

## For publication

### Resource requirements for managing the Staveley Town Deal

<b>Meeting:</b>	Joint Cabinet and Employment and General Committee
<b>Date:</b>	13 April 2021
<b>Cabinet portfolio:</b>	Economic Growth
<b>Directorate:</b>	Economic Growth

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

1.1 The report sets out proposals for the resources deemed to be required for the effective management of the Staveley Town Deal, including the functions that Chesterfield Borough Council will need to provide as the Accountable Body for the Towns Fund.

#### **2.0 Recommendations**

2.1 That the proposals for establishing new posts to manage the Staveley Town Deal together with associated budgets as set out from section 4.12 are approved.

2.2 That the role to be played by the council as the Accountable Body for the Towns Fund as set out in section 4.3 is noted.

2.3 That an allocation towards the costs of programme management as set out in section 7 is approved and funded from the retained business rates from Markham Vale Enterprise Zone.

#### **3.0 Reasons for recommendations**

3.1 To ensure that adequate resources are put in place to successfully manage a significant multi-year capital programme.

#### **4.0 Background**

- 4.1 On 15<sup>th</sup> December 2020, a report to Cabinet provided the background to the Staveley Town Deal and noted that Chesterfield Borough Council would be the Accountable Body for the Towns Fund. The Town Investment Plan submitted for Staveley as part of the Town Deal process was endorsed at the Cabinet meeting. It requested £26.6m of funding over the next 5 years for projects to deliver regeneration and growth in Staveley. At Budget 2021 on March 3<sup>rd</sup>, government set out a Town Deal offer of £25.2m for Staveley. Heads of Terms accepting this offer were signed by the Chief Executive and the Chair of the Staveley Town Deal Board on 19<sup>th</sup> March 2021.
- 4.2 The Town Deal process places greater emphasis on local decision making and management than many recent comparable funding streams. One of the consequences of this is that functions that might otherwise sit within a government department or Local Enterprise Partnership are to be carried out by Chesterfield Borough Council. In common with the arrangements for other towns in the programme, it will be the borough, district or unitary council for the area that fulfills the role of the Accountable Body for the fund.
- 4.3 The role to be carried out by the Accountable Body is not prescribed in the guidance for the Towns Fund. However, taking account of the guidance and expectations set out for the programme, it is likely that the role will need to include the following as a minimum:
- Overall programme management, including supporting the Town Deal Board, its member organisations and individual project sponsors
  - Stakeholder engagement and communications throughout the programme
  - Putting in place a process for the development and assurance of full business cases for each project
  - Putting in place the capacity needed to support sponsors through the development of full business cases\*
  - Carrying out assurance for each business case\*
  - Contracting with each project sponsor once funding is confirmed and managing those contracts/agreements
  - Managing the funding and maintaining appropriate accounting treatment
  - Putting in place appropriate audit arrangements
  - Reporting on delivery and evaluating projects
  - Dealing with project change, slippage etc.

- Carrying out an equalities impact assessment, at least at programme level
- Ensuring sound governance throughout the above roles
- Ensuring compliance with regulations and guidance on managing public money

*\*potentially eligible for capacity funding (see below)*

- 4.4 No additional resources have been allocated to local government for carrying out the Accountable Body role for the 101 Town Deals being agreed across England. However, following a change in advice from government, it will be possible to use some of the overall allocation of Towns Fund for Staveley to support the management of the programme. Following the agreement of the Heads of Terms, the level of resource to be allocated to programme management from the overall funding award will need to be confirmed with government by late May 2021.
- 4.5 This means that the overall funding available to directly support the 11 projects set out within the Staveley Town Investment Plan will be reduced. However, it does enable appropriate resources to manage the programme to be put in place within the council.
- 4.6 During recent weeks, consideration has been given to the scale and nature of the resources that will be required. This has been informed by internal discussions within CBC as well as liaison with other councils that have Town Deals and are further advanced in the process than Staveley. Whilst it is not straightforward to predict the workloads for the council as it carries out the various functions listed above over the next 5 years, best estimates have been made to inform the proposals set out here.
- 4.7 Whilst there will be no new resources provided for managing the Town Deal programme, government has provided capacity funding for developing the proposals set out in the Staveley Town Investment Plan (TIP). It has also made available further capacity funding to support the development of business cases for projects within the TIP. A bid for this funding was submitted on 17<sup>th</sup> February and following a competitive process £70k was awarded on 29<sup>th</sup> March 2021. As set out in subsequent sections, the initial capacity funding has been used to provide a part time temporary post to manage the process as well as to contract specialist support to develop the TIP. The further capacity funding awarded will be used to support the development of business cases prior to drawing

down any Towns Fund. It will not be available to fund the ongoing management of the programme nor most of the tasks listed at 4.3 above.

### **Current staffing and capacity**

- 4.8 Initial capacity funding to support areas to develop their Town Investment Plans was made available by government in October 2019. For Chesterfield, £140k was awarded and this has been used to fund the development of the Town Investment Plan and programme management of 5 accelerator projects which received in-year funding. This has been delivered by appointing external consultants and securing part time temporary resources within the council. Specifically, a part time Town Deal Manager post at Scale 12 was established and has been occupied on a 2 days per week basis since June 2020. A proportion of the Interim Director (Projects) role which commenced in late September 2020 has also been allocated to delivery of the Town Deal work. The current capacity funding will all have been utilised by the end of March 2021.
- 4.9 As well as these additional resources, the work to develop the Town Investment Plan has required contributions from a number of colleagues within the council. This has included economic development, planning, communications, legal, finance and community wellbeing.
- 4.10 In addition to the overall programme management and Accountable Body roles the council will need to fulfil, it is also the prospective sponsor for three projects within the Town Investment Plan. Development and delivery of these projects is due to be taken forward within existing resources, but this will further limit the available capacity within the teams noted above to support the wider Town Deal activity.
- 4.11 Given the points above, the current position (resources that are temporary in nature and provide only limited capacity) is not deemed to be sufficient for the task of managing a 5 year c. £25m capital programme.

### **Proposed resource approach**

- 4.12 An analysis of the tasks that will be required and the resource implications is set out at appendix 1. This shows that whilst some elements of the programme can be managed through a combination of existing resources and support from partners, there is still a requirement for additional resources. Given the national attention that the Towns Fund has received,

including from the Public Accounts Committee, it is important that the council is able to fulfil the expectations of its role as the Accountable Body for the fund.

4.13 In order to provide the capacity required to manage the Town Deal, it is proposed that:

- A new full time post of Town Deal Programme Manager is established
- A new part time post of Community Engagement Officer (Staveley) is established
- A new full time post of Town Deal Assistant is established as an apprenticeship
- A budget is provided for further costs throughout the programme with emphasis on years 1 and 2 when additional legal and contracting costs are anticipated.

The posts would report into the Economic Development team under the Economic Development Manager. These resources would be in addition to those that will be temporarily put in place to support the development of full business cases over the coming months, which would be funded through the additional capacity funding noted above at 4.7.

4.14 All three posts, and in particular the apprenticeship opportunity, will be promoted heavily in the Staveley area in order to encourage local applicants and put into practice the ethos behind the Town Deal.

4.15 Job descriptions for these new posts are provided in appendix 2. An overview of the rationale for each of the roles is given here:

- Town Deal Programme Manager – this post will have the lead responsibility for the programme management of the Deal as well as providing assurance to the s. 151 officer and Chief Executive that the council is able to fulfil its Accountable Body role at all times. Given the number of projects expected to be delivered (11 are included within the Town Investment Plan with 8 different sponsor organisations) and the value of these, it is proposed the post is full time and has been graded at scale 12, reflecting the range and depth of skills and knowledge required.
- Community engagement officer – the need for appropriate engagement has been a clear requirement from government from the outset of the Town Deal process. One of the strengths of the Town Investment Plan was that it showed how its proposals reflected the

needs and aspirations of communities and key stakeholders in the Staveley area. This need for engagement will continue to be important in order that projects developed and delivered meet the needs of, and are supported by, the community. This work should also help, along with partners, to build capacity within the community to shape future stages of the Town Deal. A dedicated resource is therefore proposed with the appropriate skills to work with project sponsors, stakeholders and across Staveley communities. Whilst there is a need for this resource to enhance current capacity and underpin a successful programme, it is not deemed to need a full time post and therefore a 0.4 FTE post at scale 7 is proposed.

- Town Deal Assistant – a significant proportion of the time of the current temporary (0.4FTE) Town Deal Manager post is already spent on important administrative, monitoring and secretariat duties. The requirements for these activities, particularly project monitoring and preparing claims for payment, will increase as the programme moves into delivery. Liaising with 8 different project sponsor organisations will also increase the demands on the Town Deal Programme Manager. It is therefore proposed that a full time assistant post is established to support the Programme Manager in ensuring that the government and Accountable Body requirements for management of the programme can be met. In order to add value to the way that the programme management resources are used, it is proposed that the post will be established as a Business Administrator apprenticeship at scale 3. The postholder would spend 20% of his or her time in learning and development, leaving 80% available to assist the programme team which is considered to be sufficient for the work required. It is hoped that at least 2 apprentices would be able to complete the apprenticeship during the life of the Town Deal programme.
- Additional budget for operating costs and legal work – a peak in workload is expected during the first year and into the second year of the programme as projects move through from business case state into delivery. The council will be responsible for putting in place contracts and/or funding agreements with the project sponsor organisations in order to ensure that the Towns Fund awarded is appropriately spent by the sponsor organisations and mechanisms are in place to drive the delivery of agreed outputs. In order to provide the right legal and contractual framework, additional resources will be required. However, given this will only be for a limited time within the programme, it is proposed that a fund to use for external support as and when required will be more appropriate than establishing a

temporary post, particularly as it has proved difficult to recruit to posts in this area even when these are permanent roles.

- Further costs and contingency – there are likely to be additional costs incurred during the programme, for example costs for communications, publicity and community events. There is also the potential for the additional workload on a number of core council teams to give rise to pressures requiring additional resources for a time limited period. This could become a particular issue if one or more Town Deal projects required more intensive support from the council. A modest budget is therefore proposed to provide for these contingencies and some operating costs during the programme lifetime.

4.16 Given the Town Deal programme and its funding is time-limited, the above posts and budgets would come to an end after 5 years. At this point the council's redeployment and redundancy policy would apply to any postholders still in post at that time.

4.17 It is proposed that the budgets outlined above for additional costs, in particular legal costs during year 1-2, and operating costs such as communications and events, are sat with the Service Director Economic Growth as part of the budgets held by that postholder and subject to the same requirements and controls as normally apply to revenue budgets in that area.

### **Internal governance**

4.18 Along with consideration of the resources required, work has also been undertaken to put arrangements in place within the council in order to ensure sound management of the programme and delivery of the Accountable Body responsibilities. A programme board has been established in shadow form and this will report regularly into the council's Corporate Management Team ahead of becoming incorporated within the new arrangements for project and programme management due to come into place later in the year. Reports on progress will also be brought to Cabinet every six months and to full Council once a year as part of reporting on capital expenditure. Through the internal programme board, regular reports will also be provided to the Staveley Town Deal Board, on which the council is represented by both the Leader and Chief Executive.

4.19 An assurance framework for the Town Deal programme is being developed which will set out the governance arrangements in more detail.

This will come to Cabinet for approval. It will include the respective roles for the council and the Staveley Town Deal Board. In doing so, it will reflect the guidance issued by government in December 2020 which states that:

*The accountable body (as identified in the Town Investment Plan) will be accountable for implementing the Town Deal. The Town Deal Board should have an ongoing role and have sight of decisions as projects are developed in more detail or possible changes are made. The nature and degree of the Board's oversight should be agreed locally.*

*Locally, ultimate decision-making responsibility will lie with the accountable body, but the Town Deal Board Chair will be a signatory to the Summary Document and should make decisions in partnership and collaboration with the Town Deal Board.*

## **5.0 Alternative options**

- 5.1 As set out in appendix 1, consideration has been given to the options of absorbing the work required and/or making use of the resources available through partners. However, both of those are limited in terms of capacity, particularly given the level of growth related activity already being delivered by teams across the authority, and do not provide the level of resource required nor the dedicated focus that will be important to ensure the success of a £25m 5 year capital programme.
- 5.2 Other alternatives considered include outsourcing some or all of the work required to another body. Whilst this might be possible for some of the programme management, the role of Accountable Body is not one that can be outsourced. The resources required are also likely to be broadly similar wherever the work was hosted. Direct employment by the council is thought to be a more appropriate route than having resources at arms length, given the importance of the programme to the council.

## **6.0 Implications for consideration – Council Plan**

- 6.1 As set out in the report to Cabinet on 15<sup>th</sup> December 2020, the Staveley Town Investment Plan aligns well with the current council plan. In particular the Town Deal priorities align strongly with the following objectives:

- Chesterfield Borough – a great place to live, work and visit

- Vibrant town centres
- Build a stronger business base
- Develop an inclusive and environmentally sustainable approach to growth
- Improve our environment and enhance community safety for all our communities and future generations
- Help our communities to improve their health and wellbeing
- Reduce inequality and provide support to vulnerable people

6.2 The Staveley Town Deal is also well aligned to the council's Growth Strategy (2019-23) with its three themes:

- Supporting business growth and investment
- A great place to live, visit and do business
- An inclusive approach to growth

The Deal will also make a positive contribution to the council's Covid recovery planning and its response to the Climate Change Emergency.

## 7.0 Implications for consideration – Financial and Value for Money

7.1 The costs associated with the posts proposed above are set out below.

Posts	Scale*	FTE	Salary FT (£k)**	Salary pro-rata (£k)	On-costs (£k)	Total (£k)
Programme manager	12	1	45.9	45.9	11.93	57.83
Community engagement officer	7	0.4	27.7	11.08	2.88	13.96
Town Deal assistant	3	1	18.9	18.9	4.91	23.81
<b>Total</b>						<b>95.61</b>

\* subject to grading \*\* costed at top of grade

7.2 Taking the costs for the posts and including provision for legal costs plus a modest operating budget for the programme, the total costs over 5 years would be as follows:

Staff costs over 5 years	£478k	i.e. £95.61k x 5
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Legal costs in years 1-2	£40k	This is c. £4k per project, though it likely to vary significantly above and below this average
Operating budget	£40k	I.e. £8k p.a., to cover items such as communications, engagement, community events and provide further contingency for costs incurred by other service areas
Turnover/appointments below top of grade	-£20k	Allowance over 5 year period for non-occupancy of posts and likelihood not all appointments will be at top of scale
<b>Total</b>	<b>£538k</b>	

There may be an opportunity to fund some of the apprentice role using apprenticeship-related funding sources including the levy and this will be explored in order to reduce costs.

- 7.3 As noted above, the offer of £25.2m of Towns Fund for the Staveley Town Deal includes the ability to recover programme management costs. At the Staveley Town Deal Board meeting on 12<sup>th</sup> March, approval was given to the principle of allocating c. £400k of the £25.2m to programme management, representing 1.6% of the total award. Should approval be given to the establishment of the posts outlined above, a further report will be made to the Town Deal Board on 14<sup>th</sup> May setting out details of the costs and seeking endorsement for a final figure for resource funding to be sought from the Towns Fund. A return is then due to government in late May that will confirm the proposed revenue/capital split within the £25.2m, including the level of resource to be allocated to programme management.
- 7.4 The allocation of £400k from the Towns Fund towards the above costs would leave c £138k unfunded, which is £27.6k per year over the 5 year programme. In order to close this gap, it is proposed that the council funds the remaining £138k from the retained business rates from Markham Vale. Using this funding for a programme to promote growth in the Staveley area is in line with the agreed purposes for which those rates are retained. This would represent a direct financial contribution by the council to the programme management of the Towns Fund, in addition to

the significant in-kind costs that will be incurred through supporting the Town Deal programme.

7.5 Consideration has also been given to the timing of the posts and when they are likely to be needed. A profile of the costs across financial years is set out below, though this will need to be checked against the government profile as project information submitted to date shows spend through to 2025-26, which would not represent a full five years from when most projects are likely to commence following the development of business cases. Given the need to support the development of full business cases and to engage with partners through the current phase of work, it is proposed that the Programme Manager and Engagement Officer roles are filled as soon as possible. The Town Deal Assistant post will become more important once projects start to move through into delivery and can therefore be delayed with a potential start date of September 2021 (which would fit well with the timetable for apprenticeships).

<b>Cost profile</b>	21/22	22/23	23/24	24/25	25/26	26/27	Total
Staff costs	65.7	95.6	95.6	95.6	95.6	29.9	478
Other costs	23	33	8	8	8	0	80
Total	88.7	128.6	103.6	103.6	103.6	29.9	558
After vacancies /lower scale	0	-5	-5	-5	-5		538
CBC contribution	27.6	27.6	27.6	27.6	27.6		138
Towns Fund contribution	61.1	96	71	71	71	29.9	400

7.6 In addition to the costs for programme management, there are significant further financial implications arising from the Town Deal that should be noted in light of the council's role as the Accountable Body for the Towns Fund. The council will receive funding at the start of each year of the programme and will then need to make payments to each project sponsor organisation (there are a total of 8 different sponsor organisations, including the borough council) once appropriate conditions have been met. The expectation will be that annual payments made are defrayed within the financial year. Consideration will need to be given as to how to account for this within the council's capital programme and overall budget.

7.7 The internal programme board will also need to consider and make recommendations regarding how to deal with any requests from project sponsor organisations to aid cashflow for projects. Several sponsor

organisations are unlikely to have the ability to pay contractors for work in full ahead of retrospective claims being made to the council for funding. Close engagement and careful monitoring will be required in order to mitigate financial risks associated with a programme of this scale. It is intended to cover this and other key financial implications through developing an assurance framework for the Towns Fund which would come to Cabinet for approval.

- 7.8 There may be further costs arising from the council fulfilling the Accountable Body responsibilities. Since the programme funding is limited to 5 years, at the end of that period there could be redundancy costs that would fall to the council. Whilst every effort will be made for redeployment in line with policy, there are potential future financial liabilities that would need to be considered ahead of closing the programme. Since these are hard to quantify at this stage, they have not been included in the above calculations. The council may also incur additional audit costs, depending on the requirements that are set out by government for the Towns Fund. If external audit work in relation to the councils' management of the Towns Fund is deemed to be required, this would be an additional cost, potentially in the region of £10k. Again, this is not included in the above costs given the uncertainty around the requirements and the timing of when any costs would be incurred.

## **8.0 Implications for consideration - Legal**

- 8.1 Given the council is the Accountable Body for the Towns Fund, there are a number of legal and related matters that will need to be considered. Of the 11 projects proposed within the Town Deal, 8 are led by organisations other than the borough council, with a range of public, private and third sector partners. Contracts or grant agreements will need to be agreed with each of these in order to release funding and ensure that conditions of funding are met. Those conditions will need to be monitored to ensure contractual requirements are fulfilled. Whilst a standard funding agreement and/or contract will be drafted based on existing agreements in use by other bodies, it is likely that variations will be needed for each project given the wide range of projects proposed.
- 8.2 For the 3 projects being led by the borough council, procurement will be carried out in line with agreed processes. Each of these may require further bespoke legal and/or commercial advice to cover issues such as land acquisition.

8.3 Through the assurance framework being developed, the council will need to satisfy itself that it is managing the programme in line with the guidance issued by government and with the principles of Managing Public Money. Its management of the programme will need to be subject to internal and external audit in order to provide government and the public with sufficient assurance. Advice will also need to be obtained where relevant regarding subsidy control (the post-Brexit consideration that is to be applied following the ending of the previous State Aid regime).

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

9.1 As set out above, the time-limited nature of the programme funding will mean that the posts will need to be dis-established at the close of the programme after 5 years. Any postholders in the roles at this time would be supported by the council in line with the Redeployment and Redundancy Policy. Given the programme runs for 5 years, there is no merit in establishing or advertising the roles as temporary or fixed term at this stage since by the end of the programme postholders would have the same employment rights as other permanent staff. However, if there is turnover during the programme, then depending on the time still left for the programme to run, there may be a case for re-advertising at that stage as a fixed term post in order to reduce future liabilities.

9.2 Consideration will need to be given to the process for recruitment given the intention to target this at those in the area of the Town Deal. HR policies will need to be followed with regard to the current Town Deal Manager, which is a fixed term role, and how she will be treated should she express an interest in the Programme Manager post.

9.3 Further work is underway to explore the apprenticeship opportunity and whilst a potential framework for this has been identified, there will need to be consideration given to the support required for the apprentice and the delivery of the 20% training element. The council's apprenticeship policy will be used to guide this further work.

9.4 In terms of a location for the postholders, it is proposed that this should be in Staveley if at all possible in order to be close to the community standing to benefit from the Town Deal. Early discussions with regard to the use of the Healthy Living Centre have begun and this is the preferred location at this stage. The requirements for each role with regard to office

/ flexible working will need to be confirmed and fit with the wider post-covid position for the council as a whole.

## 10.0 Implications for consideration – Risk Management

Description of the risk	Impact	Likelihood	Mitigating action	Impact	Likelihood
Level of resources proves insufficient to fulfil the council's obligations as the Accountable Body for the Towns Fund	Medium	Low	Keep levels of work against available capacity under regular review at internal programme board; continuous engagement with government; early engagement with Town Deal partners	Low	Low
Failure to recruit and retain staff	Medium	Medium	Ensure posts are widely promoted including within the Staveley area; use of apprentices to improve retention; ensure postholders feel part of wider team	Medium	Low
Lack of government sign off for the proposed use of Towns Fund to	High	Low	Engagement with government prior to submission of	High	Low

support programme management			proposals; networking with other towns		
Perception of lack of separation between council as Accountable Body and as project sponsor	Medium	Medium	Use assurance framework to set out clear roles and protocols to ensure separation of duties; use of external resource for business case assessment; transparency for Town Deal Board across all projects	Medium	Low

## 11.0 Implications for consideration – Community wellbeing

- 11.1 The Town Deal includes a number of projects that would contribute directly and positively to community wellbeing in the Staveley area. The Staveley Town Investment Plan submitted in December 2020 sets out the engagement that has taken place with the community to inform the priorities set. Health and wellbeing is one of the four thematic priorities around which the plan has been developed.
- 11.2 Inclusion of a post with a focus on community engagement will ensure that this is not overlooked alongside the other important elements of successful programme management.

## 12.0 Implications for consideration – Economy and skills

- 12.1 A key rationale for the Towns Fund has been to drive growth in towns that may otherwise be left behind in terms of the economy and skills. The projects within the Staveley Town Investment Plan have been assessed in terms of the contribution they will make to the future economy of the area. The investment of c. £25m clearly has the potential to make a

transformational impact in this regard and two of the four thematic priorities in the plan relate directly to economy and skills.

- 12.2 As noted above, the Deal is strongly aligned to the council's Growth Strategy. It will also help to deliver against the economic recovery plan adopted in light of the impact of the pandemic. This will be reinforced by the wider investment that is planned for Staveley, alongside the Towns Fund, which features within the Town Investment Plan.
- 12.3 Development of the proposals within the Town Deal has been led by the Economic Development team and therefore shaped throughout by consideration of how the economy and skills can be supported by the Town Deal. Three of the proposed projects within the Deal will be developed and delivered by the council and align strongly with its Growth Strategy.
- 12.4 Early engagement with project sponsors has already identified skills as a key theme on which collaboration across projects can deliver outcomes over and above those that could be achieved otherwise. Members of the Town Deal Board are keen to support this collaboration and ensure the Deal proposals make a transformative impact on the skills and career paths available to communities within Staveley.

### **13.0 Implications for consideration - Climate change**

- 13.1 Each project within the Staveley Town Investment Plan has been considered from the perspective of the contribution it can make to low carbon growth as this is a key criteria set by government for Town Deals. The plan sets out how the projects will help to drive more sustainable growth in the Staveley area, in turn contributing to the council's response to the declared Climate Change Emergency.
- 13.2 It is also proposed that as project sponsors develop their full business cases they demonstrate ways in which this theme can be addressed. Advice on delivering clean growth through the Town Deal has been received from the national team advising participating towns. This support together with input from the council's climate change officer, will be called on as business cases are developed in order to maximise the positive impacts that Town Deal projects can have with regard to climate change.

### **14.0 Implications for consideration - Equality and diversity**

- 14.1 One of the conditions set out for the Town Deal within the Heads of Terms issued on 3<sup>rd</sup> March related to the Public Sector Equality Duty and a requirement that a programme-wide impact assessment is undertaken as well as relevant project-level assessments. Work on the programme-level Equalities Impact Assessment for the Town Deal has commenced and a draft assessment is due to go to the May meeting of the Town Deal Board.
- 14.2 Early consideration suggests that the projects within the Town Deal have the potential to make a positive impact in a number of ways. This impact will be explored and enhanced as part of the proposed community engagement role outlined above.
- 14.3 In terms of recruitment to the posts proposed in this report, this will be undertaken in line with the council's policies which ensure that equality and diversity requirements are met.

### Decision information

<b>Key decision number</b>	1027
<b>Wards affected</b>	Lowgates & Woodthorpe, Middlecroft & Poolsbrook, Hollingwood & Inkersall, Barrow Hill & New Whittington

### Document information

<b>Report authors</b>	
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<b>Background documents</b>	
These are unpublished works which have been relied on to a material extent when the report was prepared.	
N/A	
<b>Appendices to the report</b>	
Appendix 1	Analysis of resource options
Appendix 2	Job descriptions and person specifications