



Economic Development Strategy

for Bolsover, Chesterfield and
North East Derbyshire (2009-2014)

Bolsover District Council

Chesterfield Borough Council

North East Derbyshire District Council



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North East Derbyshire (2009-2014)

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Joint Leaders Statement

This Strategy has been jointly prepared by the three Councils to set out a shared vision of how we can drive forward the development of our economy over the next five years.

Whilst this is the first Economic Development Strategy to have been jointly prepared by the three Councils, we have a long track record of working together. We recognise that our areas face a similar set of issues in seeking to diversify the economic base and we share a commitment to the future economic regeneration of the area.

Considerable progress has been made in recent years to create new business and employment opportunities. Unfortunately the scale of the current global economic downturn is such that this will increase the difficulties we face, at least in the short term. The three Councils will be working hard to respond to the impact of the recession, whilst at the same time remaining focused on the longer term goal of addressing the structural issues caused by the loss of key industries.

The Strategy sets out an ambitious range of activities and initiatives to support the future economic growth of north eastern Derbyshire. We aim to build on the area's strengths to create successful places where new businesses can be established and existing businesses can flourish. We will support the development of an economy which can offer a diverse range of employment opportunities and work to ensure that all our residents have the necessary skills and training to access these job opportunities.

In addition, the Councils will continue to provide a wide range of services such as housing, planning, leisure and environmental services which help to shape the places where people live and work, supporting the development of thriving and prosperous communities.

We fully recognise the important role played by a range of organisations and the private sector in securing the economic regeneration of the area and look forward to working in partnership with them in the future.

Cllr E Watts

Leader
Bolsover District
Council

Cllr R Russell

Leader
Chesterfield
Borough Council

Cllr G Baxter

Leader
North East Derbyshire
District Council



Executive Summary

Introduction

This Economic Development Strategy for Bolsover, Chesterfield and North East Derbyshire sets out a shared vision for the future economic prosperity of the area and provides a framework for the delivery of services that will make a substantial contribution towards the achievement of that vision over the next five years (2009-2014). There is a clear rationale for developing a joint Strategy, recognising the functional economic links between the three Districts and the fact that each authority faces a broadly similar set of issues in responding to the decline of the traditional industrial base. There is also a shared commitment by the three authorities to prioritise the economic regeneration of the area.

Policy Context

Economic development activity at the local scale is influenced by, and delivered within the context of, a range of economic policy drivers at national, regional and sub-regional scale. These include the Review of Sub-National Economic Development and Regeneration (2007) which empowers all local authorities to promote economic development and neighbourhood renewal, recognising the key 'place-shaping' and community leadership roles of local authorities.

Economic Context and Trends

The Strategy is underpinned by an assessment of the local economy which, alongside the SWOT analysis, identifies the key issues that need to be addressed in order to secure a competitive local economy in the future.

Some of the key issues highlighted include: an ageing population profile with fewer people of working age, particularly in the 16-24 age group; local employment growth which (whilst positive) has lagged the national average due to a significant decline in manufacturing sectors; an under-representation in the financial and business services sector which has been driving growth in the national economy in recent years; a significant fall in unemployment since the recent cycle peaked in the early 1990s, although this has now started to increase again; and a high level of 'hidden unemployment' reflected in the large number of Incapacity Benefit claimants.

Summary of Key Issues and SWOT Analysis

The SWOT analysis provides a summary evaluation of the area's strengths, weaknesses, opportunities and threats. Positives include: a central location with good accessibility to the strategic road and rail network; attractive living environment providing the basis for a strong quality of life offer; a number of brownfield sites providing major opportunities for employment focused and mixed use regeneration schemes; and supporting the further development of the area's tourism product and infrastructure. However in terms of weaknesses / threats the area: has a weak skills and qualifications profile; lacks sufficient higher level job opportunities; suffers from concentrated disadvantage in particular communities; and is vulnerable to the further decline of manufacturing employment as a result of globalisation pressures.

The Role of the Councils

The Sub National Review recognises that local authorities need to play a central role in leading the economic development of their areas. In fulfilling this role the Councils will seek to deliver services both directly and in partnership with other agencies and the private sector. The Councils have developed particular competencies in relation to economic development, for example securing the provision of infrastructure to support business growth, and these will continue to provide a focus for our activities in the future. The Councils also undertake a wider range of activities, such as housing, planning and the provision of leisure facilities, which help to shape the places where people live and work, creating a favourable environment for the development of a thriving economy.

Working in Partnership

The Councils recognise the important role played by other organisations in the economic regeneration of the area and will work with them through a range of partnerships to ensure a co-ordinated approach to service delivery. These partnerships include the Local Strategic Partnerships and the Derbyshire Partnership Forum which is responsible for co-ordinating the county-wide Local Area Agreement. Each of the Districts is a partner in the Sheffield City Region, reflecting economic ties with the core city of Sheffield, and are currently engaging with a number of thematic Joint Issue Boards to bring forward initiatives at the city region scale. Partnerships with the private sector will play a central role in bringing forward major regeneration schemes.

Strategic Approach

The central role played by a prosperous economy in ensuring the longer term sustainability of local communities provides a basis for the shared vision for the area:

‘A successful local economy, supporting the development of sustainable communities’.

The vision will be achieved through the delivery of a range of programmes and initiatives which are grouped under three thematic headings:

- 1. Successful Businesses:** increasing the level of new starts, securing a shift into innovative and higher value added activities across the existing business base, and attracting new investment to the area.
- 2. Successful Places:** supporting the sustainable growth of both urban and rural areas, strengthening the visitor economy, and addressing capacity constraints in the provision of infrastructure to support business growth.
- 3. Successful People:** developing the skills of the current and future workforce to meet the demands of an increasingly knowledge based economy, and tackling economic exclusion to bring more people back into employment.

Cross-Cutting Issues

Whilst the primary focus of the Strategy is about economic growth, this is set within the broader context of promoting sustainable communities and the requirement to balance the economic, social and environmental needs of particular places. A key focus for this Strategy is to tackle the issue of worklessness, targeting both priority groups and communities that are furthest removed from participation in the labour market.

Key Activities Programme

This section sets out the key programmes and initiatives that the Councils will seek to deliver (either directly or in partnership with other organisations and the private sector) under each of the three headings: Successful Businesses, Successful Places and Successful People.

1. Introduction

This Economic Development Strategy for Bolsover, Chesterfield and North East Derbyshire sets out a shared vision for the future economic prosperity of the area and provides a framework for the delivery of services that will make a substantial contribution towards the achievement of that vision.

There is a clear rationale underpinning the development of a joint Strategy for north eastern Derbyshire. The three Districts have a shared history of a long and difficult period of industrial structural change, reflecting the decline of coal mining and traditional manufacturing activities. The impact of this decline is apparent across the area with a legacy of brownfield sites and a high level of worklessness in local communities. There is a significant level of economic inter-dependency between the three Districts, with the Chesterfield Travel To Work Area (the local functional economic area) encompassing a large part of north eastern Derbyshire. There is also a shared commitment by the three authorities to prioritise the economic regeneration of the area.

The Councils have a key role to play in economic development reflecting both the community leadership responsibilities of local authorities and their power to promote the economic, social and environmental well-being of an area. This is a role that the Councils will seek to fulfil through the direct delivery of economic development services and broader 'place-shaping' functions, and through collaborative working with other agencies and the private sector. The Councils will work flexibly through partnerships at the local, sub-regional and regional scales in order to secure positive economic outcomes for the area. The enduring economic and social challenges are such that it will require a sustained commitment from stakeholders at all levels to ensure that these issues are comprehensively addressed.

The Strategy, which covers the period up to 2014, is underpinned by an assessment of the local economy, outlining emerging trends and prospects, and a review of the wider policy context within which it will operate. It demonstrates a clear fit with other strategies at the regional and sub-regional scale, ensuring a joined-up approach to service provision at the local level. The Strategy identifies not only the challenges but also the strengths and opportunities that the area can build on to deliver future economic success. Whilst it is clear that significant challenges remain, and responding to these challenges will be made more difficult in the current economic climate, it is equally clear that there are real grounds for optimism about the area's longer term prospects. Key structural issues in the local economy are being addressed: the area has an increasingly diversified economic base; new businesses continue to be established; and unemployment has fallen significantly as people take up the new job opportunities which have been created. The level of private sector interest and investment in the area has also increased in recent years reflecting positively on the changes which have been made.

The Strategy seeks to build on the achievements so far by providing a strategic framework to take forward the development of the local economy over the next five years. The Strategy is based on three themes: Successful Businesses, Successful Places and Successful People. Each of the themes is inter-linked, for example: businesses will be successful when they can draw upon a skilled and motivated workforce; a skilled and motivated workforce will choose to live in attractive and sustainable communities which can offer a broad range of quality employment opportunities; quality employment opportunities will be created by successful companies in places which can offer a competitive business support infrastructure.

Each of the themes is further defined by a series of objectives which provide a focus for the delivery of activities within specific programme areas. Whilst a key purpose of the Strategy is to ensure a co-ordinated approach to service delivery and to support joint working between the three authorities, it is also sufficiently flexible to allow each authority to pursue its own programme of initiatives. Overall progress in achieving the aims of the Strategy will be measured against a small number of headline indicators and through the successful delivery of activities identified in the action plan.

2. Policy Context

Economic development activity at the local level is influenced by, and delivered within the context of, a range of economic policy drivers at national, regional and sub-regional scale. A summary of the main policy drivers is set out below.

Review of Sub-National Economic Development and Regeneration

The most significant national policy driver is the Review of Sub-National Economic Development and Regeneration (SNR) published in July 2007 and the follow on consultation 'Prosperous Places: taking forward the review of Sub-National Economic Development and Regeneration' published in March 2008.

The SNR recognised that reducing economic disparities between regions and localities will become increasingly challenging because of the impact of globalisation and technological change. In order to respond to these challenges, the Review concluded that all regions and localities needed greater flexibilities, powers and incentives to ensure that they were able to sustain and benefit from economic growth. The key reforms identified by the Review include:

- Consulting on a statutory focussed economic development duty for local authorities which requires upper tier authorities to assess their economies and the challenges faced.
- Regional Development Agencies (RDAs) to take on a more strategic role, delegating responsibility for funding to local authorities and sub-regions where possible (unless there is a clear case for retaining funding at the regional level or there is a lack of capacity at lower levels).
- Supporting local authorities to work together at the sub-regional level, including the development of Multi-Area Agreements (to allow groups of local authorities to agree collective targets for economic development issues) or the establishment of statutory sub-regional arrangements to pool responsibilities on a permanent basis.
- The merger of Regional Economic Strategies and Regional Spatial Strategies to create a single Integrated Regional Strategy. The executive responsibility for preparing this Strategy would rest with the RDAs. Local authority leaders in a region would have responsibility for agreeing the Strategy with the RDAs.

In essence the SNR is about empowering all local authorities to promote economic development and neighbourhood renewal. The Review states that there is no single optimal government level for policy intervention in economic development, recognising that each tier (local, sub-regional and regional) has an important role to play in service delivery and interventions should be carried out at the most appropriate level. The SNR recognises that local authorities have a key role in 'place-shaping' and are best placed to lead and facilitate the partnerships that deliver economic development and neighbourhood renewal on the ground.

Regional Economic Strategy for the East Midlands 2006-2020

The core purpose of the Regional Economic Strategy (RES) is to improve economic performance and enhance the region's competitiveness. The RES sets out the following vision for the region:

'By 2020, the East Midlands will be a flourishing region. Increasingly prosperous and productive, we will enjoy levels of sustainable economic well-being and a quality of life higher than the European average and comparable with the best in the world.'

The vision is underpinned by three main themes: raising productivity; ensuring sustainability; and achieving equality. In turn these themes are translated into a total of ten strategic priorities including a focus on enterprise support, innovation, land and development, and economic inclusion.

The RES highlights the key challenges facing the Northern Sub-Area (of which the three Districts form part) as being: the continuing high levels of unemployment and 'hidden unemployment' related to incapacity benefit claimants; the physical regeneration of major strategic sites; and the isolated nature of a number of former mining communities. The proximity to the M1 and the Sheffield/Rotherham conurbation is seen as presenting the sub-area with a significant economic opportunity 'that must be exploited'.

East Midlands Regional Plan (2009-2026)

The East Midlands Regional Plan was published in March 2009 and provides the overarching framework for the location of future development within the East Midlands, as well as the context for the preparation of Local Development Frameworks. The Regional Plan promotes a sequential approach to selecting land for development, emphasising the role of existing settlements.

A sub-area approach has been adopted in the Regional Plan, and the economic, social and environmental regeneration of the Northern sub-area is identified as a regional priority. The sub-regional Strategy objectives include:

- To significantly strengthen the Sub-Regional Centres of Mansfield-Ashfield, Chesterfield, Newark and Worksop by providing for new development in and around their urban areas.
- To provide jobs and services in and around other settlements that are accessible to a wider area or service particular concentrations of need (such settlements include Dronfield, Clay Cross, Bolsover, Shirebrook and Staveley).
- To promote environmental enhancement as a fundamental part of the regeneration of the sub-area.

- To establish a sustainable relationship with the Sheffield- Doncaster- Rotherham areas. The Strategy also identifies the need to address the issue of significant out commuting, through increasing the number of employment opportunities in the sub-area.

‘Building The Visitor Economy’ – East Midlands Tourism Strategic Plan (2008-2011)

The visitor economy is forecast to make a growing contribution to the prosperity of the East Midlands, providing a range of employment opportunities, stimulating enterprise creation and strengthening the profile of its destinations as places to visit and invest. The visitor economy is already vital to the region, with £5.6 billion of annual visitor spending supporting almost 100,000 jobs.

The Plan has three strategic objectives:

- Increase the current number of visitors to the region and their levels of expenditure;
- Improve the competitiveness, productivity and quality of the offer for all types of visitors to the region;
- Plan and facilitate the investment needed to reinvigorate the region’s tourism and visitor offer.

The Plan recognises that the region’s product is not as developed as many other areas and to achieve the desired growth in visitor spending further development in facilities, capacity and quality public realm is required. In addition, 90% of tourism employment is within micro-businesses and a key challenge is to ensure that the many lifestyle businesses in the sector are given the support required to lift standards of both product and service quality.

Sheffield City Region Development Programme (SCRDP)

The three Districts are each partners in the Sheffield City Region, reflecting economic linkages to the core city of Sheffield. Partners have agreed a shared vision that by 2025 the Sheffield City Region will be: ‘a pivotal international business location, closely connected to the major economic hubs of Leeds, Manchester and the South, recognised as one of the most successful city regions in Europe, sustained through the strengths of its distinctive urban and rural economies’.

There are four main elements to the SCRDP:

- Capitalising on the city region’s pivotal position relative to Leeds, Manchester, the Humber Ports and south, through the East Midlands, to London.

- Accelerating sustainable economic growth through a number of economic drivers, including promoting the growth of key sectors, raising the level of company innovation performance, and capitalising on assets such as the Robin Hood Airport.
- Re-establishing the main cities and towns as retail, commercial and business centres.
- Addressing underlying weaknesses with regard to enterprise, skills, participation, connectivity and the provision of housing for growth.

Five thematic 'Joint Issue Boards' have been established, covering destination, transport, knowledge economy, skills and residential offer, to take forward the initial work priorities of the city region.

3. Economic Context and Trends

This section presents a summary of the economic performance of the three Districts and outlines emerging trends and prospects.

Population

The population of north eastern Derbyshire was 272,000 in 2006, 49% of whom are male and 51% female (reflecting the national population profile). A district breakdown is provided in the following table.

	Bolsover	Chesterfield	N.E. Derbyshire	East Midlands	Great Britain
Total Population	73,900	100,500	97,700		
Male	36,300	49,200	48,100		
Female	37,600	51,300	49,600		
Working Age Pop.	44,900 (60.8%)	61,300 (61%)	58,500 (59.9%)	62.1%	62.2%
Male	23,600 (64.9%)	32,100 (65.1%)	31,000 (64.5%)	66.0%	66.1%
Female	21,400 (56.8%)	29,300 (57.1%)	27,500 (55.5%)	58.4%	58.6%

Each of the Districts has a working age (16-59/64) population that is below the regional and national average. Similarly, each of the Districts has a greater proportion of people aged 65 and over, than the national average. The local population is less ethnically diverse than the regional and national averages, with 2.6% from Black and Minority Ethnic communities compared to 8.2% in the East Midlands and 11.3% in England.

North eastern Derbyshire was one of the few areas in the East Midlands to experience population decline in the 1990s, reflecting the impact of industrial restructuring which encouraged out-migration from the area. The rise in participation in higher education is also likely to have had an impact with an increasing number of young people leaving the area to study (reflecting national trends), but then not returning because of a lack of graduate level employment opportunities.

Area	Population (2006)	Population (2029)	% Increase
Bolsover	73,900	86,600	17%
Chesterfield	100,500	107,500	7%
N.E. Derbyshire	97,700	103,700	6%
East Midlands			14%
England			13%

The latest long term population projections (up to 2029) suggest that the populations of Chesterfield and North East Derbyshire will increase, but at a much slower rate than the regional and national averages. It is forecast that Bolsover's population will increase by 17%, ahead of the regional and national projections and significantly above the growth rates of both Chesterfield and North East Derbyshire. Net inward migration will drive population growth, whilst the natural rate of change (births over deaths) will decline in each of the three Districts.

Economic Connectivity

The Chesterfield Travel To Work Area (TTWA), centred on the sub-regional centre of Chesterfield, covers a large part of north eastern Derbyshire, demonstrating a significant level of economic inter-dependency between the three Districts (TTWAs are functional economic areas where a majority of people (over 70%) live and work in the same area). For example 20% of North East Derbyshire's employed residents work in Chesterfield, whilst almost 10% of Chesterfield's residents work in North East Derbyshire. Chesterfield is the largest single source of employment for Bolsover residents working outside of their own district, with 10% travelling to work in Chesterfield each day.

Whilst there are strong links between the three Districts, these links are not exclusive. Bolsover also has important links to North Nottinghamshire with a combined commuting flow of 20% into Ashfield, Bassetlaw and Mansfield. A significant proportion (21%) of North East Derbyshire's residents work in Sheffield, reflecting the fact that settlements such as Dronfield, Eckington and Killamarsh, along the District's northern boundary, fall within the Sheffield TTWA. Chesterfield (6%) and Bolsover (4%) also have commuting links to Sheffield, but not to the same extent as North East Derbyshire.

Economic Performance

Gross Value Added (GVA) per head is a measure of the overall economic performance of an area relative to the size of its population.

Year	North Eastern Derbyshire GVA per head (£)	North Eastern Derbyshire relative to the East Midlands	North Eastern Derbyshire relative to the UK
1996	7,727	71%	67%
1997	8,222	72%	67%
1998	8,731	72%	68%
1999	9,190	74%	68%
2000	9,764	76%	70%
2001	10,598	79%	72%
2002	11,365	80%	74%
2003	12,136	81%	74%
2004	12,835	81%	74%
2005	13,328	83%	75%

The previous table illustrates that GVA per head for north eastern Derbyshire is some way below both the regional and national averages, reflecting the disproportionate impact that industrial restructuring has had on the local economy over many years. However, it is also evident that over the last ten years local economic output has grown at a faster rate than both the regional and national averages. In 1996, north eastern Derbyshire's GVA per head was only 71% of the regional average, now it is 83%. This comparative improvement in performance points to an increasing level of economic activity and/or increasingly productive businesses operating in the area.

What remains unclear, at this stage, is whether these improvements can be maintained or whether, given the particular mix of business sectors in the area, the current economic recession will have a disproportionate impact on the local economy relative to the national average.

Economic Base

In 2006, there were 95,234 people working in north eastern Derbyshire. A breakdown of employment by broad industrial sector is set out in the table below.

Annual Business Inquiry 2006			
Sector	North Eastern Derbyshire	East Midlands	Great Britain
Agriculture + Energy/ Water	779 (0.8%)	2.1%	1.5%
Manufacturing	16,014 (16.8%)	15.7%	10.9%
Construction	5,096 (5.4%)	5.4%	4.8%
Distribution, Hotels, Catering	23,091 (24.2%)	23.4%	23.5%
Transport and Communications	5,375 (5.6%)	5.9%	5.9%
Financial and Business Services	12,633 (13.3%)	17.0%	21.2%
Public Admin, Education and Health	28,174 (29.6%)	26.1%	26.9%
Other Services	4,072 (4.3%)	4.6%	5.3%
Total	95,234 (100%)	100%	100%

The largest local employment sectors are 'Public Administration, Education and Health' followed by 'Distribution, Hotels and Catering'. In spite of the impact of restructuring in traditional manufacturing sectors, the area still retains a high level of manufacturing employment relative to the national average (although the share of employment is closer to the regional average). This is particularly the case in Bolsover and North East Derbyshire where manufacturing represents 21% and 22% of total employment respectively (12% in Chesterfield).

Apart from manufacturing, the other sector where there is a notable disparity in the level of employment at the local and national level is 'Financial and Business Services'. In this case the share of national employment is significantly higher than the local average.

A greater proportion of people in north eastern Derbyshire work part-time (36%) compared to the regional (32%) and national averages (31%).

The table and graph below illustrate changes in the sectoral composition of employment over the period 1998-2006. Overall there has been a 3% increase in local employment, compared to an 8% increase in national employment. The headline increase masks significant variation within particular sectors. Manufacturing employment has declined by one third, with a loss of over 8,000 jobs. Primary industries have seen the largest percentage fall in employment (a decline of 43%), although this equates to a smaller number of jobs (591) than the losses seen in manufacturing.

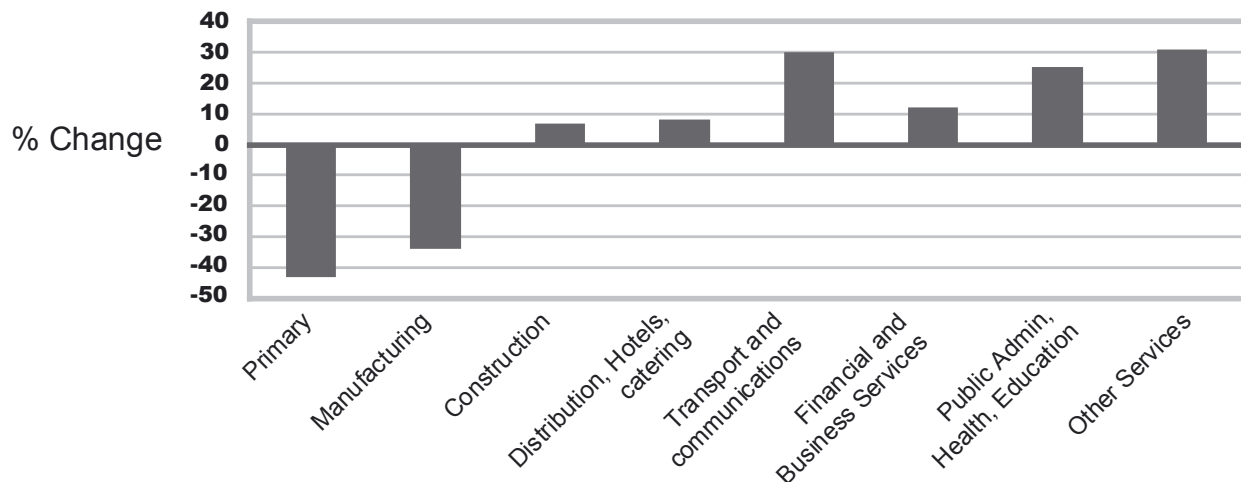
North Eastern Derbyshire 1998 – 2006 Change in Employment

Sector	North Eastern Derbyshire (1998)	North Eastern Derbyshire (2006)	Change
Agriculture + Energy/ Water	1,370 (1.5%)	779 (0.8%)	-591 (-43%)
Manufacturing	24,202 (26.1%)	16,014 (16.8%)	-8,188 (-34%)
Construction	4,747 (5.1%)	5,096 (5.4%)	+349 (+7%)
Distribution, Hotels, Catering	21,395 (23.1%)	23,091 (24.2%)	+1,696 (+8%)
Transport and Communications	4,119 (4.4%)	5,375 (5.6%)	+1,256 (+30%)
Financial and Business Services	11,242 (12.1%)	12,633 (13.3%)	+1,391 (+12%)
Public Admin, Education and Health	22,539 (24.3%)	28,174 (29.6%)	+5,635 (+25%)
Other Services	3,097 (3.3%)	4,072 (4.3%)	+975 (+31%)
Total	92,711 (100%)	95,234 (100%)	+2,523 (+3%)

All other sectors have seen an increase in employment, notably 'Public Administration, Education and Health' which has seen an increase of over 5,500 jobs. The 25% growth in public sector employment mirrors the increase seen at the national level.

The area is currently under-represented in the key growth sector 'Financial and Business Services', and the gap appears to be widening with this sector increasing at a much faster rate nationally (24%) than locally (12%).

North Eastern Derbyshire - % Change in Employment 1998 - 2006



Employment Sector Forecasts

Forecasts produced by EMDA (East Midlands Development Agency) for the period 2004-14 suggest that regional employment will grow at an average rate of 0.4% per annum (the same rate of growth is forecast at the national scale). Within the East Midlands this represents an absolute increase of 63,000 full time equivalent jobs. The fastest growing sector is forecast to be Business Services with a 31% increase in employment. This is followed by Communications (28% growth), Health (18%), Other Services (16%) and Hotels and Catering (10%). Other sectors likely to see the creation of a significant number of jobs include Construction and Education.

It is forecast that manufacturing employment will decline by 15% at both regional and national scale between 2004-14. This represents the loss of almost 48,000 jobs in the East Midlands, with employment in Clothing and Textiles being particularly badly hit.

On the basis of the above forecasts, it is anticipated that manufacturing sectors in north eastern Derbyshire will continue to decline but there will be compensatory growth in the service based sectors which should more than off-set the jobs lost in manufacturing (at least in terms of numbers).

It should be noted that the above forecasts were produced prior to the current downturn, and this could well act to accelerate longer term trends such as the decline of manufacturing, whilst reducing short term growth in service based sectors.

The Knowledge Economy

The growth of the knowledge economy has been one of the key features of economic change over the last 30 years. The knowledge economy comprises a number of different business sectors including finance, business services, communications, health, education and technology based manufacturing. A study of the knowledge economy across the Sheffield City Region (undertaken by the Work Foundation in 2007) identified that it has been growing at a faster rate than the national knowledge economy. Between 1998 and 2005, the city region has experienced a 27% growth rate in knowledge intensive industries, compared to 17% nationally. Almost half (48%) of total employment in the city region is in knowledge intensive industries, although this is lower than the national average of 52% (it should be noted that not everyone employed in these sectors will be in knowledge intensive roles). A key feature of Sheffield City Region's knowledge economy is that it is very public sector dominated compared to the neighbouring city regions of Leeds and Manchester and also the national economy. Conversely, the city region is under-represented in private sector services and this may act to limit future growth prospects (without further intervention).

At the district scale, Chesterfield has a relatively high level of employment in knowledge intensive services (48%) and is second only to Sheffield within the city region. Bolsover (9%) and North East Derbyshire (8%) have the highest levels of employment in technology based manufacturing in the city region.

Tourism

Tourism makes an important and growing contribution to the area's economy. In 2006/07 it is estimated that 8.3 million people visited north eastern Derbyshire resulting in total expenditure of £282 million. In turn this expenditure supported just over 4,700 jobs in a range of sectors, not just those directly related to tourism (attractions, accommodation providers), but also in general retail, catering and transport.

Enterprise Activity

At the end of 2006 there were just over 7,000 VAT registered businesses in north eastern Derbyshire. The largest sectors are 'wholesale and retail' (1,745 businesses) and 'real estate, renting and business services' (1,630 businesses).

The area has a higher proportion of businesses which are classified as SMEs (Small and Medium Enterprises employing between 11-199 people) than the national average (17% compared to 15%), but fewer micro businesses (employing less than 10 people) than seen nationally (82% compared to 84%). Large businesses (200 plus employees) account for less than one percent both locally and nationally.

Area	% change in Man'ing businesses	% change in Wholesale and Retail	% change in Business Services	% change in All Sectors
Bolsover	+3%	+4%	+18%	+15%
Chesterfield	+11%	+11%	+19%	+14%
N.E. Derbyshire	-2%	+2%	+29%	+10%
East Midlands	-7%	+5%	+24%	+11%
Great Britain	-6%	+4%	+18%	+9%

Between 2001 and 2006, the stock of businesses in north eastern Derbyshire increased by 13%, a faster rate of growth than both the regional (11%) and national (9%) averages. At district level, Bolsover saw the highest rate of growth (15%), followed by Chesterfield (14%) and North East Derbyshire (10%).

The table above also highlights change at district scale in key business sectors. It is clear there is some disparity between the loss of manufacturing employment (highlighted previously) at the local level and the change in the number of manufacturing businesses. Both Bolsover and (particularly) Chesterfield have seen growth in the stock of manufacturing businesses, whilst North East Derbyshire has fallen, but at a slower rate than the regional and national averages. One possible explanation is that the majority of manufacturing employment has been lost in the largest companies (eg BiWaters, GKN Sheepbridge Stokes) most exposed to globalisation pressures, whilst new manufacturing businesses continue to be established in response to new product / market opportunities. Unfortunately the loss of employment in the large companies significantly outweighs employment created in new start businesses.

All three Districts have seen growth in the number of 'retail and wholesale' businesses, with particularly strong growth in Chesterfield (reflecting significant investment in recent years in and around the town centre eg the Vicar Lane shopping area).

All three Districts (particularly North East Derbyshire) have seen strong growth in 'real estate, renting and business services', either at, or above, the national average. However, as noted previously, the level of employment increase within the area significantly lags the growth seen nationally. One possible explanation is that employment growth nationally is being driven as much by the established business base as it is by new starts (and this base is proportionately much larger nationally than locally).

In 2006, the level of new VAT registrations as a proportion of total business stocks (used as a proxy measure for business start-ups) across the three Districts broadly mirrored the national (9.4%) and regional (9.2%) averages, with Bolsover (9.9%) and Chesterfield (9.6%) slightly above these figures and North East Derbyshire (8.4%) below. However, the number of VAT registered businesses relative to the size of the population is below the national average in each of the three Districts suggesting a continuing 'enterprise gap' at the local level.

Area	VAT registered businesses / 10,000 residents
Bolsover	260
Chesterfield	360
N.E. Derbyshire	320
National	410

Economic Activity

Figures from the Annual Population Survey (Jan 2007 - Dec 2007) suggest that the economic activity rate in Bolsover and Chesterfield is above the national average (North East Derbyshire below), whilst all three Districts have an employment rate that is below the regional and national averages.

Area	Economic Activity Rate	Employment Rate
Bolsover	80.1%	71.8%
Chesterfield	79.5%	73.7%
N. E. Derbyshire	76.5%	71.4%
East Midlands	80.0%	75.9%
National	78.6%	74.4%

At the time of the Census (2001), each of the Districts had an economic activity rate and employment rate below the national average. Whilst it is possible that economic activity rates in Bolsover and Chesterfield have increased to above the national average, other data sources such as the level of benefit claimants (considered below) suggest that the Annual Population Survey figures should be treated with a degree of caution.

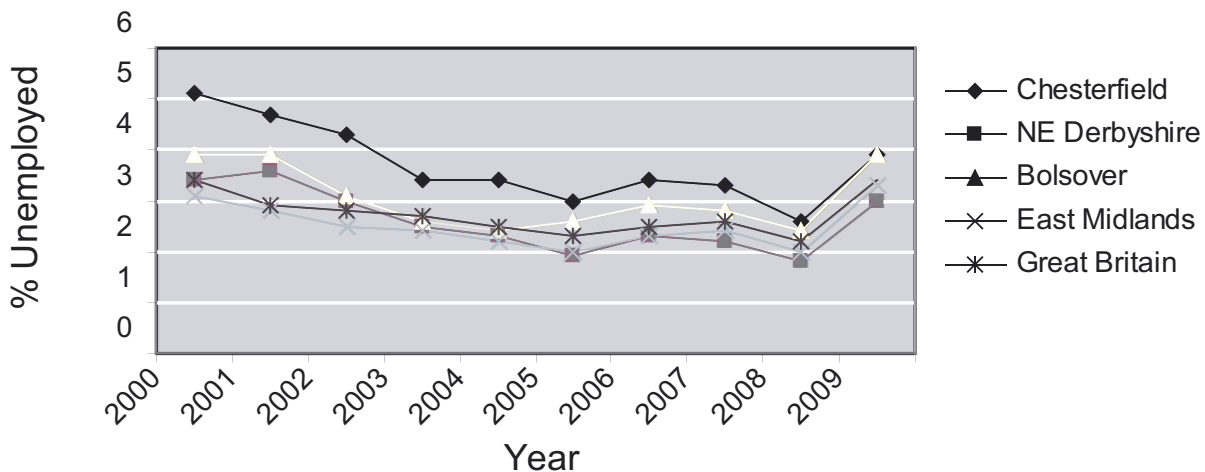
Unemployment

In January 2009, both Bolsover and Chesterfield had unemployment rates that exceeded the regional and national averages, whilst North East Derbyshire was slightly below both these rates. The rate of male unemployment exceeded the national average in Bolsover and Chesterfield, whilst the rate of female unemployment was similar to, or slightly below, the national average across the three Districts.

Area	% Unemployed Jan 09 (Number)	Year on Year Change (Jan 08 – Jan 09)
Bolsover	3.9% (1,760)	+62%
Chesterfield	3.9% (2,410)	+52%
N.E. Derbyshire	3.0% (1,772)	+66%
East Midlands	3.3%	+65%
England	3.4%	+54%

Unemployment in north eastern Derbyshire has fallen significantly since the cycle peaked at over 9% in the early 1990s. Recent year on year falls were at or above the regional and national averages in each of the three Districts, pointing to an increasing degree of convergence between local and national rates (illustrated by the following graph which tracks unemployment rates over a ten year period). However it appears that unemployment reached the bottom of the cycle in the first half of 2008 and has now started to rise once again. Each of the three Districts has seen a significant year on year increase in unemployment (see table above) and, worryingly, it appears that the rate of increase is set to accelerate as the outlook for the national economy continues to deteriorate.

Claimant Count Unemployment Jan 1999 - Jan 2009



At the very local scale, 33 wards (out of 64) in north eastern Derbyshire have an unemployment rate above the national average. Persistent pockets of high unemployment are seen on the fringes of Chesterfield town centre and in former mining / heavy industry related communities such as Shirebrook, Staveley and Clay Cross.

Surprisingly, given the relatively high level of unemployment across the area, the level of long term unemployment is below the national average in each of the three Districts. One possible explanation is the success of local projects, such as the Family Employment Initiative, in addressing this particular issue.

Youth unemployment (below 25 years of age) is an issue for the area, with rates above the national average in each of the Districts (Bolsover 8.2%, Chesterfield 7.6%, North East Derbyshire 5.7%, National 5.3%). Twelve wards in Bolsover, six wards in Chesterfield and two wards in North East Derbyshire have a youth unemployment rate above 10%. There are proportionately fewer people aged 50 and over registered unemployed in each of the three Districts compared to the national average. This is likely to reflect the diversion of the older unemployed onto other working age benefits (see opposite).

Working-Age Benefit Claimants

North eastern Derbyshire has a high percentage of its working age population claiming benefits, the most significant of which is Incapacity Benefit, with claimants typically outnumbering Job Seekers Allowance claimants by two or three to one. Bolsover has the second highest rate of Incapacity Benefit claimants in the East Midlands (11.0%), with Chesterfield (9.8%) in third place. North East Derbyshire (7.4%) is also above the regional (6.5%) and national averages (7.0%).

Work undertaken by the Centre for Regional Economic and Social Research at Sheffield Hallam University has highlighted the high level of 'hidden' unemployment in older industrial areas (such as north eastern Derbyshire) as a result of the diversion of people off the claimant count and onto Incapacity Benefit. The research showed that the principal labour market adjustment in response to large scale job losses was a move (particularly by men) into economic inactivity. This in turn was reflected in a large increase in incapacity numbers. Taking these factors into account, the research calculated the 'real' level of unemployment for each district in the country as at January 2007.

Area	Claimant Count	Real Unemployment
Bolsover	2.9%	11.3%
Chesterfield	3.4%	10.4%
N.E. Derbyshire	2.2%	7.5%
East Midlands	2.4%	7.0%
Great Britain	2.6%	7.2%

On this wider measure of worklessness, North East Derbyshire is ranked above the national average and the differential between the rates for Bolsover and Chesterfield and the national figure is further increased.

Occupations

The occupational structure of north eastern Derbyshire's resident workforce is skewed towards lower tier occupations with an under-representation of those occupations requiring higher skills. The three highest level occupational groups (managers, professionals and associate professionals), often referred to collectively as 'knowledge workers', represent 35% of the local workforce, compared to 43% nationally.

Occupations (Apr 06- Mar 07)	North Eastern Derbyshire	East Midlands	England
Managers and Senior Officials	12.9%	15.3%	15.5%
Professional	8.6%	11.3%	13.1%
Associate Professional	13.7%	12.6%	14.4%
Admin / Secretarial	12.5%	10.8%	12.0%
Skilled Trades	12.5%	11.9%	10.8%
Personal Service	8.1%	7.8%	7.9%
Sales and Customer Service	7.5%	7.5%	7.6%
Process, Plant and Machine Operatives	10.2%	9.1%	7.1%
Elementary Occupations	14.0%	13.5%	11.4%

The proportion of 'skilled trades' and 'process and plant operatives' is higher in north eastern Derbyshire than nationally reflecting the area's greater reliance on manufacturing activities. Elementary occupations also account for more people locally than nationally.

Occupational structure is clearly linked to the structural make-up of the local economy and has changed over time as the economy itself has changed. For example, the decline of primary and manufacturing sectors has been accompanied by a shift from 'blue collar' manual activities into service based occupations.

National forecasts for occupational change for the period 2002-2012 highlight the continued growth of knowledge based occupations with increases of around 20% for 'Professionals' and 'Associate Professionals' and 13% for 'Managers and Senior Officials'. It is anticipated that these three occupations will also see growth at the regional scale, but at a slower rate than seen nationally. Whilst projections are not available for the three Districts, it would be reasonable to assume that these occupations will also increase, but at a rate below the national and regional averages (reflecting the current lower level of representation of these occupations and structural differences between the local and national economy).

The largest percentage increase in both the UK and the East Midlands (and presumably north eastern Derbyshire) will be in the 'Personal Service' occupations. This is linked to the increased demand for care provision associated with an ageing population.

The three occupational categories most closely associated with manual activities (Skilled Trades, Process Operatives and Elementary Occupations) are all predicted to show a decline. This is a particular concern for north eastern Derbyshire given the above average representation of these occupations amongst residents.

A decline is also anticipated in 'Administrative and Secretarial' occupations, reflecting both the increased impact that IT is having on routine administrative tasks and changing patterns of working within other occupations.

Qualifications

Working Age Qualifications (Jan –Dec 2006)	North Eastern Derbyshire	East Midlands	England
NVQ 4+	19.2%	24.8%	27.1%
NVQ 3 only	13.0%	15.6%	15.2%
NVQ 2 only	19.4%	15.6%	15.9%
NVQ 1 only	20.1%	16.1%	14.3%
No qualifications	12.6%	13.9%	13.6%

The qualifications profile of north eastern Derbyshire broadly reflects the occupational profile with fewer people qualified at NVQ 3 and above, but proportionately more people qualified at NVQ level 1 and 2. The data suggests there are fewer people with no qualifications in the area than in England as a whole.

Deprivation

The Indices of Deprivation (ID) 2007 ranks Bolsover as the 55th, Chesterfield as the 77th and North East Derbyshire as the 176th most deprived districts (out of a total of 354) in the country. Each of the Districts have improved their relative position compared to the previous Indices published in 2004.

At the level of Super Output Area (SOAs), 15 SOAs in Bolsover, 21 SOAs in Chesterfield and 6 SOAs in North East Derbyshire are ranked within the most deprived 20% nationally on the Indices of Deprivation.

Both Bolsover and Chesterfield have been awarded Working Neighbourhoods Funding in recognition of the fact that they have very high levels of 'employment deprivation' based on the ID 2007.

4. Summary of Key Issues and SWOT Analysis

The key issues for north eastern Derbyshire arising out of the preceding analysis are summarised below:

Population

The area has an ageing population profile with fewer people of working age, particularly in the 16-24 age group. This reflects the impact of a prolonged period of industrial restructuring and also the rise in participation in higher education, with young people not returning to the area after graduation. An increasingly diversified economy, offering a full range of quality employment opportunities, will be the key to attracting and sustaining a more balanced resident population.

Economic Performance

The overall performance of the local economy remains some way below the national and regional averages, but has been growing at a faster rate in recent years and this is starting to narrow the gap. A range of actions will be required to sustain this performance including: increasing company productivity; improving the sectoral bias of the local economy towards higher value-added sectors; getting more people into employment (including a shift from part-time to full-time work); and getting more employed people higher skill activities.

Economic Base

Local employment growth (whilst positive) has lagged the national average due to a significant decline in manufacturing sectors. Forecasts at the regional level suggest a further decline in manufacturing and this is likely to be reflected at the local level, although a couple of factors could help to limit this decline. Firstly, Bolsover and North East Derbyshire have relatively high levels of technology based manufacturing which should provide a degree of protection against rising global competition. Secondly, the stock of manufacturing businesses has actually increased in both Chesterfield and Bolsover over the last five years, suggesting new businesses continue to be established in response to new product / market opportunities.

The public sector (particularly health) is a major employer in the area and is a key source of knowledge based employment. The sector has seen significant growth in recent years although future prospects are less certain, linked to trends in national public expenditure.

The area is under-represented in financial and business services (an important knowledge economy sector) and this sector has been growing at a slower rate than the national economy. Increasing the level of employment in this sector is vital to the future economic prospects of the area. The key will be the extent to which the area can become a focus for companies delivering services on a national (as opposed to local) basis.

Enterprise Activity

Although the stock of businesses in north eastern Derbyshire has been growing at a faster rate than the national average in recent years, the area still has significantly fewer businesses relative to the size of the population than nationally, highlighting the need to sustain or even increase the level of business start-ups and survival.

Worklessness

Unemployment in north eastern Derbyshire has fallen significantly since the recent cycle peaked in the early 1990s (although it has recently shown a sharp year on year increase as the current economic downturn takes hold), however it remains high relative to the regional and national averages. The area has a high level of 'hidden unemployment' reflected in the large number of Incapacity Benefit claimants. North eastern Derbyshire suffers from pockets of concentrated worklessness (highlighted by the Indices of Deprivation) and these are found in neighbourhoods on the fringes of Chesterfield town centre and in former mining / heavy industry related communities such as Shirebrook, Staveley and Clay Cross. Seeking to re-engage such communities with the mainstream economy will be a priority for this Strategy.

Occupations and Skills

The occupational structure of north eastern Derbyshire's resident workforce is skewed towards lower tier occupations with an under-representation of 'knowledge workers' (managers, professionals and associate professionals). This is also reflected in the skills profile with fewer people qualified at NVQ3 and above, but proportionately more qualified at NVQ level 1 and 2. To address this issue, there is a need to increase the number of medium and higher skill employment opportunities available in the area and at the same time raise the general level of skills in the resident workforce.

SWOT Analysis

The SWOT analysis provides a summary evaluation of the area's strengths and weaknesses. It identifies the opportunities that can be built on, and the threats which need to be addressed, in order to improve the economic performance of north eastern Derbyshire.

Strengths

- The area has a central national location, within easy reach of a large population catchment (potential labour supply and customer base) including the cities of Sheffield, Derby and Nottingham.
- Good accessibility to the strategic road and rail network, with the M1 (jnts 28, 29, 29A and 30) forming a north-south spine through the area, and Chesterfield station on the Midland Mainline (providing direct a rail link to London in just over two hours).
- Chesterfield sub-regional centre and a number of medium sized towns such as Bolsover and Dronfield provide a focus for employment, retail and service provision across the area.
- Availability of sites and premises infrastructure to support business growth and expansion. These range from incubation facilities in business and innovation centres through to strategic employment sites (including the new Markham Vale Business Park).
- Attractive living environment (with a mixture of market towns and villages in a countryside setting), relatively inexpensive housing, lower living costs and a strong sense of place provide the basis of a good quality of life offer.
- Existing tourism product, including heritage assets such as Hardwick Hall, Bolsover Castle, Renishaw Hall and the Crooked Spire, and attractive countryside with a network of walking trails.
- Close proximity to the region's highest profile tourist attractions such as the Peak District National Park, Chatsworth House and Sherwood Forest.
- Strong local partnerships and a history of partnership working between the three Councils and other organisations.

Weaknesses

- Overall employment growth in the local economy has lagged the national average.
- Local economy is under-represented in those business sectors which are likely to drive growth in the future, for example financial and business services.
- Weak skills and qualifications profile of the resident workforce and a more limited culture of entrepreneurship.

- Lack of graduate level job opportunities means that some young people have to look elsewhere for employment.
- Decline of the traditional industrial base has resulted in concentrated disadvantage in particular communities.
- Limited national profile and outdated external perceptions of north eastern Derbyshire as an area of industrial decline.
- A relatively low tourism profile compared to visitor destinations such as the Peak District.

Opportunities

- Large brownfield sites in accessible locations provide major opportunities for employment focused and mixed use regeneration schemes (sites include Chesterfield Waterside and the former BiWaters site in Clay Cross).
- Maximising the impact of the area's business / innovation centres to support new business creation and promote the growth of knowledge based sectors.
- Strengthening the vitality and viability of the area's town centres, including the development and implementation of town centre masterplans.
- Supporting the further development of the area's tourism product and infrastructure.
- Promoting the further growth of the creative industries via the Greenhouse Creative Industries Network.
- Securing economic benefits for the area through the implementation of the Sheffield City Region Development Programme.

Threats

- The ultimate scale and severity of the current global economic downturn.
- The continuing vulnerability of the local manufacturing base, and some service based sectors, to the twin economic drivers of globalisation and technological change.
- The growth of knowledge based sectors continues to favour established locations (for such activities).
- Failure to increase the level of higher value added employment results in the perpetuation of a lower value added / lower wage / lower skills equilibrium.
- Skills shortages in key industries.

- Failure to secure a viable future for smaller, formerly mining dependent, communities.
- Maintaining the viability of traditional town centre markets.
- Continued out-migration of young people leads to an increasingly ageing population profile.
- Pressure on public sector finances and reduced private sector investment as a result of the economic downturn.

5. The Role of the Councils

The Sub-National Review of Economic Development recognises that local authorities need to play a central role in leading economic development and neighbourhood renewal. This role reflects both the community leadership responsibilities of local authorities and their power to promote the economic, social and environmental well-being of an area.

In fulfilling this role the Councils will seek to deliver services both directly and in partnership with other agencies and the private sector. Services provided by the Councils will be in response to a clearly identified need or opportunity and delivered on the basis that the Council is the most appropriately placed organisation to provide the service.

The Councils have developed particular competencies in relation to economic development (fully recognising the roles of other organisations and the need to avoid duplication in service delivery) and these include: ensuring the provision of infrastructure to support business start-ups and the growth of new business activities; investing in town centres to safeguard their future vitality; marketing the area to attract visitors and new investment; providing a tourist information service; tackling the regeneration needs of disadvantaged communities; and, securing financial resources for the area. These activities will continue to provide a focus for the Councils involvement in economic development, whilst at the same time maintaining a flexible approach to respond to new issues as they arise.

As well as the direct delivery of economic development services, the Councils also undertake a range of functions which help to secure the economic well-being of the area. These include: promoting balanced housing markets to support a range of household types and incomes; spatial planning to ensure sufficient land is available to meet future employment and housing needs; maintaining the quality of the public realm through the provision of environmental services; and the provision of sporting and cultural facilities which help to improve overall quality of life. Taken together these activities help to 'shape' the places where people live and work, creating a favourable environment for the development of a thriving local economy.

6. Working in Partnership

The Councils recognise the important role played by other organisations in the economic regeneration of the area and will work with them through a range of partnerships at the local and sub-region scale to ensure a co-ordinated approach to service delivery.

Each of the Councils works collaboratively with a mix of other authorities and agencies, dependent upon the issues being addressed. For example, Bolsover District Council works with neighbouring authorities in North Nottinghamshire to deliver business support measures through the LEGI (Local Enterprise Growth Initiative) programme. Agencies such as Jobcentre Plus, Derbyshire Learning and Skills Council and the Primary Care Trust play a key role in tackling the broad range of issues which impact upon worklessness, whilst Chesterfield College, as the main provider of further education across the three Districts, seeks to raise the overall level of skills in the local population. The Derbyshire and Nottinghamshire Chamber of Commerce and the Federation of Small Businesses play an important role in representing the interests of local businesses.

Each District is covered by a Local Strategic Partnership (a single LSP 'CHART' covers both Chesterfield and North East Derbyshire) and this provides a mechanism for co-ordinating the activities of the various organisations, and developing new initiatives, at the local scale.

Derbyshire County Council provides a number of strategic functions such as education, transport and land reclamation which play a significant role in shaping the economic prospects of the area. The County Council is also directly involved in the delivery of economic development initiatives at both the county and local scale. These include: developing Markham Vale as a strategic employment site; delivering sector specific support to the food and drink sector and the creative industries; and supporting the roll-out of the Family Employment Initiative in Bolsover and Chesterfield.

Each of the Districts is a member of the Derbyshire Partnership Forum which is responsible for preparing a Sustainable Community Strategy and co-ordinating the County's Local Area Agreement (LAA). The Forum has recently agreed 35 indicators as priorities for delivery through the LAA (a small number of which are particularly relevant to addressing the issue of worklessness). An Employment and Skills Board, together with a Worklessness Action Group (on which the three Districts are represented), have been established to take forward the Strategy for workless people in Derbyshire.

East Midlands Development Agency (EMDA) provides an important strategic investment role as well as managing the delivery of services which are best implemented at the regional scale, for example the co-ordination of inward investment and business support services. At the sub-regional scale, the Alliance Sub-Regional Strategic Partnership (SSP) has worked to achieve a vibrant and growing economy across North Derbyshire and North Nottinghamshire by making use of devolved EMDA Single Programme funding to commission activities in line with an agreed Investment Plan.

Following publication of the Sub National Review of Economic Development (see Policy Context section) the future of sub-regional arrangements within the East Midlands is currently under review. In relation to North Derbyshire, The Alliance SSP will cease operation with effect from 31st March 2009 and its functions will be taken on by the Derby and Derbyshire Economic Partnership on an interim basis for 2009/10.

Each of the Districts is a partner in Sheffield City Region, reflecting the economic ties between north eastern Derbyshire and the core city of Sheffield. The Districts are currently engaging with a number of thematic Joint Issue Boards (for example transport and innovation) which have been established to bring forward initiatives at the city region scale.

Whilst public sector organisations can shape the operating environment for businesses, it is ultimately the private sector that will have the biggest impact on the local economy through its decision making on locations for investment and job creation. Partnerships with the private sector (such as Chesterfield Waterside and Clay Cross town centre) play a central role in bringing forward major regeneration schemes, as well as providing an opportunity to secure additional community benefits such as local employment initiatives.

7. Strategic Approach

The economic assessment has considered the particular characteristics of the local economy and, alongside the SWOT analysis, identified the issues that need to be addressed in order to secure a sustainable economic future for the three Districts.

This Strategy provides the basis for a co-ordinated response to these issues. It seeks to build on the area's inherent strengths and future opportunities to create successful places that can support the development of an increasingly knowledge based economy and provide a range of high quality employment opportunities for local people. At the same time, it seeks to address the range of barriers that may prevent individuals and communities from engaging in the world of work and accessing the employment opportunities which are created.

The creation of a prosperous local economy, which can provide the right environment for the growth of competitive businesses and associated job creation, plays a central role in ensuring the longer term sustainability of local communities. The key link between economic growth and sustainable communities provides the basis for the shared vision for the area:

'A successful local economy, supporting the development of sustainable communities'.

The Strategy provides a framework for the delivery of a range of economic development programmes and initiatives that will contribute towards the achievement of this vision. These activities can be grouped under three thematic headings:

- 1. Successful Businesses:** increasing the level of new starts, securing a shift into innovative and higher value added activities across the existing business base, and attracting new investment to the area.
- 2. Successful Places:** supporting the sustainable growth of both urban and rural areas, strengthening the visitor economy, and addressing capacity constraints in the provision of infrastructure to support business growth.
- 3. Successful People:** developing the skills of the current and future workforce to meet the demands of an increasingly knowledge based economy, and tackling economic exclusion to bring more people back into employment.

A more detailed consideration of current and future activities by the Councils under each of these headings is set out below.

Successful Businesses

Enterprise Support

A consequence of the past dependence on the small number of large employers has been to limit the development of an entrepreneurial culture in the area. Although the business base has been growing at a relatively fast rate in recent years, the number of businesses relative to the size of the population remains some way below the national average.

The Councils will seek to support activities which increase the level of new business starts and improve the competitiveness of the existing business base. It is recognised that the primary responsibility for the provision of business support rests with the regional service provider (East Midlands Business) via the Business Link brand. The Councils will continue to signpost local companies to the services provided through Business Link and lobby for the provision of new services when a local market need is identified. Where services are directly provided by the Councils, again in response to an identified need, we will ensure that these are complementary to the services provided through Business Link.

In Bolsover, for example, the District Council is using LEGL funding to deliver a number of enterprise related activities including community business coaching (Bizz-Fizz) and the 'Enterprise Academy' which seeks to embed enterprise education in local schools, whilst in North East Derbyshire the District Council is currently working in partnership with the Chamber of Commerce and East Midlands Business to deliver an ICT and Business Support Outreach Programme. The two Councils have also developed a new public and private sector partnership to deliver a business support programme in rural areas (see under 'Rural Economy'). Chesterfield Borough Council will be working with East Midlands Business to raise the level of business start-ups in some of its most disadvantaged communities. The Councils will also continue to play a key role in the provision of managed workspace to support the growth of new businesses.

Social enterprise can play an important role in facilitating the growth of an enterprise culture (as well as delivering wider community benefits) by building the capacity of both individuals and communities to identify and develop new business opportunities. For example, in North East Derbyshire, the Council has supported the work of the Eckington Development Company in establishing the Eckington Business Centre which provides business units, meeting rooms and a multi-use hall in the town centre. Similarly Bolsover District Council has supported Clowne Enterprise in setting up the Station Business Centre. The Councils will seek to support the further development of social enterprise in north eastern Derbyshire.

Sector Specific Initiatives

The Councils work in partnership with other local authorities across North Derbyshire and North Nottinghamshire to deliver sector specific support to the creative industries. The Greenhouse Creative Industries Network supports the growth of creative businesses through a programme of events and provides a 'shop window' for businesses to market themselves via a dedicated website.

Work is also being undertaken to support companies in the construction industry and maximise development opportunities for local people. The Councils are actively supporting, through the Local Strategic Partnership, the setting-up of a Construction Forum by the Chamber of Commerce. This network will facilitate discussion around training, skills development, local employment and planning the future requirements of major sites. Bolsover District Council is working with Laing O'Rourke to secure the provision of a Construction Academy as part of their investment in a high-tech manufacturing facility on the site of the former Steetley colliery. In addition, North East Derbyshire District Council is leading the way to bring a national construction programme to the area. The Construction Employment Integrator provides research and forward planning, demand led training and recruitment, the provision of routeways into employment, and continued workforce development in one partnership package.

The Regional Economic Strategy identifies four priority sectors – Transport Equipment, Food and Drink, Construction, and Healthcare – as having the best prospects for growth at the regional scale. EMDA is in the process of establishing business-led innovation networks (I-NETS) which will co-ordinate and deliver support in relation to each of the priority sectors. The Councils will seek to engage with the (relevant) networks to ensure that the local area benefits from any support / funding available.

Innovation and the Knowledge Economy

Increasing the level of employment in knowledge based sectors is vital to the future economic prospects of the area. The Councils have sought to address this issue through the development of business innovation centres including Tipton Park and Dunston Innovation Centres in Chesterfield and Westthorpe Innovation Centre in North East Derbyshire. The Councils will work to ensure that the role of the innovation centres, in acting as a 'seed-bed' for the growth of knowledge based activities, is maximised. We will support the provision of high quality 'follow-on' accommodation so that companies which expand out of the innovation centres can be retained in the area.

The Councils will also engage with the wider business community to secure local buy-in to sub-regional / regional innovation programmes, including the promotion of linkages with local universities.

Inward Investment

As set out in the SWOT analysis, the three Districts have a number of attributes - location, environment, workforce and site availability – that provide a basis for attracting investment to the area. Each of the Councils currently support the work of the Alliance SSP Investment Project in marketing the wider Alliance area to inward investors (despite changes to sub-regional structures, the Investment Project will continue to work across North Derbyshire and North Nottinghamshire until March 2011). In addition, the Councils undertake district specific marketing initiatives and respond directly to relocation enquiries, from local companies and those seeking to move into the area. For example, in the last three years, Chesterfield Borough Council has dealt with around 1,000 company enquiries, of which almost 200 have gone on to

take premises in the area, resulting in the creation or safeguarding of over 1,500 jobs. The Councils will continue to work with a range of partners to improve the overall quality of the investment offer (in terms of product, promotion and the service provided to investors). This will include exploring new opportunities for marketing the area as part of the Sheffield City Region.

Successful Places

The area's principal settlements act as a focus for employment, retail, commercial, leisure and cultural activities. However on-going investment is required in these centres to secure their longer term vitality and viability. Council actions will seek to build on the unique characteristics of each town centre, creating distinctive urban environments which will make them more attractive to business investment.

Chesterfield Sub-Regional Centre

Chesterfield town centre plays an important role as the sub-regional centre of north eastern Derbyshire and the Borough Council will work to ensure that this role is strengthened in the future. On-going investment by both the public and private sector is essential to maintain the competitiveness of the town centre. There is scope to capture a greater share of comparison expenditure which currently leaks from the town's retail catchment to surrounding centres. The key will be to blend the provision of national multiples with local independents to create a distinctive retail offer which will attract footfall to the town centre. This offer will be reinforced by the quality of the public realm which provides the overall setting for retail and leisure activities.

The Council has made a number of investments in the town centre including: a new coach station; upgrading of the outdoor Markets; the Vicar Lane shopping area; improvements to the Shambles area; and a new Tourist Information Centre. The current town centre masterplan is being reviewed in order to guide the next phase of development. This will build on current schemes such as the Townscape Heritage Initiative (aimed at restoring the historic fabric of key buildings in the town centre), a feasibility study looking at future options for the Market Hall, and the Northern Gateway, a mixed-use development which will further enhance the town centre's retail offer.

Market Towns

A number of significant developments are taking place in towns across north eastern Derbyshire. In the district of Bolsover, town centre masterplans have been prepared for Shirebrook and South Normanton and Pinxton in partnership with local businesses. These seek to bring vibrancy to the town centres' economies by developing the retail and service offer, building on the linkages to employment sites, a Joint Service Centre and housing schemes. Future activities will focus on preparing and securing funding packages for the implementation of development briefs arising from the masterplans. North East Derbyshire District Council is taking an equally pro-active approach with regard to the regeneration of

its district's main urban centres. In Clay Cross a major retail-led development (including housing, a health centre and public realm improvements) will support significant growth alongside the development of a wider regeneration framework for the town. Killamarsh and Eckington both have masterplans in place, and the first phase of work in Killamarsh (The Killamarsh Community Campus Project Masterplan) is now underway. In Staveley, Chesterfield Borough Council is supporting Staveley Town Council in the preparation of a new town centre masterplan which seeks to build on a number of significant new developments taking place in the surrounding area.

Rural Economy

North eastern Derbyshire offers a high quality of life with a mixture of urban and rural environments. Rural areas not only function as residential catchments and leisure based destinations for urban centres, but also provide for local employment across a range of business sectors. Bolsover District Council and North East Derbyshire District Council, in partnership with a range of other organisations, have successfully secured LEADER funding to support the revitalisation of the rural economy. The programme will run for five years (up to 2013) and provide funding for micro enterprise support, training, farm diversification, heritage and conservation, and tourism initiatives. In conjunction with East Midlands Business advice services have been provided in rural communities across North East Derbyshire allowing businesses local access to support. The three Councils support the Peak Borders Tourism Forum which provides a network and information exchange for tourism related businesses, many of which are located in the rural area.

Strategic Sites and Business infrastructure

The provision of a new sites and premises infrastructure has been vital to support the rebuilding and diversification of the economic base. In response to an identified market failure, the Councils have made a major investment in the provision of industrial and workspace units to support start-ups and small business development. For example, Bolsover District Council has converted three former textile mills at Pleasley Vale Business Park to provide a versatile mix of office and industrial accommodation, including the recent addition of creative industry suites to support business creation in that sector. North East Derbyshire District Council has invested in a number of business centres with Coney Green at Clay Cross, providing over 80 office, workspace and industrial units, making it one of the largest business centres in the area. Chesterfield Borough Council has been a major investor in business premises, including its most recent development of high quality office and workspace (Prospect House) at Ireland Business Park. It is estimated that its portfolio of industrial, workspace and office units currently supports over 2,000 jobs.

The Councils have played an important role in facilitating the provision of, or directly providing, serviced industrial sites to support local business expansion and the attraction of inward investment. These have included Turnoaks Business Park (Chesterfield), Westthorpe Fields Business Park (Killamarsh), and Brook Park (Shirebrook). Derbyshire County Council, supported by the District Councils, is currently leading the development

of a major employment site (Markham Vale Business Park) including a new junction (J29A) on the M1 motorway and this will make a significant contribution to addressing future industrial land requirements.

The decline of traditional manufacturing activities has left north eastern Derbyshire with a legacy of large scale brownfield sites. A number of these sites (taking account of sustainability criteria) have the potential to be redeveloped on a comprehensive basis for a mix of employment and other end uses. For example, 'Chesterfield Waterside' a public private partnership between Chesterfield Borough Council and a local development company, will oversee the redevelopment of a number of brownfield sites in the A61 Corridor for a mix of employment, residential, retail and leisure uses. The Council is also preparing a masterplan for the Staveley Works area, a brownfield site of approximately 150 ha which presents a significant development opportunity in the medium term.

In North East Derbyshire, the former BiWaters site has been acquired by private sector company Maximus who are now developing the 96 ha site for a mix of housing, leisure and business space. The Council is also working with EMDA to secure the remediation of the former Avenue coking plant site at a cost of £120 million and plans for Callywhite Lane Industrial Estate are being developed with public and private sector agencies. In Bolsover, the District Council is working alongside the private sector on proposals to redevelop the highly contaminated former Coalite coking works, at junction 29A, for business uses.

The Councils will support the work of the North Derbyshire Growth Zone to ensure a co-ordinated approach to the provision of a sufficient supply and range of business sites and premises across north eastern Derbyshire.

Visitor Economy

Each of the Councils work closely together to support the provision of a Tourist Information Service and the promotion of the area as a visitor destination. The branding 'Peak District's Historic Border Country' was developed specifically to support a more cohesive approach to tourism marketing across the three Districts, building on the area's key historic assets and location on the edge of the Peak District National Park. This brand has continued to be promoted by the Peak District and Derbyshire Destination Management Partnership (of which each authority is a member) who now take the lead on tourism marketing in Derbyshire.

Future council activities will focus on strengthening the area's tourism product and the wider leisure economy in terms of: supporting the further development of local attractions (for example Chesterfield Canal, Bolsover Castle and Renishaw Hall) and cultural/leisure facilities; delivering a programme of events and festivals; and the development of the wider tourism infrastructure. This will include: encouraging and supporting the provision of new hotels; improving the standard of existing visitor accommodation; improving the food and drink offer; and the development of multi-user trails. The East Derbyshire Greenway Strategy, for example, provides a framework for the development of these trails, linking up local tourist attractions and connecting into wider facilities such as the Trans-Pennine Trail. The Councils will also continue to work in partnership to attract more visitors to the area.

Sustainable Communities Agenda

The provision of balanced housing markets plays an important role in supporting economic development objectives by ensuring the current and future housing needs of the workforce can be met locally, and those with the skills necessary to promote the growth of the knowledge economy can be attracted to the area. Similarly, economic development supports the creation of sustainable communities by seeking to meet the current and future employment needs of the resident workforce in the locality (so reducing the need for commuting). A Strategy for the Northern Housing Market Area (covering the districts of Bassetlaw, Bolsover, Chesterfield and North East Derbyshire) is currently being developed and this recognises the strong link between affordable good quality housing and the level of economic activity within communities.

Linked to the need for balanced housing markets is the overall quality of place offer, ie what attracts people to live in a particular location. These factors include the quality of the built and natural environment, the standard of local schools, the level of crime, the availability of leisure facilities and access to local services. The Councils play a key role in shaping this wider quality of place offer, bringing together spatial planning, housing, recreation and environmental services to deliver solutions which promote sustainable, thriving and cohesive communities.

Successful People

Skills Development

A skilled workforce is vital to the future economic success of the area. North eastern Derbyshire currently has fewer people with higher level qualifications than the national average and this will have a direct impact on the area's ability to grow the knowledge economy (in terms of being able to meet the future business demand for skilled labour), as well as limiting the ability of local people to compete for those higher-value, higher wage jobs which are created. There is a clear need to increase the number of local people who are qualified at the level of NVQ 3 and above, whilst at the same time seeking to raise the demand for higher level skills in the local economy. Sheffield City Region has identified higher level skills as a priority and is working with universities across the area to ensure that increasing the percentage of the population with a university level education becomes a reality.

One initiative which seeks to address this issue is the Collaborative Higher Education Alliance (CHEA) project. This is a partnership between local colleges, universities, the Alliance SSP and local authorities which aims to provide a better range of accessible higher education programmes for residents and businesses of North Derbyshire and North Nottinghamshire, without people having to leave the area to study.

Of equal importance is the need to bring more people into employment by reducing the numbers of people who have no or low qualifications. This issue is being addressed in the area's most deprived communities through initiatives to tackle worklessness (highlighted below).

The Councils will also work with a range of partners and local employers to encourage skills development within the existing workforce.

Tackling Worklessness in Targeted Communities

The Economic Context section highlighted the problem of concentrated worklessness and high levels of benefit dependency in a number of communities / neighbourhoods across the area. Working in partnership, the Councils are supporting a number of projects to help tackle these issues including the Working Communities Programme in North East Derbyshire, the Family Employment Initiative in Bolsover and the Communities That Work project in Chesterfield. Each of these schemes provide flexible one-to-one support in order to tackle the range of barriers which can exclude an individual from the world of work.

Bolsover and Chesterfield are both in receipt of Working Neighbourhoods Funding (WNF) in recognition of the high levels of employment deprivation found in each area. This funding provides an opportunity to build on current good practice and develop a comprehensive response to the problem of worklessness. Both Councils have put in place commissioning frameworks identifying key themes and priorities for action, and the first round of bids have now been supported.

Supporting Community Based Regeneration Initiatives

In addition to tackling worklessness, each of the Authorities (working alongside a range of organisations) support a number of projects and partnerships designed to address the wider regeneration needs of communities across north eastern Derbyshire. For example, Chesterfield Borough Council has supported the Staveley Neighbourhood Management Project as well as providing grant assistance to a range of community organisations and voluntary bodies. North East Derbyshire District Council has established Community Partnerships across the district to work with local groups and residents to establish action plans for each area so that local people can prioritise activities. Bolsover District Council has been able to make use of Neighbourhood Renewal Funding to support a wide range of community initiatives. The Council will be seeking to re-examine the work of the current Neighbourhood Management Team to ensure it is focussed on delivering priority outcomes.

Maximising the impact of major regeneration schemes for local communities

Across the three Districts there are a number of major regeneration schemes either currently being delivered (such as Markham Vale, Brook Park) or in the process of being developed (for example the Ecodome scheme and the former BiWaters site). These projects offer significant regeneration potential, both in terms of employment for residents and supply chain opportunities for local companies. The Councils will work pro-actively with the developers and other agencies to ensure that the regeneration benefits of such schemes are maximised.

8. Cross-Cutting Issues

Sustainability

The development of sustainable communities is about balancing the economic, social and environmental needs of a particular location in such a way as to provide a better quality of life for people living there now and in the future. Whilst the primary focus of this Strategy is about economic growth and ensuring sufficient good quality employment opportunities for local people, it is very much within the broader context of promoting sustainable communities. For example, the Strategy highlights the need to link economic development with the provision of balanced housing markets in order to reduce the need for commuting (a housing Strategy for the Northern Housing Market Area, covering the three Authorities and Bassetlaw District Council, is currently being developed). In North East Derbyshire, the District Council is seeking to integrate the concept of eco-towns into town centre masterplans.

As a result of industrial restructuring the area has a legacy of major brownfield sites which are now being redeveloped for a range of uses. For example, the Chesterfield Waterside scheme will see a significant area of brownfield land in the A61 Corridor developed for a sustainable mix of employment, housing and leisure uses, as will the BiWaters site (Clay Cross). Not only will this promote the opportunity to live and work in the same area, but the sites close proximity to the town centre and the railway station will reduce the need for car borne journeys, encouraging walking and the use of public transport. The redevelopment of brownfield sites also presents an opportunity to maintain local biodiversity through the enhancement and management of particular types of habitat.

The Councils are also leading by example in developments such as the Westthorpe Innovation Centre (North East Derbyshire) and the Tourist Information Centre in Chesterfield town centre by using geothermal heating systems to promote sustainable energy use.

Equalities

The Councils are committed to engaging with a wide range of communities of interest to ensure that all their policies, including economic development policies, reflect the needs of all our residents. A key focus for this Strategy is addressing inequalities and disadvantage within and between communities. For example, tackling the issue of worklessness is a priority, with projects targeting both individuals and communities that are the furthest removed from active participation in the labour market. Initiatives such as the Working Communities Programme in North East Derbyshire and the Family Employment Initiative in Bolsover both provide flexible one-to-one support to address the range of barriers which can exclude an individual from the world of work. In Chesterfield, the WNF Programme will seek to reduce worklessness in the following priority groups: young people not in employment, education or training; Incapacity Benefit claimants; disabled people; lone parents; black and minority ethnic groups; and people living in the most deprived wards (based on the Indices of Deprivation). A number of worklessness related targets are set out in the Derbyshire LAA, for example 'NI146 – Adults with learning disabilities in

employment' and the WNF commissioning process will seek to bring forward projects which specifically address these issues.

The Strategy recognises the issue of rural exclusion and is addressing this through the direct delivery of business support programmes and an employment project within isolated communities. The Councils also seek to promote wider community cohesion through the provision of grant assistance to support community organisations and initiatives.

Each of the Council's is either working towards, or has already declared at, level 3 of the Equalities Standard for Local Government.

9. Key Activities Programme

The following table sets out the key programmes and initiatives that the Councils will seek to deliver (either directly or in partnership with other organisations and the private sector) in pursuit of their economic development objectives.

The Programme will provide a basis for performance management through monitoring the delivery of activities and the achievement of identified outcomes. In addition overall progress in achieving the wider aims of the Strategy will continue to be measured against a range of headline economic indicators such as GVA per head, the number of jobs in the area and the level of unemployment. Activities in the Programme will also contribute towards the delivery of relevant priorities and targets in the Derbyshire Local Area Agreement.

Successful Businesses

Activity	Partner	Timescale	Outcomes
Engage with partners to facilitate the development of an entrepreneurial culture, increase new business starts and improve business competitiveness			
Work with East Midlands Business (EMB) to ensure the delivery of business support services	All	2009-2014	Increase in the number of businesses accessing support
Work with EMB to establish mainstream delivery of community level business coaching to increase the level of business start-ups in ERDF PA2 areas	BDC, CBC	2009-2011	New delivery arrangements established. Increase in business start-ups
Focus business and innovation centres on sme growth and development and develop centres as hubs for new enterprise creation and support	NEDDC	2009-2011	100 businesses supported
Develop a range of neighbourhood level business centres offering incubation workspace for start-up businesses	BDC	2009-2014	Number of businesses supported
Establish regular forums for key companies and developers, site based and sector led	NEDDC	2009-2011	Construction Forum established in partnership with the Chamber of Commerce
Support existing social enterprises and the development of new ones	All	2009-2014	Number of viable social enterprises established
Support the development of, and increase business participation in, sector specific initiatives			
Support the development of the creative industries sector, working in partnership with the Greenhouse Creative Industries Network	All	2009-2014	Increase in business membership / participation in Greenhouse network

Develop new initiatives for advanced manufacturing, food and drink, and construction and environmental technologies	NEDDC	2009-2011	Increase the number of participants in the Food and Drink Festival 2009
Support the provision of Laing O'Rourke construction training facility at Steetley former colliery development site	BDC	2009-2010	Centre of Vocational Excellence established
Work alongside social enterprise support to explore a sector specific model for renewable energy	BDC	2009-2010	Initiative developed; reduction in carbon emissions
Promote the growth of knowledge based activities and seek to raise the level of innovation in the local business base			
Work through the Innovation and Knowledge Economy Joint Issue Board to increase the level of business innovation support available across the Sheffield City Region	All	2009-2011	New initiatives established at city region scale, supporting shift into higher value-added activities
Work with partners to encourage local business participation in regional business innovation initiatives	All	2009-2011	Increase in business participation
Maximise the role of the Business Innovation Centres (Dunston, Tapton and Westthorpe) as a focus for the growth and development of knowledge based activities	CBC, NEDDC	2009-2014	Increasing share of knowledge based employment in the local economy. Establish learning facilities at Westthorpe and Coney Green Business Centres
Undertake a range of marketing activities to attract and retain business investment and provide a responsive service to investors			
Support the investor promotion and development activities of organisations at the sub-regional level (for example the Alliance , DDEP, DCC)	All	2009-2011	Number of business enquiries. Number of business investments
Explore new opportunities for marketing the area as part of the Sheffield City Region	All	2009-2011	Marketing initiatives developed as appropriate. Number of business enquiries
Undertake district specific marketing activities	All	2009-2014	Number of business enquiries. Number of business investments
Provide a responsive sites and premises information service	All	2009-2014	Monitored through customer satisfaction surveys and usage of Alliance Tractivity system

Successful Places

Activity	Partner	Timescale	Outcomes
Strengthen the sub-regional role of Chesterfield town centre			
Take forward proposals (as appropriate) in the Chesterfield Town Centre Masterplan	CBC	2009-2014	Masterplan revision to be completed June 09. Future development opportunities identified.
Deliver the Townscape Heritage Initiative to improve the historic fabric of Chesterfield town centre	CBC	2009-2012	Target 24 buildings improved by end 2012
Finalise proposals for, and secure delivery of, the town centre 'Northern Gateway' initiative	CBC	2009-2014	Finalise Masterplan March 09. Identify procurement route 09/10. Scheme delivery 10/11 onwards. Target 11,000 sqm retail floorspace, 14,000 sqm office, 50 dwellings.
Take forward proposals as identified in the Market Hall Feasibility Study	CBC	2009-2014	Feasibility study to be completed June 09
Deliver the marketing and improvement plan for Chesterfield Markets	CBC	2009-2010	Improved viability of the Markets
Strengthen the distinctive identities of the area's market towns to secure their longer term vitality and viability			
Implement the Shirebrook Development Briefs arising from the Masterplan to regenerate the town	BDC	2009-2014	Development briefs produced by end 2009
Implement the South Normanton and Pinxton Development Briefs arising from the Masterplan to regenerate the town centres	BDC	2009-2014	Future development opportunities identified
Deliver the regeneration framework for Clay Cross	NEDDC	2009-2014	Consultation on framework June 09. Implementation plan in place Sept 09
Support the development of the retail-led regeneration scheme in Clay Cross	NEDDC	2009-2014	Work towards on-site start date of Sept 09
Deliver the implementation plan with partner agencies for the Killamarsh town centre masterplan	NEDDC	2009-2014	Phase 1 underway, completion anticipated Autumn 09. Phase 2 to commence spring 2010

Establish an action plan for improvements to Eckington town centre based upon the town centre masterplan	NEDDC	2009-2014	Action plan to be produced Sept 09
Support the development of proposals (as appropriate) in the Staveley Town Centre Masterplan	CBC	2009-2014	Masterplan completed May 2009
Encourage diversification in the area's rural base through the development of sustainable business activities			
Oversee the implementation of the LEADER funding programme to support rural communities	BDC, NEDDC	2009-2013	All funding allocated by the end of the programme
Deliver a farm diversification programme	BDC, NEDDC	2009-2013	43 beneficiaries; 86 jobs created
Deliver a programme to support micro-enterprise development for rural areas	BDC, NEDDC	2009-2013	48 micro-enterprises supported; 100 jobs created
Deliver a programme which supports tourism in rural communities	BDC, NEDDC	2009-2013	18 new attractions supported; 14 jobs created; 3,400 additional overnight visitors; 21,600 additional day visitors
Deliver a programme which supports conservation and heritage projects	BDC, NEDDC	2009-2013	32 heritage projects supported; 300 people from rural population receiving improved services
Ensure the provision of a high quality business infrastructure (sites, premises and transport) and secure the redevelopment of major brownfield sites for new employment uses			
Keep under review the future need for employment land and workspace across the area and work with the private sector and other agencies to address gaps in provision	All	2009-2014	Provision of business infrastructure to support future economic growth
Work with partner organisations to secure improvements in the provision of transport infrastructure	All	2009-2014	Improved transport infrastructure to support economic growth
Support the further development and delivery of the North Derbyshire Growth Zone	All	2009-2014	Increased employment in priority sectors
Support Derbyshire County Council in the delivery of Markham Vale Business Park	All	2009-2014	Development of 85ha business park supporting up to 5,000 jobs

Work in partnership with the private sector to secure the comprehensive re-development of brownfield sites in the Chesterfield A61 Corridor for a mix of employment, housing and leisure uses	CBC	2009-2014	Outline planning application submitted end 2008. Canal basin completed end 2009. Development commence 2010. Target 30,000 sqm business floorspace, 1,000+ residential units
Develop proposals for the future re-development of the Staveley Corridor area	CBC	2009-2012	Prepare development options (2009). Adopt Area Action Plan for site (setting out proposals) summer 2011
Work with emda and other partners to achieve the redevelopment of the Avenue site	NEDDC	2009-2014	Emda to produce a development brief by Sept 09
Develop a regeneration programme with emda, the Alliance SSP and businesses located on Callywhite Lane Industrial Estate	NEDDC	2009-2014	Implementation plan in place Sept 09
Work with private sector partners to redevelop the BiWaters site	NEDDC	2009-2014	Planning approval by May 09 for site
Work in partnership with Welbeck Estates to secure the comprehensive re-development of Creswell and Whitwell former collieries	BDC	2009-2010	Inform the policies and proposals of the LDF Core Strategy by March 2010
Work with developers on proposals for the former Coalite coking works at Junction 29A	BDC, NEDDC	2009-2010	Application for development by end 2009
Support measures which strengthen north eastern Derbyshire as a visitor destination and provide a high quality Tourist Information Service			
Provide a high quality, customer focused and accessible tourist information service for visitors and residents	All	2009-2014	Monitored through customer satisfaction surveys
Work in partnership with the DMP to deliver a strategic marketing programme and undertake local marketing initiatives to increase the number of visitors to the area (including promotion of the Peak District's Historic Border Country brand)	All	2009-2014	Increase in visitor numbers and expenditure
Support the development of the area's tourism product and infrastructure, including events and festivals	All	2009-2014	Increase in visitor numbers and expenditure

Work in partnership with tourism businesses to promote the area and encourage their participation in relevant initiatives	All	2009-2014	Increase in business participation
Integrate heritage, culture and tourism development plans into masterplans	NEDDC	2009-2014	Heritage, culture and tourism evidenced in all masterplans
Undertake measures which support the development of attractive and sustainable communities			
Develop a housing Strategy for the Northern Housing Market Area (NHMA)	All	2009-2010	Housing Strategy in place
Work at the Sheffield City-Region and regional scales to ensure an appropriate supply, range and quality of housing in the NHMA	All	2009-2014	Local housing needs addressed
Bid for resources to support further investment in the area's housing stock, which might include Decent Homes, PFI and Homes and Communities Agency funding	All	2009-2014	Additional investment in housing stock
Address the wider development needs of communities as part of the masterplanning process	All	2009-2014	Community needs integrated into masterplanning process

Successful People

Activity	Partner	Timescale	Outcomes
Work to ensure that local people have the necessary skills to access sustainable employment opportunities			
Work with skills brokers and providers to promote and deliver skills development and training to improve business competitiveness	All	2009-2011	Increase in number of businesses engaging in workforce training.
Promote Train To Gain initiatives to increase the percentage of the population with Level 2 qualifications and above	All	2009-2011	Increase in skills base of resident population
Work at Sheffield City Region (Skills Joint Issue Board) and County Employment and Skills Board levels to ensure an appropriate supply, range and quality of skills	All	2009-2014	Increase in skills base of resident population
Support the work of CHEA (Collaborative Higher Education Alliance), subject to the project securing continuation funding, to increase the percentage of residents with higher level qualifications and increase the number of businesses with skilled staff	All	2009-2010	Increase in % of residents with higher level skills
Support the provision of graduate retention programmes to prevent the loss of higher level skills to the area	All	2009-2012	Increase in % of residents with higher level skills
Support the provision of apprenticeship schemes within the local authorities and participate in a LEP (Local Employment Partnership)	All	2009-2014	Number of apprenticeships supported
Help to raise entrepreneurial aspirations by expanding the Enterprise Academy initiative and strengthen links between schools and the business community to encourage the provision of student placements	BDC	2009-2012	Reduce worklessness & increase average household income
Tackle the issue of worklessness in the area's most disadvantaged communities			
Work with partners to tackle long term benefit dependency and develop new local initiatives to raise the level of employment in priority communities	All	2009-2014	Reduction in the level of benefit claimants. Increase in employment rates
Commission activities through the Working Neighbourhoods Fund to address identified priorities	CBC, BDC	2009-2011	Delivery of LAA worklessness targets

Continue to support the work of the Family Employment Initiative	BDC, CBC	2009-2011	Increase in the level of employment in target communities
Work alongside Phoenix Enterprises in assisting the long-term unemployed to improve employability	All	2009-2011	Reduction in the level of benefit claimants. Increase in employment rates
Address the wider regeneration needs of communities in north eastern Derbyshire			
Support community based activities through the Council's Grants for Voluntary and community Organisations scheme	CBC	2009-2014	Community activities supported
Continue to support Eckington Development Company, Killamarsh Community Trust and the St. Barnabas Centre	NEDDC	2009-2014	Social enterprises supported
Work with the Citizens Advice Bureau to ensure that the best support and advice is available across all communities	All	2009-2014	Comprehensive information, advice and guidance provided
Maximise the benefits of major regeneration schemes for local communities			
Work pro-actively with developers, contractors and other agencies to ensure local communities secure employment and wider community benefits from key regeneration schemes	All	2009-2014	Level of local employment secured in target communities
Support the work of the Making the Connection Initiative	All	2009-2011	Level of local employment secured in target communities



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District Council



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