

# 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 improving the range of skills and employment 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 and 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>

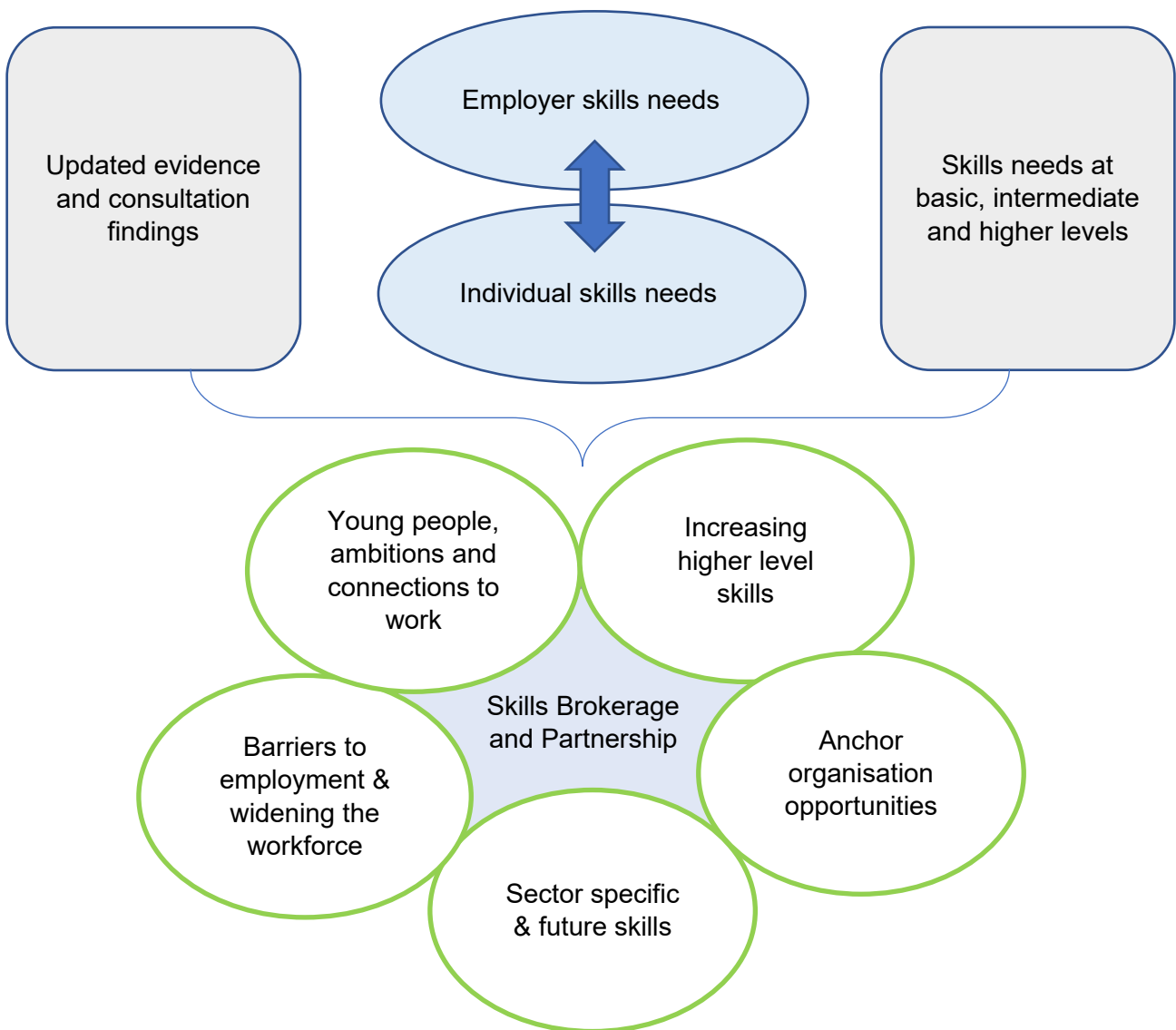
# 1. Objectives, Partnership and Purpose

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 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 and Employment Partnership. 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

## 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. The council has secured circa £50m under the Levelling Up agenda to drive key regeneration projects including skills capital investment in DRIVe (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 Fund 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 and 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, the council has 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 to 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 further education colleges and work experience.

## 2.3 Funding

Skills funding to the tune of £856,000 will be under the *direct control of the council* (via the economic growth function) over the period 2023/24 to 2026/27, including via UKSPF, and in addition to capital funding contributions secured from the Staveley Town 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 and 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 to 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 the council) 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 the council on commissioning Careers Made in Chesterfield delivery)
<b>Other key partners</b>	Chesterfield Borough Council, Derbyshire County Council, 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 and Employment Partnership, Childrens Locality Partnership, Place Alliance Group, Health and 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 DRIVe and Peak Resort)</li> <li>• Summer 2024 – provision of quality work experience and site visits with local employers with employer connections made by the council 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>	Chesterfield Borough Council
<b>Other key partners</b>	Chesterfield College, University of Derby, East Midlands Chamber, DWP, Destination Chesterfield (inc. Chesterfield Champions), Derbyshire County Council, D2N2 LEP/shadow MCCA, DEBP, CVS Community Voluntary Sector Forums
<b>Alignment with Chesterfield System Framework</b>	Skills and 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>	Derbyshire County Council and Department for Work and Pensions
<b>Other key partners</b>	Chesterfield Borough Council, 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 and Employment Partnership, Childrens Locality Partnership, Health & Wellbeing Partnership, CVS and 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 and 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 and 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 and 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 higher education 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 higher education 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 higher education 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>	Chesterfield Borough Council, Careers Hub, Sector forums, professional bodies
<b>Alignment with Chesterfield System Framework</b>	Skills and Employment Partnership, CVS and Voluntary Sector Forums
<b>Resources</b>	University of Derby and Chesterfield College resources, supported by any relevant Chesterfield Borough Council resources Skills Brokerage Project to raise awareness of support available to businesses
<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> </ul>

	<ul style="list-style-type: none"> <li>• Chesterfield College to further develop and grow new Foundation Degree (FD) Education, Cert Ed and PGCE pathways in collaboration with partner universities and establish strong teacher education pathways.</li> <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 higher education 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 government 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 and Employment Partnership and then commissioned. We will align with community grant activity and lever the council's role as social landlord to target provision at tenants.
Lead partner	Chesterfield Borough Council
Other key partners	Skills and Employment Partnership, Chesterfield Borough Council Housing Teams, DWP, Youth Hub
Alignment with Chesterfield System Framework	Skills and Employment Partnership, Health and Wellbeing Partnership, CVS and 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>• Chesterfield Borough Council 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 the 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>• The council 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>	Department for Work and Pensions
<b>Other key partners</b>	Chesterfield Borough Council (including housing, HR and employment and skills), other anchor organisations, <b>DEBP</b> , voluntary sector and BAME forums
<b>Alignment with Chesterfield System Framework</b>	Skills and Employment Partnership, Health and Wellbeing Partnership, CVS and 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 placed 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>	Chesterfield Borough Council 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,

	<p>University of Derby, Chesterfield Royal Hospital (on behalf of health partners involved in the Derby &amp; Derbyshire Academy and Integrated Care Board) and Derbyshire County Council.</p> <p>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.</p>
<b>Alignment with Chesterfield System Framework</b>	Skills and Employment Partnership, Health and Wellbeing Partnership, CVS and 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>	Chesterfield Borough Council, Careers Hub, Staveley Town Deal Board
<b>Alignment with Chesterfield System Framework</b>	Skills and Employment Partnership, CVS and 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> </ul>

	<ul style="list-style-type: none"> <li>• Learners on programme (level 1-3); and delivery of Build-Up programme</li> <li>• Chesterfield Borough Council Building Control lead activity to proactively raise awareness of the Hub amongst local business, especially SMEs, in construction and related sectors</li> <li>• The council 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 and development together under one roof, ensuring that learners, businesses, employers and ultimately the wider rail sector can benefit from collaboration. The council 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>	Chesterfield Borough Council
<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 and Employment Partnership, CVS and Community Voluntary Sector Forums
<b>Resources</b>	Estimated £5.1million project resourced through Town Deal funding, council 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> </ul>

	<ul style="list-style-type: none"> <li>• Community outreach programme reaching up to 1,000 individuals per year by year 10</li> </ul>
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Action	Deliver Workforce Upskilling (digital and green) Programme and Future Skills Development Fund
What will be delivered	<p>Chesterfield Borough Council 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>
Lead partner	Chesterfield Borough Council
Other key partners	Chesterfield Skills and Employment Partnership, National Careers Service (DCC and Futures to promote provision), Chesterfield College, University of Derby, DWP, Skills Brokerage Project
Alignment with Chesterfield System Framework	Skills and Employment Partnership, CVS and Community Voluntary Sector Forums, Business Representative Organisation (BRO's)
Resources	Commissioned activity through UKSPF Future Skills Development Fund (£100k capital, £60k revenue) UKSPF Workforce Upskilling (120k revenue)
Year 1 action (2023/24)	<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>• Chesterfield Borough Council 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>
Year 2 action	<ul style="list-style-type: none"> <li>• Delivery of UKPSF programme and associated contract management.</li> <li>• Ongoing work via the 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>
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>• Support 60 people to gain green or digital skills that will help them to progress within employment.</li> </ul>

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|  | <ul style="list-style-type: none"><li>• Support 30 people to upskill within work and 20 people to gain a qualification.</li></ul> |
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## 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 and 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 East Midlands Combined County Authority.

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 and 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 and 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	Chesterfield Borough Council
Other key partners	Partnership member organisations
Alignment with Chesterfield System Framework	Skills and Employment Partnership, Childrens Locality Partnership, Health and Wellbeing Partnership, CVS and Community Voluntary Sector and BAME Forums, Community Safety Partnership
Resources	Officer resource at the council 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>	Chesterfield Borough Council
<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 and Employment Partnership, Childrens Locality Partnership, Health and Wellbeing Partnership, CVS and Community Voluntary Sector and BAME Forums, Community Safety Partnership

<b>Resources</b>	Officer capacity at Chesterfield Borough Council and in relevant partners involved in brokerage (including additional capacity funded by UKSPF); Council 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 Chesterfield Borough Council 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.

Chesterfield Borough Council will monitor progress in delivery of the Skills Action Plan on behalf of the Skills and 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, Town 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, Chesterfield Borough Council 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 Chesterfield Borough Council 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.