

University Of Derby and Chesterfield Borough Council

Delivering a shared Ambition

Objectives

Context

- The University and Borough Council wish to develop a strategic collaboration agreement and produce a joint delivery plan that is evidence based to bring focus to their joint ambitions
- Both organisations recognise the great work that has been delivered and is underway in Chesterfield with the University of Derby
- Both organisations are keen to identify where their collaboration could bring most impact and value reflecting their respective interests and priorities
- The organisations agreed to commission a consultant to facilitate a range of conversations across both organisations and key partners across the borough to assist in shaping the joint ambitions and a delivery plan

Output from this commission:

- A high-level collaboration document that sets out:
 - The strategic commitment of the two organisations to work together for the benefit of Chesterfield borough, its residents, businesses and communities
 - A clear set of joint ambitions from the two organisations
 - Key actions: working together to deliver change

Conversations

Leadership	Vice Chancellor, University of Derby Provost – Innovation and Research, University of Derby Chief Executive, Chesterfield Borough Council Executive Director, Chesterfield Borough Council	
University of Derby	Colleagues covering areas of: <ul style="list-style-type: none"> • Health • Science and Technology • Apprenticeships • Economics • Business 	
Chesterfield Borough Council	Leader of the Council and Cabinet Portfolio holders.	Service Directors from across the Council Officers covering skills and economic development
Partners across the borough	Chesterfield College East Midlands Chamber of Commerce Milligan Ltd Barrow Hill Roundhouse	
Other	D2N2LEP, Chief Executive and skills Lead	

An Overarching Commitment

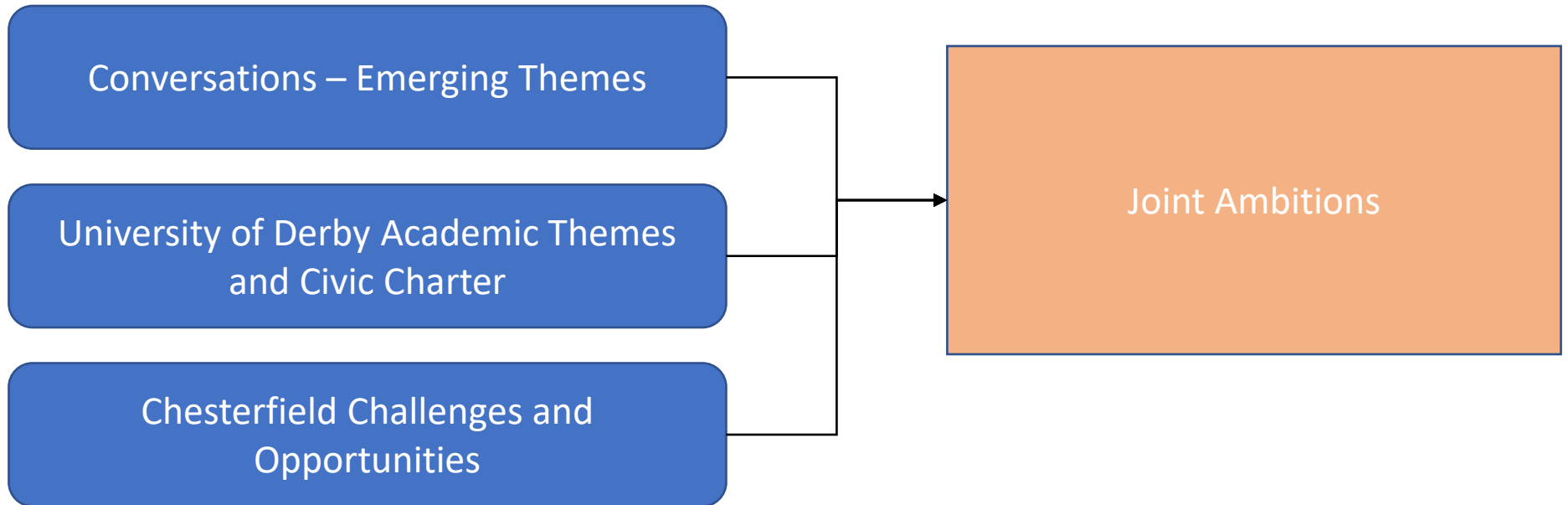
From the conversations with the strategic leadership of both organisations it is clear that there is a desire to strengthen the relationship:

To develop a long-term collaboration to deliver benefits for both our communities through specific targeted joint efforts that leverage the resources and assets of each organisation

Creating a Joint Ambition

We recognise the challenges and opportunities facing us

We believe that by working together we can achieve more:



Conversations - Emerging Themes

<i>Economic and community focus</i>	<i>Jobs and growth has to be core ambition – growth of higher value work – building social cohesion, resilience and social capital</i>
<i>Medium to long term</i>	<i>A genuine partnership involving mutual commitment of resources over the medium term (202*-*)</i>
<i>Demonstrates what we can do together</i>	<i>Starts small with achievable programmes that demonstrates why we need to work together and what we can achieve</i>
<i>Local focus whilst creating a national impact</i>	<i>We need to address local needs and attract and retain people from outside our area whilst building a national reputation</i>
<i>Works in partnership with business, third sector and the public sector</i>	<i>We recognise the importance of engaging all the community – people, business, education, public sector in delivering solutions</i>
<i>Drives innovation and development of future skills</i>	<i>Is built around a clear view of future skills requirements Builds high level skills but allows for mid career training and change</i>
<i>Set in Chesterfield</i>	<i>Creates a sustainable presence in Chesterfield Clearly based on the history, make up and capabilities of Chesterfield Fits within the borough narrative</i>

University of Derby Academic Themes and Civic Charter

Academic Themes

- Public Services
- Data Science
- Business, economic and social policy
- Biomedical science
- Zero Carbon
- Creative Industries

Civic Charter

- Through this Civic University Agreement, its signatories will work to drive forward the local recovery and regeneration of our city and county to secure a sustainable and prosperous future.
- Together, we will help to channel aspirations, support our local communities, share knowledge, enhance the area's overall offer and vibrancy, and ensure both the city and county are in the strongest possible position to capitalise on future opportunities.

Civic Charter	Extract – <i>My italics</i>
Strategic growth and development	<ul style="list-style-type: none"> • Together, we are going to drive forward strategic growth and development ambitions to secure a prosperous long-term economic future for our city and county
Attracting investment	<ul style="list-style-type: none"> • We will <i>attract local and regional investment</i> by successfully demonstrating how we can deliver on the government's levelling-up agenda.
Research and innovation	<ul style="list-style-type: none"> • We will put Derby at the centre of the government's emerging strategy for <i>place-based research and innovation</i>. • We will use our applied research and expertise in areas such as low carbon, data science and social policy to make a positive economic and social impact in our region, through collaboration, knowledge exchange and support with innovation
Skills requirements	<ul style="list-style-type: none"> • We will address the regional skills gap by producing a pipeline of outstanding graduates required to fulfil future local skills requirements and providing support for businesses to upskill the existing workforce. • We will <i>strengthen partnerships and understanding between educators, businesses and the third and public sector</i> in order to align Derby's academic offer with the area's skills needs.

Chesterfield Challenges and Opportunities

Challenges

- Restructuring in the local economy has meant that employment growth has not kept pace with the growth seen at the regional and national scale.
- Chesterfield has an older age population profile with fewer younger workers.
- The town centre (like many town centres) faces on-going challenges in relation to changes in consumer behaviour, particularly the growth in on-line shopping
- Increasing the rate of housing delivery and maintaining a five year supply of available housing sites.
- One of the highest rates of youth unemployment in the East Midlands

Opportunities

- Implementation of the town centre masterplan to support the longer term vitality and viability of the town centre
- Strengthening Chesterfield's role as both a visitor destination in its own right and as a hub for visits to surrounding attractions
- Delivery of key regeneration schemes such as Chesterfield Waterside, Chesterfield Station Masterplan, Peak Resort and future phases of the Northern Gateway scheme
- Supporting the further development of Chesterfield as a university town
- On-going actions to reinforce Chesterfield's distinctive identity
- Seeking to attract skilled workers and entrepreneurs to the area on the basis of Chesterfield's affordable quality of life offer.
- Maximising the local benefits of major developments through the use of local labour clauses and supply chain initiatives.

Joint ambitions

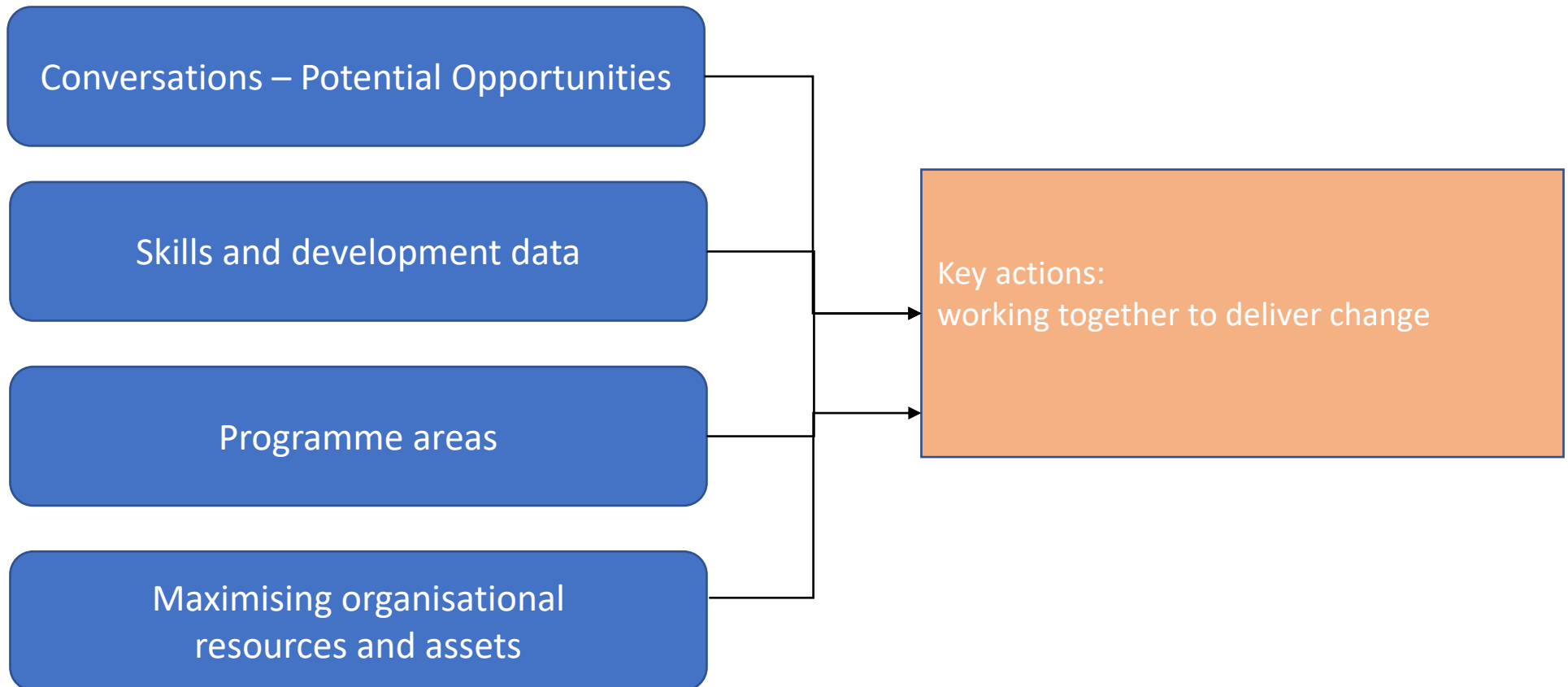
The University of Derby and Chesterfield Borough Council have agreed to work together to deliver an ambitious future for Chesterfield;

Joint ambitions	Metrics that show we are achieving our ambition
To establish Chesterfield as a University town delivering higher level skills and education for our people and employers	<i>Set in the community delivering Skills Improvement and future skills</i>
To work jointly, with business partners, education providers and the public sector to deliver world leading research that drives innovation, provide world class facilities to meet the needs of our community and establish a platform to help our entrepreneurs reach their potential.	<i>Delivering Jobs and investment</i>
To use our combined assets, within community partnerships across Chesterfield, to help raise people's aspirations through delivering effective core skills, careers information, support and advice.	<i>Building Stronger Communities</i>

Creating a delivery plan

How do we develop a strategic plan to achieve our ambition

We believe that by working together we can achieve more:



Conversations - Potential Areas of Project opportunity

Ambition	Areas of Opportunity identified by interviews
<p>To establish Chesterfield as a University town delivering higher level skills and education for our people and employers</p>	<ul style="list-style-type: none"> • Social care, nursing and developing new services – Data link • Focus on ‘Green’ skills • Concentration of academic offers – Lift and shift existing capability • Visitor economy focus – food and drink incubator • Peak resort - Research, placements, commerce, health, clean tech
<p>To work jointly, with business partners, education providers and the public sector to deliver world leading research that drives innovation, provide world class facilities to meet the needs of our community and establish a platform to help our entrepreneurs reach their potential.</p>	<ul style="list-style-type: none"> • Innovation and Enterprise Centres • Advanced manufacturing link – Rail • Future Towns – Economy and Digital hub • Data analysis and data hub • National centre for Public Sector expertise
<p>To use our combined assets, within community partnerships across Chesterfield, to help raise people’s aspirations through delivering effective core skills, careers information, support and advice.</p>	<ul style="list-style-type: none"> • Building Social capital • Creating a pipeline of leavers – school, college, University - employment • Mid career training offer • Management training and support

Skills and Business Data supports the focus of our delivery plan

There are clear areas of job increases where collaboration could play a crucial role

Employment Sector	Expected Jobs Added	% Change
Health & Social Care	700	7%
Transport & Storage	350	11%
Hospitality	300	11%
Professional Services	300	10%
Admin & Support	250	6%
Wholesale	200	7%
Other Services, Arts, Leisure	170	12%
Education	160	4%
Information & Comms	150	11%
Construction	70	3%
Real Estate	30	10%
Motor trade	0	0
Primary	-30	-7%
Public Admin	-50	-3%
Finance	-100	-7%
Retail	-200	-4%
Manufacturing	-300	-7%
Total	2,000	4.00%

Forecast jobs increase from 2021 to 2030

With a business structure dominated by small employers – a focus for collaboration

Micro (0 to 9)	2,860
Small (10 to 49)	395
Medium-sized (50 to 249)	70
Large (250+)	20
Total	3,345

Industry	Total	SME	Large (250+)
4 : Construction (F)	450	450	0
13 : Professional, scientific & technical (M)	420	420	0
3 : Manufacturing (C)	330	330	0
7 : Retail (Part G)	285	285	0
9 : Accommodation & food services (I)	275	275	0
14 : Business administration & support services (N)	255	250	5
18 : Arts, entertainment, recreation & other	210	210	0
6 : Wholesale (Part G)	190	185	5
5 : Motor trades (Part G)	180	175	0
10 : Information & communication (J)	155	150	0
17 : Health (Q)	155	150	5
8 : Transport & storage (inc postal) (H)	145	145	0
12 : Property (L)	95	95	0
11 : Financial & insurance (K)	80	80	0
16 : Education (P)	65	65	0
1 : Agriculture, forestry & fishing (A)	35	30	0
2 : Mining, quarrying & utilities (B,D and E)	20	20	0
15 : Public administration & defence (O)	5	5	0
Total	3,350	3,320	15-20

Business Numbers 2022

All figures are rounded to avoid disclosure. Values may be rounded down to zero and so all zeros are not necessarily true zeros. Totals across tables may differ by minor amounts due to the disclosure methods used.

Skills requirements are well understood

Chesterfield job advertisements

- Specialist skills needed: nursing, finance, specialist ICT skills (Webkit, CSS etc), warehousing and auditing
- 'Common' skills needed: communications, management, customer service, sales and leadership

1 in 5 adults lacking one or more basic digital skills

Navigating the complexity of the skills system remains significantly challenging for both businesses and residents

Ensuring residents and businesses have the right skills to access opportunities emerging from growth

EMSI analyst data between May-June 2022
D2N2 Local Skills Report (refreshed January 2022)

Potential programme areas (1)

Area of focus	Initial scoping considerations	Chesterfield assets	University assets
Health, wellbeing community, skills and resilience	<ul style="list-style-type: none"> • Delivery of additional or expanded health courses within Chesterfield Campus • Opportunities for significant increases in student intake and improved retention • Civic agenda • Procurement and social value 	<ul style="list-style-type: none"> • Chesterfield Hospital • Community wellbeing partnerships • Social care estate • Additional education delivery space 	<ul style="list-style-type: none"> • Community resilience research • GP lead outcome improvement research • Hospital training relationship
Innovation and research	<ul style="list-style-type: none"> • Building a centre of excellence for rail related advanced manufacturing • Delivery of engineering related courses within Chesterfield/DRIIVe Campus • Building a centre of excellence for quarrying and construction skills • Undertaking related research • Intake of new students 	<ul style="list-style-type: none"> • DRIIVe development • Construction skills hub 	<ul style="list-style-type: none"> • Research focus • Data analysis capability

Potential programme areas (2)

Area of focus	Initial scoping considerations	Chesterfield assets	University assets
Learning and curriculum	<ul style="list-style-type: none"> • Building a capability to deliver training for local business leaders and Staff • Delivery of micro credentials, post graduate and research lead education • Undertaking visitor economy related research (clean transport etc) • Building a centre of excellence for Public sector management • Intake of new students 	<ul style="list-style-type: none"> • Potential space to support evening students • Local anchor partners inc. Peak Resort and Peak Gateway • Large public sector anchor institutions 	<ul style="list-style-type: none"> • Existing courses currently delivered elsewhere
Brand profile and awareness	<ul style="list-style-type: none"> • Joint materials • Use of networking events and place marketing • Campaigns and profile building 	<ul style="list-style-type: none"> • Existing place promotion material • Networks including Destination Chesterfield and Chesterfield Champions 	<ul style="list-style-type: none"> • Existing materials • Learning from other places seeking to establish local presence
Assets and investment	<ul style="list-style-type: none"> • CPD offer and base for this in town • Joining up on inward investment and attracting new commercial offers 	<ul style="list-style-type: none"> • Existing estate • Hospitality offer across town 	<ul style="list-style-type: none"> • Existing campus • Track record of developing commercial offer

Maximising organisational resources and assets

The establishment of a single joint ‘working’ team with a clear governance structure that:

- Works to achieve the agreed ambition, manages the delivery of agreed smart targets, projects and reports on progress

Key activities:

- Develops a medium to long term plan for collaboration, joint activity and joint investment
- Encourages cross organisation working
- Develops a joint asset plan – physical (accommodation, teaching space), staffing and intellectual to maximise benefits for both parties
- Develops the approach of both parties to the delivery of Social Value (through sourcing, procurement, engagement etc.) and the needs of the Universities Civic Charter whilst engaging the community
- Supports appropriate community research – business, community needs etc.

Key actions: working together to deliver change

- Develop and agree education and research courses and programmes to be delivered in Chesterfield (see programme areas)
- Establish a joint 'working' team focussed on the delivery of our ambitions, making best use of the resources and assets of both organisations
- Provide resources to deliver these commitments, to develop and agree business plans and coordinate project planning, programme monitoring and delivery arrangements.