key role to play in this process by creating the best possible environment in which to establish and grow a business. This reflects our lead role in local place making: addressing the wide range

of issues that can make Chesterfield both a great place to live and a great place for business (being a great place to live reinforces business success by providing a high quality of life for employees).

To illustrate our leadership role, the Council is: a major provider of commercial premises for business, with a portfolio of over 550 industrial, office and retail units; progressing the Revitalising the Heart of Chesterfield project to attract more footfall back into the town centre; redeveloping the Stephenson Memorial Hall to enhance our cultural offer; providing a range of indoor and outdoor leisure facilities across the borough; managing the Staveley Town Deal and delivering the Staveley 21 town centre project as part of that programme; making significant investment in the quality of the council housing stock; and working with housebuilders to bring forward new housing sites for development.

In relation to future service delivery, we will be clear to prioritise our resources on activities where we can genuinely add value and will work proactively in partnership with other organisations and the private sector to secure the best possible outcomes for Chesterfield.

In pursuing its growth objectives, the Council will be guided by the following principles:

### Higher-value Growth

The evidence base highlights that Chesterfield's economy is growing at a slower rate than the national average and has a bias towards lower-value, lower-skill and lower-wage jobs. In response, our ambition is not only to create more jobs in the borough, but to promote the growth of higher-value businesses (in manufacturing and service based sectors) that can deliver higher-skill and higher-wage jobs for Chesterfield's residents.

The Council will seek to achieve this by:

- Strengthening the relationship with further / higher education providers, reinforcing Chesterfield's role as a university town.
- Supporting initiatives such as 'Made in Chesterfield' to raise awareness amongst young people of the varied STEM careers available in the local economy.
- Promoting opportunities for continuing skills development of the existing workforce and working to ensure skills provision evolves in line with future job requirements.
- Delivering DRIVe, a rail innovation, research and training centre at Barrow Hill.
- Strengthening the role of the Enterprise Chesterfield Network as a catalyst for the growth of knowledge based businesses and delivering the Innovation Support Programme.
- Promotional campaigns to attract inward investors and entrepreneurs to the area.

## Inclusive Growth

The evidence base underlines the difficult circumstances that local people are facing with the current cost of living crisis, the national economy moving into recession and a forecast rise in the unemployment rate. As a 'post-industrial' town, Chesterfield continues to experience the legacy impact of the loss of traditional industries with high levels of health & disability, employment and income related deprivation, and some local communities ranked in the most deprived 10% nationally.

Whilst Chesterfield's overall unemployment rate currently sits below the national average (although it is forecast to increase in future), the rate of youth (18-24) unemployment has been increasing since mid-2022 and is consistently one of the highest rates in the East Midlands. The cost of living crisis will see a particular impact on consumer facing sectors such as retail and hospitality, and these are sectors which typically employ a large proportion of younger people.

In response to these issues, the Council is absolutely focused on pursuing an inclusive approach to growth to ensure that all our communities have access to, and benefit from, future growth opportunities. There will be no left behind places in Chesterfield borough. We are committed to building a stronger economy that will deliver more quality well paid jobs for all our residents, both now and for the generations to come.

## Environmentally Sustainable Growth

The Council has committed to becoming a carbon neutral council by 2030 and for the borough as a whole to be carbon neutral by 2050. In order to support the transition to net zero, this strategy seeks to promote a more environmentally sustainable approach to growth, balancing the need to make Chesterfield a thriving borough with the need to reduce carbon dependency in the local economy.

Measures which the Council will take to deliver sustainable economic growth will include:

- The provision of a decarbonise programme for local businesses, including green audits and small grant support to enable improvements.
- Encouraging local business development of green products and services, and promoting Chesterfield as a location for green business investment.
- Working with Destination Chesterfield and other business networks to deliver seminars and events to promote sustainability best practice.
- Provision of new business premises to high energy efficiency standards such as the BREEAM excellent rated Northern Gateway Enterprise Centre.
- Supporting patterns of built development that make best use of existing infrastructure and encourage sustainable travel, for example new employment



and residential development in and around the town centre and adjacent to the railway station.

- Supporting the reopening of the Barrow Hill line, improving public transport connectivity between Chesterfield and Sheffield.
- Developing Chesterfield as a sustainable visitor hub for visits to the Peak District, including support for PEAK Gateway and the 'Journey to zero' transport hub.
- Provision of a workforce training programme focusing on green skills. Exploring opportunities for future employment and skills development in relation to the decarbonisation of the housing stock (public and private sector).
- Supporting the growth of local independent businesses and increasing spend retention in the local economy through campaigns such as 'Shop Local'.
- Securing local labour clauses and encouraging local sourcing of goods and services as part of planning conditions and council contracts.

## **8). Progress, Aspirations and Targets**

Over the last ten years, we have prioritised significant resources in pursuit of our aim of making Chesterfield a thriving borough. This long term commitment is starting to yield results, with real progress seen in a number of headline economic performance measures. Whilst we clearly recognise our interventions are only one part of a bigger picture, it is reasonable to state that the services we provide and the schemes we have delivered, have made a positive contribution to performance. For example, over the last 10 years:

- The number of jobs in the borough has increased from 49,000 to 51,000.
- There are 580 more businesses operating in the borough, a 21% increase.
- The number of higher value businesses has increased by 31%.
- The number of Chesterfield residents working in the higher value occupations has increased by over 10% (+1,800 residents).
- The claimant count unemployment rate has fallen below the national average (3.3% v 3.6%).

In addition:

- £60m of regeneration funding has been secured for projects in the borough.
- Over the last 5 years 265 businesses have received support from our Innovation Support Programme.

- Over the last 5 years our business accommodation and advice service has handled almost 3,000 enquiries for business premises.
- The Council's commercial property portfolio currently supports an estimated 2,500 jobs in over 550 units.

Looking forward to 2030, our aspiration is to see further business and employment growth in the borough and a continuing transition towards a higher value added economy that can generate more higher wage jobs for local people. Our interventions in Chesterfield and Staveley town centres will see increased footfall and reduced high street vacancy rates, whilst our visitor economy will see full recovery and growth following the Covid pandemic. Our inclusive approach to growth will see reduced levels of economic inactivity in the working age population and lower levels of unemployment relative to the national average. Our future growth will be delivered in an increasingly environmentally sustainable way as we seek to become a carbon neutral borough by 2050.

Headline Targets (by 2030):

- Increase the number of employee jobs in the borough by 4% (2,000 jobs).
- Increase the number of businesses by 12% (400 businesses).
- Increase the number of higher value businesses by 15% (100 businesses).
- Increase the share of Chesterfield residents in knowledge based occupations by 15% (baseline Census 21 - 18,000).
- Reduce the town centre vacancy rate to below 10% (baseline 13.2%).
- Increase the value of the visitor economy by 20% (baseline £163m).
- Reduce the economic inactivity rate relative to the national average (baseline Census 21 - 42% v 39%).
- Maintain the 16-64 claimant count below the national average (baseline 3.3% v 3.6%).
- Narrow the 18-24 claimant count to within 1% point of the national average (currently 1.8% points).
- Increase business participation in carbon reduction initiatives in support of becoming a carbon neutral borough by 2050.

## **9). Strategy Framework**

### Overall Aim

The aim of the Growth Strategy is:

## **‘To make Chesterfield a thriving borough, delivering environmentally sustainable growth that benefits local people.’**

### Strategic Objectives

The strategy sets out five inter-linked objectives that will provide the framework for the delivery of a range of programmes and projects by the Council:

1. Help businesses to grow and secure new business investment in the borough.
2. Build a competitive place infrastructure that accelerates employment and housing growth.
3. Strengthen the distinctive character and vibrancy of our town centres.
4. Develop Chesterfield’s role as a visitor destination and as a base for exploring the surrounding area.
5. Ensure local people have the right skills to support progression in the labour market and benefit from future employment opportunities.

The following section sets out the rationale for each objective and the key activities that will be delivered in the next four years (2023-27).

## **10). Strategic Objectives**

### **1. Help businesses to grow and secure new business investment in the borough.**

Chesterfield needs a stronger, more diversified and higher-value business base to drive quality employment growth in the future. The Council seeks to achieve this through a range of measures including: the development and management of the Enterprise Chesterfield network; the provision of business support services; and the attraction of new investment to the borough.

The Enterprise Chesterfield Network represents a flagship investment by the Council, comprising three high quality business centres which provide a managed environment to support the growth of knowledge based businesses. Building on the network’s strong track record, we will seek to further leverage the value of the centres as a catalyst for small firm growth.

The Council’s Innovation Support Programme provides one-to-one advisor support to local businesses, including undertaking business reviews, brokering specialist support and delivering a programme of events. The advisor works closely with other projects such as the Vision Derbyshire Start-Up Programme to ensure a joined-up approach to business support. Additional funding has been secured from the Shared Prosperity Fund and this will be used to extend the lifetime of existing programmes and commission new activities such as a business decarbonise project.

The Council provides a business accommodation and advice service to ensure the efficient functioning of the local commercial property market and enable new starts and existing businesses to successfully locate themselves in Chesterfield. Officers in the Economic Development Team regularly meet with local businesses, developers and landowners to strengthen local relationships and increase the prospects that new business investment will be secured in the borough.

Place marketing is delivered by 'Destination Chesterfield', an organisation tasked with developing a co-ordinated approach to promoting the town and raising its profile as a contemporary living and working destination. Destination Chesterfield deliver a range of local campaigns including 'Made in Chesterfield' and 'Celebrate Chesterfield' as well as engaging with the business community through the successful 'Chesterfield Champions' programme. The Economic Development Team works closely with Destination Chesterfield on developing and delivering 'Invest in Chesterfield' campaigns and takes the lead role in responding to investor enquiries.

There exists a clear overlap between the place marketing activities of Destination Chesterfield and the Council's marketing of Chesterfield as a visitor destination. A review will be undertaken to ensure the most effective arrangements are put in place to deliver a focused approach to future destination marketing activities.

#### Key Activities

- Deliver an Innovation Support Programme and commission activities to support business start-ups, business resilience and low carbon growth.
- Manage the Enterprise Chesterfield network as a focus for the growth of higher-value businesses.
- Enable local business growth and inward investment by providing a comprehensive business accommodation advice and support service.
- Work with Destination Chesterfield to develop and deliver place marketing and inward investment campaigns.
- Facilitate new business investment through a process of Key Account Management.

## **2. Build a competitive place infrastructure that accelerates employment and housing growth.**

The Council has a key role to play in making Chesterfield both a competitive location to do business and a great place to live. The Council seeks to enable new employment and housing growth through the planning framework and works proactively with public and private sector partners to bring forward new infrastructure and site investment. We are also a major investor in business infrastructure in our own right and have most recently completed the Northern Gateway Enterprise Centre in the town centre and a new office development (One Waterside Place) adjacent to the rail station.

A masterplan has been completed to guide the development of the Chesterfield station area, which alongside a revised masterplan for the Chesterfield Waterside area, will establish the wider locality as a sustainable live/work community and vibrant gateway to Chesterfield and the Peak District. Whilst the station already

benefits from mainline connectivity, the future provision of high speed rail services will significantly enhance the appeal of Chesterfield as a residential, business and visitor destination.

The Staveley Growth Corridor, comprising 150 ha of former industrial land, represents the largest regeneration project in the borough. The corridor provides significant opportunities for new housing, employment, community services and the provision of enhanced green / blue infrastructure linked to the River Rother and Chesterfield Canal. The development potential of the corridor is directly linked to proposals for the Chesterfield Staveley Regeneration Route, which is currently the subject of a funding application being considered by the Department of Transport. The Council's Planning Team is working closely with relevant landowners to masterplan the area in order to ensure that the different scheme phases are delivered in a comprehensive and co-ordinated manner.

The Council has management responsibility for the Staveley Town Deal Programme and this will facilitate a number of infrastructure investments in the Staveley area in the period up to March 2026. These investments include: the restoration of part of the Chesterfield Canal and a first phase development at the Staveley Canal Basin; the provision of enabling works at Hartington Industrial Park to bring forward a 20 ha employment site; re-instatement of the railway station at Barrow Hill (subject to funding being made available to restore the Barrow Hill line); and provision of community facilities in Staveley and Barrow Hill.

Ensuring the borough has the right housing offer (in terms of both quality and quantity) is not only vital for the quality of life of local communities, it also supports economic growth by providing for the needs of the local workforce and helping to attract entrepreneurs and skilled workers to the area. The Local Plan (2020) demonstrates that there is sufficient land to meet the borough's identified housing need, based on a housing requirement of 4,080 new homes by 2035 or an average build rate of 240 homes a year. This target has been exceeded in each of the last three years (with 379 completions in 2021/22), reflecting the positive approach taken by the Council's Planning Team and Housing Delivery Manager.

We will continue to take actions to develop our housing offer including: achieving a comprehensive understanding of site development issues in the borough through positive engagement with developers and landowners; supporting housing investment on surplus land owned by the Council; purchasing new council houses to address local housing need and enable the development of stalled or marginally viable housing sites; and on-going investment to create quality places where people want to live.

#### Key Activities

- Ensure the provision of a sufficient range of employment and housing sites in the borough.
- Manage the Council's commercial property portfolio and identify new commercial investment opportunities that can facilitate economic growth.
- Deliver a first phase of development in the Chesterfield Station Masterplan area, seeking to create a vibrant gateway for the town centre and wider area.

- Adopt a revised masterplan to support the future development of the Chesterfield Waterside area.
- Work with partners to bring forward the comprehensive regeneration of the Staveley Growth Corridor.
- Manage the delivery of the Staveley Town Deal Programme.
- Develop the housing offer and work to accelerate the delivery of residential sites across the borough.

### **3. Strengthen the distinctive character and vibrancy of our town centres**

Chesterfield town centre is a key economic asset for north Derbyshire, providing a wide range of employment in retail, hospitality, education and office based services. However, in common with other second-tier comparison retail destinations, it is facing particular challenges from changes in consumer behaviour (notably the growth in on-line retail) and the closure / relocation of national retail multiples out of the centre (for example the relocation of Marks & Spencer to Ravenside Retail Park). As a result, town centre footfall has declined significantly in recent years and this is impacting the high street vacancy rate, which has doubled in the last 5 years to over 13%. Without intervention, the risk of a negative cycle is clear, with business closures further reducing footfall and jeopardising the future of other town centre businesses.

Increasing footfall in Chesterfield is therefore considered critical to supporting the viability of all consumer facing businesses in the town centre. This will be achieved by making Chesterfield a focus for a whole range of activities that can generate additional footfall and spend in the centre. This will include: quality place making investment to make the town centre an attractive place to visit and spend time in; a redeveloped outdoor market and new public spaces delivering a range of speciality markets, festivals and events to encourage a high level of repeat footfall; more employment floorspace (for example the recently opened Northern Gateway Enterprise Centre) to drive weekday footfall; and an evolving town centre offer that attracts additional residential development within walking distance of the centre.

The town centre masterplan framework will be updated to guide future investment decision making and will include: proposals for the next phase of the town's Northern Gateway scheme; options for the future development of the Pavements shopping centre; and the preparation of a masterplan for the town's southern gateway, seeking to improve pedestrian connectivity between the centre and Ravenside Retail Park.

A new masterplan has been prepared for Staveley town centre and a first phase of investment (the Staveley 21 project), funded by the Staveley Town Deal, will see the redevelopment of the market place and upgraded public realm on the high street.

Key activities:

- Secure on-going investment and development of Chesterfield town centre, guided by a revised town centre masterplan, with specific proposals for the town's northern gateway, southern gateway and Pavements shopping centre.

- Deliver the Revitalising the Heart of Chesterfield Project, providing high quality public realm, new event spaces and a rejuvenated outdoor market in Chesterfield town centre.
- Ensure the effective co-ordination and delivery of town centre services including pro-active engagement with town centre businesses.
- Support the regeneration of Staveley town centre through the delivery of the Staveley 21 town centre project.
- Encourage further residential development in and around our town centres.

#### **4. Develop Chesterfield's role as a visitor destination and as a base for exploring the surrounding area.**

The Chesterfield Visitor Economy Strategy (2022-27) will guide the Council's approach to accelerating the growth of the visitor economy in Chesterfield town centre and across the borough. It seeks to attract more day and staying visitors, generating additional visitor spend that will support existing and new employment in the retail, hospitality and leisure based sectors.

The Council's approach is based on a realistic assessment of Chesterfield's current positioning as a visitor destination and the opportunities that are available to us to drive future growth. Consumer research has highlighted that Chesterfield is not strongly perceived as a visitor destination, with the current offer best described as 'low key' and lacking a critical mass of product to encourage longer dwell times. Equally, the same research has also highlighted some key strengths that can be built on, such as a very strong consumer association with the Crooked Spire and a perception that Chesterfield is close to the Peak District and that it is easy to get to.

Taking account of these factors, the main opportunities have been identified as: the potential to grow Chesterfield's existing markets, particularly day visitors from home and those staying in the Peak District; the continuing growth of the domestic short break market, with people using Chesterfield as a base; the revitalising investment in Chesterfield town centre, making it a more attractive place to visit; and future market opportunities linked to the development of PEAK Resort.

In terms of positioning, Chesterfield's core proposition will be as follows:

'A lively market town with the iconic Crooked Spire Church, Chesterfield inspires day and staying visitors with its unique mix of independents, markets, events, festivals and borough-wide attractions, providing a great base from which to explore Derbyshire and the Peak District.'

This will be achieved through wider quality of place investment, including the refurbishment of Stephenson Memorial Hall, to provide the setting for the further development of a distinctive experiential offer that attracts new visitors and encourages a high level of repeat visits. Raising awareness of this offer will be key to growing visitor demand and there will be a need to ensure the most effective arrangements are put in place to deliver future destination marketing activities.

Key Activities:

- Work in partnership to deliver a range of marketing activities to raise the profile of Chesterfield both as a visitor destination and as a base for exploring the Peak District and Derbyshire.
- Complete the refurbishment of Stephenson Memorial Hall to significantly enhance Chesterfield's cultural and heritage offer.
- Deliver a programme of speciality markets, events and festivals to attract more visitors to Chesterfield.
- Work with partners to support the further development of the borough's visitor offer including PEAK Resort, an enhanced Crooked Spire experience, the reopening of Chesterfield Canal and extension of the footpath/cycling network.

## **5. Ensure local people have the right skills to support progression in the labour market and benefit from future employment opportunities.**

A skilled workforce is vital to the future economic success of the area, supporting the shift towards a higher-value and higher-wage economy. Equally, it is vital that local people have the right mix of skills to enable participation and progression in the current labour market as well as being in a position to benefit from new job opportunities that are created in the borough.

Following the resourcing of a Skills Delivery Officer, the Council is now playing a more pro-active role in relation to skills development and delivery in Chesterfield. The Council's Skills Action Plan is currently under review and this will guide our activities over the period 2023-27. It is recognised that closer working is required between stakeholders to ensure that local skills provision evolves in line with future business and job requirements. As such, it is proposed that a Skills and Employment Partnership be established and that this partnership oversees the delivery of the Skills Action Plan, ensuring alignment to key policy drivers and funding opportunities.

The Council will work to facilitate local business access to workforce training programmes, acting as a conduit between businesses and the training providers. Funding allocated via the Shared Prosperity Fund will also enable the direct commissioning of workforce training, with interventions around green and digital skills considered to be a priority.

Funding from the Staveley Town Deal Programme will enable the Council to make two significant skills-related capital investments: the construction of DRIVE, a rail innovation and training centre located at Barrow Hill; and the delivery of an on-site Construction Skills Hub that will provide construction related training for 340 people, establishing a pipeline of skilled workers for future developments.

Chesterfield has particular issues with youth unemployment, health related factors limiting people's participation in the labour market and high levels of deprivation in some local neighbourhoods. We will work with partners to ensure work readiness and employment support programmes are targeted where they are most needed, including the direct commissioning of activities around tackling economic inactivity and increasing levels of digital inclusion.

In Chesterfield, there are a number of significant development schemes, either underway or in the pipe-line, that have the potential to offer wider employment,



training and supply chain opportunities during the delivery phase. To maximise the benefits of this new investment, we will continue to take a pro-active approach in securing local labour clauses and supply chain contracts both in terms of our own procurement processes and through the negotiation of Section 106 agreements on planning applications. We will also work closely with end-users and inward investors to support local staff recruitment campaigns.

### Key Activities

- Approve the Skills Action Plan to guide the development and delivery of skills activity over the period 2023-27.
- Establish a Skills and Employment Partnership to ensure skills provision evolves in line with future job requirements.
- Seek to secure the further development of higher education provision in Chesterfield.
- Facilitate local business access to workforce training programmes including the provision of green and digital skills courses.
- Foster links between businesses and schools so that young people are aware of future career pathways, including apprentice opportunities.
- Work with partners to ensure that work readiness, skills and employment support programmes are effectively targeted at priority groups and communities.
- Deliver DRIIVe, a nationally significant rail innovation and training centre, as part of a cluster of rail related activity at Barrow Hill.
- Establish the Construction Skills Hub in Staveley to deliver construction related training and employment for local people.
- Maximise the training and employment benefits of new development which takes place in Chesterfield, through the agreement of local labour clauses.

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# Chesterfield Economic Assessment 2022

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## 1). National Context

Significant headwinds at the macro-economic scale (including high inflation, rising interest rates and international trade disruption caused by Covid, Brexit and the war in Ukraine) means that the UK economy has been slowing down and may even have entered recession at the end of 2022. The Office for Budget Responsibility (OBR) forecast that the economy will see a recessionary phase in 2023 (with average GDP growth of -1.4% across the year), before returning to a low level of growth in 2024 (+1.3%) and increasing in 2025 (+2.6%).

Although the labour market has now mostly recovered from the impact of the Covid pandemic, in large part due to the furlough scheme keeping people connected to their jobs, the national (claimant count) unemployment rate remains above its pre-Covid start point at 3.7% (compared to 3.0% in March 2020). The latest forecast (OBR) suggests that the recession will see unemployment rise by approximately 500,000 with (LFS) unemployment peaking at 4.9% in Q3 2024, before falling back gradually to 4.3% in 2026.

There has been a reduction in the overall supply of labour, with more working age people being classified as economically inactive as a result of the pandemic. There have been increases in the number of people with a limiting long-term illness, students in full-time education and people taking early retirement (plus a reduction in EU workers following Brexit).

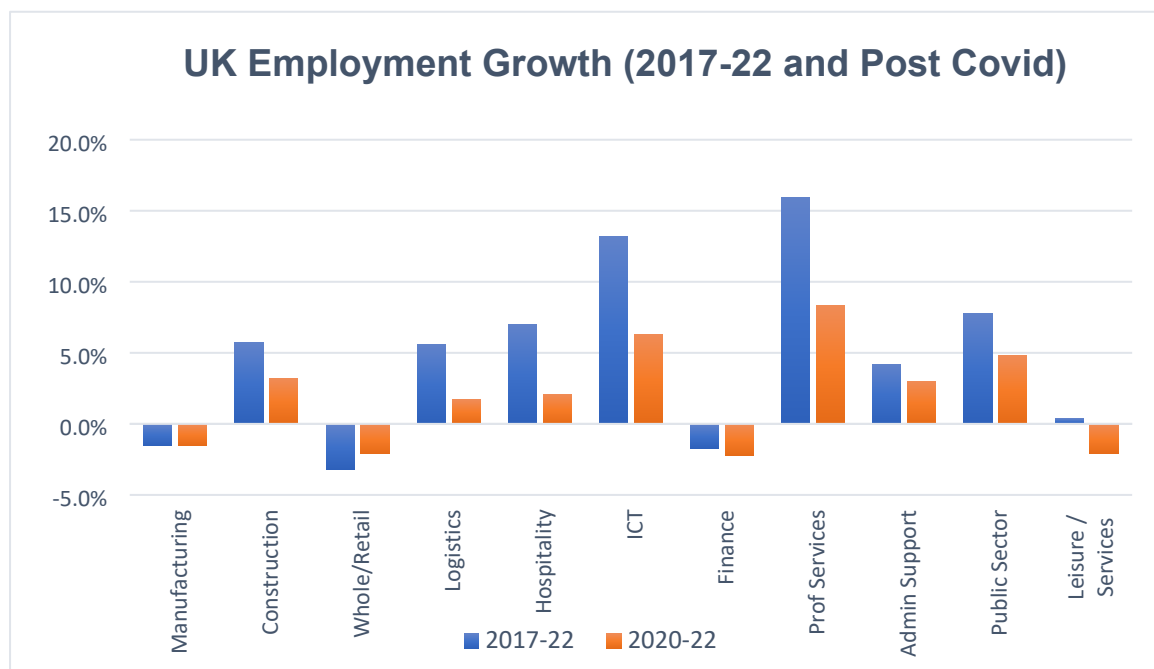
Despite the negative outlook for economic growth, the jobs market remains relatively buoyant, with a historically high level of vacancies (1.25m) compared to the number of unemployed (with 0.9 claimants per vacancy). However, the number of vacancies does now appear to have peaked (with vacancies falling in each of the last 3

months), potentially signalling a turning point in the labour market and an increase in unemployment going forward.

The cost of living crisis is placing a significant squeeze on household incomes and this is likely to have a disproportionate impact on lower-income households (which are experiencing a higher relative inflation rate on essential goods and utilities).

The following chart provides a breakdown of national employment by key business sector, highlighting growth over the last five years (Aug 17 to Aug 22) and during the time of Covid (relative to a Feb 2020 baseline). Professional services and ICT have shown the strongest employment growth both on a five year view and in relation to Covid recovery. Both sectors are established drivers of higher-value employment growth and demonstrated a high degree of adaptability to remote working during the pandemic.

Four sectors have still not recovered from the impact of Covid and for three of these (manufacturing, wholesale/retail and finance), this reflects the continuation of the five year trend of declining employment. In the case of manufacturing, this is an established long-term trend, however in relation to the retail and finance sectors the impact is relatively more recent and is primarily linked to the shift to on-line self-service delivery and the consequent reduction of the physical premises network.



## 2). Population Profile

In 2020 there were 104,900 people living in the borough, with a male / female split of 49% / 51%. Chesterfield has an older age profile with 21% of the population aged 65+, compared to 19% nationally.

The population has grown by 6,000 people or 6% over the last 20 years, however this is less than half the growth rate seen nationally. This lower rate of growth is considered to reflect the industrial restructuring that has taken place in the local economy, with fewer jobs created meaning that fewer people have been attracted to the area for, or have left the area to find employment elsewhere (including those younger people entering higher education and then not returning to Chesterfield for work).

Chesterfield's population is forecast to increase to 109,000 by 2040, but this will be at a slower rate of growth (4%) than seen nationally (8%). The proportion of the local population aged 65+ will also increase to 27%, compared to 24% nationally, although an increase in the pension age (reaching 68 by 2036) will mean that more people aged 65+ will remain economically active in future.

### **3). Local Economic Performance**

In 2018 (latest figures available), Chesterfield's economy generated GVA of £2,336m, equating to £45,800 per worker, below the national average of £56,000 per worker. This reflects the particular mix of business sectors in the borough which show a greater bias towards lower value-added activities.

In 2018 the retail & wholesale sector accounted for the largest share of economic activity at £412m, followed by the health & social care sector at £363m. Over the last 10 years (2008-2018), professional services, IT and business administration have all significantly increased their share of economic activity, whilst there has been declines in public administration and manufacturing.

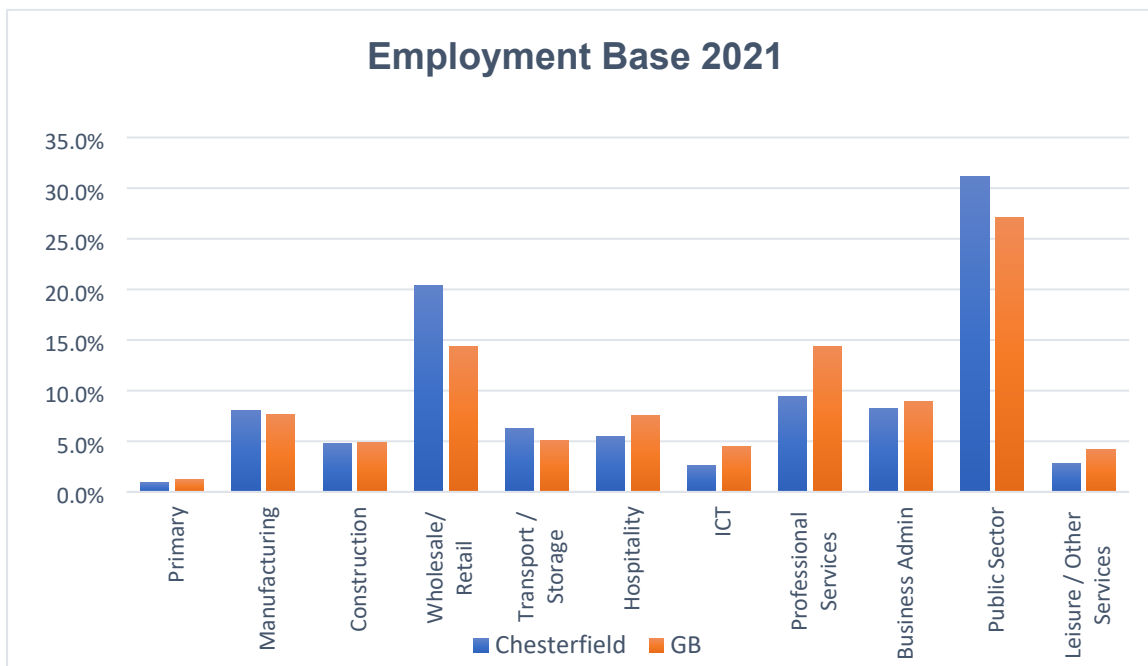
### **4). Economic Connectivity**

With over 50,000 jobs, Chesterfield is a significant centre of employment, attracting over 21,000 commuters from surrounding areas (based on 2011 Census data), predominantly North East Derbyshire (8,400), Bolsover (3,300), Sheffield (3,250) and Derbyshire Dales (1,150), which together account for approximately 75% of all in-bound commuters.

Chesterfield is the most important source of employment for Chesterfield residents with almost 31,000 (or 64%) working within the borough's boundary. More than 17,000 residents travel outside the borough to work each day, with North East Derbyshire (4,400), Sheffield (3,150), Derbyshire Dales (2,000) and Bolsover (1,700) being the most important employment destinations (accounting for 65% of the total). Comparing 2001 and 2011 commuting data, the largest increase has been seen in the number of Chesterfield residents travelling outside the area for work (+3,700), supporting the view that local jobs' growth has not kept pace with the employment needs of the population.

### **5). Employment Base**

In 2021, there were 51,000 people employed in Chesterfield (plus approximately 4,000 people classified as self-employed). The graph below provides an employment breakdown by key business sector:



The public sector (comprising public administration, education and health) is the largest employer in Chesterfield, with the health and social care sector accounting for 20% of total employment, compared to 14% nationally. This is followed by the retail & wholesale sector (20% v 14%), reflecting Chesterfield’s role as a sub-regional retail and distribution centre. Chesterfield has a particular specialism in ‘motor trades’ (both vehicle sales and repair), accounting for almost 5% of employment in the borough (2% nationally).

Chesterfield has a higher proportion of employment in the transport & storage sector than the national average (6% v 5%), reflecting the recent growth of Markham Vale as a major logistics hub. Despite the longer term decline of the manufacturing sector (now broadly in line with the national average), the area retains particular specialisms in the production of metal goods and engineering.

Higher-value private sector services (such as professional services, finance and IT) are under-represented in Chesterfield, accounting for 12% of employment compared to 19% nationally. This more limited exposure to key growth sectors helps to explain the under-performance of Chesterfield’s economy more generally over the longer term (see below). Chesterfield also has a lower share of employment in the hospitality and leisure sectors.

Chesterfield’s employment base has remained relatively static in recent years (in the range 50,000-51,000 jobs) and local employment growth has consistently under-performed growth seen at regional and national scales over the medium and longer term. For example, over the last 20 years, the number of jobs has increased by 9%, compared to 18% regionally and 17% nationally. Restructuring in Chesterfield’s manufacturing base has been the main cause of this under-performance, although public austerity measures since 2010 have also had an impact, given Chesterfield’s high level of public sector employment. However, it is worth underlining that new jobs

are being created in the local economy, notably in areas such as private sector services and logistics, it is just that this growth is at a slower rate than nationally and partially off-set by job losses in other sectors.

## 6). Employment Growth Forecast

Oxford Economics has produced employment forecasts (based on a 'policy-off' scenario) for the D2N2 Local Enterprise Partnership (LEP) and its constituent local authorities. The forecast for Chesterfield is for employment growth of 2.9% between 2021 and 2030, compared to 3.7% for D2N2 and 5.7% nationally. Taking this forecast as a start point, a 'policy-on' scenario has been prepared for Chesterfield which takes account of the significant capital investment that will take place in the borough in the next few years (Staveley Town Deal - £25m and Chesterfield Levelling Up Fund (LUF) scheme - £20m). Alongside a working assumption that a major industrial site (Hartington Industrial Park) and the first phase of PEAK Resort (a new visitor destination) will come forward within the timescale, this collective investment is considered sufficient to raise the employment growth projection to 4% (or an additional 2,000 jobs) by 2030.

The table below provides a breakdown of the forecast by key business sector. It is recognised that the projection represents an educated guess as to what might happen by 2030 and that the figures could be impacted by a range of variables not yet fully accounted for (for example, near term recessionary pressures and future public spending cuts). Equally it is considered to provide a reasonable direction of travel, taking account of national trends and drivers and adjusting these for local circumstances.

Employment Sector	Chesterfield 2021 No. and (%)	Chesterfield 2030 No. and (%)	No. and (%) Change
Primary	450 (0.9%)	420 (0.8%)	-30 (-7%)
Manufacturing	4,050 (8.0%)	3,750 (7.2%)	-300 (-7%)
Construction	2,400 (4.8%)	2,470 (4.7%)	+70 (+3%)
Motor trade	2,250 (4.5%)	2,250 (4.3%)	0 (0%)
Wholesale	3,000 (6.0%)	3,200 (6.1%)	+200 (+7%)
Retail	5,000 (9.9%)	4,800 (9.2%)	-200 (-4%)
Transport & Storage	3,150 (6.3%)	3,500 (6.7%)	+350 (+11%)
Hospitality	2,750 (5.5%)	3,050 (5.8%)	+300 (+11%)
Information & Comms	1,350 (2.6%)	1,500 (2.9%)	+150 (+11%)
Finance	1,500 (3.0%)	1,400 (2.7%)	- 100 (-7%)
Property	300 (0.6%)	330 (0.6%)	+30 (+10%)
Professional Services	2,900 (5.8%)	3,200 (6.1%)	+300 (+10%)
Business Admin & Support	4,150 (8.2%)	4,400 (8.4%)	+250 (+6%)
Public Admin	1,750 (3.5%)	1,700 (3.2%)	-50 (-3%)
Education	4,000 (7.9%)	4,160 (7.9%)	+160 (+4%)
Health & Social Care	10,000 (19.8%)	10,700 (20.4%)	+700 (+7%)
Other Services, Arts, Leisure	1,400 (2.8%)	1,570 (3.0%)	+170 (+12%)
<b>Total</b>	<b>50,400</b>	<b>52,400</b>	<b>+2,000 (+4.0%)</b>

The health and social care sector sees the largest absolute growth over the forecast period (+700 jobs) driven by the demand for services primarily as a result of an increasingly ageing population.

The largest percentage growth (+12%) is anticipated in the 'other services, arts, leisure' and the hospitality sectors (+11%) reflecting a continuing shift from 'retail to experience' in the town centre (supported by significant place making investment from the successful LUF bid) and the delivery of the first phase PEAK Gateway development.

The professional services and IT sectors have been (and will continue to be) long-term drivers of employment growth and this is mirrored locally (+10% and +11% respectively), underpinned by new office developments in the town centre, at Chesterfield Waterside and around the rail station.

The development of Hartington Industrial Park (currently under-going reclamation) is likely to support additional employment growth in the transport & storage and wholesale sectors.

The manufacturing, retail and finance sectors all experience declining employment to 2030, reflecting increased automation, use of Artificial Intelligence and continued growth of on-line services. The decline in local retail employment will be moderated by wider investment in Chesterfield town centre and the anticipated development of the PEAK Gateway.

## **7). Chesterfield Town Centre**

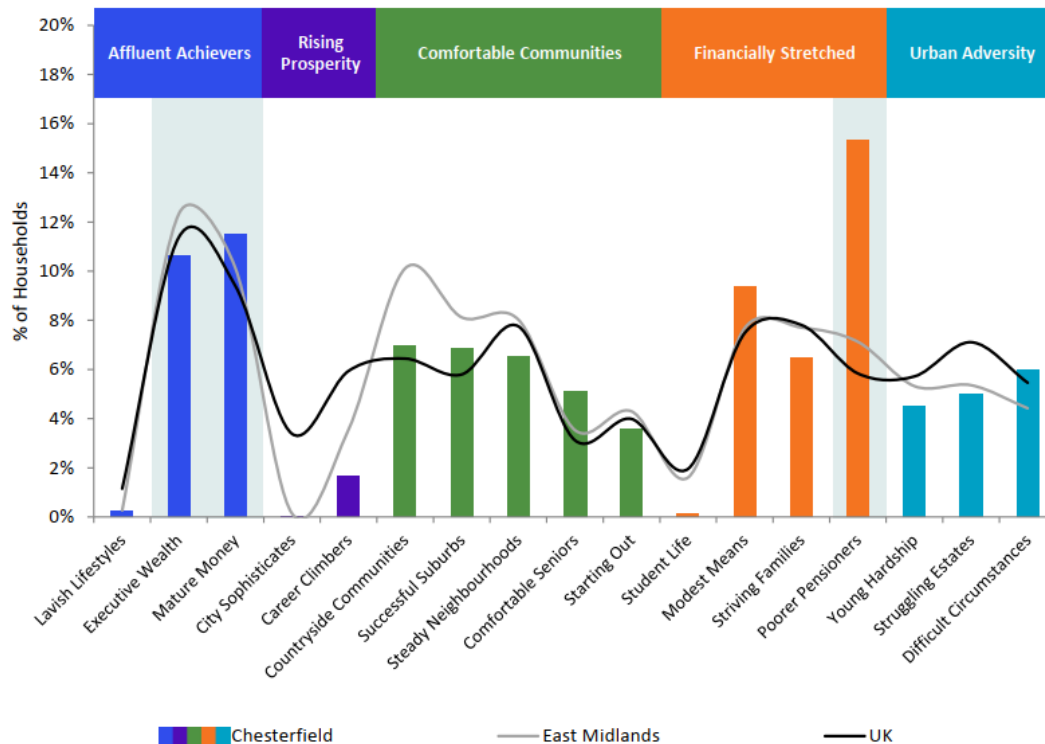
Chesterfield is an established retail destination, classified as a 'Lower Average Major Centre' by CACI meaning that it is in the second highest tier of retail destinations (Major Centres), but has a greater proportion of value retailers and therefore a bias towards the lower end of the market.

Chesterfield's 'core' retail catchment is quite tightly defined and covers the main residential areas of Chesterfield borough and a significant part of North East Derbyshire. Within this core catchment the town centre achieves a market share of 52% (equivalent to 80,000 regular shoppers), making it the dominant retail centre in this market. Chesterfield's wider retail catchment is geographically extensive (although constrained on its north/south axis by the proximity of Sheffield and Nottingham) with a total population of 1.1 million people. Within this wider catchment, Chesterfield has a regular shopper population of 105,000, making it the third most important retail destination (9% market share) after Meadowhall (16%) and Sheffield (15%).

Chesterfield has a diverse (if not polarised) catchment demographic with representation across some of the wealthiest and also some of the most disadvantaged consumer groups (see below). For example, Chesterfield has a concentration of 'Affluent Achievers' (22%) alongside 'Financially Stretched' (31%) groups, with 'Poorer Pensioners' forming the largest single household group (15%).

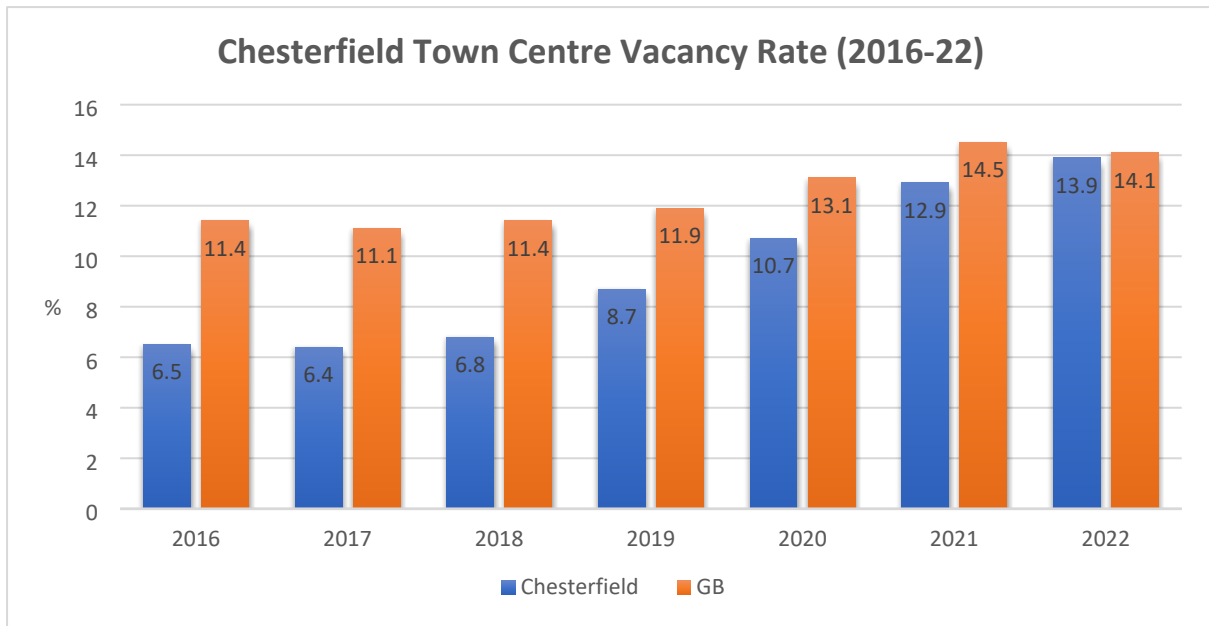


This diversity reflects the geographical extent of the catchment with the affluent residential areas to the west set alongside more deprived areas on the fringes of the town centre and former industrial/mining settlements to the east.



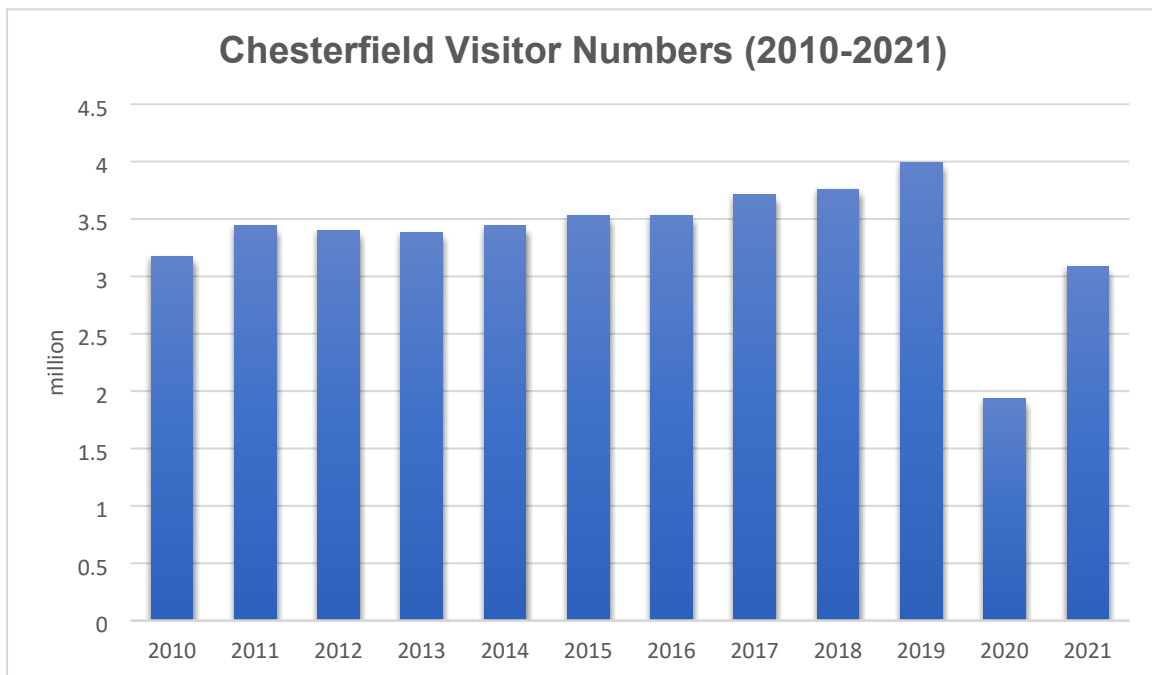
In common with other traditional high streets, Chesterfield is presently facing some key challenges, notably the continuing rise in on-line shopping and the closure / exit of national multiples out of the town centre (for example, the relocation of Next and Marks & Spencer to the Ravenside retail park). These trends have resulted in declining town centre footfall, impacting the viability of those businesses which remain and leading to a steady rise in high street vacancies.

Chesterfield town centre has consistently had a lower vacancy rate than the national average (see chart below), however the gap has narrowed since 2019 and reached a level of almost parity in 2022. The vacancy rate currently (Dec 22) stands at 13.2%, equating to 56 vacant units in Chesterfield town centre. There is a risk that vacancy rates will continue to rise as consumer spending on retail and hospitality is adversely impacted by the cost of living crisis.



## 8). The Visitor Economy

Prior to the outbreak of the Covid pandemic in 2020, the number of visitors to Chesterfield borough had been on a steady upward trend, increasing by approximately 25% in the previous decade and peaking at 4m visitors in 2019 (see graph below). With Covid lockdowns the number of visitors fell below 2m in 2020, but has since recovered to just over 3m in 2021.



People visiting for the day comprised 91% of total visitors, with the balance being made up of staying visitors (including those staying in paid accommodation and

those staying with friends and relatives). Although staying visitors represented 9% of all visitors, they accounted for 18% of total visitor days and their expenditure supported 35% of the direct employment created (490 out of 1,420 jobs). The largest beneficiary of total visitor spend was the retail sector with 500 jobs supported, followed by food & drink with 415 jobs and accommodation with 205 jobs. In 2021, the economic impact of all visitors was estimated to be £163m which supported a total of 1,800 jobs (direct and indirect through supply chain and secondary spend).

## 9). Business Demography

In 2022 there were 3,350 businesses operating in Chesterfield. The table below provides a breakdown by business sector and comparison with the national profile.

Number of Businesses by Sector (2022)		
Sector	Chesterfield No. and (%)	National %
Primary	55 (1.6%)	5.2%
Manufacturing	330 (9.9%)	5.0%
Construction	450 (13.4%)	13.5%
Motor Trade	180 (5.4%)	2.9%
Wholesale	190 (5.7%)	3.9%
Retail	285 (8.5%)	8.1%
Transport & Storage	145 (4.3%)	5.0%
Hospitality	275 (8.2%)	6.4%
Information & Comms	155 (4.6%)	7.2%
Finance	80 (2.4%)	2.2%
Property	95 (2.8%)	4.0%
Professional Services	420 (12.5%)	15.8%
Business Admin	255 (7.6%)	8.4%
Public Admin, Education, Health	225 (6.7%)	7.6%
Other Services, Leisure, Arts	210 (6.3%)	6.5%
Total	3,350 (100%)	100%

Although employment in manufacturing is broadly in line with the national average (8.0% v 7.6%), Chesterfield has twice as many businesses operating in the sector as nationally (9.9% v 5.0%). Chesterfield has a greater share of businesses in the retail trades, with a particular specialism in the motor trades. Despite lower levels of employment in the hospitality sector (5.5% v 7.5%), Chesterfield has a greater proportion of businesses in this sector (8.2% v 6.4%), reflecting a high proportion of micro enterprises. The key area where Chesterfield has a lower share of businesses is in relation to the higher value ICT and professional services sectors (22% v 29%). This is also the case in terms of employment (12% v 19%), although the higher share of businesses highlights that these sectors are mainly comprised of smaller enterprises.

Across the business base as a whole, Chesterfield has a lower proportion of micro businesses than the national average (85% v 89%), but then a greater share of businesses across each of the small, medium and large size categories. This difference is primarily due to the sectoral composition of the local economy, with Chesterfield having a greater share of those sectors with a tendency towards larger

company representation, for example, the manufacturing and wholesale sectors, and fewer businesses in professional services which has a high proportion of micro businesses.

Over the last ten years (2012-2022), the stock of businesses in Chesterfield has increased by 21% or 585 businesses. Whilst positive, this was below the rate of growth seen at both the regional (31%) and national (29%) levels. The largest absolute growth has been seen in construction (+115 businesses), business administration (+110) and professional services (+95). The largest percentage growth has been in business administration (+76%) and transport and storage (+70%), possibly reflecting a rise in courier related activities in response to the Covid pandemic. On a positive note, growth in both ICT (+29%) and professional services (+29%) has been ahead of the growth seen at the national scale. Over the period, only the retail and wholesale sectors have experienced a small decline in the number of enterprises (compared to continued growth at the national level).

## 10). Workforce

The table below sets out the occupational profile for Chesterfield residents. Figures are taken from the Census 2021 (Chesterfield figures for Census 2011 also included for reference).

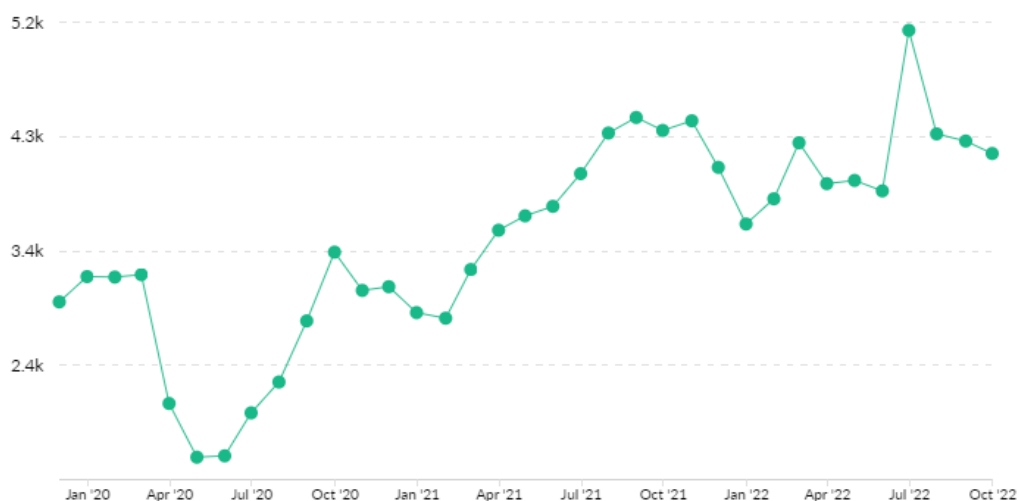
Occupations (Census 2021)				
	Chesterfield (2011)	<b>Chesterfield (2021)</b>	East Midlands (2021)	National (2021)
Managers	9.1%	<b>10.5%</b>	12.0%	12.9%
Professionals	14.5%	<b>16.8%</b>	17.5%	20.3%
Associate Professionals	10.7%	<b>11.2%</b>	11.9%	13.3%
Admin / Secretarial	11.4%	<b>9.5%</b>	9.1%	9.3%
Skilled Trades	12.0%	<b>11.2%</b>	10.8%	10.2%
Caring, Leisure and Other Services	11.1%	<b>11.9%</b>	9.5%	9.3%
Sales and Customer Service	9.5%	<b>9.0%</b>	7.7%	7.5%
Process, Plant and Machine Operatives	9.1%	<b>8.1%</b>	8.9%	6.9%
Elementary Occupations	12.5%	<b>11.6%</b>	12.6%	10.5%

Chesterfield has fewer 'knowledge workers' (managers, professionals, associate professionals – 38.5%) than both the regional (41.4%) and national (46.5%) averages, although the share of knowledge workers has increased by over 4% points since 2011. Conversely, Chesterfield has a greater proportion of lower skilled occupations (caring, leisure, sales, elementary occupations – 32.5%) compared to the regional (29.8%) and national (27.3%) averages, and is only slightly down on the 2011 figure (32.7%).

Apart from the knowledge based occupations, the only other occupation that has increased its share of employment is 'caring, leisure and other services' and this is likely to reflect the high level of health related employment in Chesterfield. The largest decrease (-1.9% points) has been seen in 'administrative and secretarial' occupations reflecting the increased use of IT and service automation.

In 2021, the median weekly salary for Chesterfield residents was £540, this compares to £573 regionally and £613 nationally. The average weekly salary for people working in Chesterfield was £528, slightly below the residence based figure, suggesting a degree of out-commuting to better paid jobs in the sub-region.

The chart below shows the trend in the number of job vacancies in Chesterfield since the beginning of the Covid pandemic. There were an average of around 3,200 monthly vacancies prior to the pandemic, falling to a low of 1,700 vacancies in May / June 2020, before showing a strong rebound to currently (Oct 22) stand at 4,100 vacancies. This has been driven by an increase in the demand for labour as businesses have re-opened following the lifting of lock down restrictions. However, the current high level of vacancies is also likely to reflect the reduction in the overall supply of labour referred to in a previous section (1. National Context).



The highest number of vacancies were for nurses, care workers/home carers, 'other administration', customer service, teaching assistants, elementary storage and sales related occupations, all of which had over 500 unique job postings in the last 12 months.

### 11). Skills and Qualifications

In 2019 (the latest available), the average attainment 8 score for Chesterfield's secondary schools was 45.4, below the national average of 46.7. At the local level, 3 schools - St Marys, Brookfield and Outwood Academy - had a higher attainment 8 score than the national average.

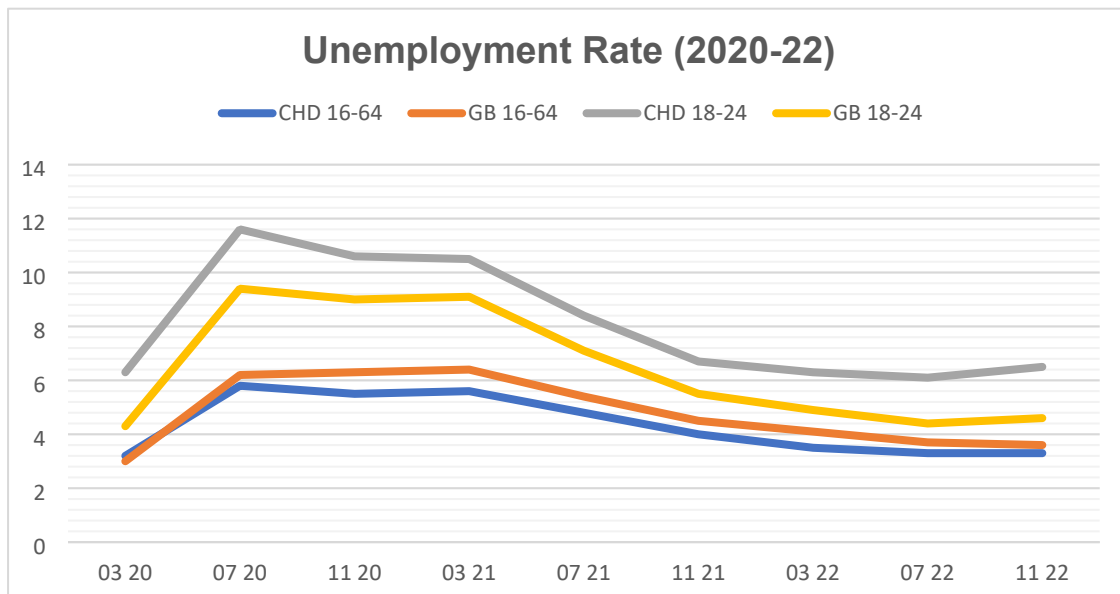
The table below provides a breakdown of the highest qualification levels for Chesterfield residents compared to the regional and national averages (figures from Census 2021, with Chesterfield Census 2011 figures included for comparison).

Qualifications (2021)	Chesterfield 2011	Chesterfield 2021	East Midlands 2021	National 2021
No qualifications	27.6%	<b>20.2%</b>	19.5%	18.1%
Level 1 qualifications	14.3%	<b>10.9%</b>	10.4%	9.7%
Level 2 qualifications	17.0%	<b>15.2%</b>	13.9%	13.3%
Apprenticeship	4.0%	<b>6.4%</b>	6.0%	5.3%
Level 3 qualifications	12.1%	<b>18.0%</b>	18.3%	16.9%
Level 4 qualifications and above	21.0%	<b>26.8%</b>	29.1%	33.9%
Other qualifications	3.9%	<b>2.5%</b>	2.8%	2.8%

Chesterfield has a lower qualifications profile than the regional and national averages, with fewer residents (aged 16+) qualified at Level 4 or above and more people with no qualifications. Compared to 2011, Chesterfield has seen a notable increase in both Level 3 (+5.9% points) and Level 4 and above (+5.8% points) qualifications, as well as a significant fall in people with No qualifications (-7.4% points) and a decline in lower level qualifications (Levels 1 and 2). Chesterfield has a greater proportion of people with an apprenticeship as their highest qualification (6.4%) than the national average (5.3%).

## 12). Unemployment

Chesterfield's claimant count unemployment rate (see chart below) currently stands at 3.3% (2,115 claimants – Nov 2022), below the national average of 3.6%. Chesterfield's unemployment rate had shown full recovery from the Covid pandemic, falling to a low of 3.1% in September 2022 (from a Covid high point of 5.9% in May 2020), but has now started to increase again as growth in the economy slows down. Despite there being a continuing high level of job vacancies nationally, it appears that the unemployment rate may have reached the bottom of the cycle and will now start rising again as the economic outlook continues to deteriorate.



The rate of youth unemployment (18-24 year olds) currently stands at 6.5% (Nov 22), above the national average of 4.7% and one of the highest rates in the East Midlands. The rate has fallen from a peak of 11.6% during the Covid pandemic to a low point of 5.5% (May 22), before increasing again in recent months, at a faster rate than the national average (see chart).

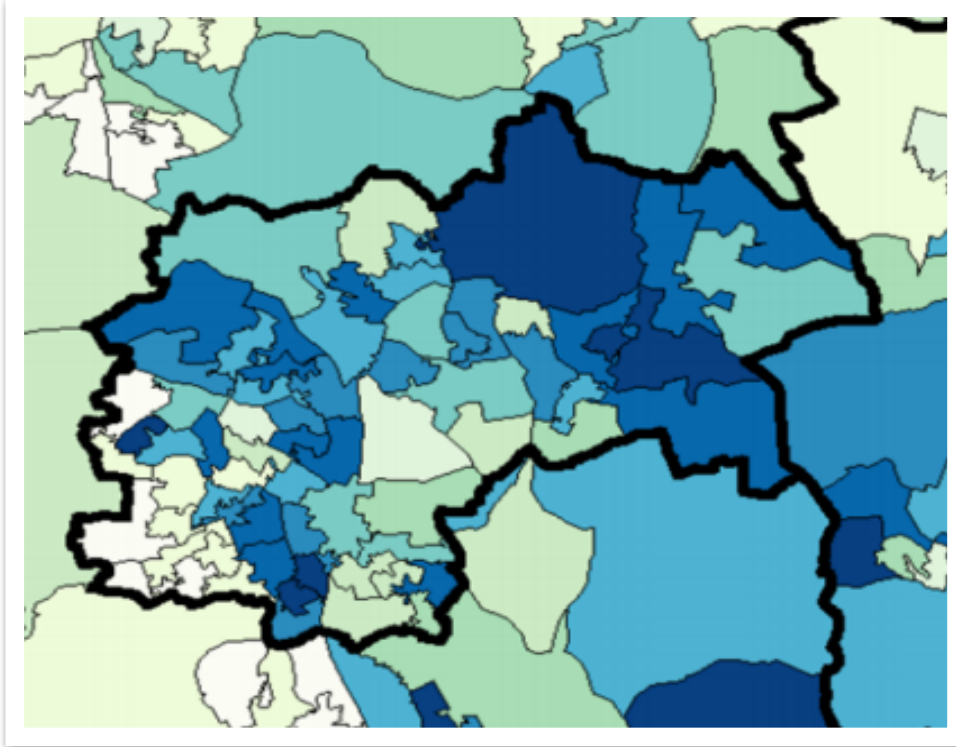
At the local ward level, the unemployment rate varies from 1.1% in West to 6.1% in Rother. Eight out of the 19 wards in Chesterfield have an unemployment rate above the national average, with Rother (6.1%), Old Whittington (5.3%) and Loundsley Green (5.0%) having the highest rates in the borough. Equally, 3 wards (West, Walton and Linacre) all have an unemployment rate below 2%.

### **13). Measures of Deprivation**

The Indices of Deprivation (2019) ranks Chesterfield as the 86<sup>th</sup> most deprived district in the country (out of 317 districts). This is an improvement of one place compared to 2015, when Chesterfield was ranked 85<sup>th</sup> (with 1<sup>st</sup> place representing the most deprived local authority). Chesterfield is ranked as the second most deprived district in Derbyshire, behind Bolsover which is ranked 58<sup>th</sup> and compares to the least deprived district – Derbyshire Dales – which is ranked 265<sup>th</sup>.

Looking at specific aspects of deprivation, Chesterfield is ranked as the 13<sup>th</sup> most deprived district on the Health and Disability measure, 40<sup>th</sup> on the Employment measure and 64<sup>th</sup> on the Income measure. On all other aspects of deprivation comprising the Indices (Education, Skills and Training 106<sup>th</sup>, Crime 257<sup>th</sup>, Barriers to Housing and Services 276<sup>th</sup> and Living Environment 301<sup>st</sup>) Chesterfield is ranked above its average position of 86<sup>th</sup>.

At the level of Super Output Areas (SOAs – approximating to the scale of a local neighbourhood with a typical population of 1,500), 20 SOAs (out of a total of 69 in Chesterfield) are ranked in the most deprived 20% nationally, with 6 of these in the most deprived 10% (Grangewood, St Augustines, Middlecroft Central, Poolsbrook, Loundsley Green and Barrow Hill). At the other end of the scale, Chesterfield also has 4 SOAs ranked in the least deprived 10% nationally and these are all located in the west of the borough (in West (2), Walton and Linacre wards). The diagram below illustrates SOA deprivation across the borough, with the darkest shade indicating the highest level of deprivation.



Recently released Census 21 data provides a further indication of deprivation levels in Chesterfield. Based on four aspects of deprivation (below), the Census identifies household deprivation levels based on whether the household is impacted by one or more aspects of deprivation (with four being the maximum):

- Education – no person in household has level 2 education
- Employment – any person in household unemployed or long term sick
- Health – any person in household disabled
- Housing – accommodation overcrowded, a shared dwelling or no central heating.

The table below identifies the number (and %) of Chesterfield households impacted by different levels of deprivation compared to county, regional and national averages.

<b>Census 21 – Household Deprivation Levels</b>				
	<b>Chesterfield % and No. of households</b>	<b>Derbyshire</b>	<b>East Midlands</b>	<b>England</b>
Household not deprived	44.7% (21,488)	48.8%	48.1%	48.4%
Household deprived in 1 dimension	34.2% (16,437)	33.5%	33.9%	33.5%
Household deprived in 2 dimensions	16.4% (7,884)	14.2%	14.3%	14.2%
Household deprived in 3 dimensions	4.5% (2,148)	3.4%	3.5%	3.7%
Household deprived in 4 dimensions	0.2% (101)	0.1%	0.2%	0.2%

Chesterfield has a higher level of deprivation than the county, region and country with 55% of households experiencing at least one dimension of deprivation,



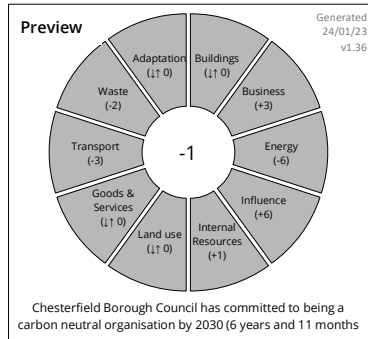
compared to the county (51%), region (52%) and country (52%) which all experience similar levels. At neighbourhood level, 33 SOAs in Chesterfield (48% of the total) experience higher levels of deprivation (based on 3 or 4 dimensions) than the national average.

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# Climate Change Impact Assessment Tool (v1.36)

Developed by Chesterfield Borough Council 2021

Report Name	Growth Strategy CCIA
Report date	09/01/23
Report author	Matthew Southgate
Project Notes	The Growth Strategy supports the aim of making Chesterfield a thriving borough and will guide the delivery of the Council's regeneration and growth activities over the period 2023-27
Export filename	Growth Strategy CCIA CCIA 09.01.2023 .png



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Category	Impact	Notes / justification for score / existing work (see guidance sheet or attached notes for more information)	Score (-5 to +5)
Buildings	Building construction	The strategy includes strategic objectives relating to place making (town centres, visitor economy) and the provision of business infrastructure, but does not include specific building construction proposals for assessment at this stage. To note that a recent example of business infrastructure, the Northern Gateway Enterprise Centre was completed to a BREAAAM excellent rating.	-
Buildings	Building use	The strategy does not include specific proposals for the use of buildings, but to note that recent building completions such as One Waterside Place and the Enterprise Centre were built in locations which enabled low carbon travel.	-
Buildings	Green / blue infrastructure	Schemes referenced in the strategy such as the Revitalising the Heart of Chesterfield scheme will have a positive impact on the built environment, for example through the introduction of street trees and other planting.	-
Buildings			
Business	Developing green businesses	The Strategy includes specific reference to encouraging local green business development and promoting Chesterfield as a location for new green business investment	+1
Business	Marketable skills & training	The strategy includes specific reference to supporting the provision of a workforce training programme focussing on green skills	+1
Business	Sustainability in business	The strategy makes specific reference to supporting emissions reductions in the local business base, including the delivery of a decarbonise programme funded via the UK Shared Prosperity Fund.	+1
Business			
Energy	Local renewable generation capacity	The strategy does not seek specifically address issues around local renewable generation capacity, but does seek to promote Chesterfield as a location for green business investment	-
Energy	Reducing energy demand	The Growth Strategy provides a framework for supporting the economic growth of the borough and includes targets relating to increasing both the number of businesses and number of jobs by 2030. Whilst the strategy seeks to achieve this in a more environmentally sustainable way, it is only reasonable to assume that delivering activities against these targets will result in a net increase in the overall demand for energy. This has been scored at -5 for borough wide impact with mitigation of +1 for measures identified in the strategy.	-4
Energy	Switching away from fossil fuels	The strategy does not specifically address this issue, but recognises in the 'reducing energy demand' category that the demand for energy is likely to increase as a result of activities in this strategy and this is likely to include fossil fuels in the near term (but with mitigating actions such as the business decarbonise programme).	-2
Energy			
Influence	Communication & engagement	The strategy includes promoting 'environmentally sustainable growth' as an overarching principle and identifies a range of measures that will be delivered to achieve this. The strategy is shared with partners and made available on the Council's website, supporting wider communication and engagement.	+2
Influence	Wider influence	The strategy represents a step change in relation to the previous growth strategy and our overall approach to delivering more sustainable growth. The strategy is a clear example of the council recognising and seeking to address the climate change issue.	+2
Influence	Working with communities	The strategy will be a publically available document that raises profile with local residents, but does not specifically work with community groups to address climate change issues	-

Influence	Working with partners	The strategy identifies working with partner organisations such as Destination Chesterfield, the Chamber of Commerce and other business networks to deliver seminars and events to promote sustainability best practice to businesses.	+2
Internal Resources	Material / infrastructure requirement	It is not considered that the new growth strategy will represent an additional material / infrastructure requirement compared to the current growth strategy or no change.	-
Internal Resources	Staff time requirement	It is not considered that the new growth strategy will change the staff time requirement relative to the current strategy.	-
Internal	Staff travel requirement	With the introduction of hybrid working and on-line teams calls, the staff travel requirement in relation to the new	+1
Internal	External funding	Having a growth strategy in place increases the prospect of being able to secure external funding for growth	-
Land use	Carbon storage	It is not considered that the strategy will have a notable (negative or positive) impact on carbon storage.	-
Land use	Improving biodiversity adaptation	It is not considered that the strategy will have a notable (negative or positive) impact on improving biodiversity adaptation.	-
Land use	Natural flood management	It is not considered that the strategy will have a notable (negative or positive) impact on natural flood	-
Goods & Services	Food & Drink	The strategy does not specifically cover the purchase of food and drink by the council.	-
Goods & Services	Products	The strategy does not specifically cover the purchase of products by the council	-
Goods & Services	Single-use plastic	The strategy does not involve the purchase of single use plastics by the Council.	-
Goods & Services	Services	The new strategy does not increase or decrease use of services relative to the existing strategy.	-
Transport	Decarbonising vehicles	The strategy seeks to promote the economic growth of the borough therefore it is reasonable to assume that this will involve an increase in the use of fossil fuel vehicles, at least in the near term. In mitigation, the strategy supports a pattern of built development that makes best use of existing infrastructure ie the densification of urban areas and sustainable travel options.	-2
Transport	Improving infrastructure	The strategy supports new investment in economic infrastructure some of which will encourage car based travel (for example station link road), whilst other investment such as new office space adjacent to the railway station facilitates reduced vehicle useage.	-2
Transport	Supporting people to use active travel	The strategy supports investment in quality pedestrian friendly spaces and the development of office spaces in the town centre and adjacent to the railway station which all encourage active travel options	+1
Waste	End of life disposal / recycling	It is not considered that the strategy will have a specific impact on the proportion of waste recycled, although measures to encourage green business development could have a positive impact.	-
Waste	Waste volume	It is possible that the strategy, by promoting increases in economic activity, will result in an increase in the volumes of waste that are produced. This will be mitigated by activities such as the decarbonise programme and sharing of best practice to encourage waste minimisation by businesses.	-2
Adaptation	Drought vulnerability	This activity is not considered to have a particular vulnerability to drought	-
Adaptation	Flooding vulnerability	This activity is not considered to have a particular vulnerability to flooding	-
Adaptation	Heatwave vulnerability	This activity is not considered to have a particular vulnerability to heatwaves	-
Other	Other 1		
Other	Other 2		
Other	Other 3		
Other	Other 4		

## Chesterfield Borough Council Equality Impact Assessment – Preliminary Assessment

<i>Title of the policy, project, service, function or strategy:</i>	Chesterfield Growth Strategy 2023-27	
<i>Service Area:</i>	Economic Growth	
<i>Section:</i>	Economic Development	
<i>Lead Officer:</i>	Matthew Southgate	
<i>Date of assessment:</i>	05/01/23	
<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?

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

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

The aim of the Strategy is 'to make Chesterfield a thriving borough, delivering environmentally sustainable growth that benefits local people'. It seeks to increase both the overall number and quality of jobs in the borough, and ensure that local people have the right mix of skills to take-up the jobs which are created. The primary beneficiaries of the strategy, therefore, will be the current (and future) working age population of Chesterfield who will have access to quality local employment opportunities. Where an individual's access to employment is limited by work readiness / skills related issues, the strategy supports a range of activities to promote participation and progression in the labour market.

### 3. What outcomes do you want to achieve?

The Growth Strategy includes a number of specified outcomes as follows

Headline Targets (by 2030):

- Increase the number of employee jobs in the borough by 4% (2,000 jobs).
- Increase the number of businesses by 12% (400 businesses).
- Increase the number of higher value businesses by 15% (100 businesses).
- Increase the share of Chesterfield residents in knowledge based occupations by 15% (baseline Census 21 18,000).
- Reduce the town centre vacancy rate to below 10% (baseline 13.2%).
- Increase the value of the visitor economy by 20% (baseline £163m).
- Reduce the economic inactivity rate relative to the national average (baseline Census 21, 42% v 39%).
- Maintain the 16-64 claimant count below the national average (baseline 3.2% v 3.6%).
- Narrow the 18-24 claimant count to within 1% point of the national average (currently 1.9% points).
- Increase business participation in carbon reduction initiatives in support of becoming a carbon neutral borough by 2050.

## 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

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If you have answered that the policy, project, service, function or strategy could potentially have a negative impact on any of the above characteristics then a full EIA will be required.

#### 5. Should a full EIA be completed for this policy, project, service, function or strategy?

Yes	✓ No
<p><i>Please explain the reasons for this decision:</i></p> <p>It is considered that a full EIA is not required as the Growth Strategy will not have a potentially negative impact on any of the characteristics identified. The strategy includes specific outcome targets around reducing the rate of youth (18-24 years) unemployment and reducing the level of economic inactivity amongst the working age population. This relates specifically to helping people with a disability or limiting long term condition to find meaningful employment. As such, the strategy will have a potentially positive impact on both the 'age' and 'disability and long term conditions' characteristics.</p>	

## Section 6 – Knowledge management and publication

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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:	06/01/23
Reviewed by Policy Service	Name:	Katy Marshall
	Date:	13/01/23
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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