

**North East Derbyshire District Council**

**Council**

**7 September 2015**

<b>Growth Strategy Update</b>
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**Report of the Chief Executive Officer**

This report is public.

**Purpose of the Report**

- To provide an update to Council on the progress of the Growth Strategy Transformational Intervention Projects.

**1 Report Details**

- 1.1 Following the LGA Peer Review in 2013 Bolsover and North East Derbyshire jointly applied for funding from the LGA to support the development of a growth strategy for each council. The bid was successful and in December a specialist consultant - David Howells was appointed to support the development of the growth strategy. Following internal and external consultation the Growth Strategy – Unlocking Our Growth Potential was approved at both Councils in June 2014. The strategy is about maximising opportunities to ensure our long term viability through economic regeneration and central government programmes such as New Homes Bonus and the Business Rate Retention Scheme.
- 1.2 The strategy was developed in line with the LEP Economic Plans for Sheffield City Region and D2N2 (Derby/Derbyshire/Nottingham/Nottinghamshire) to ensure that we support the delivery of the wider regional growth, achieve maximum leverage and improve collaboration.
- 1.3 Although the strategy was joint, each Council had a separate Action Plan with Transformational Intervention Projects identified. Each project also had an indicative timeframe for completion of **Short** – up to 12 months, **Medium** – 1-3 years and **Long** - 3 years plus. Each project had a lead department with responsibility for preparing project plans. Attached is the Action Plan which have been updated to June 2015, one year on from the start of the strategy. It is also worth noting that some of the shorter term projects have been captured within the new Corporate Plan. This is to ensure that growth is firmly embedded into our corporate work plans and performance management reporting.
- 1.4 In addition to the update on the Action Plan the following performance information is relevant to the progress and success of the Growth Strategy going forward:

<b>North East Derbyshire</b>		
Long Term Empty Properties	Oct 2013	516 properties
	Oct 2014	492 properties
	Mar 2015 (6 months)	510 properties
Affordable Housing	2013/14	Net – 8 (29 new/ acquired minus 8 demolitions in the social housing stock)
	2014/15	Net - 103 (160 new/ acquired minus 57 Tarran demolitions)
Net completion rate on all housing	2013/14	49
	2014/15	Not available
NNDR Growth (actual out-turn)	2014/15	£352,685
New Homes Bonus Growth (actual out-turn)	2014/15	£93,244

- 1.5 Progress on the Growth Strategy will be reported annually to SAMT and Council unless more regular updates are required.

## **2 Conclusions and Reasons for Recommendation**

- 2.1 The strategy sets out our growth ambition, priorities and the approach that we will take to enable the growth of the local economy to create stability and prosperity.
- 2.2 The updated Action Plan demonstrates progress against the priorities and will provide Members with some tangible short term outcomes.

## **3 Consultation and Equality Impact**

- 3.1 During the development of the Strategy consultation took place with officers and members. Consultation events were also held with the local business community and with representatives from the LEPs.
- 3.2 An Equality Impact Assessment was not completed on the Growth Strategy as the document was at a strategic level and largely aimed at our relationship with private sector clients as opposed to citizens. Some of the transformational intervention projects which form the action plan may require Equality Impact Assessments to be completed as part of the business case and may require further consultation.

## **4 Alternative Options and Reasons for Rejection**

4.1 Not applicable.

## **5 Implications**

### **5.1 Finance and Risk Implications**

5.1.1 The transformational intervention projects which form the action plan will require detailed business cases which will include the financial implications and identify and risks.

### **5.2 Legal Implications including Data Protection**

5.2.1 Legal implications will need to be considered as the business cases for the transformational intervention projects are developed by departments.

### **5.3 Human Resources Implications**

5.3.1 Human Resource implications will need to be considered as the business cases for the transformational intervention projects are developed by departments.

## **6 Recommendations**

6.1 That Council receives the update on the Growth Strategy Action Plan for information.

## **7 Decision Information**

<b>Is the decision a Key Decision?</b> (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	No
<b>District Wards Affected</b>	
<b>Links to Corporate Plan priorities or Policy Framework</b>	Growth Strategy Corporate Plan

## **8 Document Information**

<b>Appendix No</b>	<b>Title</b>
1	NEDDC Growth Strategy Action Plan
<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Growth Strategy (BDC and NEDDC)	
<b>Report Author</b>	<b>Contact Number</b>
Assistant Director – Customer Service and Improvement	BDC -2343 NEDDC - 7029

# **North East Derbyshire District Council**

## **Growth Strategy Action Plan**

***‘Unlocking our Growth Potential’***

**June 2015 Update**

## Supporting Enterprise: maintaining and growing the business base

### Our objectives

- Identifying and supporting businesses capable of growth.
- Encouraging competitiveness, creativity and enterprise, particularly amongst small and medium sized enterprises.
- Accelerating new business start-ups and ensuring survival.
- Developing and promoting North East Derbyshire as a competitive business location.
- Increasing the number of businesses that export.
- Support the growth and development of the tourism product.

North East Derbyshire Transformational Intervention Projects	Description	Lead (**)	Timescale
1. Business Growth 'Hub'	<p>Launch local <b>Business Growth Hub</b> (connected to LEP Growth Hub) to establish an integrated, local business support service targeted towards high growth enterprises that have the potential, ambition and commitment to grow.</p> <hr/> <p>June 2015 Update –</p> <ul style="list-style-type: none"> <li>• Both D2N2 LEPs website established. SCR are in the process of developing –to go live October 2015</li> <li>• Funding has been secured for the period to March 2016 from D2N2/SCR for the delivery of business advisers to deliver general advice (suitable for ambitious businesses) as part of the D2N2/SCR Growth Hub for the LEP `overlap areas` of Bassetlaw, Bolsover, Chesterfield, Derbyshire Dales and North East Derbyshire. The fund will be managed by Chesterfield Borough Council (CBC) that led on the preparation of the successful bid. The Service Level Agreement with CBC is subject to legal approval.</li> <li>• Funding has also been identified for a five year period for a SCR business advisor for (notionally) the overlap areas and NEDDC will be involved in the recruitment of the advisor.</li> <li>• D2N2 and Business Growth Service meeting in May to provide overview of business advice and support packages available to support growth companies.</li> <li>• Key property agents meetings are being arranged to discuss commercial portfolios to attract investment.</li> </ul>	AD - EG	S/M

2. Key Account Management	Linked to the growth hub, sharpen the approach to <b>Key Account Management</b> through developing a programme to focus support on companies.	AD - EG	S/M
	<p>June 2015 Update –</p> <ul style="list-style-type: none"> <li>Annual Targets for key account management have commenced and five companies have already been supported.</li> </ul>		
3. Business Support Package	Develop a <b>menu of business support</b> including market research, supply chain activity, business to business support, innovation, recruitment support, bespoke packages, support grants and/ or loans.	AD - EG	S/M
	<p>June 2015 Update –</p> <ul style="list-style-type: none"> <li><b>NED Business Growth Fund:</b> The Partnership Team and Economic Development Unit are developing the Pilot £40,000 NED Business Growth Fund (BGF), which will provide grants of up to £4,000 to local businesses in non-BNED LEADER areas to facilitate economic growth and job creation . Possible measures of success will include job creation, increased turnover and increased NNDR contribution and there is flexibility on how businesses could achieve this; examples include extending/improving premises, employing an apprentice, website/advertising development, business start-up costs and purchase of equipment, ICT and machinery which will facilitate business growth. It is intended to launch the BGF in tandem with the BNED LEADER Approach; due to issues within Defra this has been delayed until September/October 2015, with the contract with Defra still awaited. In the meantime, the PT and EDU are developing the application and guidance forms, publicity information and working with the Legal Department to develop a robust contracting process, which will underpin the monitoring and performance management process. (SDL 21/07/15).</li> <li>Regular Business E-Bulletins issued.</li> <li>Website is in the process of being updated to ensure it provides information and linkages to the range of growth business support packages including D2N2/SCR LEPs.</li> </ul>		
4. Internationalisation programme	Work with the LEPs to develop and implement a local <b>internationalisation programme</b> in order to expand trade and investment capacity.	AD - EG	M
	<p>June 2015 Update –</p> <ul style="list-style-type: none"> <li>The district is now working with SCR LEP Investment Team to promote local exports and conversations will be held with UKTI and the Chamber of commerce to develop a full programme later this year.</li> </ul>		

5. Accelerate business start-ups	<p>Develop an <b>Enterprise and Entrepreneurship Action Plan</b> to generate and support business start-up activity across the area and foster a culture of enterprise.</p> <p>June 2015 Update –</p> <ul style="list-style-type: none"> <li>• SCR partnership bid for Business Start Up and Growth Hub EU funding underway.</li> <li>• LEADER Programme (Rural Development Action Plan) funding is being secured.</li> <li>• The Council has agreed to the creation of the NED Business Growth Fund, a £40,000 total fund which will offer new start and existing businesses in Clay Cross and Dronfield the opportunity to bid for up to £4,000 to help their business to grow. This programme is expected to launch in September 2015.</li> </ul>	AD - EG	M/L
6. Refresh approach to inward investment	<p>In collaboration with SCR / D2N2, <b>refresh and develop an inward investment</b> approach to improve the perception of North East Derbyshire as an investment location. The approach will focus on local actions to add value to sub-regional / regional activities including:</p> <ul style="list-style-type: none"> <li>• Targeted promotion and effective branding: raising the profile and visibility</li> <li>• Relationship building with agents / other intermediaries</li> <li>• Define the proposition and 'package'</li> <li>• Coordinate and share intelligence</li> <li>• Aftercare (link to Growth hub).</li> </ul> <p>June 2015 Update –</p> <ul style="list-style-type: none"> <li>• The SCR LEP is currently working with NEDDC to inform the local plan requirements (business accommodation) and will be developing a city region approach to marketing in 2016.</li> </ul>	AD - EG	S/M
7. Rural Development Action Plan	<p>Prepare a <b>Rural Development Action Plan</b> (LEADER programme), working with the LEP, DCC, LAG and the private sector, in order to enhance the product and raise the profile of North East Derbyshire as a place to visit.</p> <p>June 2015 Update –</p> <ul style="list-style-type: none"> <li>• <b>BNED LEADER Approach:</b> On 27<sup>th</sup> February 2015 Defra confirmed that €1.713m (equating to around £1.370m) had been allocated to the area to run a Bolsover North East Derbyshire (BNED) LEADER Approach for 2015-2020 based on the approach identified in the Local Development Strategy (LDS). Defra are currently developing their national operating guidance and finalising contracts with successful Local Action Groups and it expected that the programme will commence in the Autumn of 2015 once these are completed. The BNED LEADER Team was established as a full complement in June 2015, with a 1.0 FTE</li> </ul>	AD - EG	S/M

	<p>Programme Officer and 0.5FTE Monitoring &amp; Support Officer, supported by the Partnership Team who will provide additional monitoring and administrative support and oversee responsibilities for the accountable body (NEDBD Ltd). NEDDC are host employers for the Team and BDC have contributed to their administration and management costs. The Team has attended several Defra training sessions with more to follow in September (including appraiser training). The Team is finalising the application and publicity details subject to Defra confirmation and is supporting the induction of new members of the Local action Group (LAG) which is responsible for considering all funding applications – new members include the two LEPs, elected members and local business/tourism representatives. To date 30 initial enquiries have been received from local businesses and further work will progress once the scheme is formally contracted and launched. (SDL 21/07/15).</p> <ul style="list-style-type: none"> <li>• The Council has agreed to the creation of the NED Business Growth Fund, a £40,000 total fund which will offer new start and existing businesses in Clay Cross and Dronfield the opportunity to bid for up to £4,000 to help their business to grow. This programme is expected to launch in September 2015.</li> </ul>		
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## Enabling Housing Growth: increasing the supply, quality and range of housing to meet the needs of a growing population and support economic growth

### Our objectives

- Bringing forward housing development sites.
- Increasing the provision of quality private sector housing supply.
- Support the acceleration of the delivery of new housing in key locations.
- Taking action to ensure that more affordable homes are available to rent or buy.
- Continuing to work with HCA and other strategic partners to accelerate the delivery of major regeneration projects across the area.
- Taking practical actions to bring empty homes back into use.

North East Derbyshire Transformational Intervention Projects	Description	Lead (**)	Timescale
1. Realise major housing / mixed-use regeneration projects	<p>In partnership with key stakeholders (e.g. LEPs, HCA) ensure <b>delivery of major housing / mixed-use regeneration projects</b> including:</p> <ul style="list-style-type: none"> <li>• The Avenue, Wingerworth</li> <li>• Former Coalite site</li> <li>• Former Biwaters site, Clay Cross</li> </ul>	AD – EG	S/M
	<p>June 2015 Update –</p> <ul style="list-style-type: none"> <li>• Consultation with the appointed developer over the type and tenure of affordable housing required on The Avenue site has taken place. House builder Kier Living procured for phase 1 circa 269 homes. SCRIF bid for southern access road submitted. Employment and skills package endorsed. Kier planning application positively endorsed by OPUN. Business development strategy and marketing strategy under development. Community facility under development. Accessed pilot project for health assessment; linked into A61 growth strategy and sustainable transport strategy</li> <li>• Coalite regular dialogue with Marcol and LEP's to develop regeneration strategy</li> <li>• Former Biwater site – active development team approach to relationship management with St Modwens.</li> </ul>	AD – P & EH	S - L

2. Identify new strategic housing sites	Investigate the potential <b>for new strategic housing sites</b> in North East Derbyshire including within the M1 Strategic Growth Corridor and eastern sub area.	AD – EG	S/M
	<p>June 2015 Update –</p> <ul style="list-style-type: none"> <li>Approach to any new strategic housing being worked through the Local Plan process and Local Plan Steering Group. Cabinet will consider recommendations from the Steering Group (5<sup>th</sup> August 15) with respect to the consultation on sites across the District and proposals for taking forward. It is likely that greenbelt review work will need to be brought forward as part of the Councils work on housing delivery.</li> </ul>	AD – P & EH	
4. Social housing building programme	Investigate and plan implementation (including delivery mechanism) to bring forward the <b>construction of new social housing.</b>	AD – EG	S
	<p>June 2015 Update –</p> <ul style="list-style-type: none"> <li>We continue to work with our delivery partner Rykneld Homes and Registered Providers to deliver affordable housing. Since April 2013 there have been 189 affordable housing completions and acquisitions in the district. Over 200 affordable units are currently under construction.</li> </ul>		
5. Facilitate a house building programme	Through the <b>production of a Housing Strategy</b> identify a range of interventions available to stimulate housing growth, including a strategy for reducing the number of empty homes, financial incentives to stimulate growth and bringing empty commercial properties into social housing.	AD – EG	S
	<p>June 2015 Update –</p> <ul style="list-style-type: none"> <li>The Housing and Economic Development Strategy 2015-2020 has been completed</li> <li>An Empty Property Officer has been appointed jointly with our strategic partner Bolsover District Council.</li> <li>Grant funding from the HCA was obtained to bring empty residential and commercial properties back into use to be let at an affordable rent</li> <li>An Empty Property Strategy will be launched early 2016</li> <li>Publicised government funding programmes to developers to stimulate growth, for example the Builders Finance Fund</li> </ul>		

6. Relationship Management with Landowners and Developers (*)	Improve knowledge, intelligence and aftercare support by <b>supporting landowners and developers to take forward sites pre and post planning.</b>	AD – EG	S
	<p>June 2015 Update –</p> <ul style="list-style-type: none"> <li>Development team approach with developers for strategic sites with monthly/bimonthly meetings pre and post planning.</li> </ul>	<p>AD – P &amp; EH</p> <p>AD – P&amp;Es</p>	
7. Realise the growth potential of Council-owned assets (*)	Through a procurement exercise establish interest from the market to work in partnership with the Council and <b>establish a delivery method for the development / refurbishment of key council-owned assets</b> , including establishing development agreements.	AD – P&Es	S
	<p>June 2015 Update - Procurement complete - to appoint a consultancy firm to support the work carried out by the Asset Management Group with a view to maximising land values.</p> <p>The Mill Lane development site has been cleared of surface hazards and is in the process of being remediated. Officers are in the process of having a development brief drawn up in relation to the Mill Lane development site before taking the site to market. This will remediate 8ha of brownfield, contaminated land to enable residential/commercial use which will generate upwards of £3m in General Fund receipts.</p>		

## Unlocking Development Potential: unlocking the capacity of major employment sites

### Our objectives

- Continuing to work in partnership with the public and private sector to develop, manage and enhance key strategic employment areas.
- Work towards maintaining an appropriate supply of suitably located employment land and premises.
- Ensuring the adequate provision of business start-up and incubation units to support the growth of start-ups, small and medium sized enterprises.
- Work with established firms and to promote the appropriate development of land in their ownership, particularly large single companies.

North East Derbyshire Transformational Intervention Projects	Description	Lead (**)	Timescale
1.M1 Growth Corridor	<p>Develop the <b>M1 Strategic Growth Corridor</b> proposal as the principal economic growth location, including investigating strategic site development at Junction 29</p> <p>June 2015 Update –</p> <ul style="list-style-type: none"> <li>• Proposals for investigating strategic site development at Junction 29 will be considered through the Local Plan site allocation process.</li> </ul>	<p>AD – EG</p> <p>AD – P &amp; EH</p>	S - L
2. A61 Growth Corridor	<p>Continue to work with LEP and DCC to bring forward investment and development along the <b>A61 Growth Corridor</b></p> <p>June 2015 Update –</p> <ul style="list-style-type: none"> <li>• Endorsement of A61 Growth Corridor Strategy – identified the Avenue as an early beneficiary of the programme to enhance southern access road SCRIF application.</li> </ul>	<p>AD – EG</p> <p>AD – P &amp; EH</p>	S - L
3. Priority Site Interventions	<p>Identify key actions and funding mechanisms to <b>bring forward site development</b> at principal employment growth locations including:</p> <ul style="list-style-type: none"> <li>• Callywhite Lane, Dronfield</li> <li>• Former Biwaters site, Clay Cross</li> <li>• The Avenue, Wingerworth</li> <li>• Markham Vale</li> <li>• Former Coalite site.</li> </ul>	<p>AD – EG</p> <p>AD – P &amp; EH</p> <p>AD – P&amp;Es</p>	S - L

	<p>June 2015 Update –</p> <ul style="list-style-type: none"> <li>• Further research required for Callywhite Lane</li> <li>• Former Biwater ongoing pre planning discussion and engagement</li> <li>• The Avenue additional funding strategy being developed</li> <li>• Markham Vale lead by DCC report very positive interest currently</li> <li>• Coalite – LEP funding being investigated as well as potential for new EZ.</li> </ul>		
4. Relationship Management with Landowners and Developers (*)	<p>Improve knowledge, intelligence and aftercare support to <b>supporting landowners and developers to take forward sites pre and post planning</b>, such as at Holmewood, Dronfield and Coney Green, Clay Cross.</p>	AD – EG AD – P & EH	S
	<p>June 2015 Update –</p> <ul style="list-style-type: none"> <li>• Development team approach with developers for strategic sites with monthly/bimonthly meetings pre and post planning.</li> </ul>		
5. Realise the growth potential of Council-owned assets (*)	<p>Through a procurement exercise establish interest from the market to work in partnership with the Council and <b>establish a delivery method for the development / refurbishment of key council-owned assets</b>, including establishing development agreements</p>	AD – P&Es	S
	<p>June 2015 Update - Procurement complete - to appoint a consultancy firm to support the work carried out by the Asset Management Group with a view to maximising land values. The Mill Lane development site has been cleared of surface hazards and is in the process of being remediated. Officers are in the process of having a development brief drawn up in relation to the Mill Lane development site before taking the site to market. This will result in remediation of 8ha of brownfield, contaminated land to enable commercial/residential use generating upwards of £3m in General Fund receipts.</p>		
(*) included in housing theme			

(\*\*) AD – EG - Assistant Director of Economic Growth

AD - P & EH - Assistant Director of Planning and Environmental Health

AD – P&Es Assistant Director- Property and Estates

Updated July 2015. Assistant Director – Customer Service and Improvement.