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The Chair and Members of Joint  
Cabinet and Employment & General  
Committee

10 July 2023

Dear Councillor,

Please attend a meeting of the JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE to be held on TUESDAY, 18 JULY 2023 at 10.30 am in Committee Room 1, Town Hall, the agenda for which is set out below.

AGENDA

Part 1(Public Information)

1. Declaration of Members' and Officers' Interests relating to items on the Agenda
2. Apologies for Absence
3. Minutes (Pages 3 - 6)
4. Voluntary Redundancy Scheme (Pages 7 - 28)
5. Skills Action Plan Refresh (Pages 29 - 140)
6. Exclusion of Public

To move "That under Regulation 21(1)(b) of the Local Authorities (Executive Arrangements)(Access to Information) (England) Regulations 2000, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt

information as defined in the following Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.”

Part 2 (Non Public Information)

7. Review of Catering (Pages 141 - 170)

Yours sincerely,

A handwritten signature in black ink, appearing to be 'S. Smith', written in a cursive style.

Head of Regulatory Law and Monitoring Officer

## **JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE**

**Tuesday, 7th February, 2023**

Present:-

Councillor P Gilby (Chair)

Councillors Blank  
Davenport  
Holmes  
J Innes  
P Innes  
T Murphy

Councillors Ludlow  
Mannion-Brunt  
Sarvent  
Serjeant  
K Falconer  
D Collins

\*Matters dealt with under the Delegation Scheme

13 **DECLARATION OF MEMBERS' AND OFFICERS' INTERESTS  
RELATING TO ITEMS ON THE AGENDA**

No declarations of interest were received.

14 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Simmons and Brittain.

15 **MINUTES**

**RESOLVED –**

That the minutes of the meeting of Joint Cabinet and Employment & General Committee held on 24 January, 2023 be approved as a correct record and signed by the Chair.

16 **EXCLUSION OF PUBLIC**

**RESOLVED –**

That under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act.

## 17 **RESTRUCTURE OF REVENUES AND BENEFITS**

The Service Director for Digital, HR and Customer Services presented a report seeking approval to reshape the management and staffing structures for Customers, Revenues and Benefits Services, to enable the staff teams to meet current and forecast workloads and build capacity, capability and resilience.

It was noted that the Services had transferred to in-house delivery following the end of the public, private partnership arrangement with Arvato. And that steps had also been taken to implement an ICT improvement programme to encourage channel shift through providing customers with digital access to Council services alongside the more traditional in person and telephony access routes.

The current and proposed structures were detailed in Appendices A and B of the Service Director's report. The proposed structure showed a reduction of 10.08 FTE staff, which had been enabled by automation and channel shift. Much of this reduction had already been achieved through natural staff turnover within Customers, Revenues and Benefits Services.

It was proposed to implement career grades for certain posts to support staff recruitment and retention and build resilience within the Services through helping employees to visualise their future career development paths.

The Service Director confirmed that any savings arising from the proposed reshape would be accounted for as part of the overall ICT savings target and included in the Council's Medium-Term Financial Plan.

### **\*RESOLVED**

1. That the recommended structures be approved.

2. That the use of 'career grade' posts be approved for implementation within Customers, Revenues and Benefits Services, enabling cross skilling and longer-term employee retention.
3. That authority be delegated to the Service Director for Digital, HR and Customer Services to implement the recommended new structures.
4. That it be approved to vire £51,191 of funding from the Organisational Development function into Customer, Revenues and Benefits Services, to support the channel shift and digital data analysis work which will be undertaken within Customers, Revenues and Benefits Services in the future.

## **REASON FOR DECISIONS**

Reshaping the management and staffing structures within Customers, Revenues and Benefits Services will enable the Council to continue to provide supportive, accessible, and cost-effective front-line services for the borough's residents and businesses whilst also creating the right conditions for recruiting and retaining a quality workforce.

## **18 COMMUNITY SAFETY CO-ORDINATOR ROLE**

The Service Director for Leisure, Culture and Community Wellbeing presented a report seeking approval to establish a new Community Safety Coordinator role within the Community Safety Service.

A recent analysis of demand for service had established the need for additional staff resources to enable the council's Community Safety Service to continue to positively manage Anti-Social Behaviour, contribute to community safety partnership activities, and coordinate enforcement and education interventions.

The new role would be funded through the council's Housing Revenue Account (HRA). This was because a substantial proportion of the new Community Safety Coordinators role would involve interaction with tenants, and investigation of complaints relating to anti-social behaviour on the council's housing estates.

**\*RESOLVED**

1. That a new Community Safety Coordinator post be approved and introduced within the Council's Community Safety Service.

**REASONS FOR DECISION**

1. The effective management of community safety issues and anti-social behaviour (ASB) will support the Council to deliver on its priority to make Chesterfield a thriving borough and improve the quality of life for local people.
2. The Council recently introduced a new ASB strategy which incorporates as key principles the merits of problem solving, prevention, early intervention, and proactive engagement. It is important therefore that the Community Safety Service has the capacity and capability to effectively manage demand, both current and future; to maximise the opportunities from internal and external partnering and collaboration, and to support the delivery of the new ASB strategy and the new Council Plan 2023-2027.
3. The new additional Community Safety Co-ordinator role will add critical capacity to the Community Safety Service Team, enabling the staff to intervene at an early stage and tackle community based ASB issues across multiple tenures.

## **Title of report: Voluntary Redundancy and Voluntary Early Retirement Schemes**

<b>Meeting:</b>	Joint Cabinet & Employment and General Committee
<b>Date:</b>	18 July 2023
<b>Cabinet portfolio:</b>	Customers and Business Transformation
<b>Directorate:</b>	Digital, HR and Customer Services
<b>For Publication</b>	

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

- 1.1 This report recommends the adoption of a new Voluntary Redundancy and Voluntary Early Retirement policy which will support the Council in meeting its future savings targets. The policy supplements the position that is included within the Council's Restructure, Redeployment and Redundancy policy.
- 1.2 The report also recommends that a voluntary redundancy (VR) and voluntary early retirement (VER) scheme is launched to employees from 27 July 2023. This scheme will help to underpin future service reshapes and staff reductions.

### **2.0 Recommendations**

- 2.1 To approve the adoption of a new voluntary redundancy and voluntary early retirement policy.
- 2.2 To approve the launch of a voluntary redundancy and voluntary early retirement scheme, to be open between 27 July 2023 and 15 September 2023.

### **3.0 Reasons for recommendations**

- 3.1 Launching a voluntary redundancy and voluntary early retirement scheme will support the Council's budget strategy and help to minimise the requirement for compulsory redundancies in the future.

#### **4.0 Report details**

##### **Introduction**

- 3.2 The need to make redundancies is typically an upsetting and difficult time for any business. Offering a voluntary redundancy or early retirement process can be one way to ease the situation and help to preserve employee relations.
- 3.3 Chesterfield Borough Council has offered employees the opportunity to request voluntary redundancy or voluntary early retirement for several years. The existing scheme was 1<sup>st</sup> introduced in 2016, with an initial request from the Council to ask for volunteers to leave the organisation during a fixed period. The scheme has subsequently remained available for employees to request that their role is considered for voluntary redundancy or voluntary early retirement on an ad hoc basis.
- 3.4 In view of the significant financial pressure the Council is under, it is expected that there will be a further requirement to implement a reduced workforce by the end of 2023-24. As a result, the Council's voluntary early retirement and voluntary redundancy procedures have been reviewed and updated to support this need, with the expectation that around 30 full time equivalent posts would be saved as part of this approach.
- 3.5 It is proposed that a voluntary redundancy and voluntary early retirement scheme is implemented across the council to enable managers and elected members to have information about potential volunteers in advance of planning and implementing future service reshapes. This will also facilitate succession planning and career progression, which is currently a risk due to the age profile of the workforce, of which just under a third of employees are over 55 years old.

##### **Benefits of a successful voluntary redundancy and voluntary early retirement scheme**

- 3.6 The council has historically made commitments to Trade Unions to seek to avoid compulsory redundancies, by using voluntary redundancies or early retirements where appropriate, recognising the negative impact that compulsory redundancy can have on service performance and the distress and demotivation which can occur.
- 3.7 A voluntary redundancy or early retirement scheme is advantageous for both management and employees. It enables employees to come forward and initiate a discussion about their future without fear of committing themselves until exit figures have been finalised. For managers, it means they can plan



reorganisation of services more effectively, knowing in advance which employees are willing to leave.

- 3.8 A voluntary redundancy or early retirement scheme may also facilitate 'bumped' redundancy. A bumped voluntary redundancy is one in which an employee (whose post is not being deleted) volunteers to be made redundant, and their job is taken by a suitable potentially redundant employee whose post is being deleted. This avoids compulsory redundancy and may also provide opportunities for career progression.
- 3.9 Implementing compulsory redundancy is a significant drain on management time and is very disruptive for the wider workforce. Time is spent on individual consultation and in dealing with appeals which is saved if redundancy can be agreed on a voluntary basis.
- 3.10 Use of voluntary redundancy also reduces the risk of legal claims against the council. Implementation of compulsory processes carries with it the risk of disputes and employment tribunal claims. Even when these are successfully defended, they pose a further drain on resources and may incur irrecoverable costs.

#### **Voluntary Early Retirement**

- 3.11 Legislation changed in 2011 to remove the mandatory retirement age for employees. It is now up to the employee to decide when to retire.
- 3.12 Voluntary early retirement is a route which enables employees who are 55 years and older, to apply to leave the organisation voluntarily. If they are members of the Local Government Pension Scheme, these employees are entitled to immediate receipt of their pension benefits without reduction.
- 3.13 Pension strain costs occur when there is a shortfall in the assumed level of funding needed to provide a particular pension benefit. Often, these occur when a member draws down their pension benefits a lot earlier than expected. The pension strain costs must be paid up front, at the point that retirement occurs.
- 3.14 If the employee's voluntary early retirement request is accepted, the Council will cover the cost of any pension strain which is incurred. To ensure financial prudence, we will endeavour to ensure that pension strain costs are affordable, and that savings can be achieved within two years of the effective date of the early retirement.
- 3.15 If the employee requests Voluntary Early Retirement, a redundancy payment will not be made, as this is not classed as a redundancy dismissal.

#### **Voluntary Redundancy (VR)**

- 3.16 Voluntary redundancy differs from compulsory redundancy as the employee chooses to step forward voluntarily to end their employment in return for a fair financial package.
- 3.17 There is a statutory minimum redundancy payment which must be provided when an employee is made compulsorily or voluntarily redundant.
- 3.18 Employers can choose to enhance the statutory redundancy package to encourage employees to leave the organisation voluntarily. This is known as a discretionary redundancy payment. It is not Chesterfield Borough Council's policy to pay an additional discretionary payment to employees when implementing voluntary redundancy.

### **Calculating the Voluntary Redundancy Payment**

- 4.17 The council's redundancy payments scheme applies to employees with two or more years' continuous service with a body listed in the Redundancy Payments (Continuity of Employment in Local Government) Modification Order.
- 3.18 Calculation of the redundancy payment due is based on the Government's statutory redundancy scheme. The payment calculation is as follows:
- i. 0.5 week's pay for each full year of service aged under 22.
  - ii. 1 week's pay for each full year of service between the ages of 22 and 41.
  - iii. 1.5 week's pay for each full year of service worked from the age of 41 and over.
- 3.19 Chesterfield Borough Council applies the statutory weekly earnings cap to any redundancy calculation. For the financial year 2023-24 this is £643 per week.
- 3.20 In addition, the length of service which is used to calculate the redundancy payment due is also capped at 20 years of service. This means that the maximum redundancy payment which can be received by a Chesterfield Borough Council employee is £19,290 (30 weeks x £643).
- 3.21 Modelling of redundancy costs has been undertaken by individual and by team. The average cost of redundancy is approximately £6000 against an average salary of approximately £20,000.
- 4.22 There may also be a pension strain liability incurred if the employee is 55 years or older, as they will be eligible to receive their pension benefits immediately. To ensure financial prudence, we will endeavour to ensure that redundancy and pension strain costs are affordable, and that savings can be achieved within two years of the effective date of the redundancy.

### **Implementing a Voluntary Early Retirement or Voluntary Redundancy policy and process**

- 4.23 A new policy has been developed and is attached at appendix 1. This is structured on the basis that the VR and VER process is undertaken as a single exercise (which could be repeated in future years), rather than an ongoing process to which staff may apply at any time.
- 4.24 Chesterfield Borough Council's constitution already sets out that delegated authority to approve voluntary redundancy applications is delegated to the Chief Executive, as Head of Paid Service.
- 4.25 If approved, the scheme will be opened for applications from 27 July 2023 – 15 September 2023. Applicants will be asked to complete an online application form by the specific deadline. Immediate line managers will consider the employee's request and set out the consequences of approval. This will be considered by the council's Workforce Planning Group and S151 officer, in consultation with Trade Unions. A final decision will be taken by the Chief Executive. There will be no right of appeal against this decision.
- 4.26 Having all final requests routed through the Workforce Planning Group will ensure consistency and ensure that the scheme is affordable in the context of the council's savings requirements.
- 4.27 Each individual case will be assessed based on efficiency of the service and the longer-term financial considerations.
- 4.28 A payback period of not more than two years is expected. Only in exceptional circumstances will a voluntary early retirement or voluntary redundancy be approved where the financial payback exceeds two years.
- 4.29 Applications will only be accepted where it is appropriate to delete the employee's post (or the post of another member of staff who is suitable for the employee's post) as there must be a redundancy situation for voluntary redundancy to apply.
- 4.30 Where an employee's post is not suitable for deletion and the application is therefore rejected, they will be placed on a central register of employees willing to take voluntary redundancy, should another employee facing compulsory redundancy in the future be a suitable candidate for their post.
- 4.31 It is proposed that employees taking voluntary redundancy under the scheme continue to work through their notice period, unless another date is agreed by the Chief Executive, in exceptional circumstances.
- 4.32 A communications strategy will be developed to support implementation of the scheme, and this will be put into practice from week commencing 10 July 2023, if elected members approve the proposed policy and procedures. This will include general publicity about the scheme on the intranet and in staff and manager communications, drop-in sessions for staff to explain the scheme and written guidance for both managers and employees.

- 4.33 Consultation in respect of the proposed policy and processes has been undertaken with the Trade Unions prior to consideration by elected members.
- 4.34 Many stages of a voluntary early retirement or redundancy process mirror those of a compulsory redundancy process. Appendix 1 of this report also details the letter templates and process flow for the proposed scheme.
- i. The employer should ensure there are no alternative solutions to redundancy.
  - ii. The employer must communicate that redundancies are required within the business and the reasons why. The voluntary early retirement and voluntary redundancy package needs to be clearly explained, along with the process that will be followed for those volunteering for redundancy or early retirement. A collective consultation meeting should be held if voluntary redundancies will exceed 20 people with a 90-day period. An example letter is included in Appendix 1. In addition, the Government must be notified of our intention to make redundancies.
  - iii. The employer is advised to offer Voluntary Redundancy to all affected roles, regardless of the age or length of service (or any other characteristic protected by equality law such as gender or disability) of the employee. Failing to do so may appear discriminatory.
  - iv. For those employees who express an interest in the scheme, a letter should be issued confirming the terms of the voluntary redundancy or early retirement package. This will set out if a redundancy payment is due, the notice period and leave date, and any additional benefits to be paid, including unused annual leave.
  - v. Employees can decline the offer and withdraw from the voluntary process if they do not agree with the terms. If agreement is reached, the employee should confirm in writing that they wish to proceed. An example letter is attached at Appendix 1 of this report.
  - vi. The employer must have a transparent and fair selection process when implementing a voluntary scheme. If there are more volunteers for the scheme than are needed, sound business reasoning must exist to support a decision to accept certain volunteers over others.
  - vii. Dismissal meetings should be undertaken with those who volunteer to end their employment through redundancy as a voluntary redundancy must still be treated as a dismissal, rather than a choice to leave the organisation.

viii. Pay in lieu of notice can be provided if the employee is released prior to their notice period.

4.35 As this is a voluntary scheme, the employer does not have to agree to make the employee redundant or to support early retirement. The needs of the business should always be considered when making the decision to accept or decline the application. This enables the business to protect themselves from situations where losing skills and experience would place it at even further detriment.

## **5.0 Alternative options**

5.1 The council could continue to offer the rolling voluntary redundancy process which is in place. However, this does not actively encourage all employees to seriously consider the option of voluntary redundancy and its continuation means that it is uncertain that savings targets can be achieved by taking a voluntary redundancy approach. In addition, running a comprehensive scheme means that management can take a holistic and corporate view of the applications received, including any subsequent opportunities for bumping.

5.2 Consideration has been given to increasing the voluntary redundancy offer above the statutory terms, for example to remove the weekly cap which is applied to salary or to offer an additional discretionary payment in addition to the statutory offer. Whilst this may encourage many employees to volunteer for redundancy, the council is limited in the level of reserves which are available to support redundancy costs, and this approach may be cost prohibitive.

## **6.0 Implications for consideration – Financial and value for money**

6.1 The costs and benefits of the proposal are unknown at this stage as they are dependent on the number of applications. In implementing the scheme, the business case must identify how savings equivalent to the cost of the voluntary severance package will be made within two years of the post being closed. Ongoing savings created by the permanent closure of the post will also need to be demonstrated.

6.2 Given the scale of the continuing savings required by the council over the coming years, a suitably attractive voluntary redundancy scheme is a useful tool in mitigating the impact of compulsory redundancies on staff and overall will help support the achievement of savings.

6.3 Additional funds have been applied to the Budget Risk Reserve to cover immediate upfront costs of meeting the redundancy and pension shortfall payments.

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

- 7.1 The council has the power to enhance the statutory redundancy scheme and to make severance payments to staff not eligible for that scheme under regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) regulations 2006 (as amended) where dismissal is for redundancy or efficiency reasons. It is not proposed that discretionary redundancy payments form part of the VR and VER policy currently.
- 7.2 Under the Redundancy Payments (Continuity of Employment in Local Government) Modification Order continuous service will be considered from bodies listed in the order. All continuous service with local authorities and other bodies covered by the Modification Order counts towards the entitlement to, and calculation of, a statutory redundancy payment, apart from any period in respect of which a redundancy payment has already been paid.

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

- 8.1 It is expected that the Council will need to reduce the workforce during 2023 -24. It is hoped that at least 30 Full Time Equivalent posts can be removed through voluntary redundancy or voluntary early retirement, thereby reducing the need to implement compulsory redundancies later.
- 8.2 Trade Union colleagues have been consulted during the development of the new policy and scheme. Minor changes to the policy have been made following consultation.

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

- 9.1 Launching a voluntary scheme will enable the Council to identify where there may be adverse impacts to council plan deliverables and to consider how resources can be redeployed, to ensure that Council Plan commitments can continue to be delivered, whilst reducing the size of the workforce on a voluntary basis.

## **10.0 Implications for consideration – Climate Change**

- 10.1 There are no climate change implications linked to this report.

## **11.0 Implications of for consideration – Equality and diversity**

- 11.1 The public sector equality duty, as set out in section 149 of the Equality Act 2010, requires the Council, when exercising its functions, to have due regard for the need to eliminate discrimination, harassment and victimisation and

other conduct prohibited under the Act, to advance equality of opportunity and foster good relations between those who have a 'protected characteristic' and those who do not share that protected characteristic. The protected characteristics are: age, disability gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

11.2 Having due regard involves the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic and the need to consider taking steps to meet the needs of persons who share a protected characteristic that are different from the needs of persons who do not share it.

11.3 A draft Equality Impact Assessment has been undertaken in respect of the proposed policy. The equalities impact of the policy implementation will be assessed as decisions are made.

12.0 Implications for consideration – Risk management

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
The voluntary scheme does not achieve the numbers required to enable the council to balance its medium-term budget	H	M	Close monitoring of the scheme will take place and alternative approaches will need to be implemented, where volunteers do not reach required levels.	H	L
The council loses skills and experience that result in a detrimental impact to service delivery.	H	H	Training and succession planning will be implemented. Date of redundancy or retirement may be amended to ensure there is not an unmanageable skills gap.	H	M

**Decision information**

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

**Document information**

**Report author**

*Rachel O'Neil – Service Director, Digital, HR and Customer Services.*

**Background documents**

These are unpublished works which have been relied on to a material extent when the report was prepared.

*None*

**Appendices to the report**

Appendix 1	Voluntary Redundancy and Voluntary Early Retirement Policy



# Appendix 1

## Voluntary Redundancy and Voluntary Early Retirement Policy

### Contents

- 1.0 Introduction & Policy Statement
- 2.0 Scope
- 3.0 Consultation
- 4.0 Selection
- 5.0 Notice of redundancy
- 6.0 Redundancy and Pension Strain payments
- 7.0 Time off work for training or to look for another job.
- 8.0 Additional support
- 9.0 Data Protection

## **1.0 Introduction and policy statement**

- 1.1 We value our employees. We are committed to providing long-term job security and to managing the Council in the best way possible to safeguard your employment. However, there may be occasions when financial pressures, changes in our working practices, advances in technology or other external factors, have an impact on our workforce and despite our best efforts, situations may arise where redundancies are unavoidable.
- 1.2 Where this is the case, we will explore alternative measures to avoid a compulsory redundancy situation and where appropriate, we will initially seek volunteers for redundancy or early retirement. We are committed to making necessary adjustments to staffing arrangements in the least detrimental way.
- 1.3 We will, as far as is practical, try to avoid compulsory redundancy. Natural turnover, redeployment, early retirement, and voluntary redundancy are our preferred means of adjusting the council's workforce levels.
- 1.4 We will consider, in consultation with Trade Unions, the following alternative measures to minimise or avoid a redundancy situation.
  - freezing recruitment.
  - stopping or reducing the use of temporary workers.
  - stopping or reducing overtime.
  - offering career breaks or other types of unpaid leave.
  - retraining or redeploying employees.
- 1.5 We acknowledge the need for financial prudence when using voluntary redundancy or voluntary early retirement as a management tool. We will endeavour to ensure that any redundancy payments are affordable, and that savings can be achieved within two years of the effective date of the voluntary redundancy or voluntary early retirement.
- 1.6 Where it is appropriate, the council will use the discretions available in the Local Government Pension Scheme (LGPS) and under the Local Government Discretionary Payments Regulations. This means that employees who are 55 years old or older, who are accepted for voluntary early retirement or voluntary redundancy, will be able to take their pension from the agreed exit date and the Council will pay the pension strain costs which are incurred.
- 1.7 The policy will be applied fairly and equally to all employees, and without any form of discrimination.
- 1.8 The policy does not form part of your contract of employment, and we reserve the right to amend or withdraw it at any time, in consultation with Trade Unions.

## **2.0 Scope**

- 2.1 The policy applies to people who are employed by Chesterfield Borough Council. It does not apply to workers, contractors, consultants, or any self-employed individuals working for the organisation.
- 2.2 To qualify for voluntary redundancy or voluntary early retirement, you must have at least two year's continuous local government service or other relevant service as set out in The Redundancy Payments - Continuity of Employment in Local Government, Modification Order 1999 (as amended).
- 2.3 All continuous service with local authorities and other bodies covered by the Modification Order counts towards the entitlement to, and calculation of a statutory redundancy payment, apart from any period in respect of which a redundancy payment has already been paid.

## **3.0 Consultation**

- 3.1 We will consult with employees who may be eligible for voluntary redundancy and voluntary early retirement. In doing so, we will endeavour to hold face to face consultation meetings but may also conduct the consultation process remotely where this is not possible. We will ensure that employees have access to the necessary technology for participating in the process.
- 3.2 Where we propose to dismiss as redundant 20 or more employees within a period of 90 days or less, we will consult with recognised trade union representatives on matters relating to the redundancy proposal. This is known as collective consultation.
- 3.3 In any collective consultation exercise, we will also consult individually with each employee that is affected by the redundancy proposal in respect of their own circumstances.

## **4.0 Selection**

- 4.1 Where the need to reduce employee numbers has been identified, we will look for volunteers who may choose to end their employment with the council through redundancy or voluntary early retirement.
- 4.2 The practicality of volunteers being supported in their application will be dependent on the needs of the service.
- 4.3 The cost of accepting a redundancy application will need to be offset against any savings made. Examples of such situations are:
  - The employee is released, and the resulting vacancy contributes directly to corporate savings targets.

- The resulting vacancy is used in a wider service restructuring process, potentially resulting in equivalent or greater savings being achieved from a reshaped service.
- The resulting vacancy would create internal job opportunities or redeployment opportunities.
- The resulting vacancy will allow the council to operate in a more economic manner because of the early release of the employee.
- Health and compassion – where an employee’s personal circumstances suggest that early release may be appropriate.

4.4 We reserve the right not to accept an employee's application for voluntary redundancy or voluntary early retirement. This might be the case where we receive too many volunteers, or we consider that the service cannot function without the post.

## **5.0 Notice of redundancy**

5.1 If the employee’s voluntary redundancy application is accepted by the Council, and after further consideration the employee wishes to proceed with voluntary redundancy, they will be given written notice of the termination of their employment in accordance with the notice period set out in their contract of employment or the statutory minimum notice period, whichever is greater.

5.2 Depending on the circumstances, we may make a payment in lieu of notice instead of requiring the employee to work their notice period.

## **6.0 Redundancy and Pension Strain payments**

6.1 Where an employee applies for voluntary redundancy and it is accepted, they will be entitled to receive a statutory redundancy payment. This payment will be calculated in accordance with the relevant statutory redundancy pay provisions in force at the time. The employee will receive a written statement explaining how their redundancy pay has been calculated.

6.2 The employee will not receive a redundancy payment if they are accepted for voluntary early retirement. The Council will pay pension strain costs to Derbyshire Pension Authority on the employee’s behalf, and the employee will be able to receive their pension benefits from the date of their early retirement.

## **7.0 Time off work for training or to look for a new job.**

- 7.1 We recognise and understand the financial and emotional strains that come with redundancy or retirement, even when this is undertaken voluntarily. We will, where possible, give any employee selected for redundancy a reasonable amount of paid time off to look for alternative employment, attend job interviews and arrange training for future employment.
- 7.2 Any request for time off work should be made by email to the employee's line manager and HR Business Partner.

## **8.0 Additional support**

- 8.1 We understand that redundancy situations can cause stress and feelings of insecurity. Where an employee is concerned about their wellbeing or that of a colleague, they should speak to your line manager or HR Business Partner. Alternatively external help is available through the Council's Employee Assistance Programme.

## **9.0 Right of appeal**

- 9.1 Employees do not have the right to appeal against a decision to reject their application for voluntary redundancy.

## **10.0 Data protection**

- 10.1 All personal data, including special categories of your data, is processed in accordance with our data protection policy at all stages of the redundancy process.

Policy Approval Date: 18/7/2023

Date of review: July 2026

## **Letter template 1**

Dear colleague,

### **Voluntary Redundancy and Voluntary Early Retirement Scheme - 2023 -24**

I refer to my video briefing with the workforce on [date], where I explained that the organisation needs to reduce its costs and restructure services.

The Council is finding it challenging to deliver a balanced medium term financial plan because the cost of our service delivery is currently more than the budget which is available to us. We estimate that we have a budget shortfall of approximately £3.5m over the next four years. This shortfall has been created because of increased inflation, spiralling energy costs and nationally negotiated pay awards which have been higher than forecast, together with reductions in income, which have not recovered to the levels we expected as we recover from the coronavirus pandemic. We must make some immediate changes so that we can meet our legal obligations to set a balanced budget in 2024-25.

Our Elected Members are considering several initiatives which will help us to reduce the budget gap, but we know that we have no choice but to deliver services with a smaller workforce. Unfortunately, we will need to reduce the workforce by at least 30 full time equivalent employees by March 2024 through redundancy.

### **Voluntary Redundancy (VR) and Voluntary Early Retirement (VER)**

The reason for this letter is to invite you to apply for voluntary redundancy or voluntary early retirement if this is something that is of interest to you.

You can do this by using the online form which will be available on Aspire as soon as the scheme is launched. If you do not have access to the online form, please contact your HR business partner, who will be able to assist you in applying.

This one-off voluntary scheme will **launch on 27 July 2023** and will **close on 15 September 2023**.

Submitting an expression of interest does not commit you to going ahead with the scheme, although please avoid registering interest if you are not seriously considering this option.

Expressing an interest in or volunteering for redundancy or early retirement will not amount to a resignation and it will not be held against you if your application is refused or withdrawn.

If you do apply for the scheme, **we will let you know whether your application has been accepted by 29 September 2023**. We will also set out the next steps in the process.

Please bear in mind that we reserve the right not to accept an employee's application for voluntary redundancy. This might be the case where we receive too many volunteers, or we consider that accepting your application is not in the best interests of the Council.

### **More information**

A summary of the process which will be followed is set out below. More information on the scheme can also be found on Aspire. If you have further questions however, please contact your HR Business Partner or service manager.

We have already engaged in collective consultation with Trade Unions colleagues about the launch of the VR and VER scheme and they will be involved throughout the process, so will also be able to assist you in resolving any questions about the scheme.

I appreciate that this is a worrying time and commit to regularly updating you on progress against the scheme.

Yours faithfully

Dr Huw Bowen

Chief Executive

## **Letter template – Acceptance or Rejection of application**

Dear [ ]

**Re: Your application for [voluntary redundancy/voluntary early retirement]**

Thank you for your application for voluntary redundancy.

### **Option 1 - application for voluntary redundancy is accepted.**

I am pleased to inform you that your application is accepted.

We will write to you separately in the next few days to arrange a meeting to discuss and finalise the details of the termination of your employment.

### **Option 2 - application for voluntary redundancy is rejected.**

I regret to inform you that your application for voluntary redundancy is not accepted.

As you know, we were unable to guarantee that all applications for voluntary redundancy would be accepted. The decision had to be made considering several factors. These included the need to be able to realise savings from this post within two years and needing to retain certain types of knowledge, skills and talents that are essential for the business.

Based on [insert individual reasons for rejections], we consider that it is in the long-term interests of the council to retain your services, and this is why we are unable to accept your application.

Please be assured that your future with Chesterfield Borough Council will not be affected by your decision to apply for voluntary redundancy.

We thank you for your continued understanding during this difficult time. If you have any queries or you would like to discuss any aspect of this letter further, please do not hesitate to contact your Service Director or HR Business Partner.

Yours sincerely

Dr Huw Bowen  
Chief Executive



## **Appendix 4 – letter to applicant confirming package**

Dear [ ]

### **Voluntary redundancy terms**

I refer to our meeting with you on [date] to discuss your application for voluntary redundancy. We are willing to offer you voluntary redundancy on the following terms:

- Your employment will terminate on [date] because of redundancy.
- You will be paid [ ] weeks' pay in lieu of notice. You [will / will not] be required to work out a formal notice period. A sum constituting your pay in lieu of notice, less income tax and national insurance contributions, will be transferred into the bank account into which your wages are normally paid.
- You will be entitled to a payment in lieu of [number] days' accrued and untaken holiday on termination. This payment will be paid to you with your final instalment of pay, less income tax and national insurance contributions.
- You agree that you will return all property that belongs to the organisation by [date]. Items that should be returned include [list the appropriate items, and expand on them as necessary].
- You will receive a redundancy payment of £[ ], which will be paid to you with your final instalment of pay. Please find attached details of how your redundancy payment has been calculated.

### **What you must do now**

To indicate that you accept these terms, please sign and date this letter and return a copy to Ruth Hayzen-Smith, Head of HR, Payroll and Support Services no later than [date].

If you have any queries or wish to discuss these terms further, please do not hesitate to contact Ruth Hayzen-Smith.

Yours sincerely

[ ]

Dr Huw Bowen

Chief Executive

I agree to the voluntary redundancy terms proposed in your letter dated [date].

Signed:

Dated:

Appendix 5 – Process Flow



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## For publication

### Skills Action Plan 2023-2027 (EG030)

<b>Meeting:</b>	Joint Cabinet and Employment and General Committee
<b>Date:</b>	18 <sup>th</sup> July 2023
<b>Cabinet portfolio:</b>	Economic Growth
<b>Directorate:</b>	Economic Growth
<b>For publication</b>	

#### 1.0 Purpose of the report

- 1.1 To update Cabinet on the development of the Skills Action Plan, including the establishment of the Chesterfield Skills and Employment Partnership.
- 1.2 To seek Cabinet approval for the refreshed Skills Action Plan 2023-2027.
- 1.3 To seek Cabinet approval for the appointment of a new fixed term post to support the delivery of the UKSPF Skills Brokerage Project.

#### 2.0 Recommendations

- 2.1 To approve the refreshed Skills Action Plan 2023-2027.
- 2.2 To approve the proposed appointment of new fixed term post to support the delivery of the UKSPF Skills Brokerage Project.
- 2.3 To authorise the Service Director for Economic Growth, in consultation the Service Director – Finance, to finalise arrangements in respect of the procurement for commissioned activity contained within the Skills Action Plan.
- 2.4 To delegate authority to the Service Director for Economic Growth, in consultation with the Leader, to make minor amendments to the final version of the Skills Action Plan prior to publication.

#### 3.0 Reason for recommendations

- 3.1 To secure the adoption of the Skills Action Plan (2023-2027).

3.2 To ensure the successful delivery of activity within Skills Action Plan (2023-2027), including the People and Skills Investment Priority of the Chesterfield UKSPF Investment Plan.

#### 4.0 Report details

4.1 The purpose of the Skills Action Plan (appended at Appendix 1) is to provide a framework of activity that supports the overall aim of the Chesterfield's Growth Strategy 2023 - 2027, which seeks *'to make Chesterfield a thriving borough, delivering environmentally sustainable growth that benefits local people.'* Specifically, the skills action plan responds to the objective within the growth strategy to: ***'ensure local people have the right skills to support progression in the labour market and benefit from future employment opportunities.'***

4.2 The refreshed skills action plan updates its predecessor plan (2017-2020) and the activities contained within the subsequent Economic Recovery Plan and as such has firm foundations in delivering change and impact and partnership working on which to build. Key deliverables from the earlier Plan include:

- Delivery of Apprentice Town initiative, creating an online web resource, apprenticeship vacancy search tool, annual apprentice round table event and a suite of marketing and social media assets. Since 2019, CBC have directly supported 67 apprentices and 179 apprenticeships have been enabled as a result of 'local labour activity'.
- Creation of My Future Online Careers Portal that has generated over 2200 unique page views.
- Over £4.7m skills capital and revenue funding secured for the delivery of Construction Skills Hub, DRIIVE and UKSPF People and Skills Activity
- Successful delivery of annual skills and employability conference.
- Over 970 young people engaged through a rail related careers programme (HS2 & You) between 2019 and 2020.
- Supported DWP and East Midlands Chamber of Commerce December 2021-2022 to support the Kickstart programme that generated 683 vacancies and 305 Kickstart placements for 18-24 year olds.
- 20 students engaged in the 'Future Makers' mentoring project between following successful delivery of 'women in construction' mentoring pilot in 2020.
- Delivery of the successful 'Careers Made in Chesterfield' pilot between December 2022 and July 2023. The pilot saw 20 professionals from 11 local

property and construction businesses delivering a careers workshop programme to 110 year 10 students from Parkside School. 44% of the students completing the programme expressed high interest in working in the construction sector, rising from just 20% at the start of the programme. 14 quality work placements have been secured for students taking part in the programme.

- Local labour clauses have continued to be agreed on 100% of eligible developments and in 2022/23 608 local jobs and 40 apprentices have been enabled with over £34.6m of contracts awarded to local supply chain businesses as well as creating a number of other social value outputs including careers support, school visits, partnerships with FE colleges and work experience.

### **Development of Refreshed Skills Action Plan**

- 4.3 The refreshed Skills Action Plan has been developed following an extensive evidence review, consultation and input from a dedicated steering group. Chesterfield Borough Council has worked with a steering group of partners to develop the plan (attached at Appendix 1), ensuring it is owned and will be delivered collaboratively by those who can make a difference, with governance through a newly established Skills & Employment Partnership.
- 4.4 As a partnership plan, funding and delivery opportunities are captured through activity which includes a mix of direct delivery by Chesterfield Borough Council and delivery with partners, The Plan makes clear:
- which actions will be led by Chesterfield Borough Council
  - which actions will be led or supported by other partners
  - where there are opportunities to affect change through strategic influence

### **Chesterfield Skills and Employment Partnership**

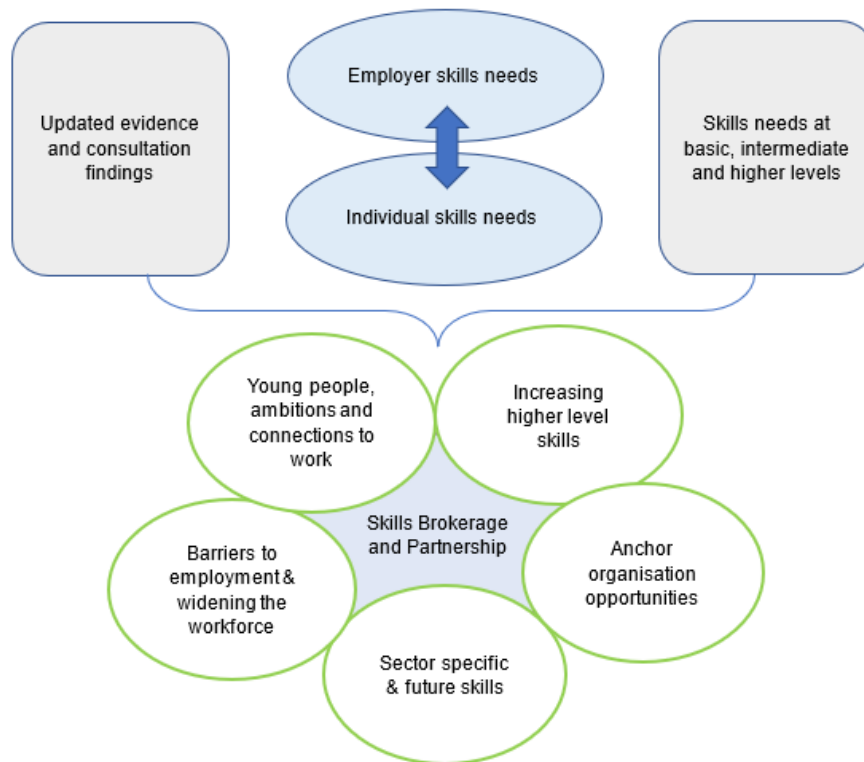
- 4.5 As part of the Council's aspiration within the Council Plan 2023-27 **'to ensure that local people have the right skills to support progression in the labour market and benefit from future employment opportunities'**, there is a commitment to establish a Skills and Employment Partnership.
- 4.6 The Skills and Employment Partnership will sit alongside other strategic community wellbeing partnerships within the Chesterfield System Framework, formalising existing partner and stakeholder relationships to provide a forum from which to support delivery of and maximise the benefits of national and regional funding; thereby creating a mechanism for better and stronger delivery of skills activity in Chesterfield. Appendix 4 details the terms of reference for the partnership and shows the structure of the Chesterfield Community Wellbeing Systems Framework.

### **Consultation**

- 4.7 The establishment of the Chesterfield Skills and Employment Partnership has been developed alongside the work to refresh the Skills Action Plan. The first Skills and Employment Partnership meeting was held on 28<sup>th</sup> June 2023.
- 4.8 To support the development of the Skills Action Plan a steering group was established in February 2023, consisting of representatives from Chesterfield College, University of Derby, Derbyshire County Council (Skills and Employment and Public Health), businesses, Department of Work and Pensions (DWP) and Chesterfield Borough Council (CBC). Steering group members were selected on the basis that they are existing key stakeholders in local skills delivery and will also be core members of the Skills and Employment Partnership and as such, provide a bridge between the development of the Skills Action Plan and the establishment of the Skills and Employment Partnership. The steering group have been key to supporting consultation activity on the refreshed Skills Action Plan and have provided input at key touch points throughout the development of the plan.
- 4.9 Consultation activity has been delivered through two rounds of consultation; the first round reaching 21 distinct organisations and consisting of 14 one-to-one interviews and 2 workshops; one with wider stakeholders and one with local employers.
- 4.10 Details of consultees and findings of the first-round consultation are detailed in the consultation summary report (attached at Appendix 3), which, together with the updated skills evidence-based report (attached at Appendix 2) has informed the priorities and activities that provided a framework to develop a draft skills action plan that formed the basis of the second round of consultation.
- 4.11 The second round of consultation involved more detailed discussions with key delivery partners to agree actions areas within the plan.
- 4.12 The final draft of the Skills Action Plan was presented to the Skills and Employment Partnership Board on 28<sup>th</sup> June. There were positive discussions and contributions made on the content of the plan and the plan was endorsed by the Partnership Board.
- 4.13 The priorities and actions that have emerged are grounded in evidence and seek to meet employer demand for skills and to equip local people with the skills they need to access and progress in work, whether at basic, intermediate or higher level. Diagram 1 below shows the relationship between these elements and the six priority focus areas within the plan.

**Diagram 1: Summary of priority focus areas and the factors informing them.**





### **Local, national and regional policy drivers**

- 4.14 In addition to responding to the evidence base review and consultation findings; national, regional and local policy context has significant influence on local skills delivery and as such have been key drivers to the development of the plan.
- 4.15 Since 2020, in response to the corona virus pandemic, EU Exit, drive towards net zero and ongoing uncertainty in Europe, there have been a number of changes at national level that have introduced existing and emerging initiatives that will influence local skills delivery.
- 4.16 Activity within the plan responds to the Levelling Up agenda, in particular opportunities that have been presented through UKSPF (UK Shared Prosperity Funding) and Towns Deal Funding, as well as proposals set out in the Skills for Jobs White Paper, published in January 2021.
- 4.17 Through Towns Deal and UKSPF Funding, Chesterfield and Staveley will directly benefit from £4.75m of skills related funding that will see the development of DRIIVE and the Construction Skills Hub and a programme of activity delivered through UKSPF People and Skills Investment Priority (detailed in table 2) are embedded within the plan. In addition, residents and businesses stand to benefit from wider levelling up funding portfolios and from a proportion of £3.7m of UKSPF Multiply Funding allocated to Derbyshire County Council (DCC).

- 4.18 Following initial proposals for their introduction in the Skills for Jobs for White Paper, Local Skills Improvement Plans (LSIPs) are currently being rolled out across all LEP areas. LSIPs set out the key priorities and changes needed in the local area to make technical education and training more responsive to the local labour market. The development of the D2N2 LSIP has been led by the Federation of Small Business (FSB) who submitted the final report to the Secretary of State at the end of May 2023 and which is expected to be approved at the end of July 2023, with view to the final report being published on 28<sup>th</sup> July 2023. The D2N2 LSIP sets out 18 actionable priorities across five themes that employers, providers and stakeholders in a local area can get behind. The refreshed Skills Action Plan has been developed in parallel with the LSIP process and as such has sought to align with the themes and actionable priorities within the LSIP, particularly with digital, net zero and essential transferable skills themes.
- 4.19 On the 30<sup>th</sup> August 2022 proposals for an East Midlands Devolution Deal were announced. Consultation on the proposals concluded on the 9<sup>th</sup> January 2023. The proposals set out plans to bring £1.14bn of funding to the region that would see the establishment of a Mayoral Combined Authority (MCCA) with powers to improve transport, adults skills training, housing and the environment. In respect of skills, it is proposed that the Adult Education Budget would be devolved from academic year 2024/25, providing more flexibility to meet needs of people in local communities to develop the skills they need to access employment opportunities.
- 4.20 Locally, as outlined in paragraph 4.1, the Skills Action seeks to contribute to the direct delivery of the Councils Corporate Plan and Growth Strategy (2023-27).
- 4.21 It is also important to consider the *Chesterfield Borough Local Plan* (adopted 2020) that makes provision for an additional 4,080 homes by 2035, allocates 50 ha of land for new employment uses, and supports proposals to strengthen Chesterfield and Staveley town centres. Alignment via the Skills Action Plan will link this to the new Construction Skills Hub and application of local labour clauses in major planning applications will be key to connecting local people to the employment and skills opportunities that flow from this.

#### **Evidence based review.**

- 4.22 The refreshed skills action responds to key findings and implications from the evidence review that was completed in February 2023. Section 3 of the Skills Action Plan (attached at Appendix 1) provides a detailed summary of the key findings and particularly highlights the need to address gaps in the levels of qualification, youth unemployment, and barriers to employment and the promotion of good jobs and progression. The plan also responds to opportunities highlighted in the evidence-based review to focus on future skills needs and employment opportunities in key sectors including health and

care, construction, engineering and manufacturing and in low carbon and digital roles.

4.23 The need for a partnership approach was consistently emphasised in both consultation activity and the evidence base review as being vital to tackling the range of skills and employment challenges and opportunities in the borough, including brokerage to connect key audiences to available support.

4.24 The Skills Action Plan sets out 12 actions across 6 priority themes. The table below sets out the priority themes and actions selected on the basis of evidence and consultation inputs, and which seek to meet employer demand for skills, and to equip local people with the skills they need to access and progress in work. More detail in respect of wider partners, resources and delivery routes are set out within the body of the Skills Action Plan which is (attached at Appendix 1).

**Table 1: Summary of Priority Themes and Actions**

Priority Theme	Priority Actions	Lead Partner	Outputs (per annum)
<b>Young People, Ambitions and Connections to Work</b>	Deliver a Careers Made in Chesterfield programme	D2N2 Careers Hub	<ul style="list-style-type: none"> <li>120 students per year engaged in sector specific careers activity.</li> <li>Teacher CPD delivered to key staff in at least 2 secondary schools with the borough.</li> <li>Delivery of annual Community Careers Engagement Event.</li> </ul>
	Review and revitalise Apprentice Town	Chesterfield Borough Council	Evaluation of Apprentice Town Initiative
	Support and enhance the Youth Hub	DCC / DWP	<ul style="list-style-type: none"> <li>270 Young People engaged &amp; have a Career Plan in place &amp; reviewed regularly.</li> <li>90 Young People progressing on to work experience, volunteering,</li> <li>90 Young people progressing on to Training.</li> <li>50 young people Introduce an outcome for referrals to specialist support.</li> <li>90 Young people into employment/apprenticeship.</li> </ul> <p>NB – output targets are annual and relate to total you people engaged through the Chesterfield Youth Hub, some of whom may reside outside the borough. % of Chesterfield Borough Residents receiving support will be captured though monitoring activity</p>
<b>Increasing Higher Level</b>	Increased delivery of Higher-level Skills	University of Derby	<ul style="list-style-type: none"> <li>Establishment and delivery of executive leadership programme</li> </ul>

<b>Skills</b>	Provision		supporting 100 students per year.*20 Chesterfield <ul style="list-style-type: none"> <li>• Delivery of a suite Health CPD supporting 50 students per year from year 2</li> <li>• Support creation of 5 new businesses per year</li> </ul>
		Chesterfield College	<ul style="list-style-type: none"> <li>• Development of new Higher Technical Qualification (HTQ) pathways</li> <li>• Increased promotion of higher-level skills and professional qualification pathways through delivery of HE Careers Fair</li> <li>• Working with University of Derby, delivery of 105-degree level apprenticeships through the Construction Skills Hub (from year 3)</li> </ul>
<b>Barriers to Employment &amp; Widening the Workforce</b>	Deliver Digital Inclusion and Work Readiness programmes.	Chesterfield Borough Council	<ul style="list-style-type: none"> <li>• 120 people supported with access to employability and basic skills (2024/25)</li> </ul>
	Deliver DWP programmes to help more people to gain and stay in work	DWP	<ul style="list-style-type: none"> <li>• 96-100 customers to receive a Mid-life MOT information session.</li> <li>• 30 sector-based work academies delivered per year supporting 300-360 people supported and a minimum of 240 job outcomes.</li> </ul> <p>NB – Output targets are annual but subject to annual review and alignment with any changes in DWP policy.</p>
<b>Anchor Organisation Project</b>	Establish an Anchor Organisation Project	Chesterfield Borough Council / Skills & Employment Partnership	<ul style="list-style-type: none"> <li>• Engage anchors via existing Partnership / Board arrangements to gain commitment to an anchor project, review position and identify action opportunities.</li> </ul>
<b>Sector Specific and Future Skills</b>	Deliver the Construction Skills Hub	Chesterfield College Chesterfield Borough Council	Over 4 years: <ul style="list-style-type: none"> <li>• 251 learning outcomes</li> <li>• 137 Build-Up programme learners</li> <li>• 105 HE Learners (from year 3)</li> <li>• 1430 individuals accessing career insight programme</li> </ul>
	Deliver DRIIVe rail innovation & training centre	Chesterfield Borough Council	<ul style="list-style-type: none"> <li>• 1423spm of R&amp;D, training and commercial office and workshop floor space</li> <li>• 22 jobs</li> <li>• 1680 training days per year</li> </ul>

			<ul style="list-style-type: none"> <li>Community outreach programme reaching up to 1,000 individuals per year-by-year 10</li> </ul>
	Deliver Workforce Upskilling (digital and green) Programme and Future Skills Development Fund	Chesterfield Borough Council	<ul style="list-style-type: none"> <li>Support 60 people to gain green or digital skills that will help them to progress within employment. (2024/25)</li> <li>Support 30 people to upskills within work and 20 people to gain a qualification (2024/25)</li> </ul>
<b>Skills Brokerage and Partnerships</b>	Establish the Chesterfield Skills & Employment Partnership	Chesterfield Borough Council	<ul style="list-style-type: none"> <li>Delivery annual skills &amp; employability conference</li> <li>Increased co-ordination and stronger mechanism for local skills delivery.</li> </ul>
	Develop and deliver a Skills Brokerage Service	Chesterfield Borough Council	<ul style="list-style-type: none"> <li>65 local businesses will receive support and increased access to skills and funding provision to up-skill/re-skill their workforce</li> </ul>

## Monitoring and Evaluation

4.25 Activity within the Skills Action Plan will be monitored by the council's skills delivery function, who will monitor progress of the plan on behalf of the Skills and Employment Partnership and who will, in conjunction with delivery partners, provide regular updates to the Skills and Employment Partnership. Monitoring will utilise input from partners where lead delivery responsibility falls outside of the council and also take into consideration existing monitoring arrangements that are already in place, including for Local Labour, Towns Deal and UKSPF projects.

## 5.0 Alternative options

5.1 The alternative option is for the Council not to seek to refresh the Skills Action Plan that was previously approved in 2017. This option is not considered to be appropriate. Indeed, as can be seen from this report, whilst still relevant, many of the priority activities have been delivered or are in the process of being delivered. In addition, the skills landscape and the local economy have changed as a result of the covid 19 pandemic, EU Exit and drive towards net-zero. A refreshed plan will allow skills delivery to remain current and ensure Chesterfield is able to respond to emerging priorities.

5.2 Another option could be to produce a plan for Chesterfield Borough Council focussed delivery only. This would be much narrower, limiting the outcomes for local people and not allow partners to be strategically engaged.

5.3 The preferred option is as outlined in this paper. The refresh of the Skills Plan following detailed review of evidence base and significant consultation with partners.

## 6.0 Implications for consideration – Financial and value for money

- 6.1 Activity within the Skills Action Plan that is to be led by CBC will be funded through a combination Towns Deal, UKSPF and Business Rate Retention Funding (BRRF). Towns Deal Funding of £3,735,000 and £467,000 will support the delivery of Staveley Town Deal Capital Projects DRIIVE and the Construction Skills Hub, respectively.
- 6.2 There is an allocation of £580,000 via the Chesterfield UKSPF Investment plan; £500,000 from the People and Skills Investment Priority that will be delivered in year 3 of the programme (2024/25) and £80,000 from the Business Support Investment Priority that will be delivered from year 2 (2023/24). Table 2 Below summarises UKSPF People and Skills Activity and associated funding allocations.

**Table 2: Summary of UKSPF People and Skills Workstream**

Activity	Description	Allocation
<b>Workforce Development Programme</b>		
Future Skills Development Programme	Skills Capital Funding and Future Skills Development revenue funding to increase capacity and support the delivery of future skills development in Chesterfield	£100,000 (Capital) £60,000 (Revenue)
Workforce Skills Training	Digital and green skills training interventions for businesses in Chesterfield seeking to upskill their existing workforce and individuals who are seeking more work or better work.	£120,000 (Revenue)
<b>Work Readiness Programme:</b>		
Work Readiness / Employability Programme	Employment support for economically inactive people. The Work Readiness and Digital Inclusion Programme will support 120 to access basic skills with a particular emphasis on employability skills and digital skills	£100,000 (Revenue)
Digital Inclusion Programme		£100,000 (Revenue) £20,000 (Capital)
<b>Skills Brokerage Project</b>		
Skills Brokerage Project	Provision of specialist account management and business support with view to increasing access to skills provision.	£80,000 (Revenue) *Business Support

- 6.3 In October 2019, Chesterfield Borough Council Cabinet and Council granted approval for business rate income from MVEZ (Markham Vale Enterprise Zone) to be retained by CBC to support local economic priorities. Skills activity receives an annual allocation of £100,000 through the fund to support the delivery of activity seeking to improve the skills of the local workforce and align local people with opportunities created through regeneration activities. The table appended at Appendix 5 sets out the proposed allocation of this funding to support activities contained within the Skills Action Plan, including delivery of the Careers Made in Chesterfield Programme, Apprentice Town, Barriers to Employment and Widening the Workforce and match funding in the first 2 quarters of 2025/26 for the UKSPF Skills Brokerage Project.

Funding allocated to marketing and staff resources will support delivery across all activity detailed within the refreshed Skills Action Plan.

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

- 7.1 Delivery of some of the activity contained within the refreshed Skills Action Plan, namely the Careers Made in Chesterfield programme and the UKSPF future skills, work readiness and digital inclusion programmes, will be commissioned activity, procured via open tender and as such will require some support of procurement officers and support with contracting activity from the legal services team.
- 7.2 All services will be procured in accordance with the Council's own procurement policies and in compliance with public procurement regulations.

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

- 8.1 It is envisaged that the delivery of the Skills Brokerage Project will be delivered by Chesterfield Borough Council through the appointment of a specialist business adviser, funded via UK Shared Prosperity Funding and business rates retention funding.
- 8.2 This role of Skills Brokerage Adviser (Job description attached at appendix 8) has been considered by Human Resources and has been subject to job evaluation. The post has been provisionally graded at scale a 10, subject to formal job evaluation (JE) panel. It is proposed that the post is established on a 2-year fixed term contract basis in line with the funding availability. UKSPF funding will be used to support 18 months of project delivery and business rate retention funding for 6 months.

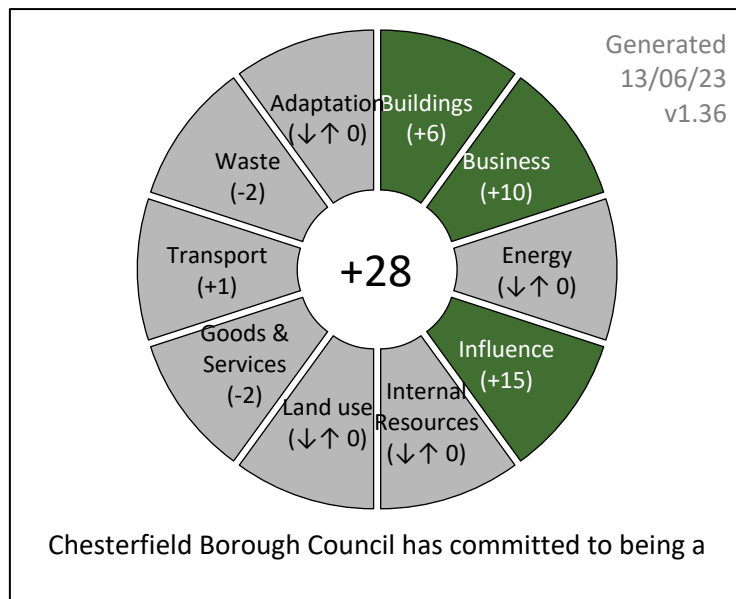
## **9.0 Implications for consideration – Council plan**

- 9.1 The Skills Action plan aligns with the Council Plan (2023-27) which prioritises making Chesterfield a thriving borough, improving the quality of life for local people and building a more resilient council. The Skills Action Plan contains activity that responds to the aspiration within the Council Plan and objective within the Growth Strategy (2023-27) **to ensure that local people have the right skills to support progression in the labour market and benefit from employment opportunities.**

## **10.0 Implications for consideration – Climate change**

- 10.1 A Climate Change Impact Assessment has been completed and is summarised in diagram 2 below (also appended at Appendix 6)

### **Diagram 2: Summary of Climate Change Impact Assessment**



10.2 The Skills Action Plan has been assessed as having an overall climate change impact score of +28. The score reflects activity contained within the plan that seeks to increase the capacity of green and digital skills delivery, namely DRIIVE, the Construction Skills Hub and UKSPF Future Skills Programme. The assessment has highlighted particular strength in the business and influence categories, reflecting the scope to raise awareness of positive action towards climate change through work with partners, careers engagement and training delivery. Scores are less positive in the areas of resource, goods and services and waste, recognising that activity within the plan includes the construction of two new facilities and seeks to increase the numbers of people within the borough undertaking skills activity which is likely result increased use of services.

### 11.0 Implications for consideration – Equality and diversity

11.1 A preliminary Equalities Impact Assessment has been completed and this is attached as Appendix 7. It is considered that the Skills Action Plan will not have a negative impact on any of the characteristics and should have a positive impact particularly in relation to 'age' and 'disability and long-term conditions' with its focus on addressing youth unemployment and supporting increased participation in the labour market.

### 12.0 Implications for consideration – Risk management

12.1 Table 3 below summarises the main risks associated with the delivery of the Skills Action Plan. The highest risks are in relation to the council's ability to recruit key staff and service providers to deliver commissioned activity, in particular activity funded via UKSPF where funding is only available for 12 months. To mitigate this, funding has been levered from unallocated UKSPF funding and the business rates retention fund skills budget to provide match funding for the skills brokerage business adviser over a 2-year period instead



of one. It is envisaged that the skills brokerage adviser will support capacity building activity in the 6-month period prior to delivery commencing.

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
Failure to appoint key staff and service providers to deliver activity contained within the skills action plan.	H	M	Early market engagement.  Clear and Detailed job description and tender specifications.	H	M
Failure to deliver the activities outline in skills action plan.	H	L	Robust management arrangements, establishment of board	H	L
Breakdown of relationships with delivery partners/partners fail to deliver actions highlighted for them within the plan	H	L	Partners have provided input and supported the development of skills action plan and a Governance Structure established via the newly established Skills and Employment Partnership to oversee delivery of the plan and provide governance and monitoring for the plan.	M	L
Failure to comply with funding outputs	H	L	Robust governance and programme management arrangements in place and programme and project level.	M	

### Decision information

<b>Key decision number</b>	<i>1186</i>
<b>Wards affected</b>	All

## Document information

<b>Report author</b>	
Emily Williams, Skills Delivery Officer, Economic Growth	
<b>Background documents</b>	
These are unpublished works which have been relied on to a material extent when the report was prepared.	
<b>Appendices to the report</b>	
Appendix 1	Skills Action Plan (2023-27)
Appendix 2	Evidence Based Report (February 23)
Appendix 3	Consultation Summary Paper
Appendix 4	Employment & Skills Partnership Terms of Reference
Appendix 5	Skills Budget (brf) allocation to skills action plan activities
Appendix 6	Climate Change Impact Assessment
Appendix 7	Preliminary EIA
Appendix 8	Job Description: Business Adviser - Skills Brokerage

# Chesterfield Skills Action Plan (2023-27)

## Foreword

A skilled workforce is vital to the future economic success of the area, supporting the shift towards a higher-value and higher-wage economy. We want a borough where economic growth benefits everyone, where local people are able to develop their skills, access good quality employment and take advantage of new opportunities arising from regeneration, investment and as a result of climate change mitigation and adaptation.

The skills action plan provides a framework for activities that support the overall aim of Chesterfield's Growth Strategy (2023-27) which seeks to make '*Chesterfield a thriving borough, delivering environmentally sustainable growth*' and specifically delivers our aspiration '**To ensure local people have the right skills to support progression in the labour market and benefit from future employment opportunities.**'

An extensive evidence-based review, together with consultation across a broad range of partners and stakeholders has provided the foundations for the plan which seeks to meet employer demand for skills and equip local people with the skills they need to access and progress in work.

The need for a partnership approach has been consistently emphasised as being vital to tackling the range of skills and employment challenges in the borough. In response, we have established the Chesterfield Skills and Employment Partnership to ensure that the plan has been developed with our partners and will be owned and delivered collaboratively by those who can make a difference. Guided by our three principles of growth: Higher Value Growth, Inclusive Growth and Environmentally Sustainable Growth, the plan delivers twelve areas of action across six priority themes.

Delivery of DRIIVe, the Construction Skills Hub, the UKSPF Future Skills Delivery Fund and Upskilling Programme provide the plan with a focus on the sector specific and future skills needed for sustainable growth. This activity, along with action by Chesterfield College and the University of Derby to increase the prominence of higher-level skills in Chesterfield, will help us raise skills levels, attract investment and promote growth of higher value businesses.

Underpinned by our commitment to maximise social value initiatives and deliver inclusive growth, the plan shows how we will use our existing strong networks with influential anchor organisations and sector groups to connect young people and their ambitions to more employment opportunities and to lever collective action to further deliver skills, employment, and wider inclusion benefits. Alongside this, funding secured through the Chesterfield UKSPF Investment plan will see the delivery of a workforce readiness and digital inclusion programme which will support more people to access and progress within work.

Encompassing our commitment to building a stronger economy, this ambitious plan, is built on strong foundations of partnership, opportunity and a shared desire to improve the outcomes for local people, both for now and generations to come.

## Executive Summary

This Skills Action Plan sets out a prioritised set of actions that have been arrived at following extensive evidence review, consultation input and discussion with a dedicated partnership Steering Group. The actions build on existing activity, whilst at the same time introducing new elements that allow us to capitalise on opportunities and challenges that have emerged in recent years. It is designed to be a partnership plan that is overseen by the newly established Skills & Employment Partnership; hence the actions are a mix of direct delivery by Chesterfield Borough Council and delivery by and with partners. Reflecting this, the plan has been produced through a thorough engagement process with delivery partners to agree the actions to be taken over a four-year period and associated resources. An updated evidence base document is available in full separately and is summarised within this plan.

The table below sets out the priority themes and actions selected on the basis of evidence and consultation inputs. These seek to meet employer demand for skills and to equip local people with the skills they need to access and progress in work, whether at basic, intermediate or higher level. Lead partners, wider partners, resources and deliverables are set out within the body of the plan.

Priority Theme	Priority Actions
<b>Young People, Ambitions and Connections to Work</b>	<ul style="list-style-type: none"> <li>• Deliver an inclusive Careers Made in Chesterfield programme.</li> <li>• Review and revitalise Apprentice Town</li> <li>• Support and enhance the Youth Hub</li> </ul>
<b>Increasing Higher Level Skills</b>	<ul style="list-style-type: none"> <li>• Increase higher level skills</li> </ul>
<b>Barriers to Employment &amp; Widening the Workforce</b>	<ul style="list-style-type: none"> <li>• Deliver Digital Inclusion and Work Readiness programme.</li> <li>• Deliver DWP programmes to help more people to gain and stay in work</li> </ul>
<b>Anchor Organisation Opportunities</b>	<ul style="list-style-type: none"> <li>• Establish Anchor organisations project and action.</li> </ul>
<b>Sector Specific and Future Skills</b>	<ul style="list-style-type: none"> <li>• Deliver the Construction Skills Hub</li> <li>• Deliver DRIIVe rail innovation and training centre.</li> <li>• Deliver Workforce Upskilling (digital and green) Programme and Future Skills Development Fund</li> </ul>
<b>Skills Brokerage and Partnerships</b>	<ul style="list-style-type: none"> <li>• Establish the Chesterfield Skills &amp; Employment Partnership</li> <li>• Develop and deliver a Skills Brokerage Service</li> </ul>

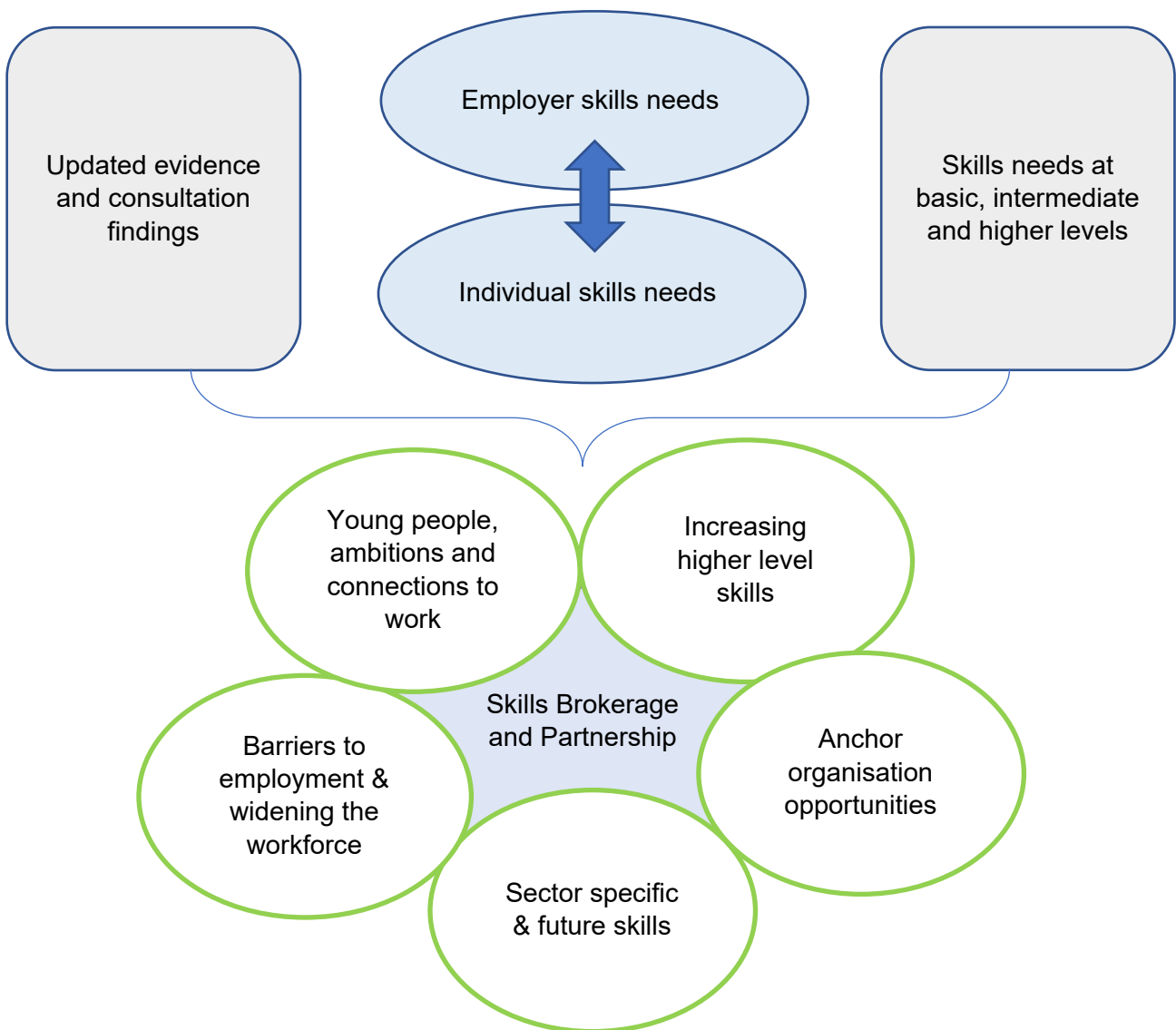
# 1. Objectives, Partnership and Purpose

This Skills Action Plan is designed to deliver the objective within Chesterfield’s Growth Strategy 2023-2027, which seeks to ‘make Chesterfield a thriving borough, delivering sustainable growth that benefits local people’. Specifically in relation to skills the objective is to:

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

The priorities of this Skills Action Plan align with these goals. They are grounded in evidence and wide consultation and seek to meet employer demand for skills and to equip local people with the skills they need to access and progress in work, whether at basic, intermediate or higher level. The diagram shows how these elements have informed the six priority focus areas within the plan.

**Figure 1: Summary of priority focus areas and the factors informing them**



Chesterfield Borough Council (CBC) has worked with a steering group of partners to develop this Plan, ensuring it is owned and will be delivered collaboratively by those who can make a difference here, with governance through the Skills & Employment Partnership. The Plan makes clear:

- which actions will be led by CBC
- which actions will be led or supported by other partners
- where there are opportunities to affect change through strategic influence

## 2. Context Driving Action

The national, regional and local policy context forms the backdrop for the decisions that have been made in developing the Skills Action Plan. These factors significantly influence how we deliver skills locally and require a continued focus on partnership working to ensure that skills provision in Chesterfield is aligned to priorities and maximises funding opportunities that arise.

### 2.1 National and regional

Government's *Levelling Up White Paper (2022)* recognises that not all places share in the country's economic success, which has been overly concentrated in the south east of England. It seeks to address this by spreading opportunity more equally across the UK through measures to improve growth, productivity, innovation and skills. CBC has secured circa £50m under the Levelling Up agenda to drive key regeneration projects including skills capital investment in DRIIVe (the Derbyshire Rail Industry Innovation Vehicle centre) and the Construction Skills Hub.

Through *devolution deals*, simplified funding settlements and control of some existing budgets are being passed down to areas adopting mayoral governance structures. This will see the creation of the East Midlands Mayoral Combined County Authority (MCCA) based on the two counties of Derbyshire and Nottinghamshire, and the allocation of a growth deal worth £1.14 billion over the next 30 years (starting in 2024). The MCCA has made skills one of its four priorities, with a commitment to working collaboratively with employers, skill providers and local authorities to ensure residents can develop key skills and access opportunities to work well and build fulfilling careers as a lever in creating a strong and sustainable local economy. Regional control of the Adult Education Budget (AEB) is key to making that a reality, with important implications for skills delivery in Chesterfield in respect to shaping provision in flexible and responsive ways to best suit the needs of residents and the local economy.

The Department for Education's (DfE's) January 2021 White Paper – *Skills for Jobs: Lifelong Learning for Opportunity and Growth* – is also informing priorities and plans for action. It sets out reforms to further education to ensure people post-16 can access skills linked to the economy throughout their lives in order to increase productivity, support growth industries and help people progress. Connection to industry, a focus on higher-level technical qualifications, and reformed funding are key planks, as is the Lifetime Skills Guarantee giving people access to the equivalent of four years of post-18 education from 2025. A new Strategic Development Fund is helping colleges to reshape provision (supply) to address local priorities and business demand. These priorities are currently being defined and agreed with local employers, led in Derbyshire and Nottinghamshire by the Federation of Small Business (FSB), and laid out in Local Skills Improvement Plans (LSIPs). The Chesterfield Skills Action Plan is being refreshed in parallel with the LSIP process ensuring that messages and actionable priorities at the regional and local levels are aligned.

In addition to funding secured via the Towns Deal and the Levelling Up Fund, Chesterfield has been allocated £2.7m over three years from the *UK Shared Prosperity Fund (UKSPF)*. This has been allocated to support a mix of community, place, business and skills related activities. People and Skills Activity will be delivered in year three (2024/25) via a provisional allocation of £550,000 (see detail in 2.3) and with action embedded in this Plan.

Department of Work and Pensions (DWP) policy is also a key driver here given its alignment to UKSPF objectives to reduce the barriers some people face to employment and support them to move towards employment and education including as a way to enhance local employment and growth. Activity coming forward to increase focus on the economically inactive, on in-work progression and on the 50+ age group has been considered and integrated here.

In summary, this Plan responds to national and regional drivers, with the establishment of the new Skills & Employment Partnership creating the mechanism for stronger skills delivery in here, ensuring that these drivers are positively reflected locally, and that we maximise the benefits of Levelling Up funding and foster effective connections between learners, education and employers.

## 2.2 Local

Locally, two policy contexts drive this Skills Action Plan. Firstly, the *Council Plan (2023-27)* which prioritises making Chesterfield a thriving borough, improving the quality of life for local people and building a more resilient council. Secondly, the new *Chesterfield Growth Strategy (2023-27)*. This provides the strategic framework for action by the Council to deliver the ambition of making Chesterfield a thriving borough and improving the lives of local people. It focuses on where the Council can make a real difference in accelerating economic growth and ensuring local people benefit from the new economic opportunities which are created. One of its five priorities is to ensure local people have the right skills to support progression in the labour market and benefit from future employment opportunities. This Skills Action Plan provides the roadmap for delivering these local priorities through a portfolio of activities that include apprenticeships, local labour clauses, reducing youth unemployment and enabling local businesses and employees to access a wide range of skills and education opportunities.

It is also important to consider the *Chesterfield Borough Local Plan (adopted 2020)*, providing the planning framework for new housing and commercial development across the borough. It makes provision for an additional 4,080 homes by 2035, allocates 50 ha of land for new employment uses, and supports proposals to strengthen Chesterfield and Staveley town centres. Alignment via the Skills Action Plan will link this to the new Construction Skills Hub and application of local labour clauses in major planning applications will be key to connecting local people to the employment and skills opportunities that flow from this.

This Plan updates its predecessor Plan (2017-2020) and activities contained within the subsequent economic recovery plan and as such has firm foundations of progress in delivering change and impact and partnership working on which to build. Key deliverables from the earlier Plan include:

- Delivery of Apprentice Town initiative, creating an online web resource, apprenticeship vacancy search tool, annual apprentice round table event and a suite of marketing and social media assets. Since 2019, CBC have directly supported 67 apprentices and 179 apprenticeships have been enabled as a result of 'local labour activity'.
- Creation of My Future Online Careers Portal that has generated over 2200 unique page views.
- Over £5m skills capital funding secured for the delivery of Construction Skills Hub, DRIVe and UKSPF Future Skills Development.
- Successful delivery of annual skills and employability conference.
- Over 970 young people engaged through a Rail related careers programme (HS2 & You).
- Work with DWP and Chamber of Commerce December 2021-2022 to support the Kickstart programme that generated 683 vacancies and 305 Kickstart placements for 18-24 year olds.
- 20 students engaged in the 'Future Makers' mentoring project following successful delivery of 'women in construction' mentoring pilot in 2020.
- Between December 2022 and July 2023, delivery of the 'Careers Made in Chesterfield' pilot with 20 professionals from 11 local property and construction businesses delivering a careers workshop programme to 110 year 10 students from Parkside School. 44% of the students completing the programme expressed high interest in working in the construction sector, rising from just 20% at the start of the programme. 14 quality work placements have been secured for students taking part in the programme.

- Local labour clauses have continued to be agreed on 100% of eligible developments and in 2022/23 608 local jobs and 40 apprentices have been enabled with over £34.6m of contracts awarded to local supply chain businesses as well as creating a number of other social value outputs including careers support, school visits, partnerships with FE colleges and work experience.

## 2.3 Funding

Skills funding to the tune of £856,000 will be under the *direct control of CBC* (via the economic growth function) over the period 2023/24-2026/27, including via UKSPF, and in addition to capital funding contributions secured from the Staveley Towns Deal and Business Rate Retention funding. Added to this will be funding streams accessed by partners, around which the Skills Action Plan will seek to have influence. We will work with partners and through the Skills & Employment Partnership to lever and maximise the benefit of core funding allocations including the Education and Skills Funding Agency, the Adult Education Budget and the Local Skills Improvement Fund (emerging from the LSIP).

In respect to UKSPF funding, budget allocations have high level commitments but there is still opportunity to work up the detail of projects included in this Plan in ways that will meet the objectives we are seeking to achieve and also in ways that align with major capital projects and commitments made with the Council Plan 2023-27 and Growth Strategy.

## 2.4 Inclusive Growth

The Skills Action Plan is designed to support Chesterfield's Growth Strategy vision to make Chesterfield a thriving borough, delivering environmentally sustainable growth that benefits local people. We will only achieve that by ensuring *all* of our residents can access the skills they need to progress and benefit from economic opportunities, wherever they live in the borough and regardless of their backgrounds and circumstances. This Plan has been built with the principle of inclusive growth at the forefront, and all interventions will be designed and delivered in ways that help us achieve that aspiration.

The plan recognises that people can face additional barriers and challenges in accessing skills and employment that hamper their chances to thrive. These can include discrimination, unconscious bias, stereotyping or access (e.g., physical, digital or language barriers), barriers around communication, culture and attitudes; or emotional barriers like low self-esteem or confidence. In addition, it is recognised that there are place-based factors at play, with inequalities in mental and physical health, incomes and education coming to the fore locally.

The establishment of the Skills and Employment Partnership Board provides a platform from which to work with partners to take positive action to prevent and remove discrimination; to ensure people are not at a disadvantage; have their particular needs met and are represented in delivery and in positive outcomes. We aim to do this across all protected characteristics – age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. We will apply this across the Plan, including but not limited to key priorities such as young people, ambitions and connections to work, and removing barriers to employment and widening the workforce. Our approach will be based on learning from evidence, research and best practice; engaging with experts and the people and communities affected, including using lived experience to inform interventions; and multi-agency partnership working that includes collaboration with the voluntary and community sector and employers.



### 3. Evidence and Implications for Action

A thorough evidence update was completed in February 2023 to inform development of the Skills Action Plan. Key findings from this and the implications that stem from them are set out below.

#### **Skills levels**

- 78% of the working age population are qualified to NVQ level 2 – the same as nationally
- A gap to national average attainment emerges at NVQ Level 3 and especially Level 4, with 37% qualified at this level in Chesterfield compared to 44% in Great Britain
- Skills at all NVQ levels have increased locally over the last ten years, however, progress has been slower than nationally
- Higher level skills are correlated to incomes and expected to underpin future economic success

**Implication:** Enhance skills at all levels, and especially at higher levels where the gaps are greatest

#### **Young people**

- Whilst educational attainment at Key Stage 2 is close to England average, attainment falls by secondary school level, where attainment 8 scores are significantly below England average
- At 6.9%, youth unemployment is well above the national average of 4.9% and the overall Chesterfield unemployment rate which is 3.6%
- At 2.9% the proportion of 16-17 year olds who are NEET is double the Derbyshire average (1.5%)
- Apprenticeship starts increased by 18% between 2021 and 2022, but not enough to counteract a marked fall (as nationally) between 2017 to 2022, most notably at Level 2 and for those aged under 19
- Consultees raised issues related to employability, ambitions, mental health and work experience

**Implication:** Factors affecting young people and their outcomes is a key issue to address

#### **Employment, the labour market and population profile**

- High levels of job vacancies are set against a tight labour market
- Incomes are below national average (by £88/week), increasingly less quickly, and gender pay gaps remain. Lower wages may indicate issues around job quality, productivity and progression.
- 11,500 people aged 16-64 are economically inactive, a rate of 18% compared to 22% nationally
- Chesterfield has had low population growth which is set to continue. The number aged 0-14 will reduce by 2035 whilst those aged 65+ will rise significantly, creating likely skills/labour shortages
- There is significant deprivation, especially health related, which will impact on employment. Chesterfield is the 86<sup>th</sup> most deprived district in the country overall (out of 317 districts), and the 13<sup>th</sup> most deprived when looking specifically at health and disability based measures.
- Consultees stressed the importance of gender and ethnic representativeness in the labour market
- In 2021, 2.0% of Chesterfield's population were Asian/Asian British, 0.8% were Black/African/Caribbean/Black British, and 1.5% were Mixed/multiple ethnic group (4,287 people in total). This compares to 1.5%, 0.8% and 1.1% respectively in 2011 (3,468 people). The combined total grew by 819 people between 2011-2021 compared to a fall of 200 in the total Chesterfield population.

**Implication:** Address barriers to employment (including to do with health and diversity), promote good jobs and progression, and seek to attract/retain more older people (over 50s) in the workforce

#### **Economic structure and sector skills needs**

- Chesterfield's largest and disproportionately highest employment is in the health and care sector
- There are also some sector specialisms in metal goods and engineering

- Construction accounts for around 2,400 jobs in Chesterfield (5% of local employment) and is expected to grow by 3% (70 jobs) by 2030. These percentages are similar to national average, but a considerable pipeline of new housing and infrastructure locally will heighten opportunities.
- Future growth areas include green/low carbon and digital/data based jobs

**Implication:** Include focus on skills needs and employment opportunities in sectors including health and care, engineering/construction/advanced manufacture, and in green/low carbon and digital roles

#### **Anchor organisations and regeneration**

- Chesterfield has a concentration of large anchor organisations, including the council, Chesterfield College, the university of Derby and the Chesterfield Royal Hospital. This supports major jobs and skills opportunities.
- As elsewhere, the vast majority of businesses in Chesterfield are small and medium sized. However, Chesterfield has a higher than average proportion of large businesses, and a number of these will play anchor roles and be engaged in bodies such as Destination Chesterfield.
- A considerable local regeneration programme and investment pipeline presents opportunities.

**Implication:** Good opportunities exist for anchor organisations to support jobs, skills and inclusion

**Overall implication from the evidence:** A partnership approach will be vital to tackling the range of skills and employment challenges and opportunities in the borough, including brokerage to connect key audiences to available support. This should cut across the whole range of skills issues.

## 4. Action Plan

### 4.1 Young People, Ambitions and Connections to Work

The unprecedented economic and social shocks of recent years have hit our young people hard. This has translated into too many of our young people struggling to find work, falling out of education or training, or missing out on grades and important life experiences they expected through their school years. We owe it to our young people to resolutely re-focus on their futures. Actions in this Plan will support them to understand their choices and pathways; access learning and skills, to seize opportunities available now and in the future; and gain experiences to help unlock their talents, confidence and aspirations. It is essential that the actions below are designed, implemented and monitored in the round in order to have maximum impact, to support cross-referrals and ultimately to build the rich and diverse talent pipeline that underpins inclusive growth in our economy. Engagement with young people’s representation and with bodies such as the BAME Forum will help to ensure an inclusive approach.

The key actions that will take forward this priority are:

- Deliver an inclusive Careers Made in Chesterfield programme
- Review and revitalise Apprentice Town
- Support and enhance the Youth Hub

Action	Deliver a Careers Made in Chesterfield programme
What will be delivered	<p>We will deliver a holistic package of careers education, information, advice and guidance (CEIAG) activity that directly links our young people to the opportunities stemming from Chesterfield’s key sectors, future jobs growth, major regeneration and inward investment pipeline. Our focus will be twofold.</p> <p>Firstly, we will build on the success of the ‘Careers Made in Chesterfield’ pilot to deliver a commissioned series of sector specific workshops and engagement activities in targeted schools and the Youth Hub, ensuring an inclusive approach and equity for all young people where employment is a viable future outcome. We will connect our highly engaged businesses to this because they have told us they want to a) support strong local talent pools to sustain and grow their businesses; and b) do so in ways that help address high local youth unemployment and the need to boost ambition, employability, work experience and self-confidence.</p> <p>Secondly, and both linked to the above, an enhanced strategic partnership with the D2N2 Careers Hub will see the Hub pilot delivery of three sector-focused <i>Apprenticeships and Technical Education (ATE) twilight events</i>, working with local employers (via CBC) to demystify local opportunities for learning and work delivered to parents/carers, teachers, and young people, as well as engaging community groups to make the sessions as inclusive and far reaching as possible. The Hub will also pilot delivery of a series of sectoral <i>Teacher Encounters</i>, directly linking teachers to employers to learn about different career pathways and to observe how their subject is applied practically in order to enrich teaching and help them guide students as to their best next steps aligned to local opportunities.</p>

	<p>Chesterfield College will also lead work to connect their students, initially in hospitality and catering but also potentially in physical education, to schools focused on activity to improve health and wellbeing through healthy eating and living plans.</p> <p>Chesterfield Royal Hospital will contribute to this action by hosting work experience placements for Chesterfield residents, including continuing the delivery of the Supported Insight Scheme for young people with SEND and visiting local primary and secondary schools to raise awareness of opportunities in the health and social care sector.</p>
<b>Lead partner</b>	D2N2 Careers Hub (with CBC on commissioning Careers Made in Chesterfield delivery)
<b>Other key partners</b>	CBC, Derbyshire County Council (DCC), Area Head Teachers Forum, Destination Chesterfield (inc. Chesterfield Champions), Sector Forums, Chesterfield College, University of Derby, DEBP (Direct Education Business Partnership), Chesterfield Royal Hospital and wider health system
<b>Alignment with Chesterfield System Framework</b>	Skills & Employment Partnership, Childrens Locality Partnership, Place Alliance Group, Health & Wellbeing Partnership
<b>Resources</b>	Commissioned activity via Skills Action Plan Funding and match with D2N2 Careers Hub projects (i.e., alignment of cornerstones, teacher encounter funding etc). Plus potential employer match.
<b>Year 1 action (2023/24)</b>	<ul style="list-style-type: none"> <li>• Development of specification and commissioning activity for the Careers Made in Chesterfield programme and first year delivery focussing on construction and alignment to Chesterfield's regeneration pipeline and Construction Skills Hub</li> <li>• D2N2 Careers Hub establishment and delivery of three pilot ATE twilight events (one per term) in partnership with local and national employers to demystify and showcase apprenticeships and the opportunities they provide</li> <li>• D2N2 Careers Hub establishment and delivery of Teacher Encounters workshops targeting teachers from two local schools including: <ul style="list-style-type: none"> <li>○ Oct 2023 – delivery of one CPD session to teachers</li> <li>○ Dec 2023 – commence careers workshop delivery for 120 students with two workshops per school focused on speed networking and practical activity session</li> </ul> </li> <li>• Chesterfield College (Hospitality and Catering Department) to deliver regular healthy eating cooking sessions for students and parents at Springwell School, with future waves of activity potentially including focus on physical activity for health</li> <li>• Chesterfield Royal Hospital working a) with internal line managers to enable work experience opportunities; b) in partnership with Chesterfield College to develop industry placement pathways for T-Levels and other qualifications; c) with D2N2 Cornerstone Group to deliver a programme of primary and secondary school engagement events; d) working with DEBP and Ashgate Croft School to provide a 'Supported Insight Scheme' (SIS) tailored for their learners and progression opportunities into a Supported Internship (SI) pathway at Chesterfield Royal Hospital; and e) raise awareness of available apprenticeships within the organisation and local community (all repeated across years 1-4)</li> </ul>

<b>Year 2 action</b>	<ul style="list-style-type: none"> <li>• Scale-up of Careers Made in Chesterfield programme to expand delivery into further sectors e.g., health and social care and engineering, visitor economy (with links to rail and DRIIVe and Peak Resort)</li> <li>• Summer 2024 – provision of quality work experience and site visits with local employers with employer connections made by CBC but activity led by the Hub via the Teacher Encounters</li> <li>• Evaluation of pilot Teacher Encounters activity</li> <li>• Seek to broaden the approach of the programme in response to Connected Futures research project led by DEBP and D2N2 LEP.</li> </ul>
<b>Year 3 action</b>	<ul style="list-style-type: none"> <li>• Full delivery of Careers Made in Chesterfield in multiple sectors</li> </ul>
<b>Year 4 action</b>	<ul style="list-style-type: none"> <li>• Full delivery of Careers Made in Chesterfield in multiple sectors</li> </ul>
<b>Deliverables (outputs/outcomes)</b>	<ul style="list-style-type: none"> <li>• 120 students per year</li> <li>• 3 twilight sessions</li> <li>• 2 schools receiving teacher encounter CPD sessions</li> <li>• 1 school receiving healthy eating sessions</li> <li>• Targeting areas of disadvantage measured by free school meals and/or pupil premium</li> </ul> <p>Plus via Chesterfield Royal Hospital activity (total over 4 years):</p> <ul style="list-style-type: none"> <li>• 500 work experience placements</li> <li>• 700 apprenticeship starts</li> <li>• 104 local school events held (including 1 specialist school having SIS and SI pathways.</li> </ul>

<b>Action</b>	<b>Review and revitalise Apprentice Town</b>
<b>What will be delivered</b>	<p>Apprentice Town remains widely supported but there is scope for re-focusing and re-energising it to better connect those looking for and those offering opportunities; and for provision to increase accessibility and widen routes into apprenticeships, especially for people with additional needs, lower qualifications or from less advantaged communities and at Level 2, where apprentice numbers have reduced.</p> <p>There is also need to stimulate take up of apprenticeships through increased engagement with young people and their teachers and parents/carers on what a modern day apprenticeship looks like and what it can lead to in respect to qualifications, pathways and diversity of careers. This action could also look at widening to cover T-Levels.</p> <p>A strategic influence opportunity will be to leverage Apprenticeship Levy from anchor organisations to support apprenticeships in key sectors across the borough.</p>
<b>Lead partner</b>	CBC
<b>Other key partners</b>	Chesterfield College, University of Derby, East Midlands Chamber, DWP, Destination Chesterfield (inc. Chesterfield Champions), DCC, D2N2 LEP/shadow MCCA, DEBP, CVS Community Voluntary Sector Forums
<b>Alignment with Chesterfield System Framework</b>	Skills & Employment Partnership, Childrens Locality Partnership

<b>Resources</b>	Revenue funding of evaluation and associated officer time to subsequently review, engage partners and plan action. Resources for subsequent years dependant on actions identified.
<b>Year 1 action (2023/24)</b>	<ul style="list-style-type: none"> <li>• Commission evaluation of Apprentice Town to assess impact, lessons and recommendations for future delivery</li> <li>• Respond accordingly to evaluation findings and, if found to be appropriate, establish resources, plan and routes for delivery (with alignment to activity on Careers Made in Chesterfield and Youth Hub)</li> </ul>
<b>Year 2 action</b>	<ul style="list-style-type: none"> <li>• To be identified as above</li> </ul>
<b>Year 3 action</b>	<ul style="list-style-type: none"> <li>• To be identified as above</li> </ul>
<b>Year 4 action</b>	<ul style="list-style-type: none"> <li>• To be identified as above</li> </ul>
<b>Deliverables (outputs/outcomes)</b>	To be identified depending on findings but likely to include apprentice starts/completions, youth unemployment and NEET rates, and with discussion with partners to understand impacts on educational attainment and progression routes/destinations

<b>Action</b>	<b>Support and enhance the Youth Hub</b>
<b>What will be delivered</b>	<p>The Chesterfield Youth Hub has proven to be an effective one-stop-shop for engaging young people in Chesterfield area in a range of support services to help them move into employment or training, as well as to explore support for wider issues such as on their health and wellbeing. Since opening in January 2022, the Chesterfield Hub has engaged over 480 young people.</p> <p>This action centres on making the Youth Hub a sustainable service focused on extending reach of CEIAG, especially in connecting to local opportunities in areas such as engineering, construction, health and hospitality linked to major investment and in future growth areas such as green and digital skills, including through Careers Made in Chesterfield.</p> <p>On employability skills, it will extend access to work experience, mentoring and volunteering to boost young people’s confidence and expose them to the world of work and opportunities available (linked to action with business); and work in collaboration with health provision given the prominence of mental health barriers that young people are now presenting with.</p>
<b>Lead partner</b>	DCC and DWP
<b>Other key partners</b>	CBC, health system, Destination Chesterfield (inc. Chesterfield Champions), anchor institutions, sector forums, CVS Voluntary Sector and BAME Forums
<b>Alignment with Chesterfield System Framework</b>	Skills & Employment Partnership, Childrens Locality Partnership, Health & Wellbeing Partnership, CVS & Voluntary Sector and BAME Forums, Community Safety Partnership
<b>Resources</b>	DWP and DCC funding, support levered from UKSPF Skills Brokerage Project and work readiness and digital inclusion programmes; officer time. Alignment with Careers Made in Chesterfield, Construction Skills Hub, DRIIVe and other key regeneration projects such as PEAK.

<b>Year 1 action (2023/24)</b>	<ul style="list-style-type: none"> <li>• Achieve 300 referrals to the Youth Hub (NB: the Hub is physically located in Chesterfield but referrals to it are made from across NE Derbyshire making this a total number. Analysis on actual Chesterfield borough resident referrals will be undertaken and reported to the Skills &amp; Employment Partnership.)</li> <li>• Deliver Careers Made in Chesterfield to a Youth Hub cohort</li> <li>• Design and identify resource for action-led research to understand mental health barriers and scale of issue; backed by literature review of best practice and in discussion with health partners and the Skills &amp; Employment Partnership</li> </ul>
<b>Year 2 action</b>	<ul style="list-style-type: none"> <li>• Achieve 300 referrals to the Youth Hub (NB: targets are set annually subject to DWP funding, evidence of need and previous performance hence this target number is subject to annual review)</li> <li>• Deliver Careers Made in Chesterfield to a Youth Hub cohort</li> <li>• Promote UKSP provision on work readiness and digital inclusion (see 4.3) to Youth Hub</li> <li>• Design and implement anchor and business commitment/pledge to support Youth Hub clients e.g., via work experience, volunteering, taking on young people who require nurturing and support</li> <li>• Present findings of year 1 mental health barrier research to Skills &amp; Employment Partnership to agree a system-wide response to designing interventions, including through the Youth Hub, that can build mental health resilience, signpost, prevent escalation etc</li> </ul>
<b>Year 3 action</b>	<ul style="list-style-type: none"> <li>• Achieve 300 referrals to the Youth Hub (NB: subject to annual review as above)</li> <li>• Deliver Careers Made in Chesterfield to a Youth Hub cohort</li> </ul>
<b>Year 4 action</b>	<ul style="list-style-type: none"> <li>• Evaluation of activity to enhance Youth Hub delivery and to align it to Careers Made in Chesterfield</li> </ul>
<b>Deliverables (outputs/outcomes)</b>	<p>From 300 referrals per year to the Youth Hub, a range of outcomes should be achieved as follows (with the same caveats as noted above regarding delivery to Chesterfield residents and subject to annual review):</p> <ul style="list-style-type: none"> <li>• 90% - 270 young people engaged, with Career Plan in place &amp; reviewed regularly</li> <li>• 30% - 90 young people progressing on to work experience or volunteering</li> <li>• 30% - 90 young people progressing on to training</li> <li>• 17% - 50 young people introduced to an outcome for referrals to specialist support e.g. DES and Mental Health</li> <li>• 30% - 90 young people into employment, or an apprenticeship.</li> <li>• 100% - availability to support with job applications and job outcomes</li> </ul>

## 4.2 Increasing Higher Level Skills

Strong evidence and consensus across partners in Chesterfield points to the need to increase the prominence of higher value, higher level skills within the workforce and local economy. That will involve both more local young people attaining HE level qualifications, and increasing business demand for high level skills - which will in turn will help to retain people with those skills locally and attract others with them to the area. Collaboration and partnership between the University of Derby and Chesterfield College and working with businesses will be central to ensure complementarity.

The key action that will take forward this priority is:

- Increase higher level skills

Action	Increase higher level skills
<b>What will be delivered</b>	<p>This priority is focused on increasing higher level skills delivery in Chesterfield to include expansion and promotion of provision through the University of Derby, co-ordinated with growing HE and professional level provision at Chesterfield College. It will develop long-term strategic collaboration to maximise assets and deliver skills improvement and future skills, jobs and investment – helping to raise aspirations and strengthen communities. The actions below will take this forward and are based on agreement between stakeholders on delivery.</p> <p>University expansion will include building upon the existing concentration of health/nursing based provision by providing a wider range of course options - such as management/leadership/business, and other targeted provision within the University's focus areas (e.g., net zero, tech and engineering related) that link into local skills needs and opportunities. The University's offer will also be promoted locally to expand demand for places and ensure maximum value.</p> <p>This would be co-ordinated with expansion of HE and professional level provision at Chesterfield College, potentially involving further developing strong offers on manufacturing, construction and healthcare, and linked to the college's Digital Innovation Centre and new STEM Centre/Manufacturing Academy. The college is also looking to promote its annual Careers Fair to a wider audience including the public and professional bodies to help in promoting higher level skills.</p>
<b>Lead partner</b>	University of Derby and Chesterfield College
<b>Other key partners</b>	CBC, Careers Hub, Sector forums, professional bodies
<b>Alignment with Chesterfield System Framework</b>	Skills & Employment Partnership, CVS & Voluntary Sector Forums
<b>Resources</b>	<p>University of Derby and Chesterfield College resources, supported by any relevant CBC resources</p> <p>Skills Brokerage Project to raise awareness of support available to businesses</p>
<b>Year 1 action (2023/24)</b>	<ul style="list-style-type: none"> <li>• University of Derby to deliver a suite of executive leadership qualifications that support businesses to focus on sustainable growth and success.</li> <li>• Chesterfield College to further develop and grow new Foundation Degree (FD) Education, Cert Ed and PGCE pathways in</li> </ul>



	<p>collaboration with partner universities and establish strong teacher education pathways.</p> <ul style="list-style-type: none"> <li>• Chesterfield College to work with partner universities to explore new HE strategic direction around Higher Technical Qualifications (HTQs), bite sized Higher National (HN) Flex units and distance learning across a range of professional qualifications. Initial collaboration will centre on Digital, Childcare, Health, Construction and Engineering.</li> </ul>
<b>Year 2 action</b>	<ul style="list-style-type: none"> <li>• University of Derby to deliver a suite of Health CPD to complement the leadership programmes. Social prescribing to be an area of focus to meet needs and opportunities in the area.</li> <li>• Chesterfield College to secure viable cohorts on HTQ pathways and establish opportunities for higher apprenticeship; and to explore new areas for skills growth – business, management and leadership pathways at higher skill levels.</li> </ul>
<b>Year 3 action</b>	<ul style="list-style-type: none"> <li>• University of Derby to develop and introduce digital provision pathways in conjunction with the college to offer onward progression from existing Level 3 courses.</li> </ul>
<b>Year 4 action</b>	<ul style="list-style-type: none"> <li>• University of Derby has committed to delivering higher and degree level courses/apprenticeships through the Construction Skills Hub. There is opportunity to work with Chesterfield College to develop higher level provision that supports delivery of key regeneration projects including DRIVe and Peak Resort as well as further construction and sustainability related skills.</li> </ul>
<b>Deliverables (outputs/outcomes)</b>	<p><u>University of Derby</u></p> <ul style="list-style-type: none"> <li>• 100 students per year on executive leadership programmes, including for outside of area, with priority given to Chesterfield businesses where anticipated uptake will be 20 per year. (To be reviewed at the end of each year)</li> <li>• 50 students on health CPD, including social prescribing, 20% of those completing level 3 courses to progress on to level 4 and above.</li> <li>• 105 Higher/Degree Level Apprenticeship through the Construction Skills Hub</li> <li>• Broader outcomes of a positive impact to business growth with creation of at least 5 new businesses per year, plus increased attractiveness for inward investment</li> </ul> <p><u>Chesterfield College</u></p> <ul style="list-style-type: none"> <li>• Development of new Higher Technical Qualification (HTQ) pathways in Digital, Childcare, Health, Construction and Engineering.</li> <li>• Increased promotion of higher-level skills and professional qualification pathways through delivery of HE Careers Fair</li> <li>• Working with University of Derby delivery of 105-degree level apprenticeship through the Construction Skills Hub (from year 3)</li> </ul>

### 4.3 Barriers to Employment and Widening the Workforce

Consultation and evidence highlight the need to enable more people to enter and remain in employment, and to ensure supply of the skills and attributes that employers need. This is partly about tackling barriers that prevent people accessing work and upskilling (see 4.1 in relation to young people), and ensuring the local labour market is wide, diverse, representative through the promotion of inclusive recruitment approaches. It also relates to DWP policy imperatives to remove barriers to work for people at any age and career stage, including parents, over-50s, disabled people and those with long-term health conditions; and to help economically inactive people move (back) towards work. Barriers such as mental health are increasingly important in this respect. Approaches will build on assets such as Communities Chesterfield and engagement with the BAME Forum to help maximise opportunities across all communities, ethnicities and underrepresented or disadvantaged groups.

The key actions that will take forward this priority are:

- Deliver Digital Inclusion and Work Readiness programme
- Deliver DWP programmes to help more people to gain and stay in work

Action	Deliver Digital Inclusion and Work Readiness programme
What will be delivered	UKSPF funds will be deployed to target economically inactive groups and specific cohorts with improved employability and basic skills via a coordinated programme focused on digital inclusion and work readiness. Project specifications will be developed, confirmed with the Skills & Employment Partnership and then commissioned. We will align with community grant activity and lever CBC's role as social landlord to target provision at tenants.
Lead partner	CBC
Other key partners	Skills & Employment Partnership, CBC Housing Teams, DWP, Youth Hub
Alignment with Chesterfield System Framework	Skills & Employment Partnership, Health & Wellbeing Partnership, CVS & Voluntary Sector and BAME Forums
Resources	Commissioned activity using UKSPF
Year 1 action (2023/24)	<ul style="list-style-type: none"> <li>• Commissioning of activity to deliver a work readiness and digital inclusion programme supporting people to access employability and basic skills</li> <li>• CBC Housing Team to promote the programme and access to it (and other relevant skills provision) through tenant engagement activity and a Meet and Greet event ahead of UKSPF delivery commencing in April 2024</li> </ul>
Year 2 action	<ul style="list-style-type: none"> <li>• Delivery of UKPSF programme and associated contract management</li> <li>• Ongoing work via CBC Housing Team to ensure regular tenant engagement activity proactively identifies opportunities to signpost tenants to employment and skills support via the Skills Brokerage Service (see 4.6)</li> </ul>
Year 3 action	<ul style="list-style-type: none"> <li>• Evaluation</li> </ul>
Year 4 action	<ul style="list-style-type: none"> <li>• Not applicable (UKSPF funding complete)</li> </ul>
Deliverables (outputs/outcomes)	<ul style="list-style-type: none"> <li>• 120 people supported with access to employability and basic skills</li> </ul>

<b>Action</b>	<b>Deliver DWP programmes to help more people gain and stay in work</b>
<b>What will be delivered</b>	<p>We will seek to gain maximum local benefit from DWP programmes that are rolled out in or can be flexibly delivered in Chesterfield, including those aimed at over 50s, jobs seekers, and in-work provision and progression. Action will build on DWP Health Adjustment Passports and Access to Work and include:</p> <ul style="list-style-type: none"> <li>• Expansion of DWP mid-life MOTs to support over-50s to get back to work, boost their earnings, and get personalised guidance from work coaches. MOTs will be delivered through the DWP's jobcentres in partnership with NCS Careers Coaches &amp; Employers.</li> <li>• Continue to deliver partnership/market recruitment events targeted at specific cohorts (3 per year)</li> <li>• Through Skills Brokerage Programme, promote and support employer support programmes including work trials, sector-based work academy programmes and in-work progression</li> <li>• CBC would support action by leveraging its role as a social landlord, targeting tenants in receipt of benefits, including those on Universal Credit where increasing skills would enable them to progress out of low pay.</li> <li>• Working with partners and exerting strategic influence to improve access to mental health support, and to promote good employment practice, including around ethnic diversity and representation, Disability Confident, and on gender equality.</li> <li>• Utilising potential to deliver through anchor organisations (e.g. through supporting in-work progression and reviewing employment policies to support inclusion and DWP strategic objectives)</li> </ul>
<b>Lead partner</b>	DWP
<b>Other key partners</b>	CBC (including housing, HR and employment and skills), other anchor organisations, DEBP, voluntary sector and BAME forums
<b>Alignment with Chesterfield System Framework</b>	Skills & Employment Partnership, Health & Wellbeing Partnership, CVS & Voluntary Sector Forums.
<b>Resources</b>	DWP resources
<b>Year 1 (2023/24)</b>	<ul style="list-style-type: none"> <li>• DWP to deliver a minimum of 12 x 50+ Mid-life MOT Group Awareness sessions via Chesterfield Jobcentre</li> <li>• DWP to deliver a total of 30 Sector-Based Work Academy Programmes (SWAPs) with employers &amp; training providers to support recruitment activity.</li> <li>• Delivery of other DWP programmes in Chesterfield as above</li> </ul>
<b>Year 2</b>	<ul style="list-style-type: none"> <li>• Detail to be confirmed annually in line with DWP place based plan but expected to include ongoing delivery of SWAPs and programmes for age 50+ customers</li> </ul>
<b>Year 3</b>	<ul style="list-style-type: none"> <li>• Detail to be confirmed annually in line with DWP place based plan but expected to include ongoing delivery of SWAPs and programmes for age 50+ customers</li> </ul>
<b>Year 4</b>	<ul style="list-style-type: none"> <li>• Detail to be confirmed</li> </ul>

<b>Deliverables (outputs/outcomes)</b>	<p>Year 1 deliverables are:</p> <ul style="list-style-type: none"><li>• At least 96 customers to receive a Mid-life MOT information session</li><li>• Each SWAP to have a cohort of 10-12 customers with a minimum of 80% gaining job outcomes. Hence, 300-360 people supported and a minimum of 240 job outcomes.</li></ul> <p>Year 2-4 deliverables to be confirmed but expected to include similar outcomes on SWAPs, and for age 50+ programmes during years 2-3.</p>
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## 4.4 Anchor Organisation Project Opportunities

Anchor institutions are large organisations that typically spend sizeable amounts of money, employ many people, provide key services and are rooted in their locality. They make a big contribution to their local areas and economies and can maximise this by employing and training more local people, procuring from local suppliers, and ensuring that services reach and support aspiring communities – including through action and engagement on equalities, diversity and inclusion (EDI) working with bodies such as the BAME Forum.

Chesterfield Borough Council is a key anchor organisation, and it already operates as such through its progressive local labour policies. There is potential for other anchor organisations such as Chesterfield College, Chesterfield Royal Hospital and wider health partners, large businesses, the University of Derby and voluntary and community sector (VCS) representation to further collaborate as anchors and act individually and collectively to make a difference. This activity will be taken forward through existing networks in which these organisations already effectively interact, notably Destination Chesterfield and the Skills and Employment Partnership, with the latter taking a lead role on anchors policy, action and collaboration that can support skills, employment and inclusion.

The key action that will take forward this priority is:

- Establish anchor organisations project and action

Action	Establish anchor organisations project and action
<b>What will be delivered</b>	<p>Chesterfield will use its existing strong network of influential local organisations to design and establish an anchor organisation project. This will identify and exploit opportunities to use procurement, employment, training and management of capital assets to further deliver skills, employment, inclusion and wider benefits locally. Anchors will review their current practice and identify opportunities to enhance their impact on local priorities, both through their own policies and actions and through collective action. Opportunities are likely to include:</p> <ul style="list-style-type: none"> <li>• Develop/strengthen local labour policies and wider procurement policies to increase local supply chains and social value</li> <li>• Review workforce development plans, employment policies and recruitment approaches to improve inclusivity, maximise local opportunities and enable progression and good jobs – especially for those from less advantaged and diverse backgrounds</li> <li>• Identify opportunities to manage assets, services and programmes in ways which create local jobs and skills – e.g. apprenticeships, or related to housing management/retrofit (potentially also linked to Skills Brokerage – see 4.6)</li> <li>• Leverage levy pots for apprenticeships, including accessible apprenticeships.</li> <li>• Make a difference to young people and the challenges and opportunities for them in relation to skills and employment.</li> <li>• Action to advance sustainability and net zero goals</li> </ul>
<b>Lead partner</b>	CBC to convene initial discussions at the Employment and Skills Partnership and linked to Destination Chesterfield and its Board
<b>Other key partners</b>	Examples of anchor organisations include Chesterfield College, University of Derby, Chesterfield Royal Hospital (on behalf of health partners involved in the Derby & Derbyshire Academy and Integrated Care Board) and Derbyshire County Council.

	Other anchor organisations will be identified as part of or by the Partnership, and could for example include large employers, VCS sector representation and influential local entities such as Chesterfield FC.
<b>Alignment with Chesterfield System Framework</b>	Skills & Employment Partnership, Health & Wellbeing Partnership, CVS & Voluntary Sector and BAME Forums
<b>Resources</b>	Officer time resource for convening and co-ordinating, but mainly to do with anchors using existing resources
<b>Year 1 action (2023/24)</b>	<ul style="list-style-type: none"> <li>• Engage anchors via existing Partnership/Board arrangements to discuss the idea, gain commitment to an anchor project, review the position within individual anchors and collectively, and identify action opportunities</li> <li>• Hold an executive workshop to learn from best practice and discuss and plan the way ahead and priorities for action</li> </ul>
<b>Year 2 action</b>	<ul style="list-style-type: none"> <li>• To be determined by review above</li> </ul>
<b>Year 3 action</b>	<ul style="list-style-type: none"> <li>• To be determined by review above</li> </ul>
<b>Year 4 action</b>	<ul style="list-style-type: none"> <li>• To be determined by review above</li> </ul>
<b>Deliverables (outputs/outcomes)</b>	<p>To be confirmed, but may include measures such as:</p> <ul style="list-style-type: none"> <li>• % of procurement spend with local suppliers</li> <li>• % of new recruits from the borough</li> <li>• No. of apprentices, or other training/skills based measures</li> <li>• Apprenticeship levy transfer to support local SMEs</li> <li>• Job quality and payment of real living wage</li> <li>• Wider anchor roles/benefits, e.g., carbon reduction</li> </ul>

## 4.5 Sector Specific and Future Skills

We will put in place and run initiatives to meet skills needs and exploit employment and progression opportunities in specific sectors, often connected to growth areas and regeneration programmes. Specific initiatives have been identified in relation to sectors including construction, rail and engineering, health and care, green skills and digital skills, and mechanisms will be developed as required to respond flexibly to other specific needs and investments, e.g., in the visitor economy. Green skills covering sustainability and net zero also cut across many of the initiatives within this action plan (e.g., Construction Skills Hub, DRIIVe, Anchor Organisation projects) and are prominent in the Local Skills Investment Plan (LSIP) and in Chesterfield College's current and future provision, including embedding sustainability into all aspects of the curriculum.

The key actions that will take forward this priority are:

- Deliver the Construction Skills Hub
- Deliver the DRIIVe rail innovation and training centre
- Deliver Workforce Upskilling (digital and green) programme and Future Skills Development Fund

Links will also be made to Priority Theme 4.1 on Young People, Ambitions and Connections to Work (including on Careers Made in Chesterfield) regarding employment transition and opportunities in the Health and Care sector. Engagement with the BAME forum and other groups will help to ensure that sector based skills opportunities fully reach all communities.

Action	Deliver the Construction Skills Hub
<b>What will be delivered</b>	<p>The Construction Skills Hub will, from Autumn 2023, provide a platform for construction training, careers activity and work experience on a live construction site in Mastin Moor.</p> <p>Action in this Plan will focus on increasing engagement with the sector; using the Hub as a focus for sector specific careers engagement; and provide a base from which to channel training, employment and supply chain outputs secured via 'local labour' planning conditions. It will also focus on integrating low carbon/net zero technologies and training to equip trainees with key future skills.</p>
<b>Lead partner</b>	Chesterfield College, University of Derby and the Devonshire Group
<b>Other key partners</b>	CBC, Careers Hub, Staveley Town Deal Board
<b>Alignment with Chesterfield System Framework</b>	Skills & Employment Partnership, CVS & Community Voluntary Sector Forums
<b>Resources</b>	Staveley Town Deal Funding - capital and revenue funding to support delivery of the Hub
<b>Year 1 action (2023/24)</b>	<ul style="list-style-type: none"> <li>• Key personnel including project and centre manager recruited</li> <li>• Procurement of compound materials and fixtures; and construction of compound</li> <li>• Alignment to Careers Made in Chesterfield programme (4.1) and delivery of associated Careers Insight Programme</li> <li>• First Learner Cohort recruited to support compound development and construction (12)</li> </ul>
<b>Year 2 action</b>	<ul style="list-style-type: none"> <li>• Compound in situ and fully operational</li> <li>• Work with Chesterfield Property and Construction sector forum to deliver and extend reach of Careers Made in Chesterfield programme and associated careers insight</li> <li>• Learners on programme (level 1-3); and delivery of Build-Up programme</li> </ul>

	<ul style="list-style-type: none"> <li>• CBC Building Control lead activity to proactively raise awareness of the Hub amongst local business, especially SMEs, in construction and related sectors</li> <li>• CBC and anchor institution capital programme leads to link opportunities on workforce development, apprenticeships and retrofit to the Hub and local labour clause obligations</li> </ul>
<b>Year 3 action</b>	<ul style="list-style-type: none"> <li>• Continued delivery as above</li> <li>• Learners on programme (level 4 - 6)</li> </ul>
<b>Year 4 action</b>	<ul style="list-style-type: none"> <li>• Continued delivery as above</li> </ul>
<b>Deliverables (outputs/outcomes)</b>	<p>Over 4 years:</p> <ul style="list-style-type: none"> <li>• 251 learning outcomes</li> <li>• 137 Build-Up programme learners</li> <li>• 1,430 individuals accessing career insight programme (including Careers Made in Chesterfield cohorts)</li> </ul>

<b>Action</b>	<b>Deliver the DRIIVe rail innovation and training centre</b>
<b>What will be delivered</b>	Located on the site of Barrow Hill Roundhouse, DRIIVe is a key project within the Staveley Town Deal Investment Plan. It will be a nationally significant rail innovation and training centre that brings skills and training, businesses, and research & development together under one roof, ensuring that learners, businesses, employers and ultimately the wider rail sector can benefit from collaboration. CBC is committed to delivering DRIIVe, working through the Staveley Town Deal and there is opportunity to leverage the announcement of Derby as the HQ for Great British Railways.
<b>Lead partner</b>	CBC
<b>Other key partners</b>	Barrow Hill Engine Shed, University of Newcastle, NewRail, Chesterfield College, University of Derby, D2N2 Careers Hub, Staveley Town Deal Board
<b>Alignment with Chesterfield System Framework</b>	Skills & Employment Partnership, CVS & Community Voluntary Sector Forums
<b>Resources</b>	Estimated £5.1million project resourced through Town Deal funding, CBC grant contribution and provision of land
<b>Year 1 action (2023/24)</b>	<ul style="list-style-type: none"> <li>• Secure planning approval, commence tender process for main contractor</li> </ul>
<b>Year 2 action</b>	<ul style="list-style-type: none"> <li>• Appoint main contractor</li> <li>• Establish skills and employment scheme through local labour planning conditions and align with Construction Skills Hub</li> <li>• Construction starts</li> </ul>
<b>Year 3 action</b>	<ul style="list-style-type: none"> <li>• Practical completion - DRIIVe facility operational</li> <li>• Establish rail/engineering within Careers Made in Chesterfield</li> </ul>
<b>Year 4 action</b>	<ul style="list-style-type: none"> <li>• Delivery of training outcomes as detailed in DRIIVe business case</li> <li>• Delivery of careers insight and community engagement programme through Careers Made in Chesterfield</li> </ul>
<b>Deliverables (outputs/outcomes)</b>	<ul style="list-style-type: none"> <li>• 1,423sqm of R&amp;D, training, commercial office and workshop floorspace</li> <li>• 22 jobs</li> <li>• 1,680 training days per year</li> <li>• Community outreach programme reaching up to 1,000 individuals per year by year 10</li> </ul>



Action	<b>Deliver Workforce Upskilling (digital and green) Programme and Future Skills Development Fund</b>
<b>What will be delivered</b>	<p>CBC will invest in green and digital skills courses to increase access to emerging employment opportunities. Through UKSPF funding it will provide a future skills development fund and a workforce upskilling programme.</p> <p>The future skills development fund will support the development of new course provision that will enable 80 individuals to gain the skills required to access emerging employment opportunities and deliver a green and digital skills programme for the workforce.</p> <p>The workforce upskilling programme will provide digital and green skills training interventions to 60 individuals in businesses in Chesterfield seeking to upskill their existing workforce and individuals who are seeking more work or better work.</p> <p>Strong and increasing focus and provision on sustainability in Chesterfield College will also support green skills and action, for example by linking students and apprentices and their sustainability knowledge to businesses.</p>
<b>Lead partner</b>	CBC
<b>Other key partners</b>	Chesterfield Skills & Employment Partnership, National Careers Service (DCC and Futures to promote provision), Chesterfield College, University of Derby, DWP, Skills Brokerage Project
<b>Alignment with Chesterfield System Framework</b>	Skills & Employment Partnership, CVS & Community Voluntary Sector Forums, Business Representative Organisation (BRO's)
<b>Resources</b>	Commissioned activity through UKSPF Future Skills Development Fund (£100k capital, £60k revenue) UKSPF Workforce Upskilling (120k revenue)
<b>Year 1 action (2023/24)</b>	<ul style="list-style-type: none"> <li>• Work with Skills and Employment Partnership to finalise project specification and commission activity to deliver green and digital skills programmes</li> <li>• CBC Housing Team to promote the programme and access to it (and other relevant skills provision) through tenant engagement activity and a potential Meet and Greet event ahead of UKSPF delivery going live in April 2024</li> </ul>
<b>Year 2 action</b>	<ul style="list-style-type: none"> <li>• Delivery of UKPSF programme and associated contract management</li> <li>• Ongoing work via CBC Housing Team to ensure tenant engagement activity proactively signpost tenants to green and digital skills development and employment opportunities via the Skills Brokerage Service (see 4.6)</li> </ul>
<b>Year 3 action</b>	<ul style="list-style-type: none"> <li>• Evaluation</li> </ul>
<b>Year 4 action</b>	<ul style="list-style-type: none"> <li>• Not applicable (UKSPF funding complete)</li> </ul>
<b>Deliverables (outputs/outcomes)</b>	<ul style="list-style-type: none"> <li>• Support 60 people to gain green or digital skills that will help them to progress within employment</li> <li>• Support 30 people to upskill within work and 20 people to gain a qualification</li> </ul>

## 4.6 Skills Brokerage & Partnership

Chesterfield is well positioned on the level, quality and impact of its partnership working across economic development and skills, with leadership that has a shared ambition to make a difference and improve outcomes for local people. This is a strength to retain and will be critical in building the connections that can leverage maximum local benefit from skills and employment activity, from the regeneration pipeline, and from the evolving policy landscape. It will also be key to brokering links between businesses and the education and skills system; and in smoothing people's transition between key points in their education, skills and employment journeys. Brokerage functions will include mechanisms that respond to the skills needs and opportunities from inward investment as a key part of our investment proposition. More widely, available skills support from all sources needs to be made visible and proactively communicated to all local businesses who could benefit from it.

The Skills & Employment Partnership will include community as well as public, private and academic representation, and diversity and representation will be a cross cutting element that runs through all of its work and the delivery of the Skills Action Plan. That will include engaging with the Derbyshire BAME forum to ensure actions and their communication is representative and ensuring that action addresses other diversity issues that impact on communities, skills and employment – such as gender stereotypes that still exist around certain jobs, roles or professions. The Partnership will be reviewed regularly, including to ensure it aligns with governance arrangements of the forthcoming MCCA.

Opportunities for young people to develop their skills and move towards and into employment have emerged prominently in the action planning process. These involve complex, systemic and cultural factors and will require long term change as well as the viable initial actions that have been identified. Given this, the Skills & Employment Partnership may wish to consider approaches such as the establishment of a Young People's Skills & Futures Task Force to review challenges and how they should be addressed, including culture, mindsets and educational attainment, and with focus on young people facing multiple challenges.

The key actions that will take forward this priority are:

- Establish Skills & Employment Partnership
- Develop a Skills Brokerage Service

Action	Establish the Chesterfield Skills & Employment Partnership
What will be delivered	Chesterfield's Skills & Employment Partnership is newly established, with Terms of Reference setting out its key role in supporting increased skills and opportunity for Chesterfield residents, businesses and communities. This action takes forward work to deliver the Partnership and ensure its ongoing facilitation and secretariat function.
Lead partner	CBC
Other key partners	Partnership member organisations
Alignment with Chesterfield System Framework	Skills & Employment Partnership, Childrens Locality Partnership, Health & Wellbeing Partnership, CVS & Community Voluntary Sector and BAME Forums, Community Safety Partnership
Resources	Officer resource at CBC and in Partnership members
Year 1 action (2023/24)	<ul style="list-style-type: none"> <li>• Oversee delivery of Skills Action Plan according to Terms of Reference</li> <li>• Securing and overseeing new skills resources, e.g., UKSPF; and aligning to delivery of actionable priorities in the LSIP</li> </ul>

	<ul style="list-style-type: none"> <li>• Define, then secure commitment to tackling youth unemployment as a priority pilot focus area for anchor organisations; and link this to work in 4.1 to design and identify resource for action-led research to understand young peoples' mental health barriers to work and learning</li> <li>• Influence priorities and delivery by external partners (including regional and national, such as DWP) to maximise impact of their activity in Chesterfield, alignment and data sharing</li> </ul>
<b>Year 2 action</b>	<ul style="list-style-type: none"> <li>• Deliver annual Skills &amp; Employment conference</li> </ul>
<b>Year 3 action</b>	<ul style="list-style-type: none"> <li>• As above</li> </ul>
<b>Year 4 action</b>	<ul style="list-style-type: none"> <li>• As above</li> </ul>
<b>Deliverables (outputs/outcomes)</b>	<ul style="list-style-type: none"> <li>• This is a strategic influencing partnership that will itself not lead any direct delivery, but that will be tasked with ensuring all activity contained in this plan is delivered fully and with maximum impact on skills and employment outputs and outcomes in Chesterfield</li> <li>• Use influence and alignment to lever and maximise impact of national and regional programmes and core funding allocations including Education and Skills Funding Agency, Adult Education Budget and Local Skills Improvement Fund (emerging from LSIP)</li> </ul>

<b>Action</b>	<b>Develop a Skills Brokerage Service</b>
<b>What will be delivered</b>	<p>We will utilise UKSPF to develop a skills brokerage service to increase access and visibility of skills support and funding, including linking existing businesses and inward investors to local people with diverse skills and experience. This will include:</p> <ul style="list-style-type: none"> <li>• Raising awareness amongst local businesses of skills support available to them, with clear and consistent messaging on available skills provision, apprenticeship, employment and progression opportunities disseminated via channels with strong routes into business, e.g., Chesterfield Champions.</li> <li>• Brokerage to enhance uptake of courses and opportunities e.g., digital &amp; data skills via Chesterfield College Digital Innovation Centre; low carbon skills linked to the Construction Skills Hub and beyond</li> <li>• Maximising training and employment benefits of new development and key regeneration schemes in Chesterfield, through the agreement of local labour clauses</li> <li>• Collaborate with and influence partners to maximise delivery and uptake of opportunities locally, for example D2N2 LEP green and digital skills bootcamps</li> <li>• Ensuring capacity to deliver rapid and bespoke skills proposition responses to major inward investment enquiries, or in the event of major redundancies and reskilling needs</li> </ul>
<b>Lead partner</b>	CBC
<b>Other key partners</b>	Destination Chesterfield (inc. Chesterfield Champions), Chesterfield College, University of Derby, DWP and NCS for redundancy rapid response
<b>Alignment with Chesterfield System Framework</b>	Skills & Employment Partnership, Childrens Locality Partnership, Health & Wellbeing Partnership, CVS & Community Voluntary Sector and BAME Forums, Community Safety Partnership

<b>Resources</b>	Officer capacity at CBC and in relevant partners involved in brokerage (including additional capacity funded by UKSPF); CBC skills revenue funding to support signposting to business
<b>Year 1 action (2023/24)</b>	<ul style="list-style-type: none"> <li>• Recruitment of specialist business adviser to deliver skills brokerage service</li> <li>• Review and update existing communication and marketing assets, including website in respect of skills support available</li> <li>• Gather specific labour market intelligence to support and underpin targeted activity on place-making, growth and inward investment</li> <li>• Ongoing work to apply local labour clause obligations (yr1-4)</li> <li>• Commence delivery of Skills Brokerage Programme</li> </ul>
<b>Year 2 action</b>	<ul style="list-style-type: none"> <li>• Delivery of Skills Brokerage Programme</li> <li>• Link to CBC housing tenant engagement and HR teams to connect people to UKSPF programmes on work readiness, digital inclusion and upskilling</li> </ul>
<b>Year 3 action</b>	<ul style="list-style-type: none"> <li>• Delivery of Skills Brokerage Programme</li> <li>• Programme evaluation</li> </ul>
<b>Year 4 action</b>	<ul style="list-style-type: none"> <li>• Not applicable (UKSPF funding complete)</li> </ul>
<b>Deliverables (outputs/outcomes)</b>	<ul style="list-style-type: none"> <li>• 65 local businesses will receive support and increased access to skills and funding provision to up-skill/re-skill their workforce</li> <li>• Closer links developed between employers, local people and communities</li> </ul>

## 5. Monitoring Progress

The following table collates and summarises quantifiable outputs that will be delivered through the actions in this Plan across its four years. It groups specific output measures under broad themes and shows which Priority Action they relate to. Where output numbers have been identified these are also shown. As in some instances partners were able to identify output measure types but not to quantify them at this stage (see action tables in sections 4.1 to 4.6), some additional outputs will be delivered over and above what is shown in the table that have not yet been calculated.

### Summary of outputs by theme and priority action areas

Theme	Output Measures	Priority Action Area	Quantum (over 4 years unless stated)
Business	Businesses engaged	Careers Made in Chesterfield	30
	Businesses supported	Skills Brokerage Service	65
	Businesses created	Higher Level Skills	20
Jobs, apprenticeships & work experience	Apprenticeships started	Apprentice Town, Careers Made in Chesterfield (Chesterfield Hospital)	700
	Higher/Degree Level apprenticeships	Construction Skills Hub	105
	Young people into employment or an apprenticeship	Youth Hub	270
	Sector-based work academy job outcomes	DWP programmes	960
	Jobs	DRIVE	22 (over 10yrs)
Young People	Young people engaged/supported	Careers Made in Chesterfield, Youth Hub	480 (CMiC) 810 (YH)
	Primary & secondary school career engagement events supported and teacher CPD	Careers Made in Chesterfield	110
	Moving into work experience or volunteering	Youth Hub, Careers Made in Chesterfield (Chesterfield Hospital)	270 + 500 (Hospital)
	Moving into training	Youth Hub	270
	Accessing specialist support (e.g., mental health)	Youth Hub	150
Careers advice and progression	No. receiving mid-life MOT sessions	DWP Programmes	288
	People accessing careers advice/insight programme	Construction Skills Hub	1,430 <sup>1</sup>
	People upskilling within work	UKSPF Workforce upskilling/future skills	30
Training and qualifications	People accessing employability or basic skills	UPSPF Digital Inclusion and Work Readiness	120
	Students on executive leadership programmes	Higher Level Skills	80 <sup>2</sup>
	Students on health CPD	Higher Level Skills	50
	Learning outcomes	Construction Skills Hub	251
	Build-up programme learners	Construction Skills Hub	137
	Training days	DRIVE	1,680 days
	People gaining green/digital skills	UKSPF Workforce upskilling/future skills	60
People gaining a qualification	UKSPF Workforce upskilling/future skills	20	

<sup>1</sup> NB Careers Made in Chesterfield sessions (construction) will contribute towards this.

<sup>2</sup> 100 per year, including businesses from outside of the area. Priority given to Chesterfield Businesses where anticipated uptake anticipated to be 20 per year.

Delivery activity and outputs and wider strategic influence will contribute to achieving improvements in key outcome areas as listed below.

- Youth unemployment rate
- Number of young people not in education, employment or training
- Economic inactivity rate
- Educational attainment
- % of working age population qualified to NVQ levels 2+, 3+ and 4+
- Median wages
- Measures (to be developed) on local recruitment and procurement by anchor organisations.

As these outcomes are also influenced by other factors including macroeconomic context and national and regional policy and are measured through official data sets that are often subject to significant statistical variation at local level, it is not possible to directly translate the outputs identified into quantified change on outcomes. However, in broad terms the intention is that the outcomes should improve against county, regional and national averages over time. Success on this should be tracked alongside reporting of outputs. Related to this, the Skills Action Plan will support and contribute towards the headline 2030 targets outlined in the Chesterfield Growth Strategy. In particular it will directly contribute to targets to:

- Maintain the 16-64 claimant count below the national average.
- Narrow the 18-24 claimant count to within 1% point of the national average.
- Reduce economic inactivity rate relative to the national average.
- Increase the share of Chesterfield residents in knowledge-based occupations by 15%

Given the importance of equality, inclusion and diversity, wherever possible monitoring and reporting should include splits for beneficiaries by gender, age and ethnicity, and other characteristics where appropriate and statistically robust.

CBC will monitor progress in delivery of the Skills Action Plan on behalf of the Skills & Employment Partnership, utilising partner inputs for the elements that they are closest to and will provide regular progress updates to the Skills and Employment Partnership. Monitoring will take into consideration existing monitoring arrangements that are in place including for Local Labour activity, Towns Deal and UKSPF projects. Connected to this, it will flag any issues, challenges or opportunities that warrant attention. Where appropriate, for example in the commissioning of new activity, we will seek to build in evaluation plans from the outset to capture learning and continuous improvement throughout and also to provide a mechanism for objectively reflecting on progress and impact at the end of the Plan's four-year timeframe.

More widely, CBC will take the lead role in tracking labour market and skills intelligence in the borough, working with partners and drawing on their data and insights – including horizon scanning on future skills needs, and making connections to wider CBC and partner agendas such as inclusive growth. This role will include updating the collated evidence base that underpins the SAP at key intervals, such as ahead of the next refresh of the Skills Action Plan.

# Chesterfield Skills Action Plan - Evidence Base Update

28 February 2023

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## Introduction and Structure

This document collates the Chesterfield skills evidence base (as of February 2023) into one document. It has reviewed and added to existing evidence and includes cross-referencing to other documents and making notes on potential improvements outside the scope of this work.

The document also includes some material on context and policy, and a high level, skills and economy focused PEST analysis (political, economic, social, and technological/environmental factors). This supplements existing current/historic skills and employment data with a horizon scanning element looking at future trends/drivers to be aware of, and respond to, in planning ahead.

The evidence collation exercise has used relevant evidence from the Chesterfield Economic Assessment as a base and added in specific data sets provided, including on vacancies/job postings, claimant count, apprenticeships and employment. Relevant data from the draft State of the Borough Report has also been used. Text and graphics are taken largely verbatim from these documents where they remain appropriate.

It should be assumed that the information presented is from the Chesterfield Economic Assessment unless stated otherwise. Review has also included the documents below, although in practice there is limited evidence that is Chesterfield specific within them:

- D2N2 Local Skills Report (March 2021) – this is a detailed and lengthy document covering skills structures, strengths and needs, strategy and action plan, assessment of progress, case studies and future outlook. It includes an annex on core indicators which provides data and sources on a range of skills and wider economic indicators. However, nearly all of the data is at D2N2 level.
- Sheffield City Region Local Skills Report (June 2021) – this is a detailed document covering assessment of progress and future outlook on a range of skills issues, including apprenticeships, green skills, Level 2 (and below) and Level 3 skills, Careers IAG and strategic context. However, it only covers South Yorkshire, not Chesterfield.
- Derbyshire COVID-19 Economic and Skills Recovery Strategies (2021-2025) – sets out a vision for Derbyshire’s skills and labour market incorporating priorities on young people, adults retraining and routes to better employment, entrepreneurship and responding to future skills needs. This document includes a detailed action plan and a significant evidence base – although much of this is specific to a COVID-19 impacts context and does not single out Chesterfield data. Some data is used from this document in this report where it remains relevant and has not been superseded by more recent data.



## Part 1: Population, Economy and Local Context

### 1) Population profile

Table 1 shows population change in Chesterfield between the 2011 and 2021 censuses, whilst Table 2 shows the composition of the population in Chesterfield Borough as of the 2021 census, with splits by age group and ethnicity.

**Table 1: Population and Population Change 2011 – 2021**

Area	Total Population		Change 2011 - 2021	
	2011	2021	Number	%
Chesterfield	103,800	103,600	-200	-0.2%
East Midlands	4,533,200	4,880,200	347,000	7.6%
England	53,012,500	56,489,800	3,477,300	6.6%

**Table 2: Population Split by age and ethnicity**

	Chesterfield		England
	Number	%	%
<b>Age</b>			
0 – 4	5,100	4.9%	5.4%
5 – 9	5,600	5.4%	5.9%
10 - 14	5,800	5.6%	6.0%
15 - 19	4,900	4.7%	5.7%
20 - 24	5,300	5.1%	6.0%
25 - 29	6,600	6.4%	6.6%
30 - 34	6,500	6.3%	7.0%
35 - 39	6,100	5.9%	6.7%
40 - 44	6,000	5.8%	6.3%
45 – 49	6,700	6.5%	6.4%
50 - 54	7,700	7.4%	6.9%
55 - 59	7,900	7.6%	6.7%
60 - 64	6,900	6.7%	5.8%
65 - 69	6,000	5.8%	4.9%
70 - 74	6,000	5.8%	5.0%
75 - 79	4,500	4.4%	3.6%
80 - 84	3,000	2.9%	2.5%
85 and over	2,800	2.7%	2.4%
<b>Ethnicity</b>			
White British	96,392	93.10%	81.0%
White other	2,465	2.4%	
Asian/Asian British	1,950	2.0%	
Mixed/multiple ethnic group	1,498	1.5%	
Black/African/Caribbean/Black British	839	0.8%	
Other ethnic group	424	0.4%	
<b>Total</b>	<b>103,600</b>		

In 2021, 2.0% of Chesterfield's population were Asian/Asian British, 0.8% were Black/African/Caribbean/Black British, and 1.5% were Mixed/multiple ethnic group (4,287 people in total). These percentages compare to 1.5%, 0.8% and 1.1% respectively in 2011 (3,468 people in total). The

combined total has grown by 819 people compared to a fall of 200 in the total Chesterfield population<sup>1</sup>.

Table 3 looks at how population by broad age groups is forecast to change by 2030 in Chesterfield compared to nationally based on ONS 2018-based **subnational population projections** data<sup>2</sup>.

**Table 3: 2018-based subnational population projections from 2020 to 2035 by age band**

Age	Chesterfield			England
	2020	2035	% change	% change
0-14	16,703	15,603	-6.6%	-6.0%
15-29	17,346	17,382	0.2%	8.5%
30-49	25,882	27,239	5.2%	0.5%
50-64	22,578	19,416	-14.0%	-1.2%
65-79	16,544	19,655	18.8%	25.9%
80+	5,959	8,664	45.4%	46.3%
<b>Total</b>	105,012	107,958	2.8%	6.2%
20-64	60,814	58,777	-3.3%	1.3%
20-64 as % of total population	57.9%	54.4%	57.9%	55.2%

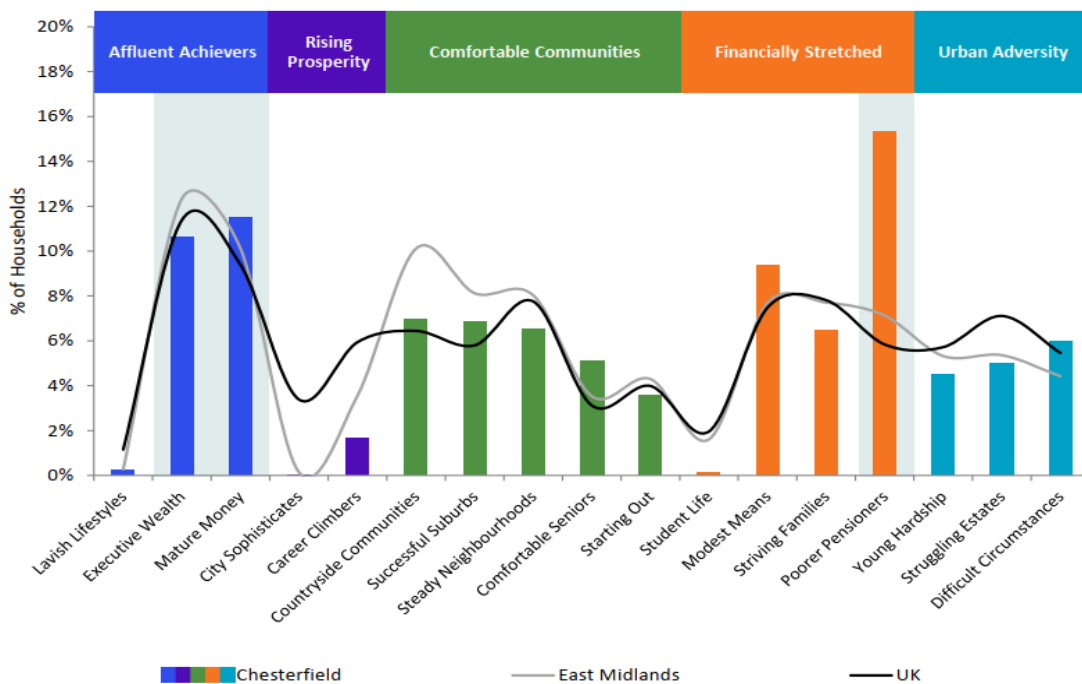
The State of the Borough 2022 report includes further information and commentary on population based on 2021 Census results, including ward splits, households, religion and language.

Wider data sources show that Chesterfield has a diverse and quite polarised catchment demographic with representation across some of the wealthiest and also some of the most disadvantaged consumer groups (see Figure 1 below). For example, Chesterfield has a concentration of 'Affluent Achievers' (22%) alongside 'Financially Stretched' (31%) groups, with 'Poorer Pensioners' forming the largest single household group (15%). This diversity reflects the geographical extent of the centre's catchment, with the affluent residential areas to the west set alongside more deprived areas on the fringes of the town centre and former industrial/mining settlements to the east. The most notable local gap is in the 'rising prosperity' group, which is likely to include higher skilled, career climbers who will be an important source of future wealth and enterprise. Whilst many in this group will naturally gravitate to cities, there would be great benefit if Chesterfield could attract and retain more people within this group.

<sup>1</sup> More information available at <https://storymaps.arcgis.com/stories/7090e2e51bdf46648ee48186850ff201>

<sup>2</sup> <https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationprojections/datasets/localauthoritiesinenglandtable2>

**Figure 1: Chesterfield catchment demographic groups**



Key findings from across the data considered in this section are:

- Chesterfield's population as of the 2021 census was 103,600.
- This is virtually the same as in 2011 (103,800) and is a 0.2% fall compared to 6.3% growth in England.
- The lower rate of growth in Chesterfield is considered to reflect the industrial restructuring that has taken place in the local economy, with fewer jobs created meaning that fewer people have been attracted to the area for work, while others have left to find employment elsewhere (including those entering higher education and then not returning to Chesterfield for work).
- 93% of the population are White British, compared to 81% in England, with ethnic diversity less pronounced than nationally. However, the non-white British population is growing more rapidly than the White British population, with corresponding economic opportunities.
- The working age population is in the region of 61,000<sup>3</sup> – 58% of the total population.
- The total population is forecast to rise by just under 3% between 2020 and 2035, but notable variation by age band. Decreases are expected for those aged 0-14 (by 6.6%) and, perhaps surprisingly, those aged 50-64 (by 14.0%) compared to sizeable increases in those aged 65-79 (+18.8%) and especially those aged 80+ (+45.4%).

Implications for skills and employment

- Low historic and future population growth, coupled with a projected decrease in the proportion of the population traditionally seen as working age and of those in their 50s. will have impacts for the labour market generally and for specific sectors and risk skills and labour shortages.
- This highlights the importance of ensuring Chesterfield is an attractive place to live and work.
- Need to ensure full representation of BAME communities and workforce diversity.

<sup>3</sup> This figure is based on the age range 20-64 which is an approximation of working age given the limitations of working from five year age bands in the population data.

## 2) Economic structure – sectors and business characteristics

### a) Business sectors and size profile

In 2022 there were 3,350 businesses operating in Chesterfield. Table 4 breaks this down by business sector and compares the local profile with that nationally.

**Table 4: Businesses by industrial sector (2022)**

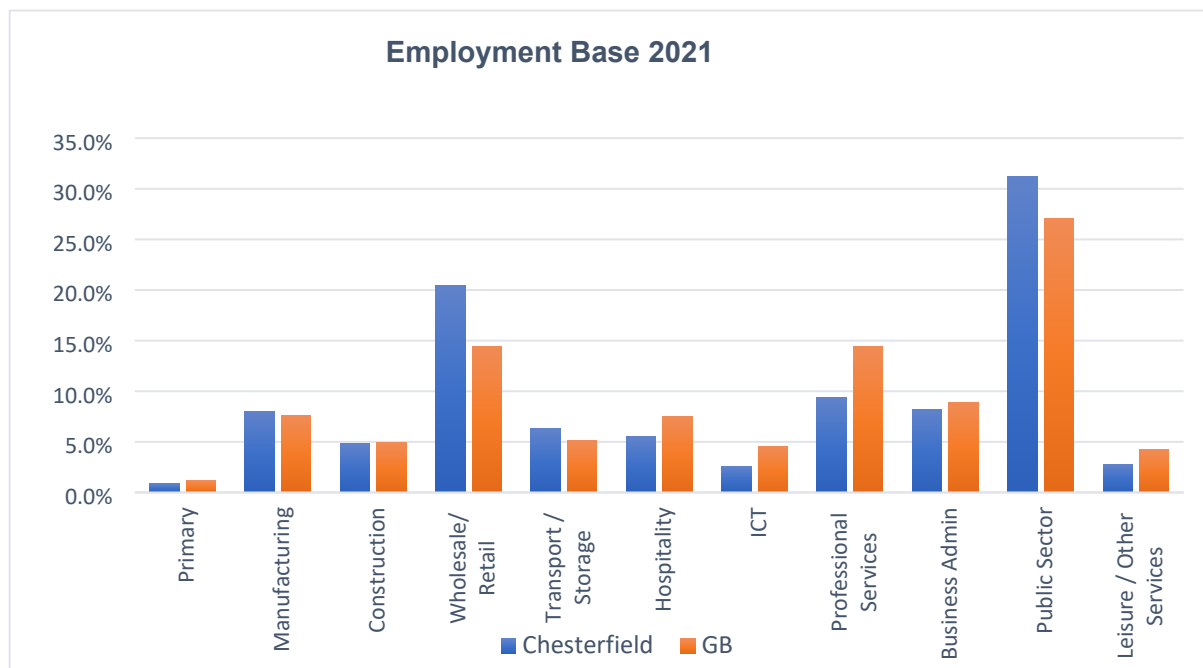
Sector	Chesterfield		National %
	No.	%	
Primary	55	1.6%	5.2%
Manufacturing	330	9.9%	5.0%
Construction	450	13.4%	13.5%
Motor Trade	180	5.4%	2.9%
Wholesale	190	5.7%	3.9%
Retail	285	8.5%	8.1%
Transport & Storage	145	4.3%	5.0%
Hospitality	275	8.2%	6.4%
Information & Comms	155	4.6%	7.2%
Finance	80	2.4%	2.2%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

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

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

Figure 2 shows the make-up of sectors based on employee numbers. In 2021, there were 51,000 people employed in Chesterfield, plus approximately 4,000 people classified as self-employed.

**Figure 2: Sector split by employment**



The public sector (comprising public administration, education and health) is the largest employer in Chesterfield, with the health and social care sector accounting for 20% of total employment, compared to 14% nationally. This is followed by the retail & wholesale sector (20% v 14%), reflecting Chesterfield’s role as a sub-regional retail and distribution centre. Chesterfield has a particular specialism in ‘motor trades’ (both vehicle sales and repair), accounting for almost 5% of employment in the borough (2% nationally). It also has a higher proportion of employment in the transport & storage sector than the national average (6% v 5%), reflecting the recent growth of Markham Vale as a major logistics hub. Despite the longer term decline of the manufacturing sector (now broadly in line with the national average), the area retains particular specialisms in the production of metal goods and engineering.

Whilst not shown in the wider sectors in the chart, Chesterfield’s has a particularly high location quotient (a measure of concentration of employment in sectors) in ‘human health and social work activities’ – with this being 1.64 compared to a standard of 1.0<sup>4</sup> which would indicate national average. The borough’s next highest sector on this measure is Wholesale and retail trade; repair of motor vehicles and motorcycles, which is 1.38.

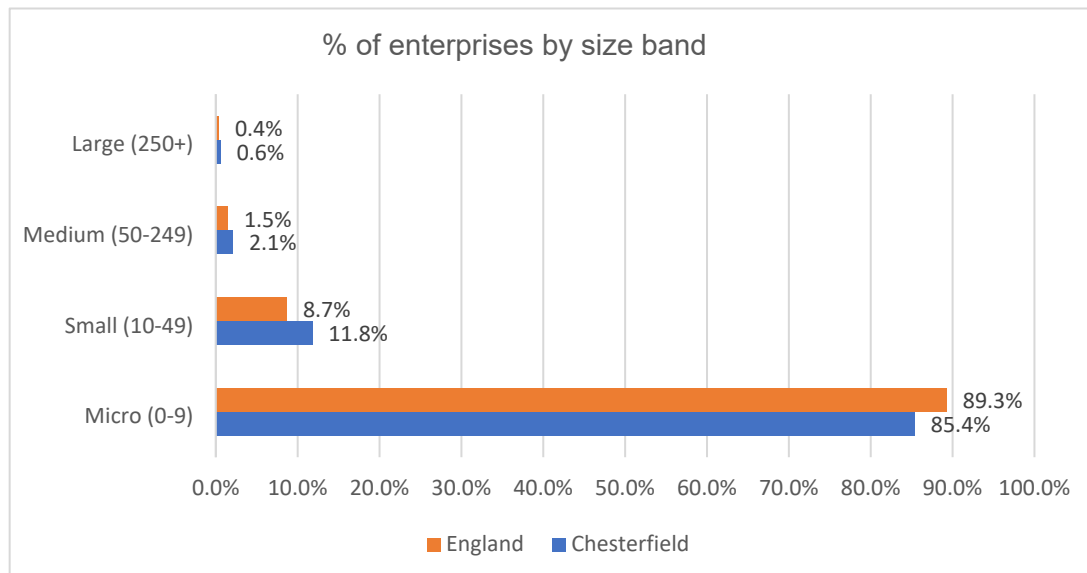
As with the share of businesses, employment in higher-value private sector services (such as professional services, finance and IT) is below average in Chesterfield, accounting for 12% of employment compared to 19% nationally. This more limited presence of key growth sectors helps to explain the under-performance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

Chesterfield’s employment base has remained relatively static in recent years (in the range 50,000-51,000 jobs) and local employment growth has consistently under-performed growth at regional and national scales over the medium and longer term. For example, over the last 20 years, the number of jobs has increased by 9%, compared to 18% regionally and 17% nationally. Restructuring in Chesterfield’s manufacturing base has been the main cause of this under-performance, although public austerity measures since 2010 have also impacted, given Chesterfield’s high level of public sector employment. It is worth underlining that new jobs are being created in the local economy, notably in areas such as private sector services and logistics, it is just that this growth is at a slower rate than nationally and partially off-set by job losses in other sectors.

<sup>4</sup> From Business Register and Employment Survey (BRES), 2015, from the Office for National Statistics

As figure 3 shows, in terms of the size of businesses, Chesterfield has a lower proportion of micro businesses than nationally (85% v 89%), but a greater proportion of small, medium and large sized enterprises. This difference is primarily due to the sectoral composition of the local economy, with Chesterfield having a greater share of those sectors with a tendency towards larger company representation, for example, the manufacturing and wholesale sectors, and fewer businesses in professional services which has a high proportion of micro businesses.

**Figure 3: Business Size**



Source data is UK Business Counts 2022 and from ONS/NOMIS<sup>5</sup>

**Table 5: Business Start up and Survival Rates**

<b>Chesterfield</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Business starts	435	320	325	n/a
2 year survival rate (%) of businesses started in the stated year (and England comparison)				77.8 (74.5)
5 year survival rate (%) of businesses started in the stated year (and England comparison)	44.8 (38.0)			

Chesterfield has a significantly lower level of new business starts than nationally. In 2018, business starts in the borough made up 0.10% of the 311,580 starts in England, whereas Chesterfield has around 0.18% of England’s population – indicating a level of starts around a half of what might be expected given this. However, those businesses that do start have better survival rates. This suggests relatively low levels of business churn, and that a range of barriers may be preventing local business starts, but also that there is greater solidity in making new businesses last.

### Visitor Economy

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

<sup>5</sup> <https://www.nomisweb.co.uk/reports/lmp/la/1946157135/printable.aspx>

People visiting for the day comprised 91% of total visitors, with the balance made up of those staying in paid accommodation and those staying with friends and relatives – these ‘staying visitors’ accounted for 18% of total visitor days and their expenditure supported 35% of the direct employment created (490 out of 1,420 jobs). The largest beneficiary of visitor spend was the retail sector with 500 jobs supported, followed by food & drink with 415 jobs, and accommodation with 205 jobs. In 2021, the economic impact of all visitors was estimated to be £163m which supported a total of 1,800 jobs (direct and indirect through supply chain and secondary spend).

The Chesterfield Visitor Economy Strategy will be the key mechanism for looking at opportunities in this area, including the ongoing shift from retail to leisure, and what that means for skills and labour.

#### Implications for skills and employment

- The main sector where Chesterfield has a large and disproportionately high employment numbers is health and care – which has significant skills and labour needs and presents major opportunities. The borough also has concentrations in wholesale and the motor trades.
- Higher value sectors tend to be less well represented, which is likely to be linked to a relatively low proportion of people with high level skills in Chesterfield – and points to a need to increase skills and sector growth at the same time to create sustainable increases in this area.
- Chesterfield has fewer microbusinesses than average, which partly reflects sectoral economic structure, but may also point to a less pronounced entrepreneurial culture. That is also inferred by a low rate of new business starts. Hence there are opportunities to heighten enterprise skills.
- There is greater reliance than is typical on larger businesses – retaining these and enabling their growth will be vital, and access to a workforce with the skills they need will be a key part of that.
- The visitor economy and leisure will be increasingly important in making up for the decline in retail, and there are questions about how skills can support this and good jobs in the sector.

### 3) Economic growth and performance

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

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

#### Implications for skills and employment

- Low GVA is linked to low skills, productivity and wages, and uplifting skills – especially higher level and technical ones - and worker productivity (see also section 17) will be fundamental to increasing local growth and wealth.

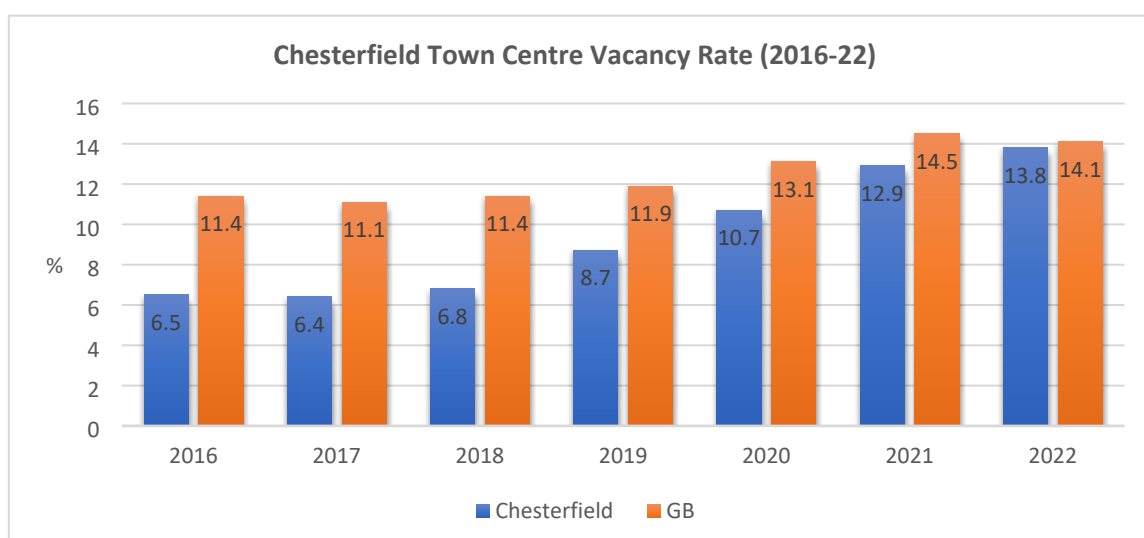
### 4) Places and regeneration

#### Chesterfield Town Centre

Chesterfield is an established retail destination, classified as a ‘Lower Average Major Centre’ by CACI meaning that it is in the second highest tier of retail destinations (Major Centres), but has a greater proportion of value retailers and therefore a bias towards the lower end of the market. The ‘core’ retail catchment covers the main residential areas of Chesterfield borough and a significant part of North East Derbyshire. The wider catchment is geographically extensive but is constrained by the proximity of Sheffield, and in particular Meadowhall, and Nottingham.

In common with other high streets, Chesterfield is challenged by online shopping and the closure/exit of national multiples from the town centre and now from issues linked to the cost of living crisis (also impacting on town centre hospitality). Town centre footfall has fallen, impacting on the viability of remaining businesses and leading to a steady rise in vacancies. Whereas Chesterfield town centre has typically had a lower vacancy rate than nationally (see below), the gap has narrowed since 2019 and reached a level of almost parity in 2022. The vacancy rate in October 2022 stood at 13.8%, equating to 59 vacant units.

Figure 4: Chesterfield Town Centre Vacancy Rate (2016-22)



#### Staveley

Staveley is a small town in northern Derbyshire within the borough of Chesterfield, with a population of 19,000. The number of people aged 65+ living there is steadily increasing, demonstrating the



challenge the area faces with retaining the young and highly skilled people. Once at the centre of the county's industrial heartland, the closure of mines, steel and chemical works and other industrial restructuring has left a legacy of high unemployment and deprivation. This is borne out in the economic activity rate of 65% in comparison to Chesterfield's 68% and 70% nationally. Youth unemployment is a concern, in May 2020 this was 9.8%, significantly higher than the overall unemployment rate in Chesterfield of 5.7% - which was itself higher than national average. The picture on skills in Staveley is much like that in Chesterfield more widely (see section 8), with a lower skills base playing out in lower than average weekly earnings (see section 16). Differences in average weekly resident earnings are partially explained by employment sector concentrations. Employment in Staveley is most concentrated in the health sector, accounting for 20% of all employment. However, a large proportion are also employed in the Construction, Education, Accommodation and Food and Retail sectors.

Staveley has a strong potential for creating links between surrounding areas, being close to Chesterfield and the city of Sheffield. However, it is not currently served by a railway station, which means that the closest access to the local and national network is in Chesterfield. Connectivity issues are not only linked to public transport - private car ownership in parts of Staveley is lower than the national average, with areas where 41% of households do not have a car or a van. This compares to a national average of 25%. Lower car ownership suggests that out of town higher density employment locations such as Markham Vale (as well as interconnectivity between settlements) may be difficult to reach, both physically and financially, due to the transport connections and cost.

Opportunities to tackle the long-term trend are plentiful: the £25m Staveley Town Deal sits at the heart of that, including the DRIVE and Construction Skills Hub skills capital projects. Staveley Corridor and Garden Village, new strategic employment sites such as Markham Vale, revitalisation of the town centre and significant new housing allocations are also key levers for connecting local people to skills and employment.

#### Implications for skills and employment

- As well as the impact on place, the decline in town centre retail has a marked impact on people, with many former employees – often young people – going on to face redundancy, unemployment and subsequent difficulties securing new work. Supporting opportunities for re- and up-skilling for people in these sectors and securing work elsewhere will be key.
- Major regeneration is in the pipeline presenting unprecedented opportunity for skills and employment for local people from construction to end use, and Chesterfield's progressive local labour commitment offers further scope to lever benefit for local people from this.

### **5) Wider context – health & wellbeing and links to employment and skills**

Health and disability are critical concerns for Chesterfield as the borough is one of the most deprived local authority areas in England for health and disability deprivation (based on the 2015 and 2019 indices of multiple deprivation). Moreover, its position between those years has declined - from 25<sup>th</sup> most deprived to 13<sup>th</sup>, placing Chesterfield within the 5% most deprived areas in England for this domain. The impacts of poor health and wellbeing on people – across education, employment, incomes, and social participation to name a few – are significant and well documented. Using employment and skills levers as one route to tackling inequalities in health & wellbeing is fundamental to a rounded approach that supports growth in a resilient, inclusive economy.

Key data relating to this include life expectancy for males in Chesterfield of 78.2 years, lower than the Derbyshire and England averages of 79.4 and 79.6 respectively. For females, it is 81.8, compared to 82.9 and 83.2. Within the borough, life expectancy is 8.8 years lower for men and 7.4 years lower for women in the most deprived areas of Chesterfield than in the least deprived. Hence there is significant health inequality within the borough as well as with comparator areas.

In Year 6, 21.1% of children are classified as obese. The rate for alcohol-specific hospital admissions among those under 18 is 59 (per 100,000 population), above the average for England. This represents 12 admissions per year. Levels of GCSE attainment (average attainment 8 score) and smoking in pregnancy are also worse than the England average. For adults, rates are all worse than England averages across alcohol-related harm hospital admissions, self-harm hospital admissions, and excess weight. Furthermore, Chesterfield has a very high under 75 mortality rate of 383 per 100,000. This compares to 330 nationally.

Looking at the ONS Health Index Score for 2020,<sup>6</sup> Chesterfield's score of 97.5 improved by 3.5 points from the previous year. Some subdomains sit well above the baseline – behavioural risk factors,<sup>7</sup> access to green space and protective measures<sup>8</sup> in particular. However, that remains below the England baseline of 100, and compares to 107.7 for Derbyshire. Furthermore, some factors take Chesterfield very notably below the baseline. This is primarily seen in the 'healthy people' domain, where Chesterfield's score of 77.7 compares to 94.3 for Derbyshire and 95.4 for England. The lowest scores within this are linked to disability and mental health.

As Table 6 shows, fewer people here describe themselves as being in 'very good' health – 42.7% compared to 47.5% in England, while more people say they are in poor or very poor health (6.9%) than in England (5.3%). 10.3% of Chesterfield residents were identified as having disabilities that limited their day to day activities, while this was the case 'a little' for a further 12.8%. Both figures have fallen but are above the England rates.

**Table 6: Long-Term Health Issues, Disability and self-assessed health (2021)**

	<b>Chesterfield</b>	<b>Derbyshire</b>	<b>East Midlands</b>	<b>England</b>
<b>Limiting long-term health issues and/or disability %</b>				
None	77.0%	79.9%	81.7%	82.7%
Day to day activities limited a lot	10.3%	8.5%	7.7%	7.3%
Day to day activities limited a little	12.8%	11.6%	10.7%	10.0%
<b>Disability within households % (under the Equality Act)</b>				
No people disabled in household	61.6%			
1 person disabled in household	30.2%			
2 or more people disabled in household	8.2%			
<b>% describing their health as:</b>				
Very Good	42.7	44.8	46.2	47.5
Good	34.6	14.6	13.6	34.2
Fair	15.8	34.7	34.8	13.0
Poor	5.4	4.6	4.2	4.1
Very Poor	1.5	1.3	1.2	1.2

Further information on health is available in the State of the Borough Report, which includes the local authority health profile (2019) for Chesterfield and its data and benchmarking on health conditions and determinants such as educational 8 scores, life expectancy, and children in low income families. In addition, the report includes extensive content on overall Health Index scores for 2015 to 2020, including factors such as mental health and disability, early years development, pupil attainment and job-related training.

<sup>6</sup> The Health Index is split into three domains: Healthy People, Healthy Lives and Healthy Places which are further broken down to focus on health topics (subdomains) and associated measures such as mental health, and economic and working conditions. Each aspect is given a score indexed around 100 (which uses health in 2015 as a reference point) and users can see health scores at national, regional, local authority and integrated care system levels.

<sup>7</sup> E.g. alcohol and drug misuse, healthy eating, sedentary behaviour, physical activity and smoking.

<sup>8</sup> Cancer screening and child vaccinations

### Implications for skills and employment

- Relatively poor health will impact on economic inactivity, both directly and through creating caring responsibilities for others, making it harder for people to access employment.
- There are links between health, education/skills, work and the economy. Improving education and skills from early years onwards will also help employment, incomes and health outcomes.

## **6) Disadvantage and deprivation**

### **Measures of Deprivation**

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

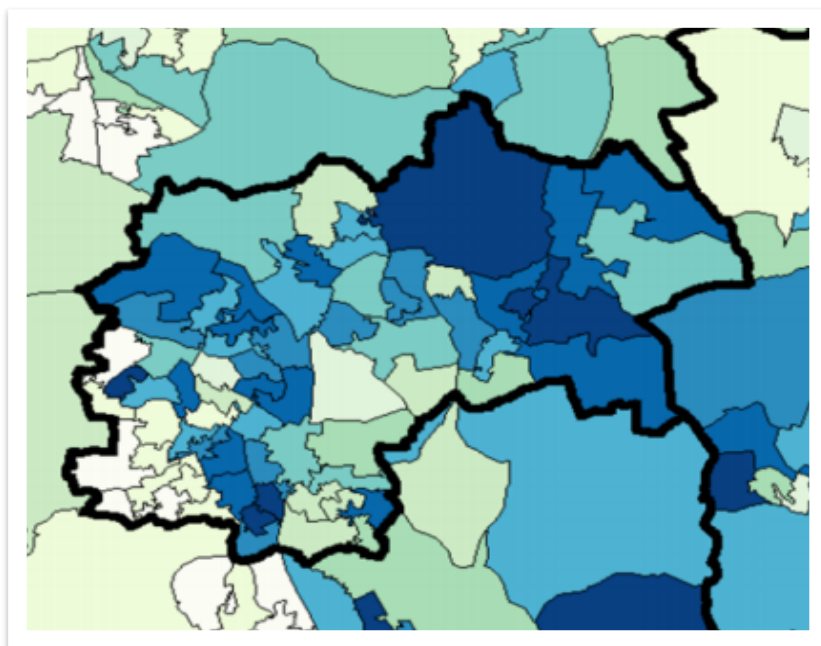
Looking at specific aspects of deprivation, Chesterfield is ranked as:

- 13<sup>th</sup> most deprived district on the Health and Disability measure
- 40<sup>th</sup> on the Employment measure
- 64<sup>th</sup> on the Income measure.

On all other aspects of deprivation comprising the Indices (Education, Skills and Training 106<sup>th</sup>, Crime 257<sup>th</sup>, Barriers to Housing and Services 276<sup>th</sup> and Living Environment 301<sup>st</sup>) Chesterfield is ranked above its average position of 86<sup>th</sup>.

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

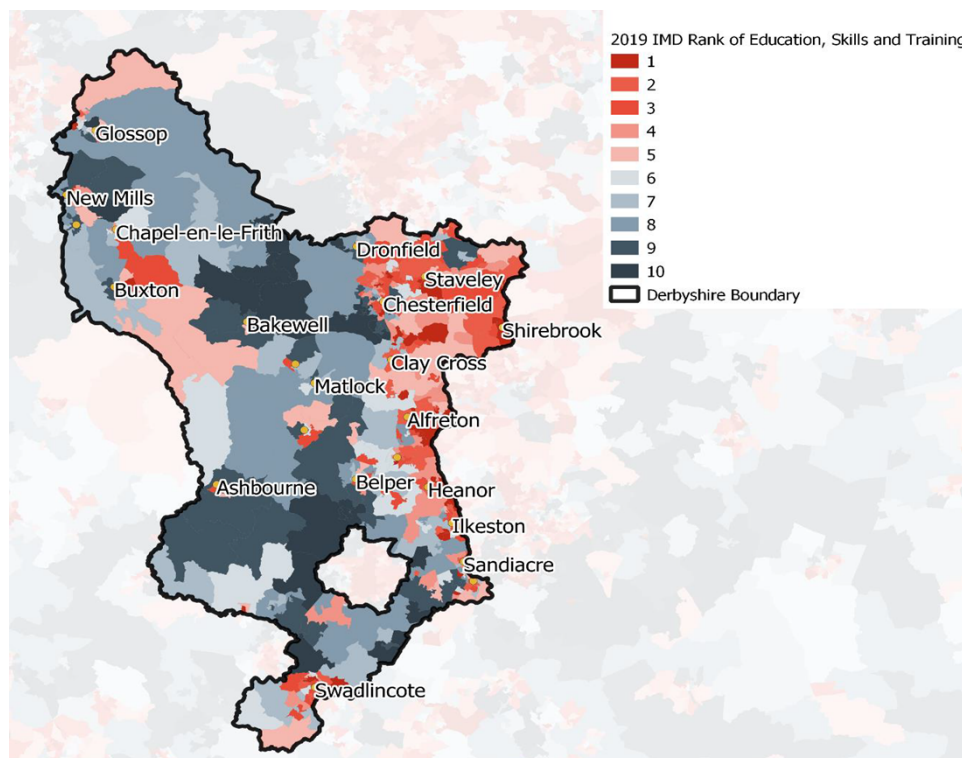
**Figure 5: Deprivation by area within Chesterfield**



Further information on IMD results is contained within the State of the Borough report, including on how each SOA area in the borough is placed on each IMD domain. Figure 6 is from the Derbyshire

COVID-19 Economic and Skills Recovery Strategies and looks specifically at the education/skills deprivation domain based on IMD 2019.

**Figure 6: Education, Training and Skills deprivation in Derbyshire (IMD 2019)**



Census 21 data provides a further indication of deprivation based on four aspects:

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

Table 7 identifies the number (and %) of Chesterfield households impacted by one or more of these criteria ('dimensions') and shows that a greater proportion of households suffer deprivation than county, regional and national averages.

**Table 7: Number of deprivation dimensions experienced by households in Chesterfield**

Census 21 – Household Deprivation Levels				
Number of dimensions households are deprived in	Chesterfield % and No. of households	Derbyshire	East Midlands	England
None (not deprived)	44.7% (21,488)	48.8%	48.1%	48.4%
1 dimension	34.2% (16,437)	33.5%	33.9%	33.5%
2 dimensions	16.4% (7,884)	14.2%	14.3%	14.2%
3 dimensions	4.5% (2,148)	3.4%	3.5%	3.7%
4 dimensions	0.2% (101)	0.1%	0.2%	0.2%

**Implications for skills and employment**

- High levels of deprivation, especially on health and employment, are a challenge, and there is likely to be a strong connection to skills and employability for the latter especially. Hence skills improvement – including 'soft skills' such as confidence and communication - is likely to be a key part of integrated solutions to deprivation that also tackle other barriers and challenges.

## Part 2: Skills

### 7) Educational attainment

Data on educational performance within schools in Chesterfield is limited and often dates from a few years ago, and improving local data, including collation of schools-based statistics, would be helpful in better understanding issues, challenges and potential responses. From the data available<sup>9</sup>, the key findings are that:

- In 2019 the average attainment 8 score (which measures a student's average grade across eight subjects at GCSE) for Chesterfield's secondary schools was 44.4. This was the second lowest figure in Derbyshire and compares to a county average of 46.1 and 48.0 for England.
- Key Stage 2 (KS2) expected attainment in 2018/19 was 64.6 – slightly above a Derbyshire average of 64.0 and just below the England figure of 65.0.
- The EYFS (early years foundation stage) pupils achieving good development score for Chesterfield in 2018/19 was 68.8, compared to 70.7 in Derbyshire and 71.8 in England.

Further data from Derbyshire County Council shows that in 2020, 4.7% of 16-17 year olds (by academic year) were not in education, employment or training (NEET) - based on a count of 95. This is the highest percentage figure for local authority areas within Derbyshire.

#### Implications for skills and employment

- Below average educational attainment is highly likely to feed into subsequent lower qualification and skills levels for adults, and to have a strong impact on the local skills and economic profile.
- There are a significant number of young people who are NEET which highlights the importance of action on inclusion and employability, especially for young people.

### 8) Skills levels and qualifications

The table below provides a breakdown of qualification levels for Chesterfield residents compared to the regional and national averages, based on data for January-December 2021<sup>10</sup>.

**Table 8: Qualifications by NVQ Level**

Qualification	Chesterfield		East Midlands	Great Britain
	Number	%	%	%
NVQ4 and above	23,700	36.9	35.7	43.6
NVQ3 and above	37,500	58.3	55.9	61.5
NVQ2 and above	50,000	77.8	74.7	78.1
NVQ1 and above	57,500	89.4	86.5	87.5
No Qualifications	4,900	7.6	7.5	6.6

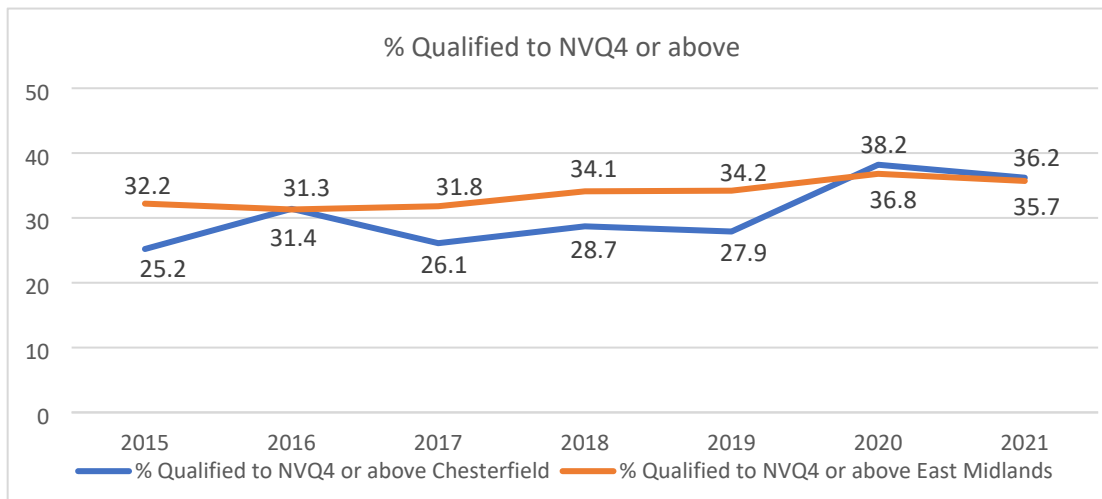
The data show that around 37% of Chesterfield's working age population are qualified to NVQ level 4 or above, a little above East Midlands average but significantly below GB levels. The gap to GB is smaller at NVQ levels 3 and especially level 2, and Chesterfield is above East Midlands average for both of these. Around 1 in 15 people (7.6%) have no qualifications.

The data presents a more positive picture than in some previous years, however, the results should be treated with caution because there is a risk they may be due to statistical variability linked to the sample size in the Annual Population Survey from which the data is sourced. This is evident in Figure 7 which shows data for the % qualified to NVQ4 and above over time – and has a greater degree of variation year by year than would be expected, for example with the borough sometimes just above and sometimes significantly below East Midlands average.

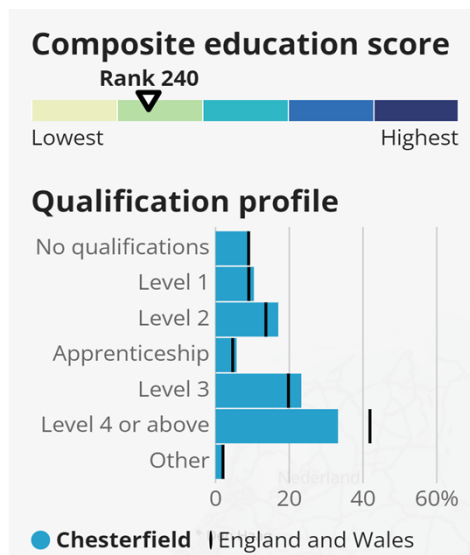
<sup>9</sup> [https://observatory.derbyshire.gov.uk/wp-content/uploads/reports/profiles/area\\_profiles/district/Chesterfield\\_Area\\_Profile.pdf](https://observatory.derbyshire.gov.uk/wp-content/uploads/reports/profiles/area_profiles/district/Chesterfield_Area_Profile.pdf)

<sup>10</sup> <https://www.nomisweb.co.uk/reports/lmp/la/1946157135/printable.aspx>

**Figure 7: % qualified to NVQ4 or above 2015-2021<sup>11</sup>**



Analysis based on the 2021 Census is more reliable and ranks Chesterfield 240 out of 331 English and Welsh local authorities based on a composite educational attainment indicator (covering NVQ levels 1-4 and no qualifications proportions)<sup>12</sup>. This puts it in the bottom 40% of areas, and not far above the lowest quintile. This position is likely to be mainly due to the borough’s shortfall at NVQ level 4, as it is approximately equal to or slightly above national average at other skills levels.



Taking a rounded view across data sources, Chesterfield has a lower qualifications profile than the regional and national averages, with notably fewer residents qualified at degree level or above and a greater share of people with no or lower level qualifications. Equally, a larger proportion of Chesterfield residents hold intermediate level qualifications (NVQ3 and higher education below degree level). Over the past 10 years there has been a positive shift in the skills profile, with fewer people with no qualifications and more people qualified at all educational levels - although the rate of improvement has been at a lower level than seen nationally.

**Implications for skills and employment**

- There is a need to raise Chesterfield’s qualifications profile, especially in terms of higher skills to support both economic growth and prosperity and enhance individuals’ life chances and wages.

<sup>11</sup> Based on data from [https://lginform.local.gov.uk/reports/lgastandard?mod-metric=37&mod-period=7&mod-area=E07000034&mod-group=AllDistrictInRegion\\_EastMidlands&mod-type=namedComparisonGroup](https://lginform.local.gov.uk/reports/lgastandard?mod-metric=37&mod-period=7&mod-area=E07000034&mod-group=AllDistrictInRegion_EastMidlands&mod-type=namedComparisonGroup)

<sup>12</sup> <https://www.ons.gov.uk/visualisations/censusworkforcequalifications/#E07000034>

## 9) Workforce occupational structure

Table 9 shows Chesterfield's occupational structure and how this has changed between 2011 and 2021, alongside the same data for comparator areas.

**Table 9: Percentage of workforce by occupation**

Occupation	Chesterfield		East Midlands		England	
	2011	2021	2011	2021	2011	2021
Managers & directors	9.1%	10.5%	10.6%	12.0%	10.8%	12.9%
Professional occupations	14.5%	16.8%	15.2%	17.5%	17.4%	20.3%
Associate professional and technical	10.7%	11.2%	11.3%	11.9%	12.8%	13.3%
Administrative and secretarial	11.4%	9.5%	10.9%	9.1%	11.5%	9.3%
Skilled trades	12.0%	11.2%	12.1%	10.8%	11.4%	10.2%
Caring, leisure and other services	11.1%	12.0%	9.5%	9.5%	9.3%	9.3%
Sales and Customer service	9.5%	9.0%	8.4%	7.7%	8.4%	7.5%
Process, plant & machine operators	9.1%	8.1%	9.3%	8.9%	7.2%	6.9%
Elementary occupations	12.5%	11.3%	12.7%	12.6%	11.1%	10.5%

Although there is a fairly similar picture to regional level, there are some notable differences around particular roles, some of which are more pronounced in comparison to England. Examples of key differences include:

- Chesterfield has a significantly higher proportion of people working in caring, leisure and other services (12%) than regionally or nationally, and this proportion has increased since 2011.
- Chesterfield has notably fewer people employed in the top three categories in the table – 38.5% compared to 46.5% nationally, with gaps most notable for professionals – which fits with the lack of career climbers noted in section. The proportion of workers in these 'top 3' roles has increased since 2011, but not as fast as nationally, and East Midlands businesses are reporting difficulties in recruiting to these roles.
- For all other roles, the proportion of the workforce in Chesterfield is higher than nationally, and in all but one case regionally.
- The most notable fall by occupation in Chesterfield is in administrative and secretarial (-1.9 percentage points), with falls also seen in elementary, and process, plant & machine operator roles – perhaps linked to changes in industrial structure and to automation and digital advances.

### Implications for skills and employment

- The occupational profile reinforces the picture of a relatively low value economy with a deficit in higher value/income roles and careers, and the importance of upskilling at the same time as widening the economic base to attract and grow higher value sector businesses locally.
- The importance of the health & care sector and roles within it is clear – with likely employment and progression opportunities given its scale locally and vacancy levels (see section 11)
- More straightforward/elementary roles already appear to be in decline. There will be value in upskilling people for more advanced roles that are less easily digitised/automated.

## 10) Apprenticeships, traineeships and T Levels

The Apprentice Town initiative in Chesterfield signals local intent on this agenda and includes pledges in the 2017-2020 Skills Action Plan to:

- raise awareness of apprenticeship opportunities, promoting all aspects of apprenticeships provision including traineeships, higher level apprentices and align this with opportunities emerging in the local economy;
- work in partnership to increase the number, levels and quality of apprenticeships available that are accessible and achievable by all;



- deliver high quality apprenticeship training and promote provision that supports future employment prospects of the apprentice and the needs of the business;
- work with our employers to encourage a high commitment to apprenticeships and/ or traineeships in our workplaces and think Apprenticeship First with regards to workforce planning;
- promote co-operative working across the education, business and learning community to ensure that our Apprentice Town Vision is realised;
- celebrate apprenticeship success in Chesterfield through ensuring positive stories are shared, including the success of the apprentice as well as the positive impact on the business; and
- empower, prepare and encourage young people to attend and participate in any apprenticeship events delivered locally.

Table 10 shows apprentice starts from 2017 to 2022 by age group and level in Chesterfield, while Table 11 shows the proportion of starts by subject based on LEP area data.

**Table 10: Apprentice starts in Chesterfield 2017 to 2022**

	2017	2018	2019	2020	2021	2022	Percentage Change	
							2018-2022	2021-2022
<b>Apprenticeship starts</b>	1,460	910	940	730	660	780	-14%	+18%
<b>Breakdown by age</b>								
under 19	320	290	270	210	140	180	-38%	+29%
19-24	460	270	280	200	190	230	-15%	+21%
25+	680	350	390	320	330	370	+6%	+12%
<b>Breakdown by level</b>								
Intermediate (Level 2)	770	420	410	280	200	240	-43%	+20%
Advanced (Level 3)	580	380	400	270	280	330	-13%	+18%
Higher/degree (Level 4-5)	110	110	130	180	180	210	91%	+17%
<b>Learner participation</b> (for financial year ending in the year shown)	2,520	2,080	1,690	1,550	1,480	1,570	-25%	+6%

**Table 11: Percentage of apprentice starts by subject area in D2N2 area 2017 to 2022**

Subject area	2017	2018	2019	2020	2021	2022	% change in number 2017-2022
Business, administration & law	31%	32%	32%	30%	30%	28%	-45%
Health, public services & care	28%	23%	23%	25%	29%	27%	-40%
Retail & commercial enterprise	15%	14%	13%	11%	9%	10%	-57%
Engineering & manufacturing	15%	17%	16%	17%	15%	16%	-33%
Construction, planning & built environment	4%	5%	6%	7%	6%	8%	+33%
Leisure, travel and tourism	3%	2%	2%	2%	1%	1%	-66%
ICT	2%	3%	4%	4%	5%	5%	+60%
Agriculture, horticulture & animal care	1%	2%	2%	2%	2%	2%	+9%
Education & training	1%	2%	2%	3%	3%	3%	44%
Arts, media & publishing	0%	0%	0%	0%	0%	1%	+700%
Total number	23,840	16,910	17,050	13,800	13,440	15,080	-37%



The tables illustrate a positive increase in apprenticeship starts in Chesterfield between 2021 and 2022, if not sufficient to counteract the marked fall in starts (as elsewhere nationally) between 2018 and 2022, which is more substantial still from a 2017 baseline. The reduction in starts has been most marked for those aged under 19, whereas there has been a small rise for those aged 25+. Likewise, the number of starts at Level 2 has fallen sharply (by 43% - which is 180 starts) between 2018 and 2022, whilst higher/degree level starts have increased dramatically, if from a low base.

There have also been changes in the subject areas of apprenticeships – at least assuming trends in Chesterfield mirror those in the D2N2 area. Apprenticeship starts in Construction, planning & built environment, ICT, Education & training and Arts, media & publishing have risen in number (typically doubling) and as a proportion of all apprenticeships – if again from low bases. In contrast, there have been big falls in starts in subjects including Retail & commercial enterprise, Leisure, travel and tourism, and Business, administration & law.

#### Implications for skills and employment

- Whilst apprenticeship starts rose between 2021 and 2022, there is much ground to make up in getting numbers back to previous levels, which will require supportive national policy as well as local action to support more people into apprenticeships (e.g. employability, upskilling).
- There is a balance to be struck between the positive widening of apprenticeships opportunities at level 4/5 and for those aged 25+, and ensuring that apprenticeships are of a significant scale and quality as a route into employment at younger ages and lower levels.
- There is a lack of data on traineeships and T Levels and this should be built up as more T Levels are offered, alongside supporting uptake of this route and responding to the challenges of finding sufficient employer places to cover apprenticeship and T Level demand.

## **11)Employer/sector demand and vacancies**

### **Overall Employment Growth Forecast**

Oxford Economics has produced employment forecasts (based on a 'policy-off' scenario) for D2N2 local authorities and for Chesterfield. This is for employment growth of 2.9% between 2021 and 2030, compared to 3.7% for D2N2 and 5.7% nationally. Taking this forecast as a start point, a 'policy-on' scenario has been prepared for Chesterfield which takes account of the significant capital investment that will take place in the borough in the next few years. That includes:

- £25m through the Staveley Town Deal
- £20m through the Chesterfield Levelling Up Fund (LUF) scheme
- A major industrial site (Hartington Industrial Park) and the first phase of PEAK (major new visitor destination development near Unstone) that are likely to come forward within the timescale.

This collective investment is considered sufficient to raise the employment growth projection to 4% (or an additional 2,000 jobs) by 2030.

Table 12 provides a breakdown of the forecast by sector. It is recognised that its projections represent an educated guess as to what might happen by 2030 and that the figures could be impacted by a range of variables not yet fully accounted for (e.g. near term recessionary pressures and future public spending cuts). However, it is considered to provide a reasonable picture of the direction of travel, taking account of national trends and drivers and adjusting these for local circumstances. The analysis predicts the health and social care sector to see the largest absolute growth by some way (+700 jobs, a third of total jobs growth) driven by increasing demand for services linked to an ageing population. The largest percentage growth (+12%) is anticipated in the 'other services, arts, leisure', and hospitality sector growth (+11%) is also high - reflecting a continuing shift from 'retail to experience' in the town centre (supported by significant place making investment from the successful LUF bid) and the delivery of the first of the PEAK development.

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

development of Hartington Industrial Park (currently under-going reclamation) is likely to support additional employment growth in the transport & storage and wholesale sectors. The manufacturing, retail and finance sectors are all expected to experience declining employment to 2030, reflecting increased automation, use of Artificial Intelligence and continued growth of online services. The decline in local retail employment will be moderated by wider investment in Chesterfield town centre and the anticipated PEAK development.

**Table 12: Chesterfield (policy-on) Employment Growth Forecasts by Business Sector**

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

### Specific Sectors - Green Jobs/Skills

Precise definition of green skills/jobs is challenging, as sometimes this is about doing an existing job in a different way – e.g. servicing an electric vehicle rather than a petrol one, or fitting high energy insulation materials in housing rather than basic ones, with the skills required for this a combination of core skills (e.g. in engineering or a trade) as well as some specific elements that are about a new technology or approach. Hence, there are connections between increasing green skills, the STEM agenda and tackling shortages in areas such as construction and engineering which will be key to responding to challenges such as large-scale housing retrofit and green energy.

Demand for green/low carbon related jobs and skill sets are not quantified in the evidence as they do not relate to a single, neatly defined sector for which standard data exists. However, it is clear that this is a growth area and specific skills and labour shortages are already evident and likely to grow. For example, the D2N2 Local Skills Report Refresh (2022) identifies the need for the construction sector to adopt newer, more environmentally friendly building processes and materials, which will require a significant influx of green skills, both from new entrants and through retraining of existing workers. This fits with the LEP's Skills Strategy and its proposition to lead the most ambitious carbon turn-around in the country, rooted in the three priorities of low carbon leadership, enabling key low carbon sites, and decarbonising growth.

Reflecting this and commitment to sustainable economic development, the Council's Growth Strategy notes 'Provision of a workforce training programme focusing on green skills' as an action, whilst anecdotal evidence suggests growth such as the expansion of heat pump manufacturing by NIBE will increase local demand for green skills. Elsewhere in the D2N2 area, The Laing O'Rourke

Centre of Excellence for Modern Construction is Europe’s largest and most advanced pre-assembly manufacturing facility, providing smarter and more cost-efficient options for the built environment.

### Job Vacancies

Figure 8 shows the trend in the number of job vacancies since the Covid pandemic. There were around 3,200 monthly vacancies prior to the pandemic, falling to 1,700 vacancies in May/June 2020, before a strong rebound to over 4,000 vacancies by October 2022. This has been driven by an increase in the demand as businesses have re-opened following the lifting of lockdown restrictions, but also by a reduction in the overall supply of labour (see annex 1 national context section).

**Figure 8: Change in the number of job vacancies in Chesterfield since the pandemic**

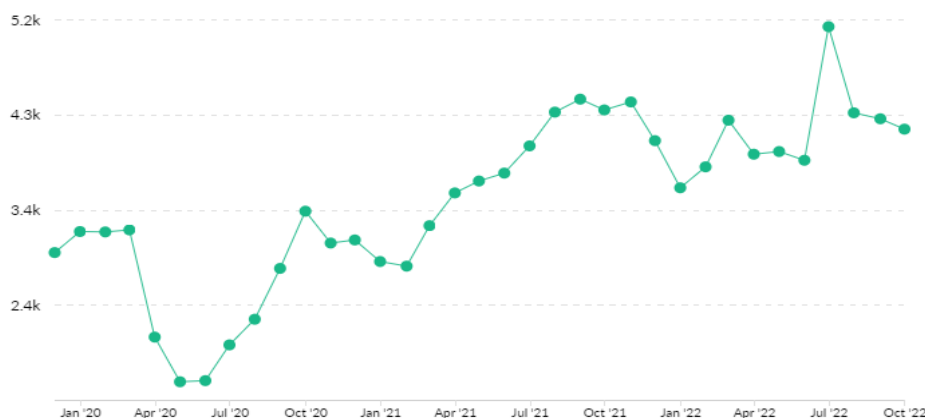


Table 13 shows more recent data<sup>13</sup> on the occupations, roles and skill sets with the highest number of vacancies for the period between July 2022 and December 2022 - with a total of 12,495 unique job postings, and 29,938 total postings overall. This source also highlights the high number of vacancies in the health and care sector, as well as in roles such as teaching assistants. Data should be treated with some caution due to the sample sizes involved.

**Table 13: Highest number of job vacancies by occupation, job title and skill set**

	Number of unique postings July 2022 to December 2022
<b>Top posted Occupation</b>	
Nurses	592
Care Workers and Home Carers	558
Other Administrative Occupations	500
Customer Service Occupations	373
Teaching Assistants	333
<b>Top posted Job Titles</b>	
Support Worker	225
Teaching Assistant	128
Registered Nurses	102
Warehouse operative	98
Care Assistant	95
<b>Top posted in-demand specific skills</b>	
Finance	661
Warehousing	638
Nursing	634
Mental Health	605
Invoicing	473

<sup>13</sup> Job Posting Analytics Lightcast Q2 2022 Data Set (January 2023) for D2N2 LEP area, with Chesterfield data drawn out

Further vacancies data is available in the Job Posting Analytics document covering salary levels, educational level and years of experience required, specific employers with highest job postings, locality, industry and top common/generic skills needs.

#### Implications for skills and employment

- Overall high levels of vacancies are set against a tight labour market and high employment rate. Activity to support people towards economic activity/employment will be important for meeting demand, underpinning service delivery and in improving inclusion and incomes.
- The health & care sector will continue to be the largest source of employment opportunities, and other growth sectors include hospitality, professional services and IT. Local skills delivery activity can respond and help ensure that employment demand is met in these areas.
- It will important to consider how new and emerging skills infrastructure can support green/low carbon skills, for example through short upskilling courses and college provision/centres and incorporation within new initiatives such as DRIVe and the Construction Skills Hub.

### **12) Skills/training, employability and careers IAG provision**

The current skills evidence base does not map provision of courses and training to develop and improve skills levels – whether by education and training providers or in the workplace, and doing so would be a major undertaking that is beyond the scope of this exercise. Neither does it include detail on Careers Information, Advice and Guidance provision or initiatives to foster employability skills. However, it is clear that there are important existing and proposed initiatives in this respect which include:

- DRIVe, a rail innovation, research and training centre at Barrow Hill
- Construction Skills Hub
- Chesterfield College's new Manufacturing Academy/STEM centre
- The University of Derby looking to increase provision from the Chesterfield campus

#### Implications for skills and employment

- There is a major gap in evidence in this area. Routes to help fill gaps in the future will include Derbyshire County Council (adult careers) and the D2N2 Careers Hub (e.g. on Gatsby Benchmark data).
- The likelihood of Adult Education Budget being devolved in the future will provide opportunity to deliver employability and upskilling in adults.

## Part 3: Employment, incomes and unemployment

### 13) Employment rate and hours worked

The table shows the employment and unemployment rates, plus number employed in Chesterfield over the period 2018/19 to 2021/22, based on October-September data for each year, and with GB data from the start and end of this period shown as a comparator<sup>14</sup>.

**Table 14: Employment rate**

	Chesterfield				GB	
	2018-19	2019-20	2020-21	2021-22	2018-19	2021-22
<b>Employment</b>						
number in employment	44,600	48,600	49,700	52,500		
% in employment (all)	65.6	71.8	75.4	79.6	75.7	75.5
% in employment (male)	69.6	69.1	76.4	85.3	79.9	79.0
% in employment (female))	61.7	74.3	74.4	72.4	71.5	72.0
<b>Unemployment</b>						
% unemployed (all, model based)	6.0	5.0	5.2	2.7	3.9	3.7

According to the data, there has been a phenomenal rise in the numbers employed and employment rate in Chesterfield between 2018-19 and 2021-22 – despite COVID-19 affecting the latter period. Whilst there may be some statistical variability linked to the source data (which is not based on a large enough sample to draw out male and female unemployment rates), there has been a clear and substantial rise in the numbers employed (up approx. 8,000 – an 18% increase). That has led to a rise of around 14 percentage points in the overall employment rate, taking Chesterfield from well below GB average employment rate in 2018-19 to significantly above it in 2021-22. This rise in employment rate has been especially pronounced for males, with a rise from 69.6% to 85.3% over a period when GB started at much the same level as it finished (79-80%).

Based on data in the State of the Borough Report, 68.5% of employees worked full time (31 hours or more) whilst 31.5% worked part time (with most of these working for 16-30 hours and just under a third working for 15 hours or less). Most of those working full time (86%) worked for 31-48 hours, with the remainder working 49 hours+.

#### Implications for skills and employment

- Recent strong employment rate growth is likely to lead to skills needs to support productivity and progression within roles, and to fill high levels of vacancies in some sectors.

### 14) Unemployment, economic inactivity and carers

Chesterfield's working age claimant count unemployment rate stood at 3.4% (2,195 claimants) in January 2023<sup>15</sup>, the same rate as in the D2N2 LEP area overall, and a little below the England average of 3.7%. This rate is now similar to the pre-Covid start point (March 2020 - 3.2%) in Chesterfield, having peaked at 5.9% in May 2020. Despite there being a high level of job vacancies, the rate of decline in the unemployment rate (at national and local levels) has slowed in recent months. In part that may be because with an already low rate there is not much room for it to drop further, and those unemployed may be amongst the furthest from the labour market. However, cost of living pressures, inflation and flatlining growth (see annex 2) also raise concerns that the claimant count could start to rise again as the economic outlook is likely to be challenging.

<sup>14</sup> [https://www.nomisweb.co.uk/reports/lmp/la/1946157135/subreports/ea\\_time\\_series/report.aspx?](https://www.nomisweb.co.uk/reports/lmp/la/1946157135/subreports/ea_time_series/report.aspx?) (accessed 24/2/2023)

<sup>15</sup> <https://observatory.derbyshire.gov.uk/unemployment-claimant-count/>

**Figure 9 : Unemployment rate and youth unemployment rate 2020-2023**

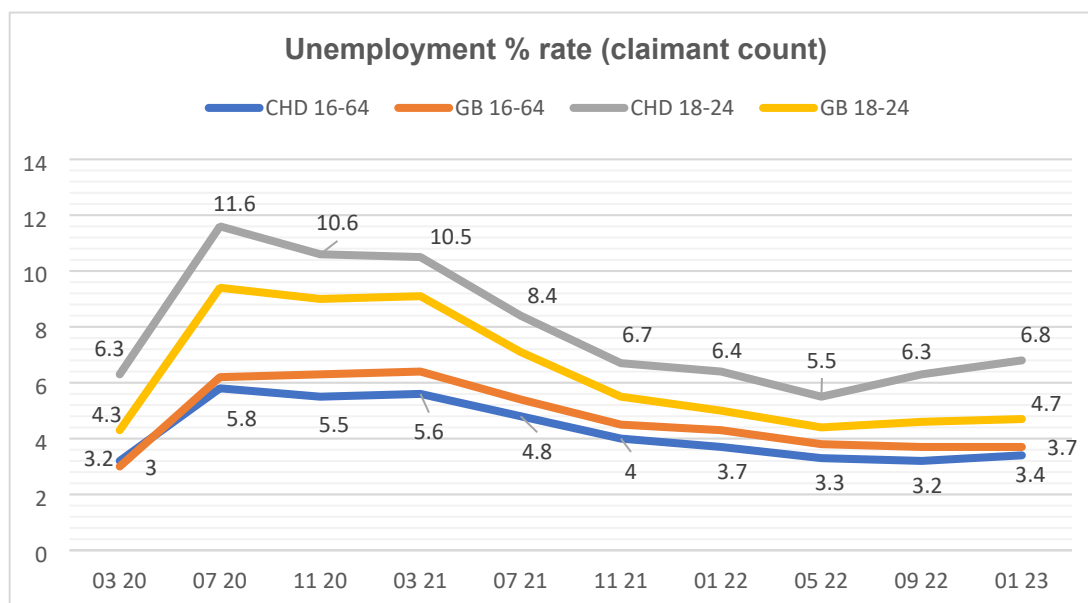


Figure 9 shows the marked difference in position between the overall unemployment (claimant count) rate in Chesterfield and that for youth unemployment. Whilst the former is below GB levels, youth unemployment locally is well above national, and is double the overall level of unemployment in Chesterfield. Moreover, the trend is concerning – with youth unemployment having increased much more notably locally since May 2022 than nationally. Table 15 provides further detail on claimant count based on DWP data (for the period 17 2023 January to 14 February 2023) for groups of interest, and shows that whereas it dropped by 20% over the last year for those aged over 50, it increased slightly for those aged 16-24<sup>16</sup>. This data source also details local employment activity, with a selection of jobs and opportunities currently available by sector.

**Table 15: Claimant count by age group and change over time**

<b>Chesterfield</b>	<b>50+</b>	<b>18-24</b>	<b>All (16-64)</b>
Claimant Count (number)	475	485	2,195
Change on Year (number)	-120	10	-190
Change on Year (%)	-20%	2%	-8%
5 Year change (number)	155	155	885
Change over 5 years (%)	+48%	+47%	+68%

Unemployment rate varies significantly at local ward level. For example, in September 2022 it was 1.1% in Walton compared to 5.5% in Rother. Seven out of the 19 wards in Chesterfield had an unemployment rate above the national average, with Rother (5.5%), Loundsley Green (4.7%) and Dunston (4.6%) having the highest rates in the borough, whereas three wards (Walton, West and Linacre) had an unemployment rate below 2%.

Data sample sizes are not sufficient for there to be official data on the proportion of those of working age who are economically inactive for different reasons in Chesterfield. However, the data does show that 11,500 people aged 16-64 were economically inactive locally over the period October 2021 to September 2022, a rate of 18.3% compared to 22.2% in the East Midlands and 21.6% for GB. A large proportion of those who are economically inactive ‘do not want a job’ – 87.7% in Chesterfield (10,100 people) compared to a GB average of 81.6%<sup>17</sup>.

<sup>16</sup> Data is from the ‘Claimant Count by Local Authority’ DWP press release of 14 February 23. The different data source used means there may be slightly different figures from data derived from other sources.

<sup>17</sup> <https://www.nomisweb.co.uk/reports/lmp/la/1946157135/report.aspx#tabempunemp>

2021 Census data shows the proportion of the whole population (usual residents aged 5 years and over) who had caring responsibilities<sup>18</sup>. This shows that just over 10% had unpaid caring responsibilities, with 5.6% providing care for at least 20 hours - which is likely to strongly limit or completely curtail ability to take up paid employment for those of working age.

**Table 16: Unpaid Care**

Number of hours per week giving unpaid care %	2021			
	Chesterfield Borough	Derbyshire	East Midlands	England
None	89.4%	85.4%	90.6%	91.1%
1 – 19 hours	5.0%	4.9%	4.6%	4.4%
20 – 49 hours	2.2%	1.9%	1.9%	1.8%
Over 50 hours	3.4%	3.0%	2.9%	2.7%

#### Implications for skills and employment

- Whilst overall unemployment is currently low, youth unemployment is much higher and warrants focus, including on employability and helping people into vacant roles. This is especially the case as there are signs that unemployment may rise, and in recessionary climates, young people are often amongst the worst affected.

### **15) Commuting, transport, access and their labour market impacts**

Data on commuting is based on 2011 Census data – the most recent available<sup>19</sup>. With over 50,000 jobs, Chesterfield was a significant centre of employment and attracted over 21,000 commuters from surrounding areas in 2011, predominantly from North East Derbyshire (8,400), Bolsover (3,300), Sheffield (3,250) and Derbyshire Dales (1,150), which together account for approximately 75% of all in-bound commuters. The number commuting elsewhere for work rose by 3,700 between 2001 and 2011.

Chesterfield was the most important source of employment for Chesterfield residents with almost 31,000 (or 64%) working within the borough's boundary. More than 17,000 residents travelled outside the borough to work each day, with North East Derbyshire (4,400), Sheffield (3,150), Derbyshire Dales (2,000) and Bolsover (1,700) being the most important employment destinations (accounting for 65% of the total). The total commuting out was approximately 4,000 lower than the numbers commuting into Chesterfield from other local authority districts.

In terms of access to transport, data on no-car households, including by ward level, is available for 2011 and 2021 (see State of the Borough report). This shows that the borough has a higher percentage (24%) of households with no access to a car or van than in Derbyshire (17%) and the East Midlands (19%). The highest proportion (39%) is in Rother compared to just 12% in Walton.

The majority of Chesterfield borough residents live within a 20 minute walk of essential services, including GPs, pharmacies, schools, post offices, etc. (a significant percentage within 10 minutes).

#### Implications for skills and employment

- Whilst commuting data is relatively historic, there are likely to remain sizeable commuting flows into and out of the borough, as well as within Chesterfield, and these are relevant both in terms of filling vacancies and in the skill sets residents need to access opportunities.

<sup>18</sup> Based on the question "Do you look after, or give any help or support to, anyone because they have long-term physical or mental health conditions or illnesses, or problems related to old age?".

<https://www.ons.gov.uk/datasets/TS039/editions/2021/versions/2>

<sup>19</sup> Census 2021 local data was not available at the time of writing in February 2023, but is expected to be later in 2023 – although the data itself may be unreliable as a guide to patterns now as its Covid context will have affected travel patterns.

- Access to transport is also important, especially for reaching employment sites such as Markham Vale, where limited public transport may restrict opportunities for those without a car – including many young people. Improving public transport and active travel options where these are poor should be considered alongside skills and employability based work to improve access to local jobs.

## 16) Incomes/wages

**Table 17: Wages levels – gross weekly pay (£)**

	Chesterfield			England		
	2019 £	2022 £	Change %	2019 £	2022 £	Change %
<b>All Employee jobs</b>						
Median weekly gross pay	448	460	2.7%	483	537	11.2%
20 <sup>th</sup> percentile gross pay	268	272	1.5%	258	303	17.4%
<b>Full time Employee jobs - all</b>						
Median weekly gross pay	519	554	6.7%	592	646	9.1%
20 <sup>th</sup> percentile gross pay	375	419	11.7%	403	458	13.6%
<b>Full time Employee jobs - male</b>						
Median weekly gross pay	560	594	6.1%	636	690	8.5%
20 <sup>th</sup> percentile gross pay	423	438	3.5%	433	483	11.5%
<b>Full time Employee jobs - female</b>						
Median weekly gross pay	462	482	4.3%	530	585	10.4%
20 <sup>th</sup> percentile gross pay	353	388	9.9%	371	425	14.6%

The data above is from the annual ASHE survey<sup>20</sup>, and it should be noted that due to the small sample size on boroughs such as Chesterfield, there can be significant variation between the figure shown and what the 'real' figure may be, especially for the 20<sup>th</sup> percentile figures – so results should be treated with caution. Nevertheless, looking at the statistics in the round, a number of conclusions are apparent.

- Median pay for full time employees in Chesterfield was around £554 in Chesterfield in 2022, approximately 86% of the England figure (£92 less than it)
- The same proportion for full time employees in Chesterfield on 20<sup>th</sup> percentile earnings<sup>21</sup> compared to England median was 90%, with the gap in salary £31 less – i.e. there was less difference for those on low incomes than there was in median salary levels.
- Within Chesterfield, the median salary for full time male employees (£594) was £112 higher than for females (£482), who earned 81% of the male median. The equivalent figure for England was 85% (£105), indicating a larger differential locally than nationally.
- Full time employee median wages rose by between 4.3% for females and 6.1% for males between 2019 and 2022 in Chesterfield, compared to 10.4% and 8.5% respectively in England. So pay in England has risen around twice as quickly, and the gap between males and females appears to have widened locally compared to a reduction nationally.

<sup>20</sup><https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/placeofworkbylocalauthorityashetable7>. Data is for place of work by local authority.

<sup>21</sup> Median data is the wage of the middle person in an area; the 20<sup>th</sup> percentile is that of the person at the top of the bottom fifth of the population.



- Increases in 20<sup>th</sup> percentile pay have generally outstripped those for median pay, in part related to increases in the national minimum wage. Increases have again been greater in England than Chesterfield, and for this measure female rises have generally been greater than for males.

#### Implications for skills and employment

- Wages in Chesterfield are considerably below those in England and the gap has widened. There is also a sizeable gap between males and females locally. Hence, although employment rate may be high, wages – and potentially the quality of many jobs – may not be. Skills can have a key role in improving wages and progression as well as productivity.
- There needs to be continued focus on the gap between lower earners and median pay, and between male and female salaries if inequalities are to be reduced. Whilst data is not available, a focus on inequalities should also include other factors such as ethnicity and disability.

## **17) Good jobs and progression**

### **High Performance Working Practices**

High Performance Working Practices (HPWP) link to how a business uses its workforce skills to unlock productivity improvements. They help because they encourage businesses to be managed in ways which more fully and effectively involve workers and enable them to apply their skills - leading to employee commitment and enhanced and sustainable competitive advantage and productivity gains.

HPWP support strong, productive, inclusive and resilient economies because they are found in businesses who have prioritised their people as a route to long-term business success. There are strong parallels with the notion of 'good' jobs, where the quality of work matters not just because it is the right thing to do, but also because it makes sound business sense. Whilst this is challenging in the current economic context, it is also arguably more important than ever for resilient and inclusive economies because it requires businesses that:

- have a business plan, are Investors in People, and are ISO 9000 accredited;
- have processes in place that identify, nurture and progress talent, including on/off the job training, budgets and performance reviews;
- motivate, recognise and reward performance;
- recognise the importance of fair pay and conditions;
- give employees task discretion, flexibility, autonomy;
- engage and ensure staff have opportunity to voice ideas or concerns or help shape their own work or that of the business; and
- are led strongly and with recognised and owned values.

Encouraging more businesses to adopt HPWP can make a substantive contribution to local economic goals. It has not been possible to uncover any evidence as to the level of adoption of HPWP in Chesterfield (or the wider D2N2 area), although there are examples of other LEPs that have investigated this and found their business stock to be underperforming in this respect. It will be useful to consider HPWP alongside wider understanding of local business management and leadership skills and the productivity picture given this is a lever in driving up levels.

### **Good jobs**

Similar to the above, a focus on providing more 'good' jobs has become a key plank in place-based approaches as it can support tackling inequality and disparities between the best and worst off, and underpin business competitiveness and success.

At one level this is resolutely about fair reward and pay and more businesses paying the Real Living Wage (see section 16). At another, it is about other mechanisms that enable people to progress, to be fulfilled, to be supported and to have their voice heard, and to enjoy work that is physically and mentally healthy. This should be the case regardless of the individual or job role in question, however, it is a particular concern for those people who are in or at risk of being trapped in low pay,

low skill, precarious employment. Too often this is heightened for particular cohorts or places often already facing disadvantage.

Again, it is not clear to what extent this has been explored with businesses in Chesterfield or the wider LEP area.

### **Local labour**

Chesterfield Borough Council has made a proactive move to leverage employment and skills opportunities from the significant volume and value of key regeneration and development opportunities that are in the pipeline locally. Every major planning application is now subject to a 'local labour' planning condition that requires developers to bring forward a skills and employment plan on how it will promote employment, training and supply chain opportunities for local people and businesses. The aim in doing this is to help:

- local businesses to compete for contracts arising from the development
- create employment opportunities for local people in the construction and operation of the developments
- facilitate training of local people to enable them to apply for the jobs created

Local labour statistics from major planning applications across the borough show the impact such policies can have. Cumulative data across 11 development sites collated between April and December 2022 show that of 854 people employed, 606 (70.9%) are local (i.e. live within a 20 mile radius of the site); 38 apprentices have been employed; and close to £32m has been awarded to local supply chain contracts.

### Implications for skills and employment

- There are opportunities to further explore how far employers locally are applying HPWPs and are committed to offering good jobs (e.g. via fair pay and conditions as a route to attract and retain talent) to gain a fuller picture on the scale of the issue/opportunity to act.
- It is clear that local labour clauses can have powerful impact. This progressive local policy has the potential to lever significant additional local benefit for people and places in Chesterfield when applied to the substantive regeneration pipeline the borough is fortunate to have, especially if linked to the development of the Construction Skills Hub and procurement policy.
- It is unclear whether any work has been undertaken locally on understanding progression within the workplace. This is likely to be a longer-term area to investigate but would be of value.

## Annex 1: National, Regional and Local Context

### Economic context

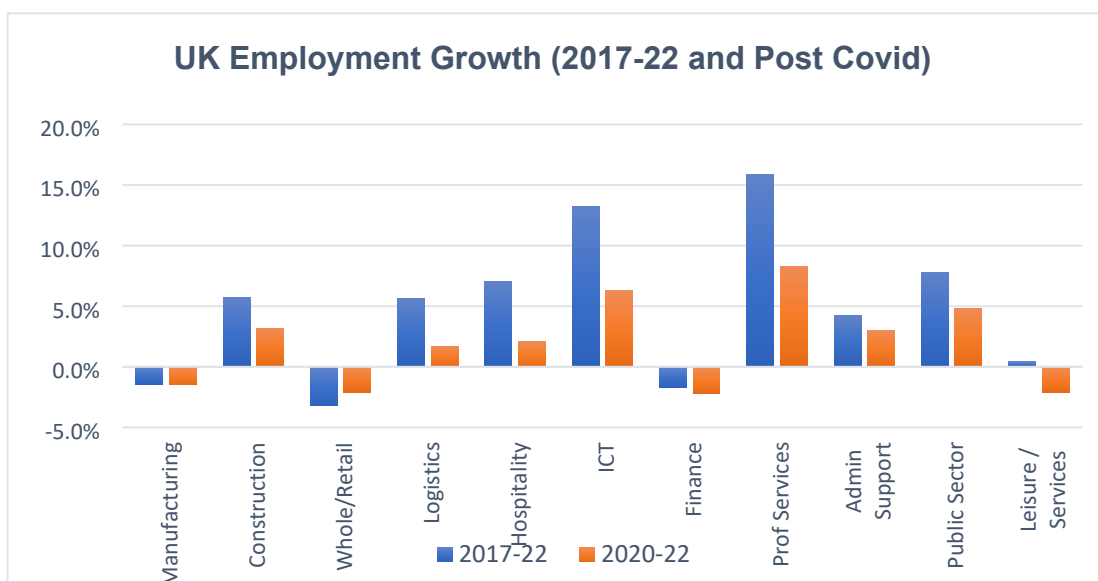
Significant headwinds at the macro-economic scale (including high inflation, rising interest rates and international trade disruption caused by Covid, Brexit and the war in Ukraine) means that the UK economy was forecast (OBR Nov 22) to enter recession in the third quarter of 2022. Whilst recession itself did not materialise, growth forecasts remain low.

The labour market has mostly recovered from the impact of the Covid pandemic, helped by the furlough scheme keeping people connected to their jobs. Unemployment rates are also likely to be lower because there has been a reduction in the overall supply of labour, with more working age people being classified as economically inactive following the pandemic. There have been increases in the number of people with a limiting long-term illness, students in full-time education and people taking early retirement (plus a reduction in EU workers following Brexit).

Despite the negative outlook for economic growth, the jobs market remains relatively buoyant, with a historically high level of vacancies (1.25m) compared to the number of unemployed (with 0.9 claimants per vacancy). However, the number of vacancies appears to have peaked (with vacancies falling in each of the last 3 months), potentially signalling a turning point in the labour market and an increase in unemployment going forward.

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

The following chart provides a breakdown of national employment by key business sector, highlighting growth over the last five years (Aug 17 to Aug 22) and during the time of Covid (relative to a Feb 2020 baseline). Professional services and ICT have shown the strongest employment growth both on a five year view and in relation to Covid recovery. Both sectors are established drivers of higher-value employment growth and demonstrated a high degree of adaptability to remote working during the pandemic. Four sectors have still not recovered from the impact of Covid and for three of these (manufacturing, wholesale/retail and finance), this reflects the continuation of the five year trend of declining employment. In the case of manufacturing, this is an established long-term trend, however, for the retail and finance sectors the impact is relatively more recent and is primarily linked to the shift to online shopping and the consequent reduction in physical premises.



## Policy context

The Skills Action Plan sits in and aligns to the context of a range of national, regional and local policy drivers. All of these significantly influence skills delivery locally and will require a continued focus on partnership work to ensure that skills provision in Chesterfield is aligned to future priorities and maximises funding opportunities that arise.

### *National and regional*

Nationally, the Government's *Levelling Up White Paper (2022)* recognises that not all places share in the country's economic success, which has been overly concentrated in the south east of England. It seeks to address this by spreading opportunity more equally across the UK through measures to improve growth, productivity, innovation and skills. Related to this, Chesterfield has secured resources from the Levelling Up Fund for investment in Chesterfield town centre and a substantial £25m funding package to deliver 11 major regeneration projects (including skills capital investment in DRiIVE and the Construction Skills Hub) in Staveley via the Town Deals programme.

The white paper advocates local *devolution deals*, with a simplified funding settlement and control of some existing budgets passed down to areas that adopt mayoral governance structures. This will see the creation of the East Midlands Mayoral Combined County Authority (MCCA) based on the two counties of Derbyshire and Nottinghamshire, and the allocation of a growth deal worth £1.14 billion over the next 30 years (starting in 2024). The MCCA will be the key sub-regional regeneration partnership, with any remaining Local Enterprise Partnership functions being integrated into the MCCA structure. One of the new MCCA's four priorities is focused on skills and a commitment to work collaboratively with employers, skill providers and local authorities to ensure that citizens have the opportunity to develop key skills and access opportunities to work well and build fulfilling careers as a lever in creating a strong and sustainable local economy. Regional control of the Adult Education Budget is clearly key to making that a reality and has important implications for local skills delivery in Chesterfield.

DfE's January 2021 White Paper – *Skills for Jobs: Lifelong Learning for Opportunity and Growth* – is another core policy national driver to take into account in setting priorities and plans for action moving forward. It sets out reforms to further education to ensure people post-16 can access skills linked to the economy throughout their lives in order to increase productivity, support growth industries and help people progress. Connection to industry, a focus on higher-level technical qualifications, and reformed funding are key planks, as is the Lifetime Skills Guarantee giving people access to the equivalent of four years of post-18 education from 2025. A new Strategic Development Fund is helping colleges to reshape provision (supply) to address local priorities and business demand. These priorities are in the process of being defined and agreed with local employers, led in Derbyshire and Nottinghamshire by the FSB, and laid out in new Local Skills Improvement Plans (LSIPs). The Chesterfield Skills Action Plan is being refreshed in parallel with the LSIP development process ensuring that messages and subsequent priorities at the regional and local levels are aligned.

Since 2020, in addition to funding secured via the Towns Deal and the Levelling Up Fund, Chesterfield has been allocated £2.7m over three years from the UK Shared Prosperity Fund (UKSPF) subject to final Government approval. This has been provisionally allocated to support a mix of community, place, business and skills related activities. The People and Skills Activity will be delivered in year three (2024/25) of the investment programme through a provisional allocation of £550,000 to deliver a Skills Brokerage Project, a Future Skills Development Fund, a Green Skills Workforce Upskilling Programme and a Work Readiness and Digital Inclusion Programme.

### *Local*

At the local level, there are two policy contexts driving the Skills Action Plan. Firstly, the new Chesterfield Growth Strategy. This provides the strategic framework for action by the Council to deliver the ambition of making Chesterfield a thriving borough. Its focus is on where the Council can make a real difference in accelerating economic growth and ensuring local people benefit from the new economic opportunities which are created. One of its five priorities is to ensure local people have the right skills to support progression in the labour market and benefit from future employment

opportunities. This Skills Action Plan provides the roadmap for delivering this priority in the Growth Strategy.

Secondly, the Council Plan (2023-27) is also a key driver and context. This prioritises making Chesterfield a thriving borough, improving the quality of life for local people and building a more resilient council. Again, the Skills Action Plan takes forward those elements of the Council Plan that centre on skills as a route to making Chesterfield a thriving borough including via apprenticeships, local labour clauses, reducing youth unemployment and enabling local businesses and employees to access a wide range of skills and education opportunities.

It is also important to consider the Chesterfield Borough Local Plan (adopted 2020). This provides the planning framework to enable the provision of new housing and commercial development across the borough. The Local Plan makes provision for an additional 4,080 homes by 2035, allocates 50 ha of land for new employment uses, and supports proposals which strengthen the roles of Chesterfield and Staveley town centres. Clearly the new Construction Skills Hub and application of local labour clauses in major planning applications will come to the fore in connecting local people to the employment and skills opportunities that flow from this.

## **Annex 2: PEST analysis (political, economic, social and technological & environmental)**

This summary PEST analysis illustrates the potential future context for the delivery of the refreshed Chesterfield Skills Action Plan (SAP) and adds a forward-looking element to the evidence and intelligence base to complement data on the current position and historic trends. It considers the political, economic, social and technological & environmental factors that are likely to impact on skills and employment, including through their interconnection with the local economy, businesses and people, and the mechanisms that affect delivery.

### **1. Political**

We consider five primarily political considerations, which will also have economic and wider consequences within the next ten years and beyond. These are:

- Global conflict and volatility
- European relationships and Brexit
- National public spending constraints
- The levelling up agenda
- Devolution and regional governance

#### 1a) Global conflict and volatility

Russia's invasion of Ukraine has reignited cold war divisions with the more fluid and interconnected globalisation of recent decades being replaced by greater tension, division and consolidation of power blocks and political alliances. Impacts are likely at least into the medium term and probably longer, and may include caution about trade with/reliance on China, growing military spend, increased focus on cyber security; and economic impacts including energy and resources. Some of these could provide economic opportunities for local businesses in relevant markets (or potential to move into them) if they can develop or attain the required skills.

#### 1b) European relationships and Brexit

Over the next decade we will see how far Brexit either becomes embedded to stay, with new structures, freedoms, alliances and trading relationships accepted and delivering; or whether a view grows that it has negative economic or wider consequences that warrant moves towards closer alignment with the EU in the longer term. The key short and medium term impact for employment and skills is around availability of migrant labour and skills/labour gaps linked to it (see 2e).

#### 1c) National public spending constraints

Given a large deficit in the national finances, it is likely that there will be significant public spending cuts into the medium term, with impacts for services delivered (including education, skills and employment, economic development and regeneration) and local government. This would have impacts on the resources available to support delivery of the Chesterfield SAP and skills investment by partners such as the D2N2 LEP and educational bodies. It would also have knock-on impacts in terms of inequalities, health and deprivation which would hamper efforts to level up (see 1d).

#### 1d) The levelling up agenda

The levelling up agenda is a response to deep social and geographical inequalities that have impacted negatively on society and the economy for many generations. However, it is described or interpreted, there is likely to be continuing policy of one form or other to address this over the coming decade with opportunities as a result – whether for skills and regeneration investment, infrastructure projects (that would require sufficient labour to deliver), funding opportunities, location of key institutions (e.g. government departments or R&D centres) or the way in which national resources are distributed. This is likely to present future opportunities for Chesterfield – as it may have already done so in bringing in current regeneration projects and resources. Having proposals ready to deliver should resources become available would be advantageous.

### 1e) Devolution and regional governance

It is uncertain how the move towards low key devolution through (Mayoral) Combined Authorities will pan out in the future, and whether this will plateau once structures are in place across the UK, or be accelerated in a more radical form. Assuming that an East Midlands Mayoral Combined County Authority (EMMCCA) is established as planned, the main immediate impact will be through 'new powers to better shape local skills provision to meet the needs of the local economy, including devolution of the core Adult Education Budget'. More widely, the election of a mayor and integration of the D2N2 LEP into the new EMMCCA will have implications for spending and policy decisions, including ones which affect education and skills, and infrastructure, economic development and housing functions which have implications for employment and skills needs.

## **2. Economic**

Key economic trends, issues and opportunities to consider include:

- Risk of recession or economic downturn
- The green economy, energy and climate change
- Innovation, R&D and tech led growth
- Changing work patterns
- Labour market and migration
- Tourism and visitor economy
- Skills demand

### 2a) Risk of recession or economic downturn

Given the current position of the national economy, with low growth, high inflation and cost pressures for businesses and individuals, and planned future spending cuts and tax increases, forecasts points to a risk that the UK will face recession or continued low growth in the near future. That could be relatively short or part of a more prolonged economic downturn. This is likely to have a damaging impact in Chesterfield, with the risk of some businesses closing or scaling back and increased unemployment (probably especially for young people). There would be value in thinking through skills and employment responses in the event of recession and job losses – for example additional support to businesses or retraining those made redundant to create pathways into growth sectors and help close skill shortages elsewhere.

### 2b) The green economy, energy and climate change

Whilst there will be ups and downs in the forcefulness and drive for carbon reduction measures, it is likely that the overall trajectory will be of maintaining net zero targets and action to deliver them – with this reinforced as the impacts of climate change continue to intensify. This will bring a mixture of threat and opportunity, with growth and employment opportunities for businesses and people who position themselves as part of the solution. Major opportunities include those for businesses in the construction and energy sectors who can retrofit homes or provide green energy, and where there are already capacity shortages. Moves towards electric vehicles and new heating systems and micro-renewable energy in homes and businesses are examples of opportunities. Other opportunity areas include technology that supports renewable energy generation and storage; carbon capture, use and storage; and the hydrogen economy.

### 2c) Innovation, R&D and tech led growth

Innovation, tech and creativity are already at the heart of much business and economic growth, and this trend is likely to continue. Businesses that can scale up or start based around new or improved products, processes or business models are key assets for modern and high value local economies, and a range of factors can help to attract and retain such businesses and foster their success. That

includes high level skills, especially in digital and tech; generic skills and attitudes such as creativity, collaboration and enterprise; and an attractive environment for people and businesses with these skills to be based in.

#### 2d) Changing work patterns

Work patterns have been changing long-term, with greater flexibility and more home working. The COVID-19 pandemic has turbo-charged some trends, especially in making home working or blended home-office working feasible for large numbers of people who are not in hands-on or customer facing roles. The blended working model may become the norm for many office-based businesses, with implications for the commercial property market and space requirements. It may also provide an opportunity for office workers to travel into locations such as Sheffield less often and spend more time local to their home. Additionally, there are trends towards working a four day week, and companies who can provide this or offer flexible working more widely are likely to be better placed in terms of recruiting and retaining highly skilled and sought after employees.

#### 2e) Labour market and migration

Reduced availability of migrant labour post-Brexit and in the aftermath of COVID is impacting on many businesses, for example those in the hospitality, food & agriculture, construction and health & care sectors – with most of these relevant to Chesterfield, and especially health & care. Future migration policy is uncertain but may open up in the short to medium term – if there is not economic downturn and rising unemployment. Reduced migrant labour and uncertainty over future availability reinforces the need to attract and train more people to move into sectors with labour and skills shortages, and to create better quality and paid jobs to help do this.

#### 2f) Tourism and visitor economy

International tourism into the UK was hit hard by the pandemic, but has since recovered to around two thirds of 2019 levels. This would be expected to increase further in the future, albeit with this rise potentially lessened by cost of travel and cost of living pressures. The same pressures on disposable incomes may act to suppress the number and length of foreign holidays taken by UK residents in the short to medium term. This could act to increase domestic tourism as an alternative, building on rises in visitors seen in UK destinations during and since the pandemic. Additionally, changing working patterns with more flexibility and four day weeks may increase demand for short breaks. These trends – alongside longer term ones such as towards higher quality destinations and experiences, cultural/event led visits, and outdoor and nature based tourism – may provide opportunities for Chesterfield and associated skills and labour needs.

#### 2g) Skills

In a global and knowledge-based economy, employer demand for higher level skills has been increasing faster than for other skills levels and is correlated with overall economic success. This trend is likely to continue, alongside demand in specific areas of skills shortages (e.g. engineering, trades/construction, digital), and emphasis on transferable and human-centric skills that are not easily replaced by automation, robotics and AI – such as interpersonal, communication, specialist trades based, and creative skills (although this list is narrowing as AI rapidly develops). The rise in degree apprenticeships is also likely to continue given more options for and awareness of these and their desirability as a route that offers earnings instead of tuition fees. Skills structures, frameworks, approaches and the institutions involved in them are likely to continue to change, as they have over previous decades. Whilst Local Skills Improvement Plans (LSIPs) led by business is a current innovation, this approach may well evolve further in the future.



### **3. Social**

- Ageing population and retirement patterns
- Rising polarity in incomes and health inequalities
- Personalisation
- Retail, the High Street and cost of living

#### 3a) Ageing population and retirement patterns

A large majority of future population growth is forecast to be in the population aged 65, with a very steep rise in those aged over 85, and much lower growth in the young and working age population. This will have significant impacts on the numbers of recruits available and present challenges for employers. It will also underpin growth in the health and care sectors, as well as markets where the 'grey pound' is important. More widely, whilst the national state pension age has increased and may do so further in the future, there is likely to be a split between those who have to work up to this age because they are financially compelled to, and those who have the finances and mindset to retire far earlier – sometimes with a spell of part-time working initially. In Chesterfield, forecasts for a reduced age 50-64 population by 2035 could compound challenges this may bring.

#### 3b) Rising polarity in incomes and health inequalities

There has been a long term trend to rising polarity in terms of low and high incomes, in part linked to demand for higher level skills which command higher and more rapidly increasing salaries. Whilst the levelling up agenda may temper this, it is unlikely that this trend will be wholly stalled, with implications for inclusion and for focus on further enhancing education, skills and good jobs opportunities, especially for those with less advantaged backgrounds or who face more acute challenges.

#### 3c) Personalisation

Increasingly, societal expectations (especially amongst younger people) are for more tailored, personalised and rapidly delivered products and services. This is something businesses may need to respond to in the offer they provide, and is also a factor for training provision, where employers and students are often looking for short and flexible courses/modules with more delivery in the workplace.

#### 3d) Retail, the high street and the cost of living

Earnings are unlikely to keep pace with inflation over the short term, meaning reductions in disposable incomes, and likely reduced spending on discretionary and luxury goods and services. This may feed into further pressures on high street retailers given prices that are often more expensive than online options and the existing trend away from high streets towards online shopping. This will reemphasise the need for town centres to be attractive places in their own right with an offer that goes well beyond retail, and has implications for reduced employment in retail but potentially more in hospitality and leisure.

### **4. Technological & Environmental**

- 4<sup>th</sup> Industrial revolution and advanced technologies
- Digital by default and implications for inclusion and travel patterns
- Climate change impacts and adaptation
- Transport and infrastructure

#### 4a) 4<sup>th</sup> Industrial Revolution (4IR) technologies

4IR is generally regarded as being about technologies which fuse the physical, digital and biological realms, and can be broadly grouped into:

- i) Automation, robotics, artificial intelligence (AI) and machine learning (i.e. technologies focused on machinery and computing that replicates or replaces human attributes)
- ii) Advanced digital technologies and data, e.g. linked to quantum computing, cloud computing, big data, 5G and the internet of thing
- iii) Other advanced technologies that improve production processes and/or products and not captured in i) and ii) e.g. nanotechnology, additive manufacturing, use of new materials

Uptake of these technologies is already happening and will support future business success – but have implications for jobs, skills and the roles that humans play within industry.

#### 4b) Digital tech, services and inclusion

Digital technologies are covered above, but their social implications should also be noted as services increasingly become digital by default. While there are many benefits and the COVID pandemic has accelerated and widened use of digital technologies, there is and will remain a sharp digital divide between those who are confident and skilled in these technologies and others who are not – or whom don't have access to/can't afford digital equipment and broadband. Digital skills will be a key need for businesses and individuals.

#### 4c) Climate change impacts and adaptation

The climate change mitigation and green economy factors considered in 2b are driven by the increasingly pronounced impacts of climate change, such as floods, droughts and heatwaves. Those impacts will be felt in Chesterfield and the Peak District too, and planning and action to increase resilience in the face of them will be important for society and potentially have skills and labour implications.

#### 4d) Transport and infrastructure

Key trends that are likely to continue include the move towards electric vehicles (with associated training/labour needs for charging point installation and EV maintenance in garages), and potentially other alternative fuels such as hydrogen. Moves towards active travel are also likely to continue given cost, climate and health benefits, and options including electric bicycles might widen access opportunities to employment sites for those without a car. However, travel demand may be reduced overall due to greater use of online alternatives, and widened home working potential for those with the right digital skills, spaces and equipment. COVID impacted badly on the use of public transport, which has affected services and may have impacts on access to work by these modes.

## Chesterfield Skills Action Plan Refresh Consultation Summary: 27/03/23

### 1) Introduction and Consultation Process

This paper collates and presents the main findings from the first round of consultation carried out between 1 and 28 March 2023 to support the Chesterfield Skills Action Plan Refresh. The paper is structured around the questions asked during consultation discussions and is intended to:

- be straightforward and concise, so it is easy to pick out main messages quickly
- reflect the full range of consultations
- make clear which points emerged most strongly and repeatedly
- identify some points made less often, but which may be important or point to new opportunities
- cross-reference fit with evidence when that is apparent and relevant

The first round of engagement reached 21 distinct organisations<sup>1</sup> via:

- semi-structured interviews with 14 people representing interests from eight organisations, considered to be key partners or local anchor organisations
- two specifically convened workshop sessions: one with seven wider stakeholders; and one with five local employers plus Chesterfield Borough Council (CBC) Leisure Team
- presenting and facilitating discussion at existing meetings within the Council and beyond.

Table 1 shows the organisations engaged, their sectoral spread and the engagement mechanism.

**Table 1: Summary of first round consultees**

Sector	Organisation	Engagement type
Education and Training	University of Derby	One-to-one interview
	Chesterfield College	One-to-one interview
	Head Teacher Forum	Attended regular meeting
Employer Representatives	Federation of Small Businesses	One-to-one interview
	East Midlands Chamber	One-to-one interview
Place-based	Staveley Town Deal	One-to-two interview
	Destination Chesterfield Board	Attended Board meeting
Local government and LEP	Derbyshire County Council	One-to-three interview
	D2N2 LEP	One-to-two interview
	CBC Portfolio Holder Employment & Skills	One-to-one
	CBC Corporate Leadership Team	Attended regular meeting
Employer	CBC Economic Growth	One-to-two interview
	Mortgage First (FPS)	Employer workshop
	Henry Boot (Construction)	
	CASA/Peak Edge Hotels (Hospitality/Food Dist.)	
	AECOM (Engineering)	
	Clee Hill (Construction/Engineering)	
CBC Leisure (Leisure)		
Wider stakeholder	Derbyshire County Council Public Health	Stakeholder workshop
	North East Derbyshire District Council	
	CVS/BAME Forum	
	African Caribbean Forum	
	Derbyshire Voluntary Action	
	DWP	
DBC Training (Independent Training Provider)		

<sup>1</sup> Note that Chesterfield Borough Council is counted as one organisation but that meetings were held with representatives from four areas within the council; likewise Derbyshire County Council counts as one organisation despite two distinct discussions held on economy, skills and employment and on public health

## 2) Strengths and assets (not projects – see section 6)

Table 2 shows the main strengths and assets that consultees identified in respect of Chesterfield's current position on skills and employability and how often – although it should be noted that numbers are a broad indication not an exact science as some issues overlapped at times or were presented slightly differently by different stakeholders.

**Table 2: Summary of strengths**

Strength and/or asset	No. of times raised
Big ticket regeneration in the pipeline and scope to connect to skills	4
Strong record in partnership working and collaboration, inc. across 'anchors'	4
Willingness of business to engage, inc. in shaping provision	3
Route to support business engagement, inc. on skills via Chesterfield Champions	3
Skills infrastructure to build on, inc. for lifelong learning agenda	3
College with good potential	3
University centre provision and scope to expand	3
Central location and transport links for accessing provision	2
Presence of great businesses/employers, inc. sector strengths to build on	2
Destination Chesterfield role in place promotion and inward investment	2
Galvanised sense of place	1
Good location for accessing opportunities in surrounding areas	1
Urban centre provides a mix of roles	1
Good focus on STEM	1
Good focus on construction	1
Local labour clauses	1
Improved access to improved schools	1
Promotion of apprenticeships	1

The points below elaborate on those areas raised in three or more engagement meetings:

- Opportunities provided by the regeneration pipeline** – CBC and key partner organisations are clear that the capital investment coming forward in the borough provides significant opportunity for skills and employment, both in the construction phase and in subsequent end use and that this is a unique opportunity to seize by building upon existing good practice being delivered through the councils 'local labour activity'. Awareness beyond this group was less prominent in discussions.
- Partnership working** – there was a sense that Chesterfield is well positioned in respect to the level, quality and impact of partnership working across the economic development and skills landscape, positioning Chesterfield well compared to neighbouring areas. It was noted that leadership across this partnership shared a common desire to make a difference. This is a strength to retain and will be critical in building the connections that can leverage maximum benefit for local people and places from skills and employment activity, from the regeneration pipeline, and from the evolving policy landscape. The establishment of a skills and employability partnership that is being progressed by the council will further strengthen this.
- Business engagement and mechanisms for doing so** – following from the above, strengths were identified and typically mentioned together in respect to the willingness of businesses to engage and the mechanisms for doing so (i.e. Chesterfield Champions and CBC Key Account Management). The view is that this is something unique to Chesterfield, bringing a large (200+) and diverse range of business voices (across sectors and business types/sizes) together in a well-established and trusted forum. Strong engagement via CBC's skills function suggests this can provide a route for taking forward action on skills and employment, but with some recommending that it would be useful to make sure that business engagement in the

town is effective and extended beyond this cohort e.g. by widening participation or ensuring clear, simple and joined up communications around business and skills support offers.

- **Skills infrastructure and provision across FE and HE** – those consulted see the town as having good skills infrastructure in place to build on in going forward. They noted the college being well positioned to support growth (including via its own substantive skills capital investment programmes in the areas of advanced manufacturing and digital). The presence of the University of Derby is considered a ‘win’ that further bolsters local skills infrastructure, notwithstanding comments made regarding continual need to refine and expand provision across qualification levels to meet demand and ensure smooth transition points across the education and skills continuum.

### 3) Challenges and gaps

Table 3 shows the main challenges consultees identified and how many noted each of those – again the numbers provide a broad rather exact indication, as some issues overlapped at times or were presented slightly differently by different stakeholders.

**Table 3: Summary of challenges and gaps**

Challenge	No. of times raised
Young people – unemployment, aspirations and employability skills	9
Lack of high level skills and/or high value jobs requiring them	7
Education - secondary level attainment and progress within schools	5
Careers information advice, guidance (quality and reach)	4
Make transition points work better – e.g. FE to HE into employment and between jobs	4
Inequalities and deprived areas related issues	4
Gender stereotypes around roles/sectors, and diversity more widely	4
Mismatch between business skills needs (now + future) and provision – e.g. shortages in digital, green, engineering, construction, health/care	3
Health – including mental health and wellbeing	3
Adult economic inactivity / over 50s into the labour market	2
Lack of and fragmented public transport	2
Low business awareness of available skills support	2
Job seekers not willing to take jobs	1
Insufficient work experience opportunities	1
Care leavers becoming NEET	1
Keeping skilled people local (linked to quality of place)	1
Low business starts/enterprise skills	1
Gap in networking between anchor organisations	1
Logistics jobs downsides – fewer into apprenticeships, automation risks	1
Employers not taking responsibility (or paying) for skills and training	1

The points below elaborate on those areas raised in three or more engagement meetings:

- **Young people, employment, aspirations and links to education** – these factors were sometimes discussed separately, and sometimes linked together, and were clearly seen as the prime skills and employment challenge locally. The cause of this concern was often high (and rising) youth unemployment, as highlighted in the evidence base, together with high numbers who are NEET. Many people linked this to low ambitions, a lack of employability skills and self-confidence, and cultural factors and lack of role models. The issue of poor attainment and insufficient progress in secondary schools was also highlighted and linked to this - which makes subsequent progress in and transition into FE and HE difficult.

- **Lack of high level skills and high level jobs** – in line with the evidence, consultees frequently pointed to a deficit in well paid, highly skilled jobs locally. Some pointed to a ‘chicken and egg’ situation where lack of skills at this level means fewer employers requiring those skills will locate here, with this then making the destination less attractive for those seeking such jobs. One stakeholder session also discussed whether quality of place and the town centre and leisure offer was sufficient to attract and retain graduates, highly skilled workers and ‘career climbers’.
- **Careers information advice, guidance (CIAG)** – a number of groups, including employers questioned whether CIAG had wide enough reach and was of good enough quality, especially in highlighting available jobs locally, the opportunities of careers in areas such as engineering, construction and hospitality, and future growth areas such as green and digital skills.
- **Disconnect at transition points** – some consultees said that connections and co-ordination are lacking at key transition points into FE, from FE into HE (notably University of Derby), and from FE and HE into employment; and also that moves between various jobs over a career bring the risk of losing people in skill shortage or highly skilled areas to employers elsewhere.
- **Inequalities, deprived areas and health** – the evidence shows Chesterfield to be the 86<sup>th</sup> (out of 317) worst affected local authority area for deprivation in England, and consultees noted the issue of disadvantage and inequality as a problem which affects education, aspiration, employability and opportunity. This was often linked to health and disability, the domain in which local deprivation is most pronounced (in the worst affected 5% of areas). Health – and especially mental health – was also singled out as an issue in its own right. The number of people, including young people, affected by mental health and anxiety issues was seen to be rising, with implications for employers in relation to the current workforce and available recruits.
- **Gender stereotypes around roles/sectors and diversity** – some consultees said that gender stereotypes around particular roles and careers were a problem in reducing the potential supply of skills and talent. Examples included engineering and construction, and although some commented that work to promote STEM subjects to girls and young women was starting to have an impact, they did not always go on to use those qualifications in skill shortage areas. The importance of diversity was raised more widely, specifically in relation to ethnicity, where the size of the BAME community may be proportionately lower than is the case nationally, but is still significant and rising, and needs to be properly represented and fully utilised.

Issues that were important in the evidence but perhaps raised as challenges less often than may have been expected included how far young people the workforce were equipped with the specific skills needed by employers, and which would be important in the future. Likewise, the challenge of getting over 50s back into (or retained in) the workforce was raised, but perhaps not as frequently as might have been expected given its prominence in national policy.

#### 4) Wider comments on the evidence base

The two workshops and the session at the CBC Corporate Leadership Team received a presentation on key points in the evidence base and were invited to comment on how far this rang true, or to make wider points around it. Generally, the evidence findings chimed with what consultees expected to emerge. Additionally, some comments were made emphasising particular points, noting potential gaps, or seeking additional evidence and insights in the future. The most notable examples were:

- Travel patterns to employment (and higher skilled/value jobs) into and out of Chesterfield, and the extent of labour market connections to other areas and cities, e.g. Sheffield and Derby (NB summary information on this in the full updated evidence base, based on census 2011, shows significant commuting flows out of the district, but slightly more people commuting into it).

- The importance of mental health as a key issue, especially for young people. This is not easy to fully capture with current available data. Related to this, there was interest in how far new Index of Multiple Deprivation (IMD) data will see changes when it is completed, e.g. in health and disability, and the prominence of mental health within this.
- Transition points (as raised in consultation) as a key opportunity, but one that is hard to convey based on data alone.
- Reflect diversity and the BAME community within population statistics and the action planning.
- Comparisons to local areas were made at time, e.g. higher levels of enterprise/business start ups in Bolsover and North East Derbyshire than in Chesterfield.
- Low numbers of applications for apprenticeships – potentially relating to competition for better paid employment options in logistics, and awareness and perception of opportunities.
- Difficulty in recruiting locally for STEM and higher levels skills (related to this, the evidence base also notes challenges in recruiting to professional and managerial positions).

## 5) What should the plan aim to achieve and measures of success

We asked people to consider what the refreshed Skills Action Plan should be aiming to achieve and what success would look like in four years time. The main points are captured in table 4.

**Table 4: Measures of success**

Aspect of achievement / success	No. of times raised
Improvement in NEET and youth employment, inc. joined up support	4
Increase in aspiration and ambition, esp. in young people but also amongst parents/carers, teachers and in communities	3
Achieving inclusive growth and improved outcomes for those facing disadvantage or who are excluded from opportunity	3
Focus on knowledge, skills and behaviours needed by employers	3
Improvement in unemployment, economic inactivity and worklessness	2
Reduced barriers to employment and improved work readiness	2
Improvement in areas of higher deprivation – health & wellbeing, skills & employment	2
In-work progression, inc. moving out of low paid work	2
Retraining and lifelong learning	2
Improved higher level skills (L4+)	2
Alignment to sub-regional agendas and national policy	2
Strategic alignment across Council Plan, Growth Strategy and UKSPF	2
Improved diversity of employment	1
Increased apprenticeships	1
Better connected schools, FE, HE, apprenticeships and business	1
Connecting people to economic opportunity regardless of skill level	1
Alignment via partnership working	1
Connection to climate and versatility of skills in this area	1
Be future proofed, inc. on climate and digital skills	1

Consultees often raised issues to address and potential priorities rather than progress measures. The points below elaborate on those areas raised in three or more engagement meetings:

- **Young people, employment, aspirations and links to education** – supported by the evidence base and to this being identified by consultees as one of the major challenges locally, it follows that these are also top areas where people wish to see progress over the coming four years and are looking to the Skills Action Plan to be part of the framework for driving improvement.

- **Inclusive growth** – an emphasis on equipping all residents with the skills they need to connect in a meaningful way to the labour market came across strongly, with inclusive growth mentioned in the round multiple times but then also broken down into elements such as reducing barriers to employment, improving work readiness, progression out of low pay, and improvements in areas of higher deprivation. Again, this is supported by the evidence base and aligns with the major challenges that people identified.
- **Meeting business need** – a number of people positioned business need prominently and making sure that the Skills Action Plan focuses on the interface between supply and demand - and in so doing supports achievement of the Chesterfield Growth Strategy. This would also include increasing awareness of and accessibility to existing provision.
- **Connections, alignment and influence** – there are a group of individual comments that, when bundled together, point to a similar measure of success, that being the extent to which the Skills Action Plan is aligned with national, sub-regional and local economic and skills policy. This is an evolving landscape, but one that the Skills Action Plan should be looking to connect into and influence in order to ensure the best outcomes for Chesterfield from a funding and delivery perspective, and ultimately for businesses, residents and communities.

## 6) Current activities to build upon

### a) Skills (and employment) activity led by CBC

Build on...	And in particular...
Regeneration pipeline	<ul style="list-style-type: none"> <li>• Construction Skills Hub and links to green and retrofit needs</li> <li>• DRIIVe</li> <li>• Local labour clauses and social value</li> </ul>
Apprentice Town	<ul style="list-style-type: none"> <li>• Keep but refresh and refocus</li> </ul>
Skills capacity in CBC	<ul style="list-style-type: none"> <li>• Highly regarded and noted by partners as being proactive and far more than other boroughs have locally</li> </ul>

### b) Activity within the Borough lead by others and that supports skills

Build on...	And in particular...
Regeneration pipeline	<ul style="list-style-type: none"> <li>• Staveley Town Deal package and associated Skills framework</li> </ul>
Chesterfield College	<ul style="list-style-type: none"> <li>• Launch of new advanced manufacturing and digital centres by the college, including adult digital literacy offer</li> <li>• Apprenticeship offer</li> </ul>
University of Derby 'win' for the town	<ul style="list-style-type: none"> <li>• Addressing much needed skills in Health &amp; Social Care</li> <li>• Degree level apprentice provision</li> <li>• Part time top up access courses, e.g. logistics, legal, accounting</li> <li>• Knowledge Transfer Partnerships</li> <li>• Ripe for expansion of provision connected to local need, including firming up and communicating the executive/leadership and management offer</li> <li>• Objective within Growth Strategy to secure the further development of higher education provision in Chesterfield</li> </ul>
Business engagement robust and ripe for leveraging	<ul style="list-style-type: none"> <li>• Individual business engagement with primary and secondary schools including on STEM, careers and mock interviews</li> <li>• Destination Chesterfield, Chesterfield Champions and Made in Chesterfield (with scope to extend numbers engaged and to increase engagement with business through more visibility and access to existing provision)</li> </ul>



Connecting people to economic opportunity	<ul style="list-style-type: none"> <li>• Youth Hub</li> <li>• Careers Hub</li> <li>• Sector based work academies, typically JCP-led, and a tested way of connecting people to relevant training for real employment opportunities (if with room for improvement)</li> <li>• Third sector initiatives connected to specific communities or cohorts (mentioned in the round rather than with specifics)</li> <li>• Recent transport improvements to key employment sites</li> </ul>
Health	<ul style="list-style-type: none"> <li>• Third sector initiatives connected to specific communities or cohorts (mentioned in the round rather than with specifics)</li> </ul>

### c) Key skills (and employability) activity beyond the Borough, but with local impact

Build on...	And in particular...
Business engagement	<ul style="list-style-type: none"> <li>• Re-instate Derbyshire Skills Festival</li> </ul>
Specific skills	<ul style="list-style-type: none"> <li>• Digital and Green Skills Bootcamps</li> <li>• Rail and integrated rail plan and related investment</li> </ul>
Higher level skills	<ul style="list-style-type: none"> <li>• Opportunity provided by 5 universities within a 45 minute drive, including University of Derby Campus in Chesterfield</li> </ul>
Connecting people to economic opportunity	<ul style="list-style-type: none"> <li>• Talent Match previously delivered successfully in Chesterfield and NE Derbyshire</li> <li>• (Lessons from) Kickstart</li> <li>• 50+ agenda coming increasingly to the fore</li> </ul>
Health	<ul style="list-style-type: none"> <li>• DWP Health Adjustment Passports and Access to Work</li> <li>• Living Well</li> </ul>

## 7) Priorities for new action/interventions

Partners were asked to highlight priority new actions, both in broad terms and with specifics where possible. In practice, consultation messages were more the former and indicated the types of action needed more than their details. This precluded gaining specifics about lead partners, funding, etc. but on occasions key partners were apparent. Additionally, whilst this question was framed as about new action, many of the avenues identified would clearly build on or connect to activity that is already in place or planned.

The main priorities are listed below, presented broadly in order of how often/how prominent each was mentioned.

### Mentioned by nearly all consultees

**Young people, CIAG, aspirations and connections to work** – consultees picked out various areas of focus within this heading, but connections between them were clear. No specific initiative was described, but the key elements that people suggested should be progressed included:

- Widen the reach/quality of careers information advice and guidance, building on the early success of the Youth Hub
- CPD for teachers that make them more aware of local industries and opportunities, including via Industrial Placements for Teachers. Also make parents more aware of the opportunities available.
- Boost levels of and strengthen connection between employers and young people, including through work experience and site visits.
- Nurture ambition, confidence and awareness of opportunity amongst young people, especially in disadvantaged areas, and with use of role models, networks, mentoring etc.
- Links to education and how schools can deliver better, including on the STEM agenda.

- Support employability skills for young people, including communication and CV writing.

**Widening the workforce and tackling barriers to recruitment** – this was the second major area of focus running through the consultation messages. At its broadest, the call was for actions that would expand the number of people who are able to and want to enter the workforce, at all or in areas of skills/labour shortages. In addition to enhancing employment/employability amongst young people (as above), specific angles within this included:

- Encouraging over 50s and older workers to stay in work for longer or to re-enter the workforce, for example by offering incentives, through promoting DWP provision in this respect (e.g. ‘Over 50s MOTs’), or by employers offering flexible and agile working that enables part time working, home/hybrid working, and potentially staying on in capacities such as mentoring new recruits.
- Offering flexible working more broadly (e.g. 4 day week options) and promoting best practice and evidence to employers on what is effective.
- Addressing gender stereotypes around particular occupations and skills sets, for example around STEM and careers in engineering, construction and digital sectors.
- Promoting a diverse and representative workforce, e.g. in terms of ethnicity and disability.
- The importance of having support in the workplace available on mental health and wellbeing.

Mentioned by around a half or more

**Good jobs and in-work progression** – this was linked to supporting recruitment and retention, but also productivity, quality of life and inclusion. Suggestions included factors such as fair pay and conditions (e.g. paying the real living wage) but also a big focus on quality of work more widely and on in-work progression opportunities, including for those from diverse and disadvantaged backgrounds. This was also linked to meeting skills shortages by developing and upskilling existing employees.

**Expanding higher level skills and university provision** – a good number of stakeholders wanted to see a widening of routes into, and promotion of, higher education in order to enhance higher level skills. It was recognised that this needs to be done in conjunction with increasing demand for and uptake of high level skills by employers (e.g. catalysed through knowledge transfer partnerships and student placements). Specifically, the opportunity to widen provision by the University of Derby was welcomed, potentially including areas such as leadership and management skills, and with stronger communication of the offer and widening participation activity to promote uptake of opportunities.

**Skills to support net zero and green jobs** – skills to support the transition to net zero carbon were highlighted as a major growth area where skills and labour shortages are already evident, and where addressing them will help people, businesses and delivery on environmental goals. The need to demystify and make specific general terms like ‘green skills’ was identified, and specific opportunity areas include skills related to heat pump installation (where a local manufacturer is seeking to expand), EV charging points, and housing retrofit skills.

**Opportunities for those facing disadvantage and far from the labour market** – a significant body of opinion wanted to see action to help those who are furthest from the labour market or facing challenges in getting into work. That included support for those facing mental health barriers or who need employability and confidence-building support.

**Anchor organisations, local labour and procurement** – building on support for existing local labour policies, a good number of consultees suggested extending this both to more organisations, and to other actions that anchor organisations can take to support local businesses and jobs – such as through enabling local employment (e.g. via workforce development plans) and procurement. Large anchor organisations such as the council, college, hospital, university and

large local businesses have potential to do this individually and collectively, and there are examples of anchors networks in other areas that look to take this sort of action.

**Promoting apprenticeships** – there was support for re-focusing and re-energising the Apprentice Town initiative (which remained well supported) and for provision to widen routes into apprenticeships, especially for those with lower qualifications and at Level 2, where apprentice numbers have reduced. Potential challenges were noted in finding enough employers to cater for both apprentices and T-Level students, with some noting apprenticeships as the priority.

#### Mentioned by a significant minority

- Improve work readiness and soft/transferable skills (e.g. creativity, teamwork, communication)
- Strengthen links between employers, FE and curriculum planning, for example through an annual event on this
- Enhance future skills, and specifically digital and data skills
- Smoothen and utilise transition points between FE, HE and employment
- Utilise skills and employment opportunities presented by local regeneration initiatives
- Enhance physical access to work, for example via better public transport and cycle routes to employment sites, including to connect to shift patterns

#### Other points mentioned by one or two consultees

- Enterprise, entrepreneurship and social enterprise skills and support
- Utilise skills and employment opportunities for regeneration initiatives
- Specific calls for upskilling and access to work in Staveley
- Promote/communicate existing and new skills support to employers
- Attract businesses that support skills development
- Lifelong learning
- Address hospitality skills shortages
- Rail related skills/work opportunities
- Further projects using a business-college-university partnership model
- A new Manufacturing Academy (already in the pipeline)
- Further enhance available evidence
- Different approaches to current Maths and English requirements for college students

Few consultation meetings got into the specifics of resourcing at this point, but the importance of UK SPF funding was highlighted as important given the end of ESF funding.

### **8) Key evidence & implications not covered strongly in consultation messages**

Most of the input received gelled well with evidence findings, and by and large the issues, opportunities and priorities put forward are supported by evidence base as well as stakeholder views. However, there are a few key issues and potential action areas that emerged in the evidence but less so in discussions. The most notable examples in this respect are:

- **Economic sectors profile** – this came out in the consultation to an extent, but perhaps not as prominently as it may have done, for example in relation to the scale of the health sector and current and future job opportunities within it, and potential to connect local skills and provision to these. There was generally little comment about sector mix more widely.
- **Declining sectors and reskilling** – there was relatively little discussion of areas where employment is declining or threatened in the future, such as retail or sectors where AI and automation may reduce jobs (e.g. logistics – although the lure of jobs at Amazon’s warehouse locally was noted, including in respect to these paying relatively higher rates of pay than other typically lower paying roles e.g. in care, and hence contributing to vacancies in those sectors

and potentially storing up an issue for the future on skills). Opportunities based on reskilling/upskilling people to be able to move from declining or at-risk sectors/jobs into growth areas with skills shortages – e.g. in digital and low carbon sectors – were mentioned less than they may have been.

- **Ageing population, over 50s and the workforce** – there was some discussion of this, but much less than around young people. Employers in particular focused more on new entrants into the workforce than on upskilling their employees or attracting and retaining older workers.
- **Apprenticeships and T-Levels** – apart from employers noting some challenges in recruiting apprentices, the scale of comments and ideas around apprenticeships (or T-Levels or traineeships) was less marked than the falls in apprentice numbers that have been seen and the changing patterns of those that are progressing.
- **Wages and good jobs** – there was some discussion of good jobs and progression, for example in how to compete with better paying but potentially poor quality and at risk jobs in other sectors. However, there was little comment around wage levels and the sizeable gaps between local and national average or around gender pay gaps.
- **Regeneration based opportunities** – apart from discussion within the council and those directly involved in regeneration initiatives, awareness of the sizeable regeneration and investment programmes underway or in the pipeline locally was low, including the skills opportunities and needs they would present.

## **Chesterfield Skills & Employment Partnership**

### **Terms of Reference**

#### **Aim**

To improve the collaboration of organisations involved in the skills and employment landscape in Chesterfield to improve delivery and outcomes for local people.

#### **Purpose and Objectives**

- To formalise existing partner and stakeholder relationships to create a mechanism for stronger and better delivery of skills activity in Chesterfield.
- Provide advice and guidance on the strategic direction of skills and employment activity in Chesterfield.
- To support the delivery of the Chesterfield Skills Action plan (2023-27), ensuring that it achieves our ambition to **‘ensure that local people have the right skills to support progression in the labour market and benefit from future employment opportunities.’**
- To facilitate better co-ordination of skills and employability activity in Chesterfield with the objective of increasing awareness and accessibility to skills provision, employment and apprenticeship opportunities to both business and residents.
- Provide advice and direction to the design and delivery of projects that fall within the People & Skills priority area of UKSPF, to maximise outcomes from the investment plan.
- Recognise the role of existing Chesterfield strategic partnerships in supporting the delivery of the People & Skills elements of the UKSPF investment plan to ensure alignment across the wider UKSPF portfolio, including Multiply.
- To provide Chesterfield the ability to influence and align with activity delivered by D2N2 People and Skills Advisory Board and subsequent arrangements in respect of People and Skills under the shadow Combined Authority
- Receive reports and updates on project progress and achievements.
- The Board is not a legal entity, and its role is advisory. Its purpose is to work with Chesterfield Borough Council, to contribute to and support the delivery of the Chesterfield Skills Action Plan and specifically the People & Skills elements of the UKSPF investment Plan.

#### **Key Roles**

- Sign off terms of reference for the Chesterfield Skills and Employment Partnership
- Actively contribute to the development of and delivery of the skills action plan.
- Receive reports from partners and wider stakeholders operating in the skills and employment landscape.
- Receive regular monitoring reports on progress of activity contained within the Skills Action Plan, including the People and Skills priority area of the investment plan and provide advice and guidance to improve performance, if necessary.
- Provide Influence and direct current and future funding and policy development and priorities on issues related to skills, employment and social inclusion in Chesterfield, making sure regional and national policy is positively reflected at a local level.

#### **Collaboration across Chesterfield Strategic Partnerships**

A key aim of Chesterfield strategic partnerships is to support and promote community wellbeing, creating healthy, safer and stronger communities. Across the borough we have created a range of partnerships to coordinate our efforts to maximise outcomes. Key aspects that underpin the approach to how we work in partnership are:

- a) Understanding the Chesterfield system framework
- b) Commitment to partnership principles

### **Chesterfield system framework**

The current broad Chesterfield system framework is shown in diagram 1 at the end of this document. To work as collaboratively as possible, it is important that all organisations understand how the Chesterfield system framework is set up and how different partnerships relate to each other. If we can gain a collective understanding of this framework, working out how to get things done should become easier; and this will help to improve outcomes for individuals and the borough.

It should be recognised that there are many sub-groups and independent task and finish groups that feed into these community voice and strategic partnership groupings that are not shown on the plan; the connectivity that these other groups and individual partners provide as they work within the partnerships is a key element of achieving successful delivery of overall outcomes.

It is also important to note that the framework is not fixed and other partnership groups may be established as the system evolves to support our overall aims; there are discussions being carried out with a view that a skills partnership group might be established.

### **Chesterfield strategic partnership principles**

- Create strong communication channels and clear messages.
- Value joined-up working across partners and agencies, from private, voluntary and community sectors through to statutory bodies.
- Recognise the voluntary and community sector as an equal partner and promote and adopt policies that support this approach.
- Be data and insight led in developing solutions; listen to people and communities, as well as using technical data.
- Focus on supporting the most vulnerable in our communities with solutions to tackle increases in material insecurity, mental health difficulties and social isolation.
- Shift resources to ensure that all partners can support our community resilience.
- Be brave enough to stick to our principles of equity and partnership even when outside forces make it difficult.
- Ensure that our governance is proportional to the issue, to avoid barriers to involvement.
- Commit to working as part of a system, working towards overall outcomes, not just organisational goals.
- Empower employees to work for the system (the greater good), rather than just for their organisation.
- Individuals should feel empowered to really listen to people, the people with lived experiences, in order to make changes and provide person-centred support.

### **Board roles and responsibilities**

#### **The Chair**

The role of the Chair is to lead the Board in defining vision and direction, and in delivering the desired outputs, whilst ensuring that appropriate procedures for governance and management of resources are in place.

The key responsibilities of the post are to:

- Provide strategic leadership and direction to ensure that the Board achieves its goals.
- Lead the efforts of the Board to support final project specifications delivered under the People and Skills priority area of the UKSPF Investment Plan.
- Lead the efforts of the board in supporting the delivery of the Chesterfield Skills Action Plan
- Effectively chair meetings of the Board, leading it towards decisions that ensure the strategic vision and key objectives of the Board are delivered.
- Be an effective influencer and “ambassador” for the Chesterfield Skills and employment activity, including that delivered through the UKSPF Programme at local, regional and national levels working with appropriate partner organisations and individuals.
- Be an effective advocate on behalf of the Board and Chesterfield Borough Council, in particular at conferences and events/meetings with Ministers, MPs and key civil servants.
- Reflect the agreed principles of the Board and its members in all discussions with partners, stakeholders, government and its agencies.
- Ensure that the Board adheres at all times to high standards of ethics and governance in public life and is an exemplar to other organisations.
- Ensure that all Board members participate actively in the work of the Board, encouraging their attendance and engagement and keeping regular contact with all members.
- Exert a casting vote in Board decisions if circumstances so require.

### **Board Members**

Board members have a responsibility to uphold high standards of integrity and probity. They should support the Chair in instilling the appropriate culture, values and behaviours in the boardroom and beyond. Board members should take into account the views of other stakeholders because these views may provide different perspectives on the Board and its performance.

The duties and responsibilities of a Board member are to:

- Attend meetings of the Board and to nominate an appropriate named alternative where attendance is not possible, subject to the prior agreement of the Chair and Lead Councillor
- Reflect the agreed view of the Board and its members in all discussions with partners, stakeholders, government and its’ agencies.
- Support the Chair by leading on activities relevant to their knowledge and experience by representing the interests of the Board in meetings with partners, stakeholders, government and its’ agencies.
- Be effective influencers and “ambassadors” for the Chesterfield Skills and employment activity, including that delivered through the UKSPF Programme at local, regional and national levels working with appropriate partner organisations and individuals.
- Actively develop an effective partnership.
- Contribute knowledge and expertise to the development of skills activity in Chesterfield, including the People and Skills priority area of the UKSPF Investment Plan and business cases for funding.
- Formally represent the Board in meetings with other bodies and partner organisations as required.

### **Board Members Conduct**

Board members are expected to adhere to the Seven Principles of Public Life, known as the Nolan Principles, as defined by the Committee for Standards in Public Life. They are:

- Selflessness: Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.
- Integrity: Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
- Objectivity: In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
- Accountability: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- Openness: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it.
- Honesty: Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- Leadership: Holders of public office should promote and support these principles by leadership and example.

### Conflicts of Interest

CBC will maintain and publish on its website a Register of Board Member Interests. The following provisions shall apply to all Board members:

- In the event that there is a conflict of interest the person so conflicted shall immediately declare the nature of the conflict or potential conflict and withdraw from any business where the conflict would be relevant.
- Whenever a person has an interest in a matter to be discussed at a meeting the person concerned will not be:
  - o entitled to remain present at the meeting during discussion of that matter
  - o counted in the quorum for that part of the meeting
  - o entitled to vote on the matter

The Board may, at any time authorise a person to remain in the meeting whilst a matter in which they have or may have a conflict of interest is discussed, provided that the conflict of interest is declared and the person subject to the conflict of interest shall not be entitled to vote on the matter.

### Board Members

Board Members	Representative
Chair, Director Water Ports & Power, North AECOM	Michael Timmins
Chesterfield Borough Council, Cabinet Member with responsibility for Skills and Employability (Vice Chair)	Cllr Tricia Gilby



Chesterfield Borough Council, Executive Director	Christine Durrant
East Midlands Chamber of Commerce, Education & Business Partnerships Manager	Pieter Eksteen
Chesterfield College CEO	Julie Richards
University of Derby	Peter Dewhurst
Independent Training Provider Representative	Kerry Bentley (CEO DBC Training)
DWP Partnership Manager	Angela Stansfield
Derbyshire County Council – Skills	Andrew Williams
D2N2 Local Enterprise Partnership – People & Skills	Fiona Baker
Chair of Chesterfield & Bolsover Learning Community Area Head Teachers Forum	Andy Knowles
SEND and ‘Youth Voice’ representative.	Clare Talati (DEBP)
Key Sector Business Representative x 3 (1 being Chair)	Health and Care - Maxine Simmons (Chesterfield Royal Hospital) Construction - Andrew Byrne (Devonshire Group)
Health & Wellbeing Partnership Representative	James Creaghan
Voluntary Community Sector Representatives x 2	James Lee, Links CVS
Destination Chesterfield	Jennifer Raschbaur, Community Chesterfield
Federation of small businesses	Dominic Stevens Natalie Gasson-McKinley

**The Board will be advised by the following officers:**

Neil Johnson, Director of Economic Growth

Lynda Sharp, Economic Development Manager

Emily Williams, Skills Delivery Officer

Anna Sharman, Senior Economic Development Officer

Will Rolls, Climate Change Officer

Wendy Blunt, Health & Wellbeing Officer

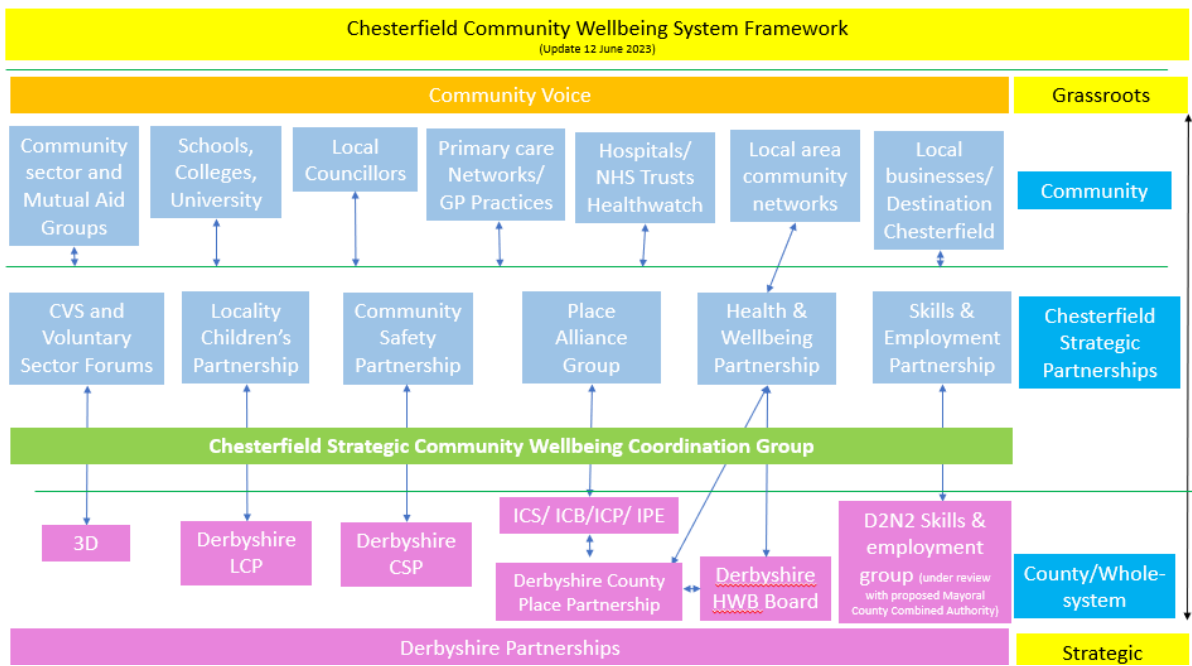
Relevant CBC officers who can offer advice in respect of finance, procurement, legal, or specific service area input or requirements as appropriate.

**Meetings**

Meetings to take place bi-monthly unless business dictates otherwise. The agenda will be circulated at least five days prior to the meeting. Minutes will be recorded and circulated within five days of the meeting for agreement.

Board reports will be a maximum of three sides and will be circulated with the agenda.

**Diagram 1: Chesterfield Community Wellbeing System Framework**



**Skills Activity Funding Allocation (business rate retention funding)**

annual budget £100,000

Activity	Funding allocation Year 1 (2023/24)	Funding allocation Year 2 (2024/25)	Funding allocation Year 3 (2025/26)	Funding allocation Year 4 (2026/27)
Skills Delivery Assistant	21,345	30,590	31,800	33,050
UKSPF Match Skills Brokerage			26,150	-
Marketing Resource	18,000	tbd	tbd	tbd
Marketing Assets	5,000	5,000	5,000	5,500
LMI Tool to support Inward Investment	2,200	2,200	2,200	2,200
Additional Consultation Activity - Skills Action Plan	2,200	-	-	-
Skills & Employability Conference	4,000	4,000	4,000	4,000
Apprentice Town Evaluation *	10,000	-	-	-
Careers Made In Chesterfield **	20,000	30,000	30000	30000
Car Allowances	250	tbd	tbd	tbd
Operational match funding to support Anchor Project/ contingency in commissioned projects	15,000			
DWP Recruitment Events	1,200	tbd	tbd	tbd
<b>Total</b>	<b>99,195</b>	<b>71,790</b>	<b>99,150</b>	<b>74,750</b>

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\* Allocation of funding resource to the delivery of Apprentice Town activity will be determined following the evaluation

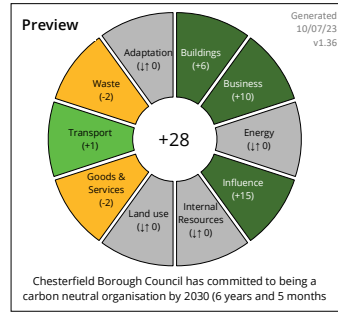
\*\* The funding allocations for the Careers Made in Chesterfield activity are indicative based on initial soft market testing. It is envisaged that this activity will be commissioned activity and as such the actual costs will be finalised through the procurement process.

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# Climate Change Impact Assessment Tool (v1.36)

Developed by Chesterfield Borough Council 2021

Report Name	Skills Action Plan
Report date	18.7.2023
Report author	Emily Williams
Project Notes	The Skills Action Plan sets out activity that will help the council to respond to our priorities to make Chesterfield a Thriving Borough and Improve the Quality of Life for Local People,
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Category	Impact	Notes / justification for score / existing work (see guidance sheet or attached notes for more information)	Score (-5 to +5)
Buildings	Building construction	Activity contained within the Skills Action Plan , includes the delivery of DRiVe and the Construction Skills Hub, both of which have been subject to climate change impact assessment, scoring 29 and 12, respectively. DRiVe is seeking to achieve BREEAM very good and the construction skills hub, whilst not a building in the traditional sense will seek to use sustainable materials where possible Where buildings form part of skills action plan skills action plan delivery, for example CSH and DRiVe, training delivered there will be rooted in the need to meet future skills demand. Both the construction skills hub and DRiVe will be used by commercial and education users, including students. Due to the nature of the location for both schemes there will be higher than average car use but we will look to mitigate this through encouragement of low carbon travel schemes and the inclusion of infrastructure including EV charging points. Projects within the Staveley Town Deal seek to support the 'local community' and therefore strong emphasis will be place on recruiting local students and providing them with a training alternative that requires less travel than other facilities (i.e. Chesterfield College). For the Construction Skills Hub, the nature of the compound, there will be limited scope to add green/blue infrastructure but we will work with the land owner minimise / mitigate the loss of habitation. For DRiVe The building will be built on an existing commercial site and therefore there will be very limited loss or impact on habitat. There will be opportunity to incorporate nesting boxes, low carbon solutions such as solar panels.	+2
Buildings	Building use		+2
Buildings	Green / blue infrastructure		+2
Buildings			
Business	Developing green businesses	The theme 'sector specific and Future Skills' within the skills action plan is focussed on the delivery of skills provision that supports climate change and the low carbon agenda - activity includes DRiVe and the Construction Skills Hub that promote the green agenda and incorporate the use of green technologies. In addition the future skills development fund and work force upskilling programme are design to increase green skills training capacity and encourage businesses to upskill existing employees with sustainability skills linked to the digital and low carbon agenda. As described above one of the themes in the skills action plan focus's on future skills. Whilst it is not possible at this stage to comment on specifics of subject delivery, the aim of the theme is to increase green skills provision capacity locally and raise awareness of issues surrounding climate change - therefore, activity contained within the plan is expected to make a positive contribution towards businesses improving their climate change performance and support the development marketable green skills	+4
Business	Marketable skills & training	Some activity within the skills action plan, namely DRiVe , the Future Skills Development Fund and Workforce Upskilling is Likely to support businesses in applying best practice and sustainable solutions within their business model	+3
Business	Sustainability in business		+3
Business			
Energy	Local renewable generation capacity	In the main, activity within the skills action plan does not include activity that includes changes to local capacity for renewable heat generation or the decommissioning of local capacity. However, the DRiVe building will have some limited capacity for generation of renewable heat. The activity doesn't directly reduce energy demand, however, provision delivered at the facility will seek to raise awareness of best practice in reducing energy demand. Capital project activity within the plan will see the creation on new facilities - whilst we will seek to minimise the impact through the design process, there is likely to be a net increase in energy use	+1
Energy	Reducing energy demand		-1
Energy	Switching away from fossil fuels		-

Energy			
Influence	Communication & engagement	Activity within the skills action plan reflects CBCs climate change ambitions, in particular there is significant scope to influence through a focus on the development of research and development activities at DRIIVE which will focus on green technologies and the de-carbonisation of rail. Likewise training delivered at the construction skills hub will include provision that addresses changes required by the sector to comply with the future homes standard - as such the appointed provider has made a commitment to engage partners and businesses operating in the sector to help showcase modern methods of construction and green technologies including ground source heat pumps. The Future skills development fund seeks to increase green skills training capacity and the workforce upskilling programme delivered through UKSPF will provide upskilling opportunities in digital	+4
Influence	Wider influence	As above.	+4
Influence	Working with communities	DRIIVE, the Construction Skills Hub, the Future Skills Development Fund, the workforce upskilling programme and digital inclusion programme offer significant opportunity to raise awareness of climate change issues and activity being taken to develop solutions. In addition the Anchor Organisation project offers enormous potential for CBC to work with local anchor organisations to work collaboratively to address climate change issues.	+4
Influence	Working with partners	As above	+3
Internal Resources	Material / infrastructure requirement	Activity within the plan includes creation of 2 new facilities, DRIIVE and Construction Skills Hub and therefore there is likely to be a net increase in the use of infrastructure and resources. However steps are being taken. Initially this activity will require more resource from existing staff in a project management capacity, however, much of the activity contained within the skills action plan is commissioned activity and therefore once commissioning activity is complete CBC's role will largely involve programme management. Where activity is to be directly delivered, resource is in place.	-1
Internal Resources	Staff time requirement		-
Internal	Staff travel requirement	Activity within the Skills Action Plan will include 2 new capital projects a number of additional new projects	-1
Internal	External funding	Funding for activity within the skills action plan is largely from external sources, namely Staveley Towns Fund and	+2
Land use	Carbon storage	unknown	-
Land use	Improving biodiversity adaptation	unknown	-
Land use	Natural flood management	unknown	-
Land use			
Goods & Services	Food & Drink	NA	-
Goods & Services	Products	The skills action plan seeks to increase the numbers of local people partake in training and upskilling activity - As such there is a potential to increase the use of products. however, we will seek to source materials locally.	-1
Goods & Services	Single-use plastic	This activity neither increases or decreases the use of single use plastics - where there is a potential for the use of single use plastics (i.e. drinks), alternatives will be source	-
Goods & Services	Services	The skills action plan seeks to increase the numbers of local people partake in training and upskilling activity - As such there is a potential to increase the use of services.	-1
Goods & Services			
Transport	Decarbonising vehicles	The aim of the skills action plan will be to increase the number of local people engaging in skills development which may require travel across the borough. Given the location of the new facilities facility, there is a risk that this activity will increase the use of fossil fuelled vehicles as some users will need to travel by car to access it. However, the focus will be on engagement of local residents and the use of sustainable travel methods will be encouraged both through curriculum but also from partner projects like wheels to work.	-1
Transport	Improving infrastructure	The skills actions plan seeks to encourage the use of existing infrastructure but will also improve and strengthen local skills infrastructure through the creation of CSH and DRIIVE	+1
Transport	Supporting people to use active travel	Active travel will be promoted via partner initiatives such as wheels to work	+1
Transport			
Waste	End of life disposal / recycling	The skills action plan includes activity which will see the delivery of 2 new facilities and in increase the number of people engaging in skills training at existing facilities (i.e. workplace / college) . As such there is likely to be an increase in the amount of waste and therefore the amount of waste that is recycled. Recycling points will be install in and around new facilities to encourage recycling of waste	-1
Waste	Waste volume	As above	-1
Waste			
Adaptation	Drought vulnerability	NA	-
Adaptation	Flooding vulnerability	NA	-
Adaptation	Heatwave vulnerability	NA	-
Adaptation			

## Chesterfield Borough Council Equality Impact Assessment - Full Assessment Form

<i>Title of the policy, project, service, function or strategy:</i>	Skills Action Plan Refresh	
<i>Service Area:</i>	Economic Growth	
<i>Section:</i>	Economic Development	
<i>Lead Officer:</i>	Emily Williams	
<i>Date of assessment:</i>	06/23	
<i>Is the policy, project, service, function or strategy:</i>		
<i>Existing</i>	<input checked="" type="checkbox"/>	
<i>Changed</i>	<input type="checkbox"/>	
<i>New / Proposed</i>	<input type="checkbox"/>	

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### Section 1 – Clear aims and objectives

#### 1. What is the aim of the policy, project, service, function or strategy?

The aim of the refreshed skills action plan to provide a framework for activity that responds to the aspiration within the Council Plan (2023-27) and the Chesterfield Growth Strategy (2023-27) to ensure that local people have the right skills to support progression and benefit from future employment opportunities.

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

Activity contained within the skills action plan will bring benefits to residents and businesses through more local delivery, improved facilities, and delivery of a range of programmes including Skills support and Skills support which will positively contribute to individual progression and business growth. Activity contained within the plan includes a skills brokerage project which seeks to increase access to skills support and funding

Local residents will benefit from increased availability of specialist careers and training provisions and through the

creation of more and high-quality jobs.

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

- Delivery of DRIVe Rail Innovation Centre that will see the creation of 22 jobs 1680 training days and a community outreach programme reaching 1000 individuals per year
- Delivery of the Construction Skills Hub that will see the delivery of a new construction on training compound that will support 897 learners to undertake construction related training delivery of a careers insight programme that will reach 400 individuals per year over 10 years.
- Delivery of Careers Made in Chesterfield Programme that will foster relationships between the public and private sectors to deliver sector specific careers activity in Construction, Health & Care and engineering/rail
- Increase in the number of people with higher level skills
- Reduction in youth unemployment through support and activity to enhance the Youth Hub
- Increased support for economically inactive and unemployed residents through the delivery of UKSPF work readiness and digital inclusion programme and through increased support of DWP programmes including sector-based work academies.
- Increased support for local businesses through the UKSPF Skills Brokerage Project (50 business supported)



## Section 2 – What is the impact?

**4. Summary of anticipated impacts.** *Please tick at least one option per protected characteristic. Think about barriers people may experience in accessing services, how the policy is likely to affect the promotion of equality, knowledge of customer experiences to date. You may need to think about sub-groups within categories eg. older people, younger people, people with hearing impairment etc.*

	Potentially positive impact	Potentially negative impact	No disproportionate impact
Age	√	<input type="checkbox"/>	<input type="checkbox"/>
Disability and long term conditions	√	<input type="checkbox"/>	<input type="checkbox"/>
Gender and gender reassignment	√	<input type="checkbox"/>	<input type="checkbox"/>
Marriage and civil partnership	√	<input type="checkbox"/>	<input type="checkbox"/>
Pregnant women and people on parental leave	√	<input type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	√	<input type="checkbox"/>	<input type="checkbox"/>
Ethnicity	√	<input type="checkbox"/>	<input type="checkbox"/>
Religion and belief	√	<input type="checkbox"/>	<input type="checkbox"/>

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## Section 3 – Recommendations and monitoring

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

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

Yes       No

*Please explain the reasons for this decision:*

## Section 6 – Knowledge management and publication

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Please note the draft EIA should be reviewed by the appropriate Service Manager and the Policy Service **before** WBR, Lead Member, Cabinet, Council reports are produced.

Reviewed by Head of Service/Service Manager	Name:	Lynda Sharp
	Date:	
Reviewed by Policy Service	Name:	
	Date:	DD/MM/YY
Final version of the EIA sent to Policy Service	<input type="checkbox"/>	
Decision information sent to Policy Service	<input type="checkbox"/>	

## JOB DESCRIPTION

<b>JOB TITLE:</b>	Business Adviser – Skills Brokerage
<b>DIRECTORATE:</b>	Economic Growth
<b>JOB EVALUATION NUMBER:</b>	
<b>BAND:</b>	TBC
<b>RESPONSIBLE TO:</b>	Skills Delivery Officer
<b>RESPONSIBLE FOR:</b>	N/A
<b>MAIN PURPOSE OF POST:</b>	<p>To deliver and manage the UKSPF (UK Shared Prosperity Fund) Skills Brokerage Programme providing specialist business advice, skills and employment support and support to a wide range of businesses in Chesterfield.</p> <p>To foster economic growth in Chesterfield by providing advice and assistance to businesses and inward investors that support positive workforce development and recruitment through brokered solutions that drive inclusive growth.</p> <p>To work closely with existing business adviser functions and economic development officers to ensure that referral and key account management opportunities are maximised.</p> <p>To work closely with education and community partners and other key stakeholders to deliver a service that increases the access and visibility to skills funding and provision, supporting increased skills and opportunity for Chesterfield residents, businesses and communities.</p> <p>Directly deliver the funding outputs for UKSPF Skills Brokerage project and support the delivery outputs of the wider UKSPF People and skills activity.</p> <p>To inform our understanding of issues facing local businesses and in turn our economic policy objectives targeting business support.</p>

### DUTIES AND RESPONSIBILITIES:

Duties and responsibilities must be undertaken to comply with Council policies/procedures.

1.	To work with businesses in Chesterfield to maximise the skills and employment opportunities for local people. Being responsible for raising awareness and increasing visibility of the skills support available to local businesses and brokering links between business and the education and skills system (including community provision)
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2.	Deliver high quality, specialist independent advice and support to businesses on skills and employment matters tailored to their needs. This will include diagnostics, developing action plans and working with partners / other agencies to support businesses with workforce, skills and recruitment needs.
3.	Support the delivery of activity contained within the Chesterfield Skills Action Plan, in particular UKSPF People and Skills activity and provision that promotes workforce upskilling and inclusive recruitment.
4.	To be responsible for the direct delivery of funding outputs for UKSPF Skills Brokerage project and help build capacity to support delivery outputs of the wider UKSPF People and skills activity.
5.	To be responsible for responding to the skills and employment needs and opportunities from inward investment as part of Chesterfield inward investment proposition.
6.	To develop, deliver and be manage the associated budget for marketing activity to raise awareness of and promote the Skills Brokerage Programme and wider businesses facing skills activity to businesses in Chesterfield. Signpost and connect companies to skills funding and support and into wider direct and indirect business support networks.
7.	To develop relationships with the local and regional knowledge base (e.g., Universities, College, training providers, sector organisations) in order to maximise benefits for local companies.
8.	To build on existing relationships with key partners and programmes such as East Midlands Chamber, D2N2 LEP, business support organisations, Vision Derbyshire Start Up Programme and other local authority partners.
9.	To develop a programme of workshops/seminars in conjunction with local specialist businesses, training providers, universities and other organisations in response to employment and skills needs of businesses in Chesterfield. Facilitate networking opportunities between businesses and relevant organisations.
10.	Support the delivery of the annual skills and employment conference, taking particular responsibility for the elements of the conference that inform and support Chesterfield businesses in respect of employment and skills.
11.	Where appropriate, assist businesses in sourcing suitable grants and funding and facilitate access to additional programmes and other mechanisms to assist Chesterfield businesses respond to challenges and opportunities in respect of employment and skills.
12.	Work with the wider Economic Development team and where appropriate wider partners to undertake research on businesses to support their collective understanding of the local economy, helping to inform strategy and interventions.
13.	Collate information on business engagements and share with wider Economic Development team to contribute to the Council's key account management function.
14.	To be responsible for the day-to-day management of the Skills Brokerage Service, ensuring appropriate financial and output monitoring information and progress reports are collated and maintained in line with programme grant conditions and the Economic Development Teams Systems and Procedures Manual.

15.	To prepare and provide regular reports, updates and presentations on project activity to the Chesterfield Skills and Employment Partnership Board, Economic Development Team and to the wider Council as required.
16.	To provide information in support of grant claims and for internal monitoring systems to the Economic Development Unit in a timely manner.
17.	<b>Special Features of the post:</b> You will be required to perform the duties across a wide range of sites and premises, including at other Council sites, education partners sites and on the premises of businesses receiving support.

## **GENERAL – To be aware of and implement the following:**

### **Equalities**

The council's Equality and Diversity Policy which sets out the council's commitment to advancing equality and social inclusion while celebrating the diversity within our communities.

### **Code of Conduct**

All employees of Chesterfield Borough Council must comply with the Employees' Code of Conduct.

### **Health and safety**

To comply with the Health and Safety at Work etc. Act (1974) and carry out all duties in accordance with the Council's Health and Safety policy.

### **Staff Development**

The Council's Performance & Development Review is an integral part of Chesterfield Borough Council's performance management framework as well as a key employee development procedure. You will be required to undertake any training required for the job role.

### **Data Protection**

All employees must adhere to the requirements of the General Data Protection Regulations (GDPR) and the Data Protection Act 2018 in respect of confidentiality and disclosure of data.

### **Safeguarding Children and Vulnerable Adults**

The council has both a moral and legal obligation to ensure a duty of care for children and vulnerable adults across its services. We are committed to ensuring that all children and vulnerable adults are protected and kept safe from harm, and we have a responsibility to safeguard and promote well-being.

## **Special features of post**

Political Restriction	NO
Vetting Checks e.g., Disclosure and Barring Service (DBS)	NO
Flexible approach to time of work, with ability to work evenings and weekends as required by the needs of the service.	YES
You may be required to carry out those duties at your present workplace or at another council venue.	YES

### **Job description**

It is the council's intention that this job description is seen as a guide to the main areas and duties for which the job holder is accountable. However, as the work of the council changes the job holder's obligations are also bound to vary and develop, so the job description should be seen as a guide and not as a permanent, definitive and exhaustive statement. This job description is non-contractual.

## PERSON SPECIFICATION

<b>JOB TITLE:</b>	Skills Brokerage Business Adviser
<b>DIRECTORATE:</b>	Economic Growth
<b>JOB EVALUATION NUMBER:</b>	
<b>DATE:</b>	July 2023

### KNOWLEDGE / SKILLS / ABILITIES

#### Essential

Essential knowledge, skills, and abilities	Assessment method
	Application Form, Presentation, Scenario based Exercise, Interview, Qualification / Certificates
Knowledge of the types of business support required and available to businesses in respect of employment and skills	Application Form, interview
Detailed knowledge of the local, regional and national skills landscape and policy	Application Form, Interview
Detailed knowledge of current business needs, motivations and critical success factors for business growth, in respect of workforce, skill and recruitment	Application Form, Interview
Detailed understanding of the skills, apprenticeship and education system and skills support and funding available to businesses. including through the apprenticeship levy.	Application Form, interview
Knowledge and experience of economic development and business support issues in relation to local and national policy, particularly in relation to skills and employment	Application Form
Ability to work independently and flexibly to meet the needs of businesses.	Application Form
Ability to solve problems to meet operational targets.	Application Form, Interview
Ability to use up-to-date IT packages (especially spreadsheets and databases and PowerPoint) for grant monitoring, presenting and other appropriate purposes	Application Form

Developed presentation, communication and inter-personal skills, negotiation skills	Application Form, Interview
Thorough / organised approach to be able to meet deadlines in a timely and accurate manner.	Application Form, Interview
Ability to prepare analytical reports for external monitoring purposes	Application Form

## EXPERIENCE

### Essential

<b>Essential experience</b>	<b>Assessment method</b>
At least 2 years' experience of providing skills and employment support and/or other support to businesses	Application Form
Experience of successfully delivering business events.	Application Form
Experience of brokering links between business and skills, education and community providers to lever improved skills and employment outcomes for business and individuals	Application form, interview
Experience of implementing and using CRM systems.	Application Form
Experience of writing reports for internal and external audiences.	Application Form
Experience of working with partners and stakeholders across all sectors to support business growth, particularly in relation to workforce, skills and employment matters	Application Form
Experience of providing support to businesses to provide action plans and implementation of those action plans.	Application Form
Experience of conducting research for economic development purposes with a particular focus on supply and demand for skills.	Application Form
Experience of presenting to a business environment.	Application Form

### Desirable

<b>Desirable experience</b>	<b>Assessment method</b>
Experience of managing and monitoring externally funded projects	Application Form
Experience of responding to the skills and employment needs and opportunities from inward investment enquiries	Application Form, Interview

## QUALIFICATIONS



## Essential

Essential qualifications	Assessment method
Educated to degree level or equivalent in Business or Education related discipline.	Application Form, Qualification / Certificates

## OTHER REQUIREMENTS

### Essential

	Assessment method
To display the council's values and behaviours when carrying out the job role	Application Form, Interview
To perform the job role in accordance with the specified level of the council's Competency Framework	Application Form, Interview
Commitment to self-development, service improvement and organisational effectiveness	Application Form, Interview

## COMPETENCY REQUIREMENT

### Seeing the big picture

**Level:** 2

**Assessed at:** Interview.

Seeing the big picture is about having an in-depth understanding and knowledge of how your role fits with and supports the council plan and the wider public needs and the national interest. For all staff, it is about focusing your contribution on the activities which will meet the council goals and deliver the greatest value.

For leaders, it is about scanning the political context and taking account of wider impacts to develop long term implementation strategies that maximise opportunities to add value to the customer and support economic, sustainable growth.

### Changing and improving

**Level:** 2

**Assessed at:** Interview.

People who are effective in this area take initiative, are innovative and seek out opportunities to create effective change. For all staff, it's about learning from what has worked as well as what has not, being open to change and improvement, and working in 'smarter,' more focused ways.

For leaders, this is about creating and encouraging a culture of innovation and allowing people to consider and take informed decisions. Doing this well means continuously seeking out ways to improve policy implementation and build a leaner, more flexible and responsive council. It also means making use of alternative delivery models including digital and partnership approaches wherever possible.

## **Making effective decisions**

**Level:** 2

**Assessed at:** Interview.

Effectiveness in this area is about using sound judgement, evidence and knowledge to arrive at accurate, expert and professional decisions and advice. For all staff it's being careful and thoughtful about the use and protection of council and public information to ensure it is handled securely and with care.

For leaders it's about reaching evidence-based strategies, evaluating options, impacts, risks and solutions and creating a security culture around the handling information. They will aim to maximise return while minimising risk and balancing a range of considerations to provide sustainable outcomes.

## **Leading and communicating**

**Level:** 2

**Assessed at:** Interview.

At all levels, effectiveness in this area is about showing our pride and passion for public service, communicating purpose and direction with clarity, integrity, and enthusiasm.

It's about championing difference and external experience and supporting principles of fairness of opportunity for all.

For leaders, it is about being visible, establishing a strong direction and persuasive future vision, managing and engaging with people in a straightforward, truthful, and candid way.

## **Collaborating and partnering**

**Level:** 2

**Assessed at:** Interview.

People skilled in this area are team players. At all levels, it requires working collaboratively, sharing information appropriately and building supportive, trusting, and professional relationships with colleagues and a wide range of people within and outside the council, whilst having the confidence to challenge assumptions.

For leaders, it's about being approachable, delivering business objectives through creating an inclusive environment, welcoming challenge however uncomfortable.

## **Developing self and others**

**Level:** 2

**Assessed at:** Interview.

Effectiveness in this area is having a strong focus on continuous learning for oneself, others, and the organisation. For all staff, it's being open to learning, about keeping one's own knowledge and skill set current and evolving.

For leaders, it's about investing in the capabilities of our people, to be effective now and in the future as well as giving clear, honest feedback and supporting teams to succeed. It's also about creating a learning and knowledge culture across the organisation to inform future plans and transformational change.

## **Delivering value for money**

**Level:** 2

**Assessed at:** Interview.

Delivering value for money involves the efficient, effective and economic use of taxpayers' money in the delivery of public services. For all staff, it means seeking out and implementing solutions which achieve the best mix of quality, and effectiveness for the least outlay. People who do this well base their decisions on evidenced information and follow agreed processes and policies, challenging these appropriately where they appear to prevent good value for money.

For leaders it's about embedding a culture of value for money within their area/function. They work collaboratively across boundaries to ensure that the council maximises its strategic outcomes within the resources available.

## **Managing a quality service**

**Level:** 2

**Assessed at:** Interview.

Effectiveness in this area is about valuing and modelling professional excellence and expertise to deliver service objectives, taking account of diverse customer needs and requirements. People who are effective plan, organise and manage their time and activities to deliver a high quality, secure, reliable and efficient service, applying programme, project and risk management approaches to support service delivery.

For leaders, it is about creating an environment to deliver operational excellence and creating the most appropriate and cost-effective delivery models for public services.

## **Delivering at pace**

**Level:** 2

**Assessed at:** Interview.

Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes. For all staff, it's about working to agreed goals and activities and dealing with challenges in a responsive and constructive way.

For leaders, it is about building a performance culture where staff are given space, authority and support to deliver outcomes. It's also about keeping a firm focus on priorities and addressing performance issues resolutely, fairly and promptly.

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