

Agenda Item No. 6(b)

DERBYSHIRE COUNTY COUNCIL

CABINET

10 October 2019

Report of the Executive Director – Economy, Transport and Environment

**JOINT WORKING IN CHESTERFIELD BOROUGH TO DELIVER MAJOR
REGENERATION AND ECONOMIC GROWTH**

(1) **Purpose of Report** To seek Cabinet approval for the creation of a Joint Growth Board and Joint Growth Unit with Chesterfield Borough Council (CBC) to achieve strategic economic objectives for the North Derbyshire Growth Zone and improve economic outcomes for communities, whilst avoiding additional pressure on Derbyshire County Council (DCC) budgets.

(2) **Information and Analysis** Lying at the heart of the North Derbyshire Growth Zone, Chesterfield is the major economic centre of Derbyshire, after Derby City, and provides an important hub for leisure, retail, employment and education in this part of the county.

Chesterfield's Growth Strategy was approved by the Borough Council's Council in December 2018, confirming a number of significant growth and regeneration projects for the borough. Collectively, these projects provide an opportunity to put Chesterfield on a higher growth trajectory and redress the deficit in local job creation that arose from economic restructuring during the 1980s and 1990s. Of equal importance is that due to the town's critical role as a 'travel to work' and 'travel to learn' destination, growth will inevitably bring wider benefits for the economy and communities of northern Derbyshire.

The resulting increase in business rates from this targeted growth, both within and outside the Chesterfield borough, will help support the longer term financial sustainability of DCC and CBC, given the shift away from grant funding towards council tax and business rate retention.

Whilst many of the projects that make up Chesterfield's regeneration programme are being led by the private sector, the County and Borough councils have a critical role to play in either providing, or ensuring that enabling infrastructure is in place (e.g. highways); grant funding is secured; projects remain on track to deliver the expected jobs and housing outputs. Against a backdrop of national and global economic uncertainty, the role of local authorities in demonstrating place leadership has become critical in

maintaining confidence and momentum in the development industry and with inward investors.

As well as fostering the right environment for growth, the Borough's existing Growth Strategy notes that delivery of key projects '*require a joined-up approach between key partners that works to remove any potential blockages and speeds up the process of scheme delivery*'.

The Growth Strategy and overall partnership approach aligns with the DCC's ambitions set out in the Corporate Plan 2019, the existing Derbyshire Economic Strategy Statement (DESS), the developing Derbyshire Infrastructure and Investment Plan (DIIP) and Local Transport Plan (LTP). This commitment to growth is also reflected in the recent additional funding for the County Council's economic development function targeted at accelerating enterprise, growth and investment.

Current Position

Currently, CBC and DCC are working closely on a number of key growth projects. The table below highlights the most significant joint projects and sets out the role of the County Council in driving or supporting delivery; NB this project activity is in addition to 'business as usual' work around small to medium scale employment and housing developments.

Scheme	Value (£)	Headline outcomes/ comments
Chesterfield Waterside	£340m	1,500 residential units (RUs), 30,000sqm office, 22,000sqm commercial/leisure/ community uses, 2,500 jobs. Currently, DCC is supporting infrastructure development for this project through the wider £12m+ A61 Local Growth Fund programme.
Peak Resort	£400m	90,000sqm commercial floorspace, 1,200 jobs. Currently, DCC is supporting infrastructure development for this project through the wider £12m+ A61 Local Growth Fund programme + improvements to the local highway network.
HS2 (station and town centre)	Amion Study (2017) - £420m	(Aecom masterplan – medium density development) – 1,450 RUs, 40,000sqm. office, 38,000 sqm ancillary development, 3,200 jobs.

	construction cost	The proposed new Hollis Lane Link Road is currently subject to a Housing Infrastructure Fund bid (HIF) and Local Growth Fund commitment, led by DCC.
Staveley Corridor	Amion Study - £290m construction cost	1,500 residential units, 120,000sqm B1/B2/B8 floorspace plus proposed HS2 maintenance depot, 2,900 jobs The proposed Chesterfield Staveley Regeneration Route is currently subject to a Large Local Majors funding bid (£90m), led by DCC.
A61 Growth Corridor	£12m	This is a DCC led programme of works to improve transport connectivity around: <ul style="list-style-type: none"> • Lordsmill roundabout improvements. • 21st century transport corridor, cycling networks. • Smart signalisation and wayfinding.
Town Centre	£20m	Northern Gateway Phase 1 – 16,200sqm development (Co-op, enterprise centre), 320 jobs.
	£15m	Northern Gateway Phase 2 – no development schedules available.
	£27m	Market Place reconfiguration and potential town deal for Staveley. DCC is leading the delivery of highway and traffic improvements.
Housing Delivery	Tbc	1,500 residential units at: <ul style="list-style-type: none"> • Walton Works, • Dunston, • Mastin Moor, • Spire Neighbourhoods. Across major housing sites in the Borough, DCC is leading the delivery of highway and traffic improvements, walking and cycling infrastructure, public transport, etc.

There is already a strong partnership focus to the delivery of these projects and some are now progressing from planning and land assembly to construction. The size of the collective opportunity and rate of progress has consequently succeeded in increasing the level of investor interest in the borough; a notable achievement in these uncertain times. More importantly,

however, the strategic location and advantage of the town is recognised in its inclusion on the proposed HS2 network which inevitably will, and is, generating further developer interest and needs to be harnessed in full for the benefit of the wider North Derbyshire Growth Zone.

The whole forward programme of project delivery, inward investment, investor development and regeneration is already placing significant demands on officer resources within DCC's Economy and Regeneration Service, particularly in relation to highways and transport activity. This is being replicated in CBC where the economic development, planning, design and other services are facing increased pressure to achieve high quality and timely outputs under a growing workload.

Based on the current programme, there is limited capacity within the two local authorities to enable and sustain successful and timely project delivery. In recent months, a number of challenges have occurred due to the fact that officers in both authorities are working across a number of different projects, resulting in less focus on resolving barriers at the pace expected by funders and the development industry. Where dedicated resources have been put in place (e.g. Northern Gateway Project Manager by CBC and the A61 Project Manager by DCC), this has brought greater focus speed and more timely/quality resolution of the issues usually encountered in major construction schemes.

The current programme of projects has benefitted, or are due to benefit, from external capital funding as a result of joint efforts and strengths in the writing of bids, e.g. Local Growth Fund. However, past bids often failed to include a calculation for the necessary ongoing project resources. Whilst this is now being addressed, it means the existing regeneration programme has limited, if any, ability to apply capital funding to supporting essential officer resources which are needed to unlock problems such as detailed highway design, land assembly, compulsory purchase, investor development and key account management.

Proposals

Given the issues set out above, there is a significant risk that the joint ambitions for growth are not delivered and that the communities of north Derbyshire subsequently do not benefit from the economic opportunities that are pending. In order to mitigate that risk, CBC and DCC have been working to consider how to sustain and accelerate growth. The Borough's Growth Strategy and DCC's developing work on the DIIP and LTP provide the shared platform for identifying, supporting and delivering good/clean growth.

With the strategic framework in place, three further elements have been considered: governance, delivery mechanisms and funding. Proposals covering each of these are set out below.

Governance

As noted, a common issue facing most of the Chesterfield regeneration projects is the delay caused by very limited, dedicated resources and prioritisation of activity.

Linked to this has been an inconsistent approach to reporting, monitoring and accountability for key projects. Whilst formal decision making and funding bids have been developed through robust and transparent processes, the strategic tracking of progress and outputs would benefit from improved oversight and management, (although it is noted that project management is in place for some areas of work, such as the A61 Growth Corridor.)

In some cases, this has meant that project drift has been less visible and problem solving has taken longer than necessary. This causes frustration with private sector partners and presents risks for the strong relationships the authorities enjoy with funders.

In response to the above, it is proposed to improve governance arrangements to ensure more active oversight of joint growth projects and provide a focus for problem solving. Consideration has been given to establishing a formal arrangement, enabled through constitutional changes at both DCC and CBC.

However, it is considered at this stage that significant progress can be made without requiring formal changes, given the nature of the challenges outlined above (prioritisation of officer time; visibility of project progress). Therefore, the proposal is to create a Joint Growth Board that will work within the existing constitutions and delegated powers of both partner authorities.

The Joint Growth Board (the Board) would include the Leaders of both councils, together with the appropriate lead Cabinet members. The Board would be responsible for monitoring delivery of a defined list of key projects based on those highlighted earlier in the report and others deemed appropriate. The Board will also be responsible for ensuring projects remain on track where those decisions are already vested in the members of the Board by the respective DCC and CBC council constitutions.

Any decision that would require, for example, the approval of the Cabinet of one or both councils would still need to be taken to the relevant local authority and could not be made by the new Board. Rather, the Board would focus on setting priorities for officers and delivery objectives.

Draft Terms of Reference for the Board are set out at Appendix A. It is intended to bring the new Board together as soon as possible, at least on a shadow basis, pending the approval of Terms of Reference, and it is proposed to meet every two months (or such frequency to be agreed). Where existing project management arrangements are in place (e.g. A61 Corridor), it is proposed these would either continue as officer working groups where required, or be folded into the Board.

Delivery

A key constraint to the timely delivery of current projects is the lack of sufficient officer capacity in both DCC and CBC. The proposal therefore is to set up a Joint Growth Unit (the Unit) within CBC responsible for delivering a defined programme of projects which, as noted, represent an exceptional level of growth activity, above the 'business as usual' baseline. The Unit will provide a dedicated resource and will be in addition to the established service resources within DCC and CBC. It is proposed the Unit would achieve the following objectives:

- Increase the overall level of resources available for the delivery of keygrowth projects within the Chesterfield Borough.
- Ensure a direct link to the political leadership of both DCC and CBC through the Joint Growth Board.
- Create a multi-disciplinary resource able to work flexibly across the identified priority projects to even out peaks and troughs of workload.
- Provide a single point of contact for the private sector partners engaged on the identified priority projects (investors, developers, contractors etc.)
- Work closely with colleagues in both DCC and CBC (and partner organisations) without being distracted by activity beyond the focus on delivery of the identified priority projects.

Draft arrangements for the proposed Joint Growth Unit are set out in Appendix B and include a proposed structure and operating principles. The overall proposals have been developed by CBC with input from DCC. The Unit is designed to work closely with, and alongside, existing teams in both DCC and CBC as it will be important to maintain the resourcing levels in those wider teams to ensure 'business as usual activity' is not compromised and can still deliver to expected national standards on timescales, e.g. in planning and highways development control. Whilst most of the professional roles and activity within the Unit will relate to functions undertaken by CBC, there is a need to ensure the transport and highways roles are embedded in the team as the enabling role of infrastructure is critical to the successful and timely delivery of growth.

Assessment of the resourcing need has been made based on the current status of the existing programme of work alongside an estimation of pending

work and the type and scale of resource likely to be needed over the next five years. The level of resource will be kept under regular review, and will be the CBC's Assistant Director – Economic Growth and DCC's Director of Economy and Regeneration; to ensure appropriate alignment of resource with final accountability resting with the Joint Growth Board and recommendations back to the relevant local authority.

In addition to the established roles proposed to be included permanently within the Unit, there is a further need for specialist skills at key stages during project delivery. However, these are often required for a short period and/or for a key piece of technical work, neither of which would warrant a permanent staff appointment. Therefore, it is proposed the Unit is set up with an annual operating budget that can be called upon to commission additional specialist work as required and in line with specific approvals given for the budgets for each project.

It is proposed that the Unit will work closely with the existing Economic Development Service in CBC and the Economy and Regeneration Service of DCC whilst it focuses on:

- Strategic economic development and delivery of the key projects in the CBC Growth Strategy and relevant projects in DCC's DIIP, LTP and DESS.
- Skills and supply chain development and delivery of the skills action plan.
- Key account management, inward investment and working with developers.
- Visitor economy strategy for Chesterfield.
- Delivery of the town centre's masterplans.
- Establishing and managing the Innovation Centre Network and innovation/business support service.
- Marketing of commercial premises.
- Building and maintaining relationships with the local enterprise partnerships, Midlands Engine and other sub-national organisations.
- Supporting Destination Chesterfield.
- New project development and bid submissions that will be informed by and feed into the workload of the Joint Growth Unit. .

Funding

The need for direct investment in key projects is fully recognised in order to maximise the chances of success for external funding and to de-risk/ improve the investment conditions for private sector finance. It is clear from extensive experience of bidding for external funding that a direct contribution (beyond 'in kind' support) is a significant strength and often an absolute requirement to be successful in accessing external funding in a competitive environment.

Furthermore, public sector intervention at key stages of a project often helps increase confidence in delivery and brings better and faster inward investment. This is crucial at times of economic uncertainty.

Neither DCC nor CBC is in a position to fund such investment from within existing resources. However, CBC recently announced (July 2019) that it will be a formal, constituent member of the D2N2 (Derby, Derbyshire, Nottingham and Nottinghamshire) Local Enterprise Partnership (LEP) and maintain only a non-constituent membership of the Sheffield City Region (SCR) Mayoral Combined Authority. This has provided CBC with the opportunity to reconsider the alignment of business rates from the Markham Vale Enterprise Zone (MVEZ) currently paid into the SCR LEP.

The latest estimates for business rate income at MVEZ under the existing 25 year arrangements which commenced in 2011/ 2012, suggest approximately £1.93m could be generated per annum between 2020/21 and 2036/37, when the enterprise zone designation is extinguished. At present, all EZ business rates from Markham are passported to SCR LEP in line with the decision made by CBC in December 2014 and in accordance with Government policy and expectations at the time (Markham Vale was originally included in SCR EZ bid back in 2011).

Through joint discussions with CBC following confirmation of its formal alignment to the D2N2 LEP, the SCR LEP has agreed a rebate of business rates arising from MVEZ back to CBC for all proceeds in excess of £1m for the current financial year (2019/20). It is proposed this income (approximately £890,000) will be used to directly enable and support growth in the Chesterfield borough, including the funding of the Joint Growth Unit.

This approach will ensure both councils are in a much stronger position to attract external funding, to invest in, and de-risk schemes and unlock private sector finance. Specifically, the new Joint Growth Board will consider proposals brought forward by CBC's existing Economic Development Service, DCC's Economy and Regeneration Service, and the Joint Growth Unit for the use of the retained business rates to either directly invest in projects and/ or support borrowing to enable growth. Recommendations would then be made to the relevant local authority to borrow against that revenue stream. Any decision to do so would remain subject to the normal decision making process of the authority, including a sound business case and robust analysis of risks.

(3) Financial Considerations The annual cost of the proposed Unit has been calculated by Chesterfield Borough Council on the basis of the draft posts and anticipated grades set out in Appendix B; this level of resource has been calculated on the workload implications of the current and pending programme of activity. Salaries and all associated on-costs and recharges

having been taken into account, based on CBC's current policies and procedures. Therefore, the anticipated cost of Unit is around £312,000 for the first year of operation – based on 'part year' activity – and from year two onwards, is around £538,000 per annum.

It is proposed the costs will be met through a combination of income from retained MVEZ business rates and an allowance (10%) from the capital costs of projects and programmes being delivered. Important to note is that on this basis, there will be no direct financial cost to DCC for the establishment or operation of the Unit, including the creation of the transport and infrastructure project officer, where salary and associated overheads will be covered by CBC.

CBC has been advised that as billing authority, it is for CBC to determine how the retained business rates from the MVEZ is allocated, post April 2020 through to 2037. CBC is currently formalising its proposals and wider policy to determine the use of the business rate growth arising from the MVEZ; a Council report is due to be considered by CBC in December 2019. The estimated value of the retained business rates, per annum, is £1.9m. Discussions have taken place between both authorities, relevant Government departments and the local enterprise partnerships about the best way to utilise the retained business rates to promote economic growth within northern Derbyshire. Whilst the policy is still being developed by CBC, given the estimated costs of the Unit are approx. £540,000, and there are major long term projects to be delivered, it is proposed that the posts within the joint unit be funded on a permanent basis.

(4) **Legal Considerations** The Director of Legal and Democratic Services will advise the Executive Director – Economy, Transport and Environment as required, on the implementation of the recommendations set out in this report, particularly in relation to finalising the terms of reference and decision making.

(5) **Human Resource Considerations** The Unit is proposed to be created within, and by, CBC with the job roles and posts being a formal part of that Council's establishment. Funding for all posts is to be provided through the retained MVEZ business rates and any dedicated external project funding as appropriate.

Based on the draft structure, nine new permanent posts are proposed to be created, mostly discharging the duties of the CBC in relation to economic development, planning, design, support and project management activity. However, it is proposed the Unit also offers dedicated highways and transportation services which are the responsibilities of DCC. Through discussion with CBC, it is proposed that whilst working to a programme set by the Board (comprising both local authorities), staff will be employed directly by

CBC and on its terms and conditions. Staff would therefore be expected to act within CBC policies and processes.

The exception to this arrangement is the proposed transport and infrastructure project officer which, given the postholder will be discharging activity on behalf of DCC as the highway and transport authority, will be employed by DCC. This will ensure the appropriate lines of professional leadership and accountability are maintained. Notwithstanding this professional alignment to DCC, the postholder largely will be based in the Joint Growth Unit at Chesterfield and day to day, will be deployed by the Unit manager.

The transport and infrastructure project officer post will be created within Economy and Regeneration Service but will be funded directly and, in full, by grant from CBC through the retained business rates. All pension and other employee-related costs will be fully recovered through the grant.

Recruitment to all proposed posts will be led by CBC, but undertaken by a mix of senior officers from both DCC and CBC.

Staff within the Unit will work to a programme set on an annual basis by the new Board. Officers will also account for delivery of designated projects and programmes to the Board every two months. On a day to day basis, line management of the Unit will be through CBC's Assistant Director for Economic Growth, in liaison with DCC's Director for Economy and Regeneration.

As the impact on DCC's human resources is minimal and the proposal broadly seeks to create 'more of the same' in terms of the highways and transportation activity, it is not proposed to undertake specific consultation of the creation of the post.

Furthermore, CBC is not proposing any formal consultation regarding the creation of the Unit. However, a number of delivery partners have been contacted and are supportive of the approach, particularly given the proposal is to create additional capacity and a 'single point of contact' for developers.

Once agreed, partners will be informed of the final proposals.

Appendix B provides an overview of the proposed level of staffing for the Joint Growth Unit. It is noted that job descriptions and evaluation of posts will be led by CBC, with the exception of the transport and infrastructure post which will be subject to DCC processes.

Other Considerations

In preparing this report the relevance of the following factors has been considered: prevention of crime and disorder, equality and diversity, environmental, health, property, social value and transport considerations.

(6) **Key Decision** Yes.

(7) **Call-In** Is it required that call-in be waived in respect of the decisions proposed in the report? No.

(8) **Background Papers** Held on file within the Economy and Regeneration Service of the Economy, Transport and Environment Directorate.

(9) **OFFICER'S RECOMMENDATIONS** That Cabinet:

- 9.1 Agrees to establish an informal Joint Growth Board with Chesterfield Borough Council to provide strategic oversight and improved focus on the delivery of key growth projects within the Borough.
- 9.2 Agrees to establish a new Joint Growth Unit with officer roles designed to bring forward and accelerate delivery of key growth and regeneration projects, with the scope for the commissioning of further specialist advice and support as required.
- 9.3 Agrees to create a new project officer post in the Economy and Regeneration Service to lead on transport, highways and infrastructure development and directly support the work of the Joint Growth Unit.
- 9.4 Notes that the full cost of implementing these recommendations will be met from the business rates income received via the Markham Vale Enterprise Zone, which is collected by Chesterfield Borough Council and that there will be no cost to Derbyshire County Council as a result of the transport and highways post.

Mike Ashworth
Executive Director – Economy, Transport and Environment

Appendix A – DRAFT Governance Proposals

Joint Growth Board – Draft Terms of Reference

Purpose

The Board's role is to support and challenge delivery of significant growth projects within Chesterfield borough.

The Board will carry this out by:

- Defining a clear set of projects that will fall within the remit of the Board's discussions;
- Receiving regular and succinct progress reports regarding the delivery of each of the projects that fall within its remit;
- Considering ways in which risks to project delivery can be addressed, both by taking action within the two local authorities and through external partners;
- Considering ways in which project delivery can be accelerated and enhanced, both by taking action within the two local authorities and through external partners;
- Agreeing actions that can support project delivery, where these fall within the existing delegations of Board members;
- Making recommendations for actions to support project delivery where these lie outside the existing delegations of Board members, either within the two respective local authorities or with partner organisations;
- Making recommendations for investment through borrowing that can be supported by the revenue stream retained for growth projects and where this will increase the prospects of unlocking additional public and/or private funding;
- Agreeing the work programme for the joint growth unit on an annual basis;
- Acting as champions for delivery of the projects and the benefits that they will bring for communities across the area

Membership

The membership of the Board will include:

- Leader of Derbyshire County Council
- Cabinet member for Economic Development and Regeneration, Derbyshire County Council

- Strategic Director of Economy, Transport and Environment, Derbyshire County Council
- Leader of Chesterfield Borough Council
- Cabinet member for economic growth, Chesterfield Borough Council
- Chief Executive, Chesterfield Borough Council

Further members may be co-opted by the Board.

The Board will be deemed quorate provided at least 4 Board members are in attendance, including at least one from each local authority.

The Board will operate with the chair alternating between the Leaders of the two local authorities.

Decision making

The Board will not be constituted as a formal body within the constitution of either local authority. It will therefore take no decisions in its own right as a Board. Rather, following consideration by the Board, individual Board members may take decisions only where these already fall within their existing delegated authority. Any formal decisions required outside of this scope would need to be made by the appropriate body, informed by a recommendation from the Board.

Meetings

Meetings will take place every two months. Meeting venues will alternate between Chesterfield and Matlock in line with the alternating chair arrangements.

The secretariat for the meetings will be provided by Chesterfield Borough Council.

Papers will normally be issued to the Board no later than 4 working days prior to the meeting.

Members of the public or observers will not normally be permitted to attend the meetings given the commercial sensitivities that are likely to be discussed.

Officers from both authorities, in particular those within the joint growth unit, will attend the Board in order to provide updates on projects.

Delivery partners may be invited to attend meetings for specific project updates in agreement with the Chair(s).

Review

The Board will conduct a review of its activities and terms of reference at least once a year.

Appendix B – DRAFT Delivery Proposals

In order to develop proposals for a new Joint Growth Unit, the key projects listed within the main report have each been analysed in detail.

This analysis has considered the planned progress of each project across the next five years, recognising that beyond this the delivery milestones become increasingly difficult to forecast with confidence.

The key tasks likely to be required by the respective local authorities have been considered through the different phases of each project and the profile for this set out on a quarterly basis across the five year period. Those tasks have then been assigned to the different types of capacity required and a risk adjustment applied to the results. Finally, existing resources have been taken into account in order to end up with a net risk-adjusted requirement.

Following this analysis, the following blend of posts has been recommended as providing the most appropriate level of capacity in order to ensure the two local authorities can maintain and accelerate delivery of the borough's key projects in future years. Although the forecast capacity has been based on the planned phases for each specific project, it is highly likely that actual demand to support delivery will vary from that forecast. The Unit will therefore be set up with officers given lead roles for specific projects, but able to work flexibly as the demands from each project fluctuate and in order to mitigate peaks and troughs of activity within any given project.

The table below sets out posts proposed for the new Joint Growth Unit. Gradings are subject to finalisation of job descriptions and job evaluation panel appraisal.

Post	Number	Grade	Key activities
Joint Growth Unit Manager	1	13	Overall leadership of team and coordination of project resources. Key point of contact for escalating issues from individual projects. Responsible for managing relationship with the Joint Growth Board.
Project officer (transport and highways infrastructure)	1	to be employed by DCC, assessed as CBC grade 12 for budget purposes	Dedicated resource with highways and transportation experience able to transact on behalf of the key projects to deal with issues arising pre and post-planning application, offer advice and liaise as single point of contact with DCC and other key stakeholders (HE, utilities, bus operators...) as required
Project officer (planning and development)	1	12	Dedicated and specialist planning capacity with experience of large site delivery, able to liaise with developers, landowners etc. and in turn with internal and external stakeholders at both pre and post-planning application stages.
Project officer (project management)	3	12	These would be assigned lead roles for one or more the specific projects, providing project management capacity and skills together with a single

			point of contact for external delivery partners and internal colleagues.
Contract and Commercial officer	1	12	Dedicated and specialist contracts and commercial development capacity; this post would provide advice internally to inform negotiations with delivery partners and funders, liaising closely with legal, procurement and finance, as well as supporting delivery partners in their commercial considerations.
Administrative and technical support officer	1	4-7	This post would provide dedicated support to the team, managing the extensive flows of information, correspondence, technical documents etc. between the two councils, stakeholders and delivery partners. It would also lead on the preparation of reporting to the Joint Growth Board and provide the secretariat.
Senior Economic Development Officer (Skills Delivery)	1	12	This post would be based in Chesterfield Borough Council's Economic Development service and would lead on delivery and implementation of initiatives and programmes contained within the Chesterfield Skills Action Plan, 2017 - 2020.

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