

# Derbyshire Economic Partnership

COVID-19 Economic and Skills Recovery  
Strategies 2021-2025

**HATCH**

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# 01 Foreword



# Foreword

01

**In 2020, during an unprecedented global pandemic, the Derbyshire Economic Partnership commissioned an Economic Recovery Strategy and an Employment and Skills Strategy to respond to this unique situation. All partners instigated rescue activity immediately and provided vital support to both businesses and communities. However, a longer term strategic approach to recovery was necessary to meet the scale of the challenge facing our county.**

We were keen to understand the impact of COVID 19 on the Derbyshire economy reflecting on evidence as it emerged, moving from rescue to resume activity and then back to rescue at the end of 2020. We have established priorities on this basis, facilitating heritage led regeneration, supporting our high streets and towns and the visitor economy, by enabling them to become more resilient; maximising the opportunities for all from the Derwent Valley corridor, our natural capital, the only world heritage site in the east midlands; facilitating the levelling up agenda, ensuring local businesses benefit from our supply chains and securing the future for the next generations through carbon reduction and alternative energy schemes and initiatives.

Critically, the strategies set out an action plan to support Derbyshire’s businesses and residents through this difficult time. There are two key principles which underpin our approach. The first is collaboration; Derbyshire is well known for its partnership working across a wide range of sectors and organisations from government departments to district and borough councils to colleges and Universities, visitor economy businesses and retailers and our manufacturing and engineering companies. As part of this approach we have consulted widely on our proposals and the final documents reflects this.

The second principle is agility. It is clear we cannot expect the stability we have enjoyed previously and it is crucial that our organisations are flexible and agile to respond to our circumstances. We have learned much about our organisations and that we have been able to rise to the challenge of economic flux in a timely and effective manner. The skills, knowledge and experience we have gained during the last year are likely to be needed again. In conclusion, this strategy will guide what and how we deliver for our residents, businesses and communities to support them through these challenging times with an ambitious agenda which endeavours to meet the objectives within the Green Industrial Revolution Ten Point Plan.



**Richard Horsley**

Chairman, Derbyshire Economic Partnership



**Cllr Barry Lewis**

Leader, Derbyshire County Council



## 02 Executive summary



# Executive summary

## 02

**COVID-19 will fundamentally re-shape Derbyshire's economy over the next decade and beyond. The fallout from the pandemic will generate both unprecedented challenges and new opportunities for our county. The Derbyshire Economic Partnership Recovery Strategy will enable us to respond to a post-COVID world, establishing our priorities to protect and grow Derbyshire's economy.**

This strategy is underpinned by a robust evidence base which provides deep understanding of Derbyshire's economy and labour market. Our approach has combined historical evidence to understand our county's economic exposure to the effects of COVID-19, with live metrics to measure the impact of the pandemic on Derbyshire's people and places.

The evidence points to a compelling need for county-wide recovery coordination – detailing the challenges and opportunities brought to the fore by the pandemic.

### The case for intervention: the impact of COVID-19



#### Impact on our Economy:

The OBR estimates Derbyshire will experience a 14% loss of output in 2020 as a result of COVID-19, equating to a loss of £2.3bn.



#### Impact on our Places:

Regional cities have been significantly impacted. Whilst these areas may require protective action, market towns represent Derbyshire's post-Covid growth opportunity



#### Impact on our Businesses:

Many of Derbyshire's key sectors, such as the Visitor Economy, have been significantly affected by lockdown and social distancing restrictions. However, businesses that have been able to adapt have thrived



#### Impact on our Infrastructure:

Enhancing digital and public transport infrastructure will define the inclusiveness of Derbyshire's recovery - ensuring that everyone can benefit from post-COVID opportunities.



#### Impact on our Workforce:

Despite unprecedented government support compared to June 2019, the number of benefit claimants had risen by over 150% across the county in June 2020



#### Impact on our Labour Market:

Job postings have been significantly reprofiled. We need to secure investment to enable us to be more agile and responsive in tailoring interventions to meet business need



#### Impact on our Skills:

Apprenticeship postings and starts fell significantly over lockdown - limiting opportunities for Derbyshire's young people



#### Our Recovery Opportunity:

Derbyshire has a unique offer to underpin our county's recovery, drive innovation and accelerate economic growth which can be delivered through this strategy



Responding directly to the evidence presented within the Case for Intervention, our overarching Recovery Plan brings together two complementary recovery strategies which will guide our actions over the next five years. These strategies comprise a blend of short-term interventions to protect our economy, fused with longer-term actions enabling our county to re-orientate and grow to capitalise on new opportunities. Our vision for Derbyshire’s recovery is articulated below.

## **Our vision for Derbyshire’s economy:**

*“COVID will be the catalyst for Derbyshire’s economic renewal and we will balance protective and growth interventions to enable our economy to build back better”*



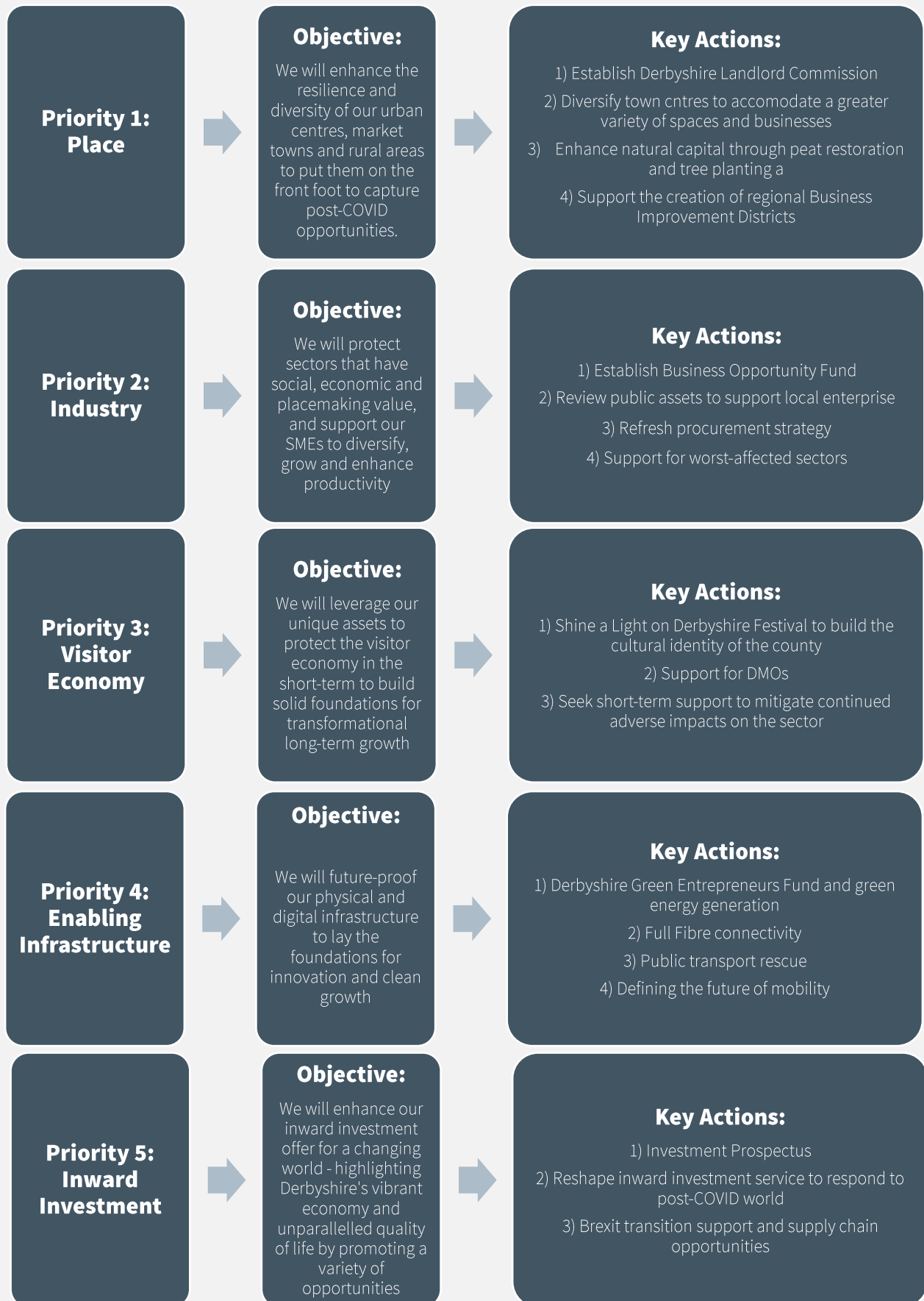
## **Our vision for Derbyshire’s skills and labour market:**

*“Derbyshire’s economy of the future will be inclusive and resilient, able to withstand economic shocks and respond rapidly to changes in business and economic needs, ensuring success for both business and residents”*



Realising this vision requires actions which DEP partners will lead and interventions that we will lobby for in order to deliver our recovery ambitions for Derbyshire. The Recovery Strategies will be delivered through nine thematic priorities, and the actions that we will prioritise to build back better are summarised overleaf.

## Derbyshire's Economic Recovery Strategy





## Derbyshire's Skills and Labour Market Recovery Strategy



# 03 Introduction





# Introduction

## 03

**COVID-19 is the greatest threat facing the Derbyshire economy in living memory and will have significant implications for our residents, businesses and places over the next decade and beyond. This Derbyshire recovery strategy crystallises the Economic Partnership’s ambitions for the region in response to this challenge.**

**By taking a holistic approach to the county’s economy, skills and labour market this document provides a joined-up, strategic focus for our recovery efforts to help Derbyshire’s businesses and residents to recover, adapt and thrive in a post-COVID world. It establishes our role in the recovery process and demonstrates how additional support can unlock the county’s transformational growth potential to enable the UK to build back better.**

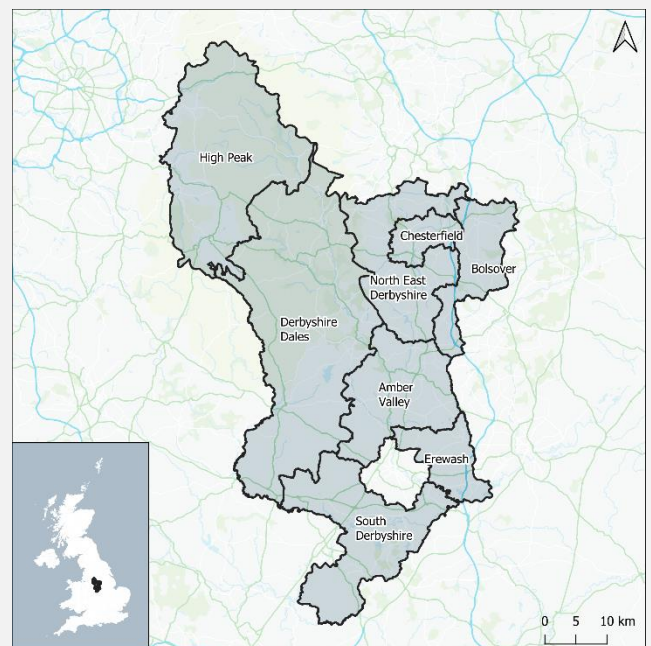
### The Derbyshire Economic Partnership and our county

The Derbyshire Economic Partnership (DEP) is a public and private sector partnership which comes together to facilitate economic development across Derbyshire.

Our aim is to stimulate, develop and bring forward a range of sustainable economic opportunities and improve the prosperity and overall environment for businesses, communities, individuals and visitors. From the Peak District in the north, to the National Forest in the south, we take a partnership-led approach to ensure that sustainable economic growth hits no artificial boundaries. We aim to create an exciting and prosperous environment in which to invest, live, work and play.

A significant proportion of our county is rural, with the Peak District National Park covering approximately a third of the land. Our natural capital is a primary asset and represents one of our key magnets to attract people moving out of regional cities in search of a better work-life balance. In addition to thriving visitor economy and agriculture sectors, Derbyshire’s rural economy is home to a diverse business ecosystem comprising high-value businesses ranging from engineering to logistics.

#### The county of Derbyshire



The east of the county is defined by excellent connectivity and hosts a diverse network of regionally significant post-industrial towns such as Clay Cross, Bolsover and Staveley. Although the M1 corridor links key centres with a burgeoning reputation for logistics and distribution, deeply embedded deprivation challenges persist. The county has a strong network of local centres, including important market towns, whilst Chesterfield performs a critical function as the county’s primary urban centre. These towns contain significant capacity for growth and sit at the heart of Derbyshire’s post-COVID opportunity and the country’s ‘levelling up’ agenda.

Whilst not within the county’s remit, the city of Derby is important for the economic vitality of Derbyshire as a whole. Labour markets, culture, supply chains and business do not adhere to administrative geographies meaning the prosperity of both places are intrinsically linked and mutually beneficial. Responding to this, our recovery plans have been designed to align and complement recovery efforts of the City and regional partners such as D2N2 LEP and East Midlands Chamber of Commerce.

## Derbyshire’s recovery strategy

### Recovery strategy structure



#### The Case for Intervention

- 1) Economic impact of Covid-19
- 2) Impact of Covid-19 on Derbyshire's economy
- 3) Impact on Derbyshire's skills and labour market
- 4) Derbyshire's offer to UK PLC



#### Economic Recovery Strategy

- 1) Place
- 2) Industry
- 3) Visitor economy
- 4) Enabling Infrastructure
- 5) Inward investment



#### Skills and Labour Market Recovery Strategy

- 1) Young people
- 2) Adults: Retraining and routes to better employment
- 3) Entrepreneurship
- 4) Responding to future skills needs



#### Action Plan

- 1) Measuring our success
- 2) Derbyshire's COVID recovery action plans

Our recovery strategy is the culmination of the last six months of evidence gathering to understand the impact of the pandemic on the county’s economy. We have established governance structures across multiple recovery groups – bringing together the right blend of public, private and voluntary sector expertise. This strategy is designed to formalise and coordinate this existing activity; transitioning from understanding impact to ownership of interventions and identifying resources to support recovery.



This document includes both our Economic Recovery and Skills and Labour Market Recovery Strategies. This is intentional as these two strands are inseparable – with both dependent on the other for the speed of recovery, success and prosperity.

Communicating the scale of the challenge facing our area, the **Case for Intervention** chapter provides a robust basis for action and demonstrates how our strategy responds directly to the evidence. Analysis of historical trends and socio-economic data has been supplemented with the latest ‘live’ evidence to build a comprehensive understanding of the impact of lockdown on our economy and labour market.

The **Economic Recovery** and **Skills and Labour Market strategies** have been co-

produced through a comprehensive stakeholder engagement process. Interventions fit within a clear timeline for delivery as per the recovery timeline diagram (above) – ensuring we are prioritising the right projects at the right time. This will be consistently kept under review and we will seek to adjust recovery timelines as the duration of social distancing restrictions are better understood.

We have balanced practical actions to accelerate the recovery process, with longer-term strategic interventions which will be integral for Derbyshire’s economic renewal. Our evidence shows that COVID-19 will impact upon certain sectors, business and residents more acutely – whereas for others it will create new opportunities. Our interventions have been positioned to manage this disparity by bringing together a blend of both **protective** and **growth-focused** measures. Derbyshire’s challenges are matched by unprecedented opportunity.

We require support from regional and national partners to realise our vision for recovery and renewal. As a result, we have distinguished between interventions that DEP partners will **lead**, and the key asks which we will **lobby** for. These lobbying interventions communicate Derbyshire’s offer to UK PLC in terms of national recovery and demonstrate the scale of transformational benefit that can be achieved through from government investment and the continued support of D2N2 LEP.

These interventions are underpinned by a comprehensive action plan to ensure accountability. We will invest in understanding the pace and shape of Derbyshire’s recovery – giving us the agility to modify our strategy as the longer-term impacts of COVID are better understood.

#### Our recovery timeline

- 1. Rescue and resume**  
0-12 months (from March 2020)
- 2. Revive**  
6-18 months
- 3. Regenerate**  
12-18 months
- 4. Renewal**  
18 months +



# 04 The case for intervention





# The case for intervention

## 04

Over the last six months, DEP has built an in-depth understanding of the socio-economic impacts of COVID-19 and lockdown. Marrying robust quantitative data with ‘on the ground’ insights from our sector recovery boards has demonstrated a clear rationale for coordinated intervention – identifying the county’s key challenges and opportunities to be addressed through our recovery strategy.

### Our economic impact modelling shows:

- 1. An unprecedented challenge:** Modelling based on the Office for Budget Responsibility’s (OBR) COVID Reference Scenario and November Economic and Fiscal Outlook estimates that Derbyshire will experience a 14% loss of output in 2020, equating to a loss of £2.3bn.
- 2.** Several of Derbyshire’s key sectors are predicted to be significantly affected. Manufacturing, which comprises over 53,000 jobs and 2,400 businesses across the county faces a £376m loss in output in 2020.
- 3. A unique opportunity for recovery and renewal:** In order to follow a recovery trajectory based on the OBR’s most recent growth forecasts, Derbyshire would need to almost quadruple its historic growth rate in the near term. Our recovery strategy is positioned to put the county on the front foot in addressing the county’s recovery challenge – identifying interventions which protect and grow our economy.

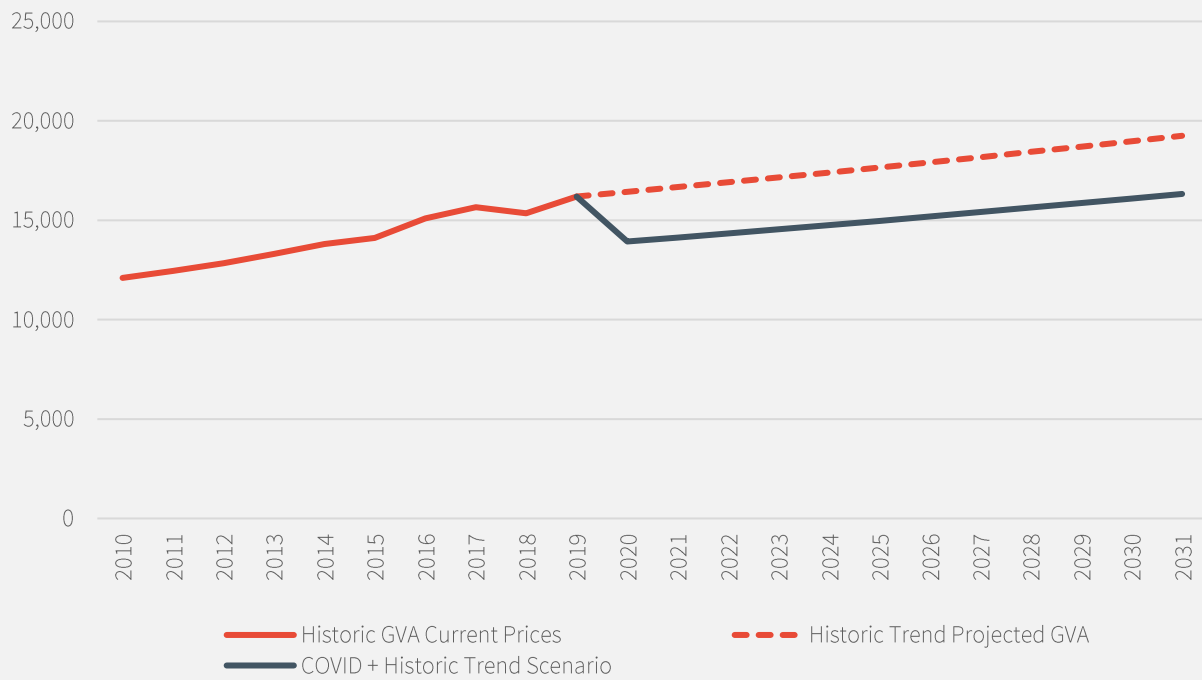
### The challenge: Economic impact of COVID

At this stage it is not possible to forecast the impact of COVID-19 on Derbyshire’s GVA with any certainty as there are too many unknown factors. To combat this, we have applied government’s own impact scenarios to Derbyshire’s economy to begin an informed conversation about the scale of intervention required to re-join the county’s pre-COVID growth trajectory.

To put a central methodology in place, the OBR produced a coronavirus reference scenario which attempts not to forecast GVA, but to provide a scenario of how GVA could be impacted. When the OBR’s most recent estimates (November 2020) are applied to the Derbyshire economy, total GVA losses in 2020 reach almost £2.3bn, an annual decline of 14%. Applying the historic growth trend (1.5%) to the COVID impact scenario projects Derbyshire’s GVA to recover to 2019 levels in 2031.

This clearly outlines the scale of the challenge facing the region and our key sectors. It provides an overwhelming case for proactive intervention to support priority businesses and identify the actions required to catalyse recovery.

### Modelled COVID-19 impact scenario (£m)



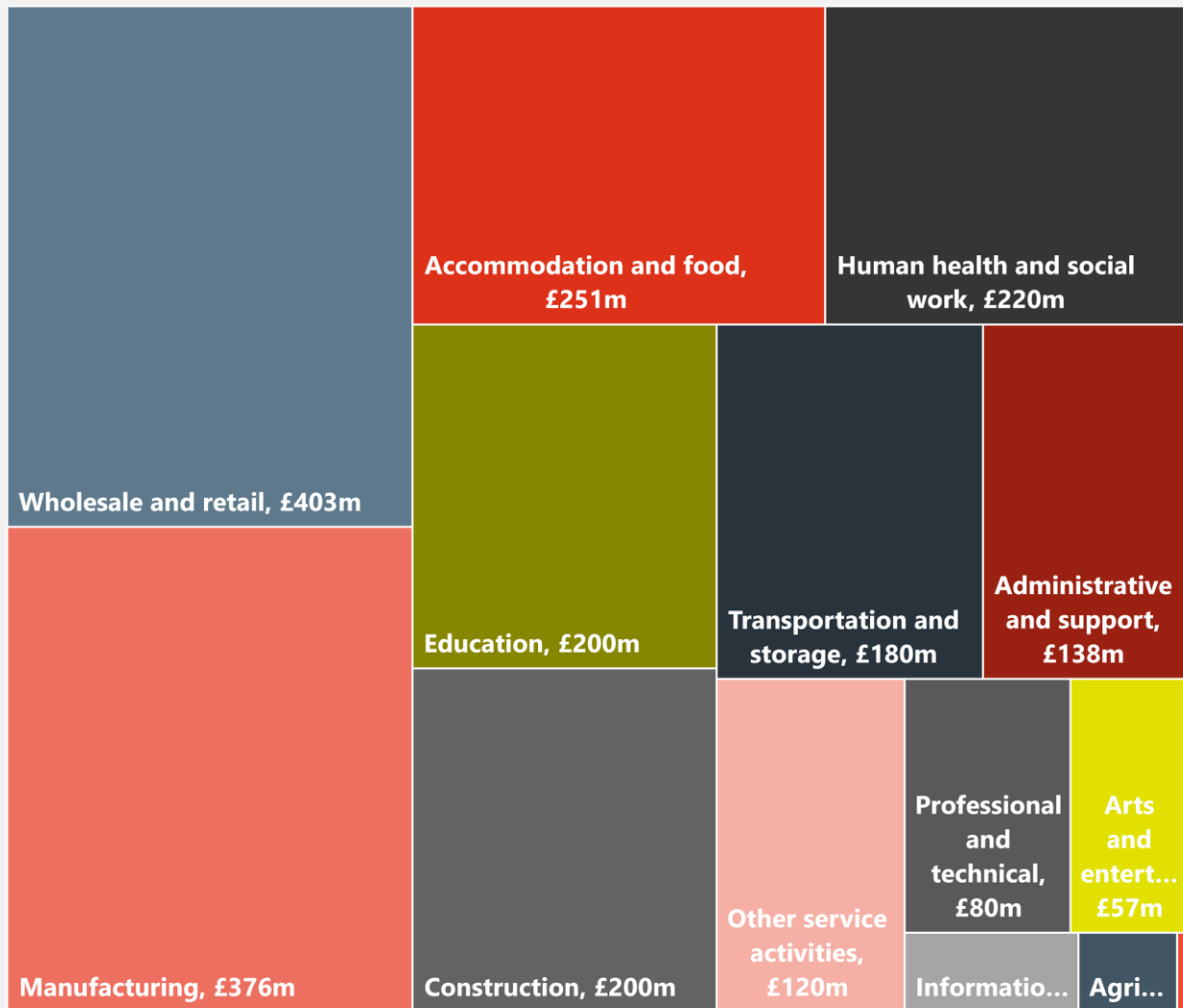
Source: Hatch using OBR Coronavirus Scenario (2020)

Note: Figures for 2019 onwards are in 2020 £

Critically, the OBR modelling shows a £376m loss in manufacturing – Derbyshire’s largest sector in employment terms. Manufacturing currently represents 17% of the county’s total GVA loss in 2020. During Q1 2020 this estimated loss was mainly driven by the global lockdown which curtailed the demand for UK exports, particularly those related to manufactured goods.



## Sector losses (£m), 2020

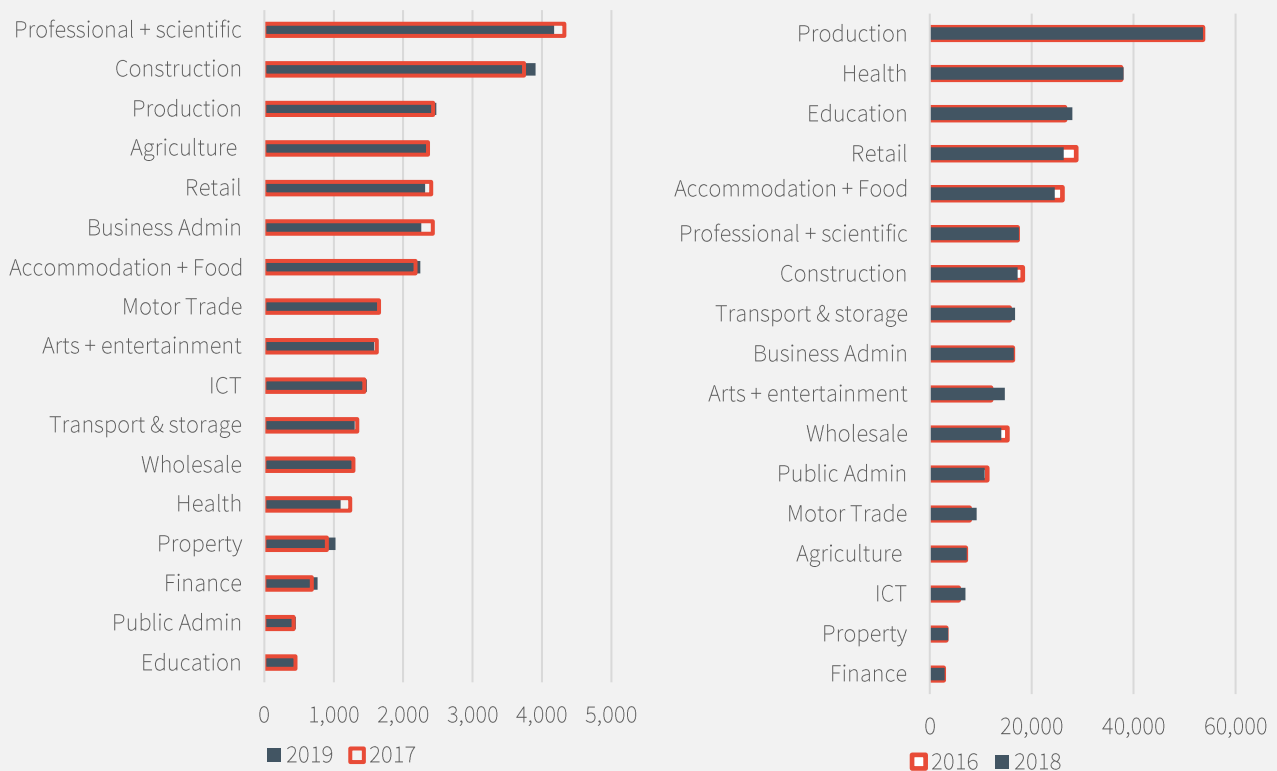


Source: Hatch using the OBR COVID Reference Scenario

Without action, this could have significant implications for the county's employment base. Production-intensive activities represent Derbyshire's largest employment sector – accounting for over 53,000 jobs in 2018. Derbyshire hosts several of the country's nationally significant manufacturing businesses such as Toyota which provide substantial multiplier and supply chain benefits to UK PLC.

Derbyshire is home to over 2,400 production businesses, each contributing towards the UK's world-class manufacturing reputation and will play a critical role to support local, regional and national recovery – driving innovation and productivity.

## Derbyshire's business profile (left) vs employment profile (right)



Source: BRES, OBR, ONS Business Counts, 2020

Similarly, COVID is accelerating decline in sectors which have strong placemaking value and are integral to regional identity. This includes sectors most severely impacted by social distancing and lockdown restrictions, such as Retail and Accommodation and Food. Pre-pandemic, these sectors had already shown signs of decline, with retail employment falling by 9% between 2016 and 2018 and Accommodation and Food falling by 6%.

These sectors account for over a quarter (29%) of Derbyshire's total predicted output losses in 2020, which is likely to be underestimated as the modelling does not take 'scarring effects' into account. Without targeted support, major structural changes within these sectors will result in bankruptcies and unemployment. This means that there is a risk that lower levels of productivity could continue for longer compared to previous recessions.

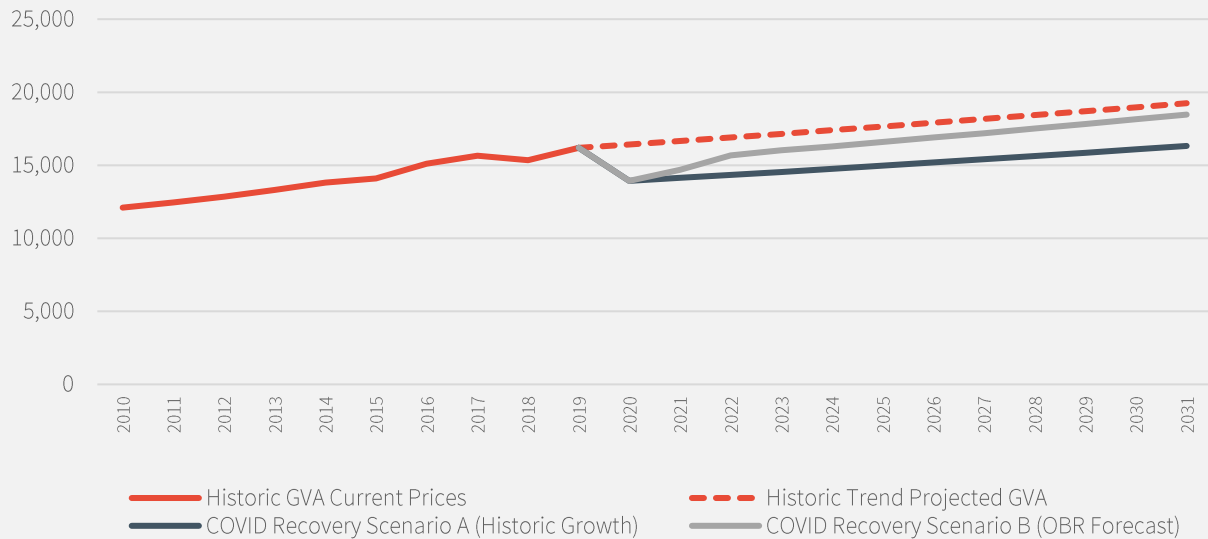
## The opportunity: economic recovery

To demonstrate the scale of the recovery challenge we have modelled the trajectory of the historic growth rate (1.5% in real terms over 2010-2018) to show the trend in a pre-COVID world. Rejoining the pre-COVID growth trajectory will be a tremendous endeavor. Recovery Scenario B shown in the chart below assumes growth rates from OBR's November 2020 forecast, which were above 5% for the next two years and around 2% thereafter. To follow that trajectory, Derbyshire would need to almost



quadruple its historic growth rate in the near term. Even under the OBR forecast scenario, Derbyshire would only return to its pre-COVID trajectory around 2040.

### Economic Recovery: Modelled recovery scenarios (£m)



Source: OBR (2020) & Hatch Projections  
 Note: Figures for 2019 onwards are in 2020 £

These are not forecasts but give an indication of the growth rates required to both make up for the 2020 GVA loss and return to a similar growth trajectory. This means that our sectors and businesses will need to be supported not just to recover, but to find new and innovative ways of increasing productivity. Our Economic and Skills and Labour Market recovery strategies positions the DEP as the custodian of Derbyshire’s recovery opportunity and establishes our intervention priorities to achieve this.

Responding to the wider economic context, our approach to recovery will be defined by two types of interventions:

- **Protective:** supplementing central government economic support measures for most exposed sectors that have significant economic and social value for the county to protect our solid foundations
- **Growth:** Identifying key opportunities to grow and re-orientate Derbyshire’s economy to take advantage of post-COVID opportunities to increase productivity

The overall economic picture has been supplemented with a detailed impact assessment of COVID on our economy and labour market. These live metrics will help to get under the skin of the impacts on our people and places and will be measured over time to track recovery progress. The headline findings have been summarised on the following pages and a detailed impact assessment is provided in the appendix.

# IMPACT OF COVID-19 ON OUR ECONOMY:

## Opportunities for Derbyshire's urban centres and market towns:

Regional cities have been significantly impacted by lockdown. Whilst these areas may require protective action, attractive and competitive market towns and urban centres provide the key to Derbyshire's post-COVID growth opportunity.



## Demand for commercial property is changing:

Demand for office space fell drastically during the first national lockdown, however there are clear emerging opportunities for a more diverse range of town centre uses to realise our growth potential. This could include touch down hubs to bridge the gap between home and work life.



## East of the county at the centre of Derbyshire's levelling up focus:

Pockets of severe deprivation persist in towns to the North-East of our county. To deliver an inclusive recovery we will dedicate and prioritise resources where there is greatest need.



## Severe business impact:

Impacts have been particularly severe for Derbyshire's visitor economy with 59% of respondents to a recent survey stating that they had lost between 75% to 100% of revenue since lockdown began.



## SMEs are at the heart of Derbyshire's recovery opportunity:

Between January and July 2020, increase of 25% on 2019 levels over the same period. We need to support these businesses by focusing on resilience and supporting businesses to diversify to move into new markets.



## Digital infrastructure is vital to an inclusive recovery:

Connectivity across Derbyshire is mixed with only a handful of areas having access to Full Fibre. This could limit the pace of recovery with some sectors exploring innovations such as the application of AI to manufacturing operations. However, in order to do this, Full Fibre to the Premises (FTTP) is a pre-requisite.



## IMPACT ON OUR SKILLS AND LABOUR MARKET:

### High uptake of the government support schemes:

In July 2020, one in three employees in Derbyshire had been furloughed. Over a third of Derbyshire businesses (37%) expected the size of their workforce to decrease over the next three months.



### Unemployment will be a significant challenge for the county:

Despite unprecedented levels of support, Derbyshire's claimant count has increased by 149% compared to 2019 levels. Targeted support is required to protect viable jobs across the county to ensure these are not lost forever.



### Skills needs are changing fast:

Whilst job postings have recovered since lockdown, they have been significantly reprofiled. We need to secure investment to enable us to be more agile and responsive in tailoring interventions to meet business need



### Reduction in entry level roles:

Overall job postings have been underpinned by sectors that require high levels of preparation which is likely to limit opportunities for a quick re-profiling of the labour market. Key entry level roles such as sales and customer services have fallen by 39% from March to July compared to the same period last year.



### Acute impacts on the county's young people:

the number of apprenticeship starts fell to record lows (1,060 starts in July 2020) since lockdown began. Apprenticeships are vital pathways to employment for many of our young people and we will work with businesses and providers to protect these opportunities locally.





Whilst the challenges brought to the fore by COVID are severe, we believe Derbyshire has a unique offer to UK PLC which can underpin our county's recovery, drive innovation and accelerate economic growth. With the right support, we are uniquely placed to re-orientate our economy to capitalise on post-COVID opportunities and have a compelling offer to support the UK Government's ambition to level up and build back better.

## Why Derbyshire?

- 1. On the nation's doorstep:** Derbyshire is strategically located in the middle of the country benefitting from excellent transport links and is within easy reach of over 16 million people. We will bring together a competitive offer to businesses and investors - providing them with the infrastructure, access to skilled labour and high-quality places required to start, grow and succeed in our county.
- 2. Dynamic small business ecosystem and nationally significant big businesses:** Derbyshire's small businesses are the backbone of our economy. Investing in the potential of these businesses can drive innovation and productivity – increasing opportunity for all. Building on the county's manufacturing and aggregate specialisms can provide the technical expertise and resources to deliver the infrastructure-led stimulus to level-up Britain. Working to retain and support the growth aspirations of our anchor employers can underpin the success of the national economy: supporting thousands of jobs nationwide and contributing millions to UK PLC in supply chain benefits.
- 3. Unrivalled natural capital at the centre of our offer and post-COVID opportunity:** the quality of Derbyshire's natural environment, towns and urban centres represent a primary USP for the county. Our proposals look to celebrate and enhance Derbyshire's natural capital, maximizing opportunities for heritage and cultural assets – forming the bedrock of the county's identity and offer to people nationally seeking a better work-life balance.
- 4. Capacity for growth:** Chesterfield and our market towns can accommodate significant room for growth. Going beyond protecting existing economies - we will promote plans for diversification and provide opportunities for people to work closer to where they live; building back better by harnessing creative and cultural industries to build distinctive town centre offers, facilitating vibrancy and vitality driving footfall to our towns.
- 5. A testbed for innovation:** we know that COVID recovery requires bold action. Our Strategy balances recovery with renewal - seeking to advance innovative solutions to the county's toughest challenges. This includes being at the forefront of the proposals for the future of mobility, sustainable energy generation and responding to the skills needs of the future.

## Embodiment of our offer to UK PLC: the Derwent Valley Corridor



The Derwent Valley Mills is the only World Heritage Site (WHS) in the East Midlands and provides the spatial focus to test and embed the change we want to see across the county – marrying natural capital with economic renewal to drive COVID recovery. The recently approved Derwent Valley Mills Management Plan seeks to “*promote sustainable development of the WHS to provide a world-class destination where people are proud to live, work, visit and invest.*”

The Derwent Valley is a historic heritage corridor and has shaped people and place for over 250 years. It comprises a mix of urban and rural settings and a range of high quality and denuded environments. Our objective is to maximise latent potential for heritage led regeneration whilst also embodying the principles of the Green Industrial Revolution and ‘good growth’ within the Corridor by building on reputation as cradle of innovation and create exciting places fit for 21st Century. It embodies the change we want to see across the county through our recovery interventions and we will bring together and pilot the following proposals:

- **Capturing post-COVID potential:** providing people and businesses with a high quality of life to ensure that the county benefits from a potential urban exodus.
- **Maximise the World Heritage Site** - re-use of iconic buildings to accommodate a more diverse range of businesses as living and workspace to ensure they fulfil role in heritage led regeneration.
- **Address connectivity challenge** – enhanced sustainable transport and digital infrastructure to deliver connected communities
- **Natural capital and community energy generation:** we will explore proposals to use the Derwent Valley’s natural capital to explore proposals for sustainable energy generation such as hydroelectric and hydrogen.
- **Optimise sustainable travel** - world class walking and cycling networks, connect rail heads and stations, maximizing opportunities around the changing nature of travel and mobility as a service.

The purpose of our recovery strategies is to champion and share good practice and identify scalable ideas. These principles will therefore be relevant across our county’s diverse network of places ranging from our post-industrial towns along the M1 Corridor to our market towns and rural areas.





05

Economic recovery  
strategy



# Economic Recovery Strategy

## 05

### Our vision for Derbyshire's economy:

*“COVID will be the catalyst for Derbyshire's economic renewal and we will balance protective and growth interventions to enable our economy to build back better”*

Delivering this vision will bring together five distinct but complementary priorities. Responding directly to the evidence presented within the Case for Intervention, our Economic Recovery Strategy has identified the actions required to catalyse recovery across the county. This will require a blend of protective and growth focused measures to deliver a recovery which is both inclusive and sustainable.

### Recovery Framework

Across each of the five priorities we have outlined the actions that Derbyshire Economic Partnership and its partners will take to support the recovery process. Each priority has a 'game-changing' intervention which we believe, if delivered, can deliver substantial benefits to Derbyshire's economy and communities. Interventions have been grouped based on:

- **How the intervention can be delivered:** where the DEP and partners does not have the powers or finances to deliver interventions alone, we will lobby regional and national partners to deliver the step-change required to boost the county's recovery
- **Delivery timeframe:** rescue and resume (0-12 months), Revive (6-18 months), Regenerate (12-18 months), Renewal (18 months+)
- **Protect or grow:** some interventions are positioned at mitigating the adverse impacts of COVID (Protect), whereas others will help to realise post-COVID opportunities (Grow)

### Our economic recovery priorities



**Priority 1:  
Place**



**Priority 2:  
Industry**



**Priority 3:  
Visitor  
Economy**



**Priority 4:  
Enabling  
Infrastructure**



**Priority 5:  
Inward  
Investment**

# DERBYSHIRE ECONOMIC PARTNERSHIP COVID-19 ECONOMIC RECOVERY STRATEGY

**OUR VISION:** COVID will be the catalyst for Derbyshire's economic renewal and we will balance protective and growth interventions to enable our economy to build back better

## OUR PRIORITIES:

### PLACE:

We will enhance the resilience and diversity of our urban centres, market towns and rural areas to put them on the front foot to capture post-COVID opportunities



### INDUSTRY:

We will protect sectors that have social, economic and placemaking value, whilst supporting our SMEs to diversify, grow and enhance productivity

### VISITOR ECONOMY:

We will leverage our unique assets to protect the visitor economy in the short-term to build solid foundations for transformational long-term growth

### ENABLING INFRASTRUCTURE:

We will future-proof our physical and digital infrastructure to lay the foundations for innovation and clean growth

### INWARD INVESTMENT:

We will enhance our inward investment offer for a changing world – highlighting Derbyshire's vibrant economy and unparalleled quality of life by promoting a variety of opportunities.





# PRIORITY 1: PLACE

We will enhance the resilience and diversity of our urban centres, market towns and rural areas to put them on the front foot to capture post-COVID opportunities.



# PRIORITY 1: PLACE

We will enhance the resilience and diversity of our urban centres, market towns and rural areas to put them on the front foot to capture post-COVID opportunities

Our places are where the social and economic effects of COVID-19 will play out most visibly. We will work with the government's High Street Taskforce to reimagine Derbyshire's high streets – enhancing their resilience and reimagining their function to respond to a post-COVID world. Our approach will be tailored to the function, opportunities and challenges within each place – prioritising interventions that respond to local need.

## Place challenges and opportunities our strategy will address

Challenges	Opportunities
<ol style="list-style-type: none"><li><b>1. Diversity:</b> In most cases, town centre offers are heavily reliant on convenience retail</li><li><b>2. COVID Impact:</b> OBR modelling suggests that Wholesale and Retail will lose £403m in 2020. This makes it Derbyshire's second most impacted sector and could serve to accelerate long-term decline. This risks the vitality of many key centres – especially in the east of the county – where challenges of deprivation are already acute</li><li><b>3. Under-Investment:</b> Historic under-investment in market towns and rural areas at a local and regional level means that several centres are lacking competitiveness</li></ol>	<ol style="list-style-type: none"><li><b>1. Chesterfield:</b> embedding recent growth to accelerate regional recovery</li><li><b>2. Market Town Renewal:</b> Market Town programme offers opportunity for renewal: bringing together partners to diversify market towns and enhance resilience</li><li><b>3. Realising Post-COVID Opportunity:</b> Creating attractive places to capture urban exodus – building on solid foundations with internationally recognised natural capital</li></ol>

## Our key urban centre – supporting the growth of Chesterfield

Chesterfield is the county’s primary urban centre and plays a vital sub-regional service centre function. As the largest town in the county, it is integral to the success and recovery trajectory of Derbyshire as a whole and contains the greatest capacity for growth.

We will work closely with all partners to realise growth ambitions for the town and unlock its potential. This will mean building on the significant regeneration that is already underway; supporting interventions which enhance the competitiveness of Chesterfield as a business destination. This will involve providing the right blend and hierarchy of spaces to enable businesses to start, stay and grow. In the longer term, we will work with the council to maximise the economic benefits of national regeneration programmes – cementing the town’s position as Derbyshire’s primary professional service location.

## Market towns and levelling up our county

Derbyshire’s 26 other market towns are integral to the county’s identity. They provide vital hubs for enterprise, employment, community and leisure – generating significant social and economic value.

Market towns are at the heart of the county’s recovery and growth opportunity – containing a quality of life offer fused with an unprecedented opportunity for renewal. Providing diverse and attractive centres will be critical to capture any urban exodus from regional cities - creating an urgent and compelling investment case. To realise this growth opportunity, we must enhance the resilience and competitiveness of our market towns. This will be through a bespoke approach for our four town centre typologies:

- 1) **Speciality** – strong footfall throughout the year building to a significant peak in December with a low in January
- 2) **Multi-functional** – consistent footfall throughout the year
- 3) **Holiday** – footfall peaks in the summer months
- 4) **Comparison shopping** – footfall consistent throughout the year with peaks at Christmas

These interventions will reflect local need; however, meeting county’s recovery challenge will require economic diversification across all centres. Although the convenience retail offer which serves a local catchment in many of our towns has helped to underpin resilience, we believe that this masks significant untapped potential and capacity for growth.

In addition to a clear growth opportunity, the Case for Intervention identifies an explicit need to address highly concentrated pockets of deprivation within towns to the east of the county. Without targeted recovery intervention, there is a risk that COVID will accelerate and deepen existing challenges. Embodying a commitment to levelling up our places, market town renewal will initially be focused on towns with the greatest need along the M1 Corridor. We will use COVID recovery as the catalyst to tackle long-standing issues by prioritising interventions positioned at enhancing place perception and resident prosperity. Similarly, we will work with Councils to make a compelling case for much-needed government investment through the Levelling Up Fund.

Our approach will be centered on developing and repurposing vacant and underutilised spaces to accommodate a greater variety of uses and sectors. Market engagement has indicated a potential demand for local ‘touch down’ co-working space for professionals to bridge the gap between home and work. There are also opportunities to support growth sectors such as the Creative Industries to locate in town centres as part of meanwhile or permanent uses – which can generate significant placemaking and economic value. Plans will build upon and help to deliver the ambitions of our Districts and will bring together all stakeholders who have a role to play in delivering thriving places – including landlords and anchor public sector institutions.

### **Natural capital and rural areas**

Derbyshire is internationally renowned for its natural capital and the quality of its environment – comprising a rich tapestry of woodlands, grasslands, minerals, soils and watercourses. We know that access to the natural environment provides a key USP for the area and we will seek to enhance this as part of our whole place approach to curating a compelling work-life balance offer.

We will seek to simultaneously reduce Derbyshire’s emissions and enhance our natural capital. In the Peak District alone, 20 million tonnes of carbon is stored in the peat. Peatland is the UK’s largest carbon store, however blanket bog in poor condition releases more carbon than it takes in. We will look to support the work of the Peak District National Park to secure additional funding for peatland restoration programmes. The National Park has already transformed 33sq km of damaged peat so far - preventing 62,000 tonnes of carbon loss. We will also support woodland expansion projects to align Derbyshire to the governments emerging National Tree strategy. This will help to reduce the impact of climate change, aid biodiversity and complement the ‘special qualities’ underpinning the National Park’s designation.

As part of the contribution to the Green Industrial Revolution, protecting and enhancing Derbyshire’s natural capital will be advanced with support for a thriving rural economy. The contribution the rural economy makes to the Derbyshire economy is frequently underplayed and is largely absent from the prevailing economic narrative. Our rural areas are home to diverse business base ranging from agriculture to engineering. We will look to steer central and regional funding to support the development of small employment sites to support the growth and sustainability of rural businesses.



## Game-changing intervention: Derbyshire landlord commission



We recognise that in many cases, local authorities are not the principle landowners in a town. This can often lead to piecemeal solutions which fail to tackle the underlying causes required to deliver transformational change. To address this, we will convene a Derbyshire Landlord Commission positioned at enhancing high street vitality. The Commission will be designed to understand barriers to growth and development in town centres, ways to incentivise redevelopment and occupancy of vacant units and seek to build collaborative relationships between the public and private sectors. This will represent an important first step to realise wider growth and diversification plans for our urban centre and market towns.

**Lead organisation:** Private sector

**Intervention timescales:** Renew

**Intervention type:** Grow – the focus of the commission will be to unlock development opportunities, establish a place-specific brand and identify barriers to growth

## Place actions

Lobby	Timeframe	Protect/grow	Actions
Lobby	Revive	Grow	<b>1.1 Market Towns and Rural Economy:</b> Getting Building Fund – work with D2N2 LEP to steer funding for Derbyshire’s market towns and small site developments in rural areas
Lead	Revive	Grow	<b>1.2 Market Towns:</b> Support diversification plans in vacant or underused spaces and including a focus on creative workspace, makerspace and touch down hubs.
Lead	Renew	Grow	<b>1.3 Market Towns:</b> Establish a Derbyshire Landlord Commission to understand constraints and opportunities across our market towns
Lead	Renew	Grow	<b>1.4 Market Towns:</b> Support creation of regional Business Improvement Districts to generate momentum and create critical mass
Lead	Renew	Grow	<b>1.5 Market Towns:</b> Agree vision for retail/services in town centres including offer and sustainability targets (e.g. no plastic, sustainable development)
Lobby	Renew	Grow	<b>1.6 Market Towns:</b> Obtain funding from D2N2 LEP to realise investment and growth opportunity in market towns
Lead	Rescue and Resume	Grow	<b>1.7 Natural Capital:</b> Reusing iconic buildings at the World Heritage site for workspace and exploring best use of public sector assets
Lead	Renew	Protect	<b>1.8 Natural Capital:</b> Secure funding for re-foresting and Peat restoration projects
Lobby	Renew	Grow	<b>1.9 Towns centres:</b> Prioritise for investment through the Levelling Up Fund





# **PRIORITY 2: INDUSTRY**

We will protect sectors that have social, economic and placemaking value, and support our SMEs to diversify, grow and enhance productivity



## PRIORITY 2: INDUSTRY

We will protect sectors that have social, economic and placemaking value, whilst supporting our SMEs to diversify, grow and enhance productivity

Our evidence base outlines a clear case for intervention to support our industries through the economic challenges caused by COVID-19. We will take a balanced approach which marries prioritisation for high GVA sectors with support for sectors that have high placemaking value and are integral to regional identity. Recognising the impacts on business will continue to evolve as the pandemic progresses, our response will be agile and flexible to accommodate this.

### Industry challenges and opportunities our strategy will address

Challenges	Opportunities
<ol style="list-style-type: none"><li><b>1. Independent retail:</b> Struggling independent retail and high street vitality challenges</li><li><b>2. Economic exposure:</b> Employment and business profile significantly exposed to the effects of COVID-19</li><li><b>3. Support for SMEs:</b> Viable businesses lacking the capital or support to diversify and identify new opportunities</li></ol>	<ol style="list-style-type: none"><li><b>1. Entrepreneurship:</b> Strong cohort of business start-ups as alternative to volatile labour market</li><li><b>2. Business Agility:</b> Dynamic micro-business economy that can be supported to take risks</li><li><b>3. Procurement:</b> Better use of public sector spending power to retain more wealth within the economy and support local business</li></ol>

Whilst Derbyshire is home to many large businesses of national significance, the county's small and micro-business ecosystem are the backbone of our economy. Our evidence shows that the importance of SMEs will continue to grow – with more residents choosing to start their own business as an alternative to full time employment. Although the financial challenges facing SMEs during recessions is well documented, we see these businesses as being integral to our recovery – supporting these businesses to build resilience and pivot activities by encouraging diversification and exploring new markets.

Due to the pace of change and uncertainty regarding the timescales of the pandemic, our approach to defining priority sectors will be flexible to enable us to realign our focus where it has the greatest impact. We have initially identified five priority sectors which are integral to Derbyshire's economy and regional identity:

- **Advanced Manufacturing** – the government's own impact modelling suggests that Derbyshire's manufacturing sector will lose £359m of output in 2020. As the region's largest employment sector, we will engage with local businesses to understand additional support requirements. This will be balanced with providing enabling digital infrastructure to enhance productivity and capacity to explore innovative technologies and will interface closely with our Skills Recovery Plan to facilitate the green jobs of the future
- **Aggregates** – Derbyshire's aggregates industry sits at the centre of the UK's ambitions to build back better. Quarrying activities provide many of the county's high value jobs – especially in the north-west of the county. Derbyshire's raw materials makes it vital to the future of UK infrastructure and can give the county a competitive advantage in areas such as housebuilding and Modern Methods of Construction
- **Professional Services** – emerging trends suggests that there will be seismic shifts behavioural catalysed by COVID. With the future of work changing rapidly, there is a unique opportunity for Derbyshire to accommodate the growth of new Professional Service businesses – placing natural capital at the centre an unrivalled work-life balance. This will interface with our proposals for Place, providing a diverse range of spaces to make Chesterfield and our market downs more attractive to different sectors
- **Independent Retail** – in addition to the county's high GVA activities, successful independent retail has demonstrable placemaking value. Like many towns across the country, trading restrictions imposed by lockdown has accelerated long-term challenges faced by independent retailers across Derbyshire. Futureproofing and supporting independent retail means accepting and responding to shifts in consumer demand to digitise and offering home deliveries. This can enhance resilience to future lockdowns and bring retailers into the 21<sup>st</sup> Century
- **Creative Industries** – building on Derbyshire's rich maker heritage, we will seek to provide spaces and opportunities for the Creative Industries to locate and grow across Derbyshire's places. Between 2015 and 2018, the number of Create employees in Derbyshire grew by 45% and there are almost 7,000 people employed in the sector.<sup>1</sup> Successful Creative Industries are also integral to a thriving Visitor Economy offer, which is a key, standalone priority for Derbyshire's economic recovery.

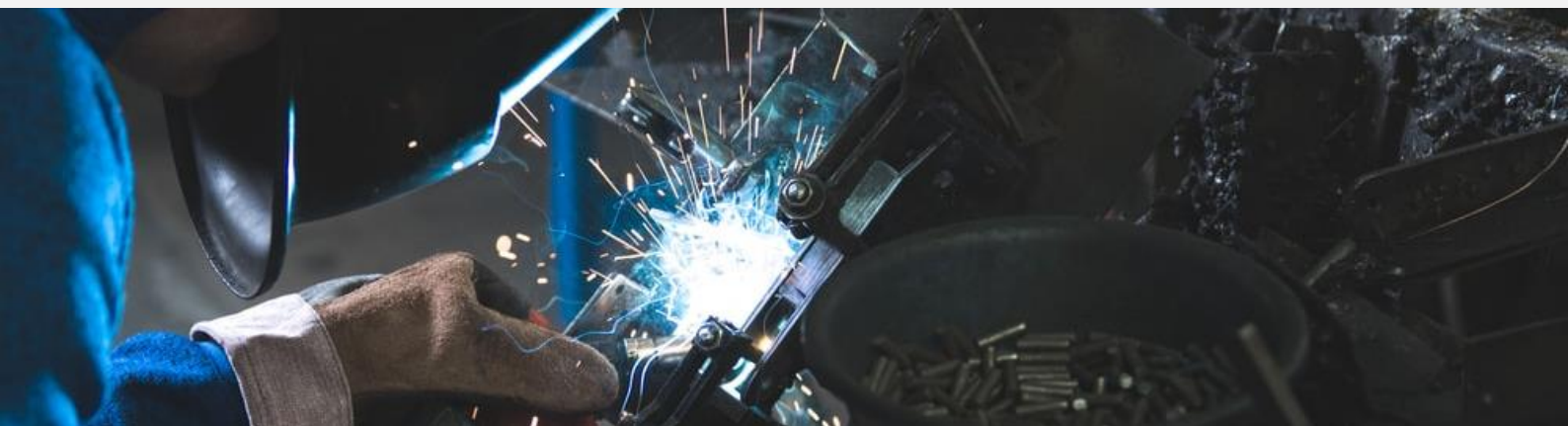
Working to protect, retain and grow these sectors will be important for the competitiveness of Derbyshire's economy and delivering our overarching vision for renewal. Where possible, we will look to protect Derbyshire's businesses as government support programmes such as the Job Retention Scheme are wound down in March 2021. Lobbying for additional funding where required, we will use our comprehensive evidence base to steer funding to the county's most exposed businesses. This will

<sup>1</sup> BRES (2019) using the Creative Industries Federation definition for the Creative Industries

be an iterative process, and further work on sector prioritisation will be regularly refreshed to ensure the longevity and resilience of the strategy.

The role of the public sector in driving prosperity and supporting business is often detached and over complicated. As one of the key actors within the local economy, the DEP and public sector anchor institution partners have a responsibility to make the Derbyshire pound go further by retaining and recirculating wealth within the county's economy. We will explore how our procurement strategy can benefit local enterprise (especially SMEs) and we will lead a review to understand how our public assets can be better used to provide affordable space to support local business.

### **Game changing intervention: Business Opportunity Fund**



Our evidence shows that whilst small businesses are most financially exposed to the impacts of COVID, those that have managed to adapt have thrived. SMEs are integral to Derbyshire's economic recovery and we believe that there is a nascent opportunity to support them to realise new opportunities.

Through a capital grant programme, businesses will have the opportunities to innovate, test ideas and explore new markets. This can be used to buy new equipment, build extensions, update production lines, IT and for upgrading logistics and purchasing new equipment or software.

**Lead organisation:** D2N2 LEP

**Intervention timescales:** Renew

**Intervention type:** Grow – the focus of the grant fund is to support SME's growth ambitions to encourage diversification and innovation



## Industry actions

Lobby	Timeframe	Protect/grow	Actions
Lead	Renew	Protect	<b>2.1 Business resilience:</b> Negotiate collective progressive lease terms (e.g. proportion of revenue/profit) to encourage risk-sharing and investment through the Landlord Commission
Lead	Renew	Grow	<b>2.2 Asset review:</b> Review of public assets to understand how these could be used more productively to support business
Lead	Revive	Grow	<b>2.3 Business support:</b> Create and refresh a start-up focused business support offer focusing on practical skills that will enhance business resilience
Lead	Renew	Grow	<b>2.4 Procurement:</b> Refresh procurement strategy to retain wealth within the economy
Lead	Revive	Protect	<b>2.5 Independent retail:</b> Shopappy – providing a platform for retailers to compete online
Lobby	Revive	Protect	<b>2.6 Business resilience:</b> Work with Government and LEP to define post-furlough support package for business – worst affected sectors
Lobby	Renew	Grow	<b>2.7 Business Opportunity Fund:</b> lobby for a capital grant programme to support Derbyshire’s businesses to realise post-COVID opportunities



An aerial photograph of a river winding through a lush, green forest. The river is the central focus, flowing from the top towards the bottom of the frame. The surrounding trees are dense and vibrant green, with some sunlight filtering through the canopy. The overall scene is serene and natural.

# **PRIORITY 3: VISITOR ECONOMY**

We will leverage our unique assets to protect the visitor economy in the short-term to build solid foundations for transformational long-term growth



## PRIORITY 3: VISITOR ECONOMY

We will leverage our unique assets to protect the visitor economy in the short-term to build solid foundations for transformational long-term growth

Derbyshire's visitor economy is vital to the economic success of the county. It has grown year-on-year for over a decade and employs thousands of our residents. The sector has been disproportionately impacted by the effects of COVID-19 and without additional protective action recent growth could be lost. Shorter-term protective measures will be positioned to build capacity to grow the sector as restrictions are eased.

Visitor economy challenges and opportunities our strategy will address

Challenges	Opportunities
<ol style="list-style-type: none"><li><b>1. Lockdown impacts:</b> National lockdown restrictions significantly impacted turnover</li><li><b>2. Winter Tourism:</b> Although Derbyshire's visitor economy businesses were able to re-coup some initial lockdown losses during summer, further winter restrictions will affect the viability of many Visitor Economy businesses without further support</li><li><b>3. Funding:</b> Destination marketing funding is needed to promote places through tactical campaigns including cultural and heritage initiatives. Embracing the vibrancy and attractiveness of local places.</li><li><b>4. Business Support:</b> We need to support viable businesses into the medium term to survive and protect jobs.</li></ol>	<ol style="list-style-type: none"><li><b>1. Strong Domestic Tourism Brand:</b> Our outdoor offer, unique heritage assets, urban centres and market towns provide a compelling tourism product and can help us to rebuild demand quickly</li><li><b>2. International Market:</b> International tourism represents a key growth area for the county as restrictions on international travel are eased</li><li><b>3. Campaign funding and events:</b> Government funding and local revenue funding will support campaigns focusing on building identity which can help to capture post-COVID opportunity</li><li><b>4. Aligning support with business need:</b> Use the pandemic to rethink the delivery of business support so that it is focused on what businesses need during recovery.</li></ol>



The Peak District is Derbyshire's most significant visitor economy asset and sits at the heart of our place brand. With over 16 million people within an hour's drive<sup>2</sup>, it is the UK's most accessible National Park – representing a key anchor for wider growth across our places. Urban areas are also a vital to Derbyshire's visitor economy and assets such as Bolsover Castle are integral to our offer.

The sector has been significantly impacted by lockdown and without additional support there is a risk that many viable businesses could fail. 59% of Derbyshire Visitor Economy businesses lost between 75-100% of their revenue during lockdown in March 2020. Benefitting from our established domestic tourism market, many businesses were able to recover some of these losses during the summer months. Continuing this through the winter months was seen to be vital to support the sector's survival in the medium-term. For many businesses, dwindling consumer confidence caused by increased restrictions has resulted in demand falling sharply. We will continue to work with Government to provide financial support to worst-affected businesses whilst restrictions remain in place.

Domestic tourism will take on greater importance in the immediate term, safeguarding the visitor economy sector and supporting jobs and industry in the areas that rely on visitor trade. Our vibrant visitor economy brings much needed revenue to our county, delivering 45 million visitors a year, propelling a sector that contributes £2.49 billion in GVA as well as supporting 31,932 jobs seeing a 7.7% growth in 2019. These jobs are now at risk.

Over the past 10 years we have been working hard to develop a strong year-round compelling tourism product for our visitors. It is this investment that will ensure that we can rebuild demand quickly. We will work closely with our Destination Management Organisation (DMO), Marketing Peak District and Derbyshire to develop domestic marketing campaigns ensuring that our places are in the forefront of consumer's minds. Our breathtaking landscapes, villages and market towns are perfectly placed to attract a growing domestic audience. We have an offer that resonates with visitors who are looking for quality experiential travel.

The fallout from COVID-19 is expected to affect the visitor economy sector for several years. Marketing strategies will need reviewing regularly as we work through the Tier system and an unpredictable market. Pre COVID-19, as a well-established destination, Derbyshire's visitor economy had significant potential for growth through inbound tourism. Our medium-term plans for recovery will pick up activity raising the profile of the area in international markets as they start to recover in 2021. International inbound travel has fallen dramatically due to the impact of COVID-19, but as travel restrictions ease and confidence to travel improves we are hopeful that tourism figures will return to growth during 2021. Work will also continue to build a compelling narrative for investment which also supports our ambitions for international growth. Recent visitor economy growth has resulted in substantial investments such as the Buxton Crescent Hotel, which, continue to help build our reputation and maintain a strong offer for both domestic and international tourism markets.

Our cultural and heritage assets provide the opportunity to fuel growth and drive the staycation demand. Recovery plans will include the development of a cultural programme across Derbyshire that

<sup>2</sup> Peak District National Park: <https://www.peakdistrict.gov.uk/learning-about/about-the-national-park/the-peak-districts-special-qualities>

really explores the place. Building community cohesion through a cultural, heritage and arts programme, leading the community back to places on their doorstep. This offer will be supported by a Derbyshire County Council funded 'Shine a Light on Derbyshire' campaign offering a programme of music, theatre and festivals. The visitor economy offers more than just employment. The cultural roots and association with our green spaces help bind our communities together, supporting health and well-being and quality of life. The sector provides some of our most important assets, and one we must use for economic recovery as we re-imagine our communities and places. We will rebuild our visitor economy making it a destination of choice regionally, nationally and globally.

As we aim to attract more domestic visitors from new target markets, we need to think differently about the long-term strategic issues facing the sector which existed pre-COVID. Building on the Peak District's reputation for high quality natural environment, we will seek to enhance the county's brand through a sustainable green tourism strategy – building a whole visit approach to travelling and staying sustainably underpinned by the vast array of walking and cycling product across the County. This campaign will interface and promote Derbyshire's approach to enabling infrastructure and piloting sustainable modes of transport, and introduction of an active travel strategy.

The seasonality of the Visitor Economy coupled with the impact of COVID-19 has been catastrophic for the sector. Businesses have re-opened with social distancing requirements and constrained by capacity; some businesses are still yet to open. We need to support our current business base into the medium term to survive and protect jobs. We need to work with businesses helping them to access the tools to upskill their workforce, adapt and digitise. We will refocus the delivery of business support on real business need during recovery. Finance and resilience advice, peer to peer support, digitalisation, organisational change and domestic and international marketing development are initiatives that we aim to deliver in order to bring about longer-term growth. Building further resilience through a year-round extended season offer will help to secure the sector.

## Gamechanging intervention: Derbyshire Tourism Action Zone



Derbyshire becoming a Tourism Action Zone (TAZ) represents the major prize for the sector and draws together our ambitions for the long-term prosperity of the visitor economy sector across the county.

Due to the brand of the Peak District, the importance of the Visitor Economy to the county's recovery, and the inherent linkages with the vitality of our market towns, it is suggested that Derbyshire is put forward by the LEP to be the geographic focus of the TAZ. This would give us the resources and credibility to realise the long-term growth of the visitor economy with enhanced powers over business rates, planning, transport and support to help businesses grow.

**Lead organisation:** Marketing Peak District and Derbyshire

**Intervention timescales:** Regenerate

**Intervention type:** Grow – the TAZ would help to address the long-term strategic factors which have previously constrained the growth of Derbyshire's visitor economy



## Visitor economy actions

Lobby	Timeframe	Protect/grow	Actions
Lobby	Rescue	Protect	<b>3.1 Financial support:</b> seek additional short-term support to assist worst-affected businesses through the winter months
Lobby	Rescue	Protect	<b>3.2 Visitor Economy Support:</b> Lobby for funding for all business support organisations providing advice and information
Lead	Revive	Protect and grow	<b>3.3 Visitor Economy Support:</b> Develop a domestic marketing campaign during 2021 building on the strong domestic tourism brand that will allow businesses to build back quickly
Lobby	Revive	Protect and grow	<b>3.4 Tourism Action Zone:</b> Lobby for TAZ creation; accessing new markets, extending the season, improving digital and transport connectivity, upskilling the workforce and attracting investment
Lead	Revive	Grow	<b>3.5 Identity:</b> Shine a Light on Derbyshire – potential to build cultural identity of the county
Lead	Renew	Grow	<b>3.6 Campaign funding:</b> Establish Derbyshire as a globally renowned sustainable tourism destination through the development of active travel solutions and public transport connectivity
Lobby	Revive	Protect	<b>3.7 Tourism Sector Deal:</b> Repurpose the Tourism Sector Deal to make it more appropriate for the sector as it works to recover
Lead	Renew	Grow	<b>3.8 International Tourism:</b> Develop travel-trade partnerships to boost trade and international tourism



# **PRIORITY 4: ENABLING INFRASTRUCTURE**

We will future-proof our physical and digital infrastructure to lay the foundations for innovation and clean growth

# PRIORITY 4: ENABLING INFRASTRUCTURE

We will future-proof our physical and digital infrastructure to lay the foundations for innovation and clean growth

We will support our economy to recover and grow by providing infrastructure which enables innovation, enhances resilience and delivers inclusive growth. We will protect our struggling public transport in the short-term, with a view to pioneering world-leading solutions to tackle the county's long-standing mobility challenges, including the changing nature of mobility as a service. We will enhance our digital infrastructure to ensure that no community is left behind, and we will be the vanguard for green energy generation – piloting the solutions the UK needs to deliver its zero carbon ambitions as part of our leadership response to the Green Industrial Revolution.

Enabling infrastructure challenges and opportunities our strategy will address

Challenges	Opportunities
<ol style="list-style-type: none"><li><b>1. Public transport:</b> Struggling public transport network in need of immediate protective action</li><li><b>2. Unequal connectivity:</b> disparity between urban and rural areas limits inclusivity of growth and opportunity</li><li><b>3. Mobility:</b> Whilst getting to Derbyshire, mobility within the county is poor.</li></ol>	<ol style="list-style-type: none"><li><b>1. Digital Connectivity:</b> Full Fibre enablement to drive innovations in key sectors such as manufacturing</li><li><b>2. Future of Mobility:</b> Public-private collaboration to define the future of mobility</li><li><b>3. Green Energy:</b> Micro and clean energy , hydro power and hydroelectric pilots</li><li><b>4. Green infrastructure:</b> Derbyshire's contribution to net zero.</li></ol>

## Transport

There are immediate challenges facing Derbyshire's bus network which will affect the inclusivity of the county's recovery – limiting opportunity in rural areas if unaddressed. Bus services provide essential connections between and within communities and are important for both the health of our market towns and addressing rural isolation. Operator engagement has suggested that it will be at least 18-24 months before ridership returns to pre-COVID levels, meaning that many routes are facing viability challenges to keep services running in the short- to-medium-term.



Derbyshire County Council has maintained concessionary fares reimbursement and contract payments at pre-COVID levels throughout the COVID crisis – equating to over £13m of investment. This has been supplemented by additional Government support through the COVID Bus Service Support Grant (CBSSG), for both commercial and contract bus services. Without this combined package of support, there would be few commercially viable bus services on current levels of passenger use. We will continue to support bus services in the short-term, recognising their importance to residents; whilst pressing on with a strategy to ensure our public transport system is viable, sustainable and meets the needs of Derbyshire’s post-COVID economy.

This will be part of a longer-term strategy for mobility, focusing on innovative transport solutions which are more responsive to demand. To do this, we will work with industry leaders to form public and private collaborations. Initial scalable and fundable ideas from this include:

- **Chesterfield and Peak Resort Autonomous and Connected vehicles trial** to connect the station to the town centre
- **‘Demand responsive’ transport** to and within Peak District and rural areas. Electric vehicle shuttles as alternatives to Park and ride and ‘low carbon’ days
- **Integration with electric bikes** in market towns and urban centres

## Digital

Improving Derbyshire’s digital connectivity is critical to our county’s competitiveness and post-COVID opportunity. We will seek to enhance WiFi enablement across Derbyshire – prioritising connectivity in market towns to enhance their competitiveness. Working with the East Midlands Chamber of Commerce, the Smart County programme will focus on WiFi enabling town centres to encourage digital engagement and dwell time.

In addition to ‘levelling up’ access to Superfast broadband to tackle digital not spots we will work to accelerate Full Fibre coverage across our key business destinations. Using the influence of the DEP Board, we will seek to ensure that the Chancellor’s Spending Review commitment for 4G coverage across 95% of the country by 2025 benefits our rural communities. This will give our firms a competitive advantage to explore innovative technologies to capture new markets. Many sectors are exploring innovations such as the application of AI to manufacturing operations. However, in order to do this, Full Fibre to the Premises (FTTP) is a pre-requisite. Firms in the agricultural sector, often the areas with the lowest speeds, are increasingly benefitting from the use of robotics in applied hydroponics, which also requires Full Fibre connectivity.

## Green Infrastructure

Building on our world-class natural capital, we will seek to improve the county’s green infrastructure through a coordinated future-facing programme of energy generation and transport enhancements in response the Green Industrial Revolution . We are ambitious and believe that the innovative technologies being piloted in our county can accelerate the process of the UK reaching ‘net zero’ by 2050. Ensuring the transport solutions we are proposing are sustainable is fundamental to our approach and we will consider a blend of short- and long-term interventions to achieve this.

In the short term, we will work with our District Councils to improve Electric Vehicle charging infrastructure. This will look to develop projects through international collaboration with Toyota City on living and moving sustainably. Early engagement has identified Derbyshire as a potential national leader in piloting Hydrogen to fuel buses and Heavy Goods Vehicles.

We will explore proposals for green energy generation across our region. This will include community-based micro-generation projects, helping our towns and villages to become greener and more self-sufficient. Using the Derwent Valley as the place focus for our ambition, this will include assessing the potential for a range of sustainable power generation such as hydropower. We will seek funding from the government's infrastructure spending which prioritises a renewed focus on clean energy sources of the future, as announced in the Chancellor's 2020 Spending Review.

### **Game-changing intervention: Derbyshire Green Entrepreneurs**



The Green Entrepreneurs Fund will be a national demonstrator initiative to support local and national objectives for reducing environmental impacts, driving innovation and curating a sustainable growth. The GEF will launch a capital and revenue programme to support entrepreneurs in Derbyshire to further innovative ideas, start new businesses and access training opportunities for both new entrepreneurs and employees of existing businesses. The Fund intends to stimulate a number of high-quality demonstrator projects, innovative solutions with commercial and community interests collaborating to provide community heat and power solutions. Exploring the potential generation of hydro-electric power within the county is a key priority and will be explored at sites such as Toddbrook Dam. Established Derbyshire SME businesses that can demonstrate a new model of innovative working that develops new products or systems to reduce environmental damage will be incentivised to pilot proposals. A Scholarship Fund will support individuals to retrain with skills to enter the field of alternative energy.

**Lead organisation:** Derbyshire County Council

**Intervention timescales:** Renew

**Intervention type:** Grow – Derbyshire can become the testbed for sustainable energy generation, helping to create the green jobs of the future

## Enabling Infrastructure actions

Lobby	Timeframe	Protect/grow	Actions
Lobby and Lead	Rescue	Protect	<b>4.1 Public transport:</b> Agree public transport rescue package to support local services through the pandemic and plan for a new model as origin destinations have changed permanently
Lead	Rescue	Grow	<b>4.2 Transport Infrastructure:</b> Use of highways underspend to kick-start infrastructure projects
Lobby	Regenerate	Grow	<b>4.3 Digital connectivity:</b> Full Fibre enablement to support innovative businesses such as advanced manufacturing and 5G roll out
Lead	Renew	Grow	<b>4.4 Sustainable transport:</b> Accelerate the rollout of low emissions mobility and infrastructure within the National Park and provide employment associated with sustainable energy usage
Lead	Renew	Grow	<b>4.5 Green Entrepreneurs Fund:</b> national demonstrator pilot projects for low carbon/alternative energy generation
Lead and Lobby	Renew	Grow	<b>4.6 Future of mobility:</b> Develop innovative solutions to support the future of mobility



A background image showing several small green seedlings with two leaves each, growing out of dark brown soil. The lighting is soft, highlighting the texture of the soil and the vibrant green of the plants.

# **PRIORITY 5: INWARD INVESTMENT**

We will enhance our inward investment offer for a changing world – highlighting Derbyshire’s vibrant economy and unparalleled quality of life by promoting a variety of opportunities.

# PRIORITY 5: INWARD INVESTMENT

We will enhance our inward investment offer for a changing world – highlighting Derbyshire’s vibrant economy and unparalleled quality of life by promoting a variety of opportunities.

**Making Derbyshire as competitive and attractive as possible will be important in continuing to attract inward investment in the form of incoming businesses, new employment and inward capital finance. By championing our strengths, we will use the post-COVID recovery (including Brexit) as opportunities to sell Derbyshire to the UK and beyond.**

## Inward investment challenges and opportunities our strategy will address

Challenges	Opportunities
<ol style="list-style-type: none"><li><b>1. Making the case for Derbyshire:</b> Competition for funding and investment across the UK is likely to be fierce</li><li><b>2. Investment Decisions:</b> Challenging economic climate is likely to make investors more risk averse</li></ol>	<ol style="list-style-type: none"><li><b>1. Visitor Economy:</b> Boosting international tourism through travel-trade partnerships</li><li><b>2. Brexit:</b> Potential to onshore supply chains post-Brexit</li><li><b>3. Untapped potential:</b> opportunity for intra-agency collaboration to identify high potential opportunities</li></ol>

Our strategy will be twofold. Firstly, we will advocate and campaign for Derbyshire as the prime county for investment from within the UK, whilst ensuring that businesses and communities are equipped with the skills and knowledge to take advantage of those opportunities. Secondly, we will collaborate with regional and national bodies - such as the Department for International Trade and the Government Office for Investment - to lever their powers and contacts to promote our county’s potential internationally.

We will ensure that our activities are aligned with emerging policies at a national (Government Industrial Strategy), regional (Midlands Engine Partnership Vision for Growth) and local (D2N2 Local Enterprise Partnership Local Industrial Strategy) levels. We will also set out our plans to complement and

collaborate with adjacent local authorities, city regions, the private sector (in particular commercial agents and professional advisor networks) as well as trade body and sectoral alliances.

Our key platform will be the existing and effective local delivery mechanism, Invest in Derbyshire - including Derbyshire Enterprise Partnership, Destination Chesterfield and Marketing Derby - which has gained a national reputation for pro-active, added value enquiry handling.

Our key pitch to investors will include:

- Derbyshire is a Capital for Innovation, home of the industrial revolution and significant manufacturing OEMs and associated supply chains.
- Derbyshire is centrally located with excellent transport connections linking 80% of the population within 2 hours.
- Derbyshire is home to a large, skilled and educated workforce and is able to access 9 million people within 20 miles of our border.
- Derbyshire has a quality of life based on its stunning natural environment, including the world's first natural park, plus a variety of attractive villages and market towns.

Derbyshire has a variety of sites open for business, ranging from within its towns and business parks to larger nationally significant strategic sites.

We will support the attraction of capital investment for commercial, residential and infrastructure projects and our key target investment sectors will include:

- Innovation, advanced manufacturing and supply chain
- Logistics and e-commerce
- Extractive industries
- Visitor economy
- Creative and digital
- Retail and leisure

To truly realise these benefits, we require support from Government to make Derbyshire as competitive as possible to attract investment. We will seek to continue our work with Government to understand how investment into Derbyshire can be incentivised – giving us the flexibility to be the most attractive investment destination in the country.



## Game-changing intervention: Derbyshire Investment Prospectus



We will commission and promote a Derbyshire Investment Prospectus that will set out the ambitions of the county and its constituent districts and so act as a tool to communicate the investment asks for key strategic schemes/sites seeking investment from Government, and domestic and foreign investors. The Prospectus will be supported by a film and lobby campaign that will provide a platform to be used by the County Council, Derbyshire Economic Partnership, MPs, D2N2 Local Enterprise Partnership, local Districts and Boroughs, Marketing Derby and Destination Chesterfield.

**Lead organisation:** Marketing Derby

**Intervention timescales:** Regenerate

**Intervention type:** Grow – an effective campaign can use the Investment Prospectus to raise profile and attract additional jobs and investment to Derbyshire, helping the county to forge a stronger post-Brexit identity

### Inward Investment actions

Lobby	Timeframe	Protect/grow	Actions
Lead	Revive	Grow	<b>5.1 Support:</b> Reshape Inward Investment service to respond to post-COVID world and incentivising indigenous business to grow
Lead	Revive	Grow	<b>5.2 Brexit Transition:</b> Develop Brexit transition support offering and work with businesses to identify opportunities to onshore and localise supply chains
Lobby	Regenerate	Grow	<b>5.3 Prospectus:</b> Commission, launch and lobby

# 06 Skills and Labour Market recovery strategy



# Skills and Labour Market Recovery Strategy

06

## Our vision for Derbyshire’s skills and labour market:

*“Derbyshire’s economy of the future will be inclusive and resilient, able to withstand economic shocks and respond rapidly to changes in business and economic needs, ensuring success for both business and residents”*

### Derbyshire’s Skills and Labour Market Recovery Strategy

Our Skills and Labour Market Recovery Strategy is first and foremost a strategy for recovery to mitigate the effects of the pandemic. The pandemic has exposed fundamental labour market challenges which have been further accentuated as a result of COVID-19. The Strategy targets those areas which have been most exposed as a result of these deep-rooted issues and identifies the following priorities:

- **Young People:** ensuring our young people can follow clear progression pathways to skills and employment and maximise their life chances
- **Adults - Retraining & Routes to Better Employment:** realigning our labour market to meet demand through investment in skills and employability support to support progression to better and more rewarding jobs
- **Entrepreneurship:** stimulating enterprise and business growth to provide new economic opportunities
- **Future Skill Needs:** A responsive skills system to maximise growth and opportunity in the post COVID economy

### Our skills and labour market recovery priorities





# DERBYSHIRE ECONOMIC PARTNERSHIP COVID-19 SKILLS AND LABOUR MARKET RECOVERY STRATEGY

## OUR VISION FOR DERBYSHIRE'S LABOUR MARKET:

Derbyshire's economy of the future will be inclusive and resilient, able to withstand economic shocks and respond rapidly to changes in business and economic needs, ensuring success for both business and residents

## OUR PRIORITIES:

### YOUNG PEOPLE:

We will ensure our young people can follow clear progression pathways to skills and employment and maximise their life chances



### ADULTS:

We will realign our labour market to meet demand through investment in skills and employability support to support progression to better and more rewarding jobs

### ENTREPRENEURSHIP + SELF EMPLOYMENT:

We will stimulate enterprise and business growth to provide new economic opportunities

### FUTURE SKILLS NEEDS:

We will facilitate a responsive skills system to maximise growth and opportunity in the post COVID economy

## Derbyshire Employment & Skills Framework for Action

Central to our approach is the continued shared ambition to realise a responsive skills system framed around the Derbyshire Employment & Skills Framework for Action. The Framework seeks to fundamentally change the way in which the skills and labour demands of local employers are supported by better training and education provision and matched to the available labour market. This requires coordination, alignment and integration of activity across a range of delivery stakeholders including post-16 providers, DWP, local authorities, local businesses, and intermediary bodies to secure improved economic outcomes for the residents of Derbyshire.

## Derbyshire's Employment and Skills Framework for Action



We recognise the complexity of the education and skills system is a barrier to our ability to implement the change required at pace, but partnership structures such as the Derbyshire Employment and Skills Recovery Board are facilitating collaboration action through a shared endeavour to mitigate the effects of the pandemic.

Our approach will ensure a responsive skills system which meets skills demand and facilitates resilience and growth in the Derbyshire economy.



A stack of several books with colorful covers (green, blue, purple, red, brown, yellow) is shown. A semi-transparent dark brown rectangular box is overlaid on the center of the stack, containing white text.

# **PRIORITY 1: YOUNG PEOPLE**

We will ensure our young people can follow clear progression pathways to skills and employment and maximise their life chances



# PRIORITY 1: YOUNG PEOPLE

We will ensure our young people can follow clear progression pathways to skills and employment and maximise their life chances

Young people in Derbyshire have been disproportionately affected by the COVID pandemic. We will work with providers and businesses to target support and opportunities at young people and facilitate progression into education, employment or training.

## Young People challenges and opportunities our strategy will address

Challenges	Opportunities
<ol style="list-style-type: none"><li><b>1. Connectivity:</b> Digital connectivity challenges have impacted on young people's ability to participate in learning during the pandemic</li><li><b>2. Exposure:</b> Young people have been disproportionately affected by education establishment closures, cancellation of exams, lack of work-based placements, reduction in entry level job roles, furloughing and redundancies. 'Double disadvantage' is a feature for those whose life chances are already affected by factors such as poverty or disabilities</li><li><b>3. Opportunities:</b> A drop off in the number of opportunities available to young people to participate in education and employment is impacting on progression routes for young people</li></ol>	<ol style="list-style-type: none"><li><b>1. Growth Sectors:</b> Demand for skills in important sectors within the Derbyshire economy presents an opportunity to inspire young people and create progression pathways to skills and employment</li><li><b>2. Talent Retention:</b> A more responsive local skills system targeting growth opportunities will enable young people to study and be retained locally, combatting the historic net export of high skills</li><li><b>3. Government Funding:</b> Government support to incentivise apprenticeships and in-work placements (such as the Kickstart programme) will open opportunities for young people</li></ol>

## Important sector opportunities

The largest sectors in employment terms in Derbyshire include manufacturing, health, education, retail, accommodation and food. These sectors play a valuable role in the provision of jobs, contribution to economic output (productivity) and quality of life in Derbyshire. These sectors have been particularly exposed to the effects of COVID and lockdown conditions and this has contributed to variable levels of employment demand as shown by recent job postings. As important sectors for the county, we will be looking to drive productivity enhancements across these sectors to meet Derbyshire's recovery challenge.

- **Manufacturing** is Derbyshire's largest sector and has been significantly impacted by forced closures and social distancing requirements, leading to high levels of furloughed staff, disruption in the supply chain and a significant loss of output. As a high value sector, manufacturing has a key role to play in driving productivity growth in Derbyshire. Key to the resilience of the sector is the supply of skills to facilitate growth. This sector has high levels of replacement demand due to an ageing workforce. The disruptive effects of industrial digitalisation are changing the nature of demand for skills in the sector requiring higher level and more technical skills to enable businesses to adopt new technologies.
- **The visitor economy** sector is one of Derbyshire's largest sectors and has grown significantly in employment and value (GVA) over the last 10 years. This sector has been particularly vulnerable to the effects of the pandemic including forced closures or limited operations. Derbyshire's natural capital assets represent a primary lever to support growth in the already established domestic tourism market, and to drive growth in the international tourism market when this market returns. Reinvigorating growth in this sector will support our urban centres, market towns and rural areas – providing much needed opportunity in some of our most deprived towns. Young people provide a valuable talent pool to support growth and vitality in this important sector.
- **The Health and social care sector** is a vital foundation sector of the Derbyshire economy. Derbyshire has been exposed to the effects of the pandemic as a result of demographic (ageing) and socio-economic (deprivation) conditions and this has driven increased demand for health and social care roles, increasing from 22% of all job postings in January 2019 to 33% of all postings in July 2020. Looking ahead, the social care sector estimates it needs to grow the care sector by 31% (representing 48,000 more workers) by 2035 across the East Midlands<sup>3</sup>. Skill shortage and gaps has been a long-standing characteristic of this sector and addressing these issues is vital to sector growth and supporting the health and well-being of Derbyshire residents. This sector provides a key opportunity to inspire and engage young people and attract and retain graduate talent.

Like the Economic Recovery Strategy, the sectors identified here will be kept under review to ensure their continued relevance to ensure the relevance of the strategy into the medium-term.

<sup>3</sup> [www.skillsforcare.org.uk](http://www.skillsforcare.org.uk)

## **Responsive skills system**

Derbyshire has historically been a net exporter of labour and high-level skills. Young people have tended to leave the county to access employment and higher education opportunities outside the sub-region. Derbyshire has an ageing workforce and a reducing pool of working age people. This out-migration of talented young people poses a key threat to Derbyshire's future prosperity.

COVID has impacted upon young people's ability to complete qualifications in the timescale and manner intended; to fully access careers education, information advice and guidance; and to access education and employment opportunities.

Derbyshire needs a responsive skills system delivered in partnership with employers to ensure education is demand-led, and young people are fully aware of the career paths locally. This will target those aged up to 25 years of age to ensure young people are equipped with the skills they need to succeed in their preferred career choice and local retention levels are boosted.

## **Encouraging work placements**

Experience has shown that young people can be equipped with the technical skills but can struggle to access opportunities because of a lack of experience.

Work experience placements are a key component of the Government's vision for delivering technical education including the roll-out of T-Levels and progression pathways to higher technical qualifications through traineeship and apprenticeship routes. These qualifications are demand-led and have been co-designed and delivered in partnership with employers.

COVID restrictions have limited the operation of education and training providers due to social distancing requirements, and young people on placements have been put on furlough as their employer was forced to close or reduce the head count to maintain social distancing. Apprenticeship starts nationally have stalled, although there are signs that this picture has improved as providers reopened and government support for employers has come into play.

Providers and employers require long-term support to enable them to deliver work placement opportunities at the scale required to broaden pathways and opportunities for young people. Stimulation and promotion of government initiatives aimed at offering work placements such as Kickstart, T-levels and Apprenticeships to young people will support the acquisition of skills and experience and enable employers to grow their own talent base.



## Game-changing intervention: Centralised CEIAG Gateway



The development of a best-in-class online portal for careers and pathways support will enable partners to communicate current offers across careers, education, information, advice and guidance to Derbyshire residents and employers. This centralised CEIAG gateway will unlock potential by targeting support to young people aged 16-24 through tailored provision, including live LMI data, employer/student brokerage, post 16/18 course search, opportunity directory, employer profiles on growth sectors and key industries, and student referrals to CEIAG practitioners.

**Lead organisation:** D2N2


**Intervention timescales:** Revive

**Intervention type:** Protect – this action will inspire and support young people to pursue clear pathways to employment, education and training.

## Young People actions

Lobby	Timeframe	Protect/grow	Actions
Lead	Rescue	Protect	<b>6.1 Digital Inclusion:</b> student assessment to identify obstacles to online learning and put mitigation measures in place to enable digital inclusion through investment in connectivity, hardware and skills
Lead	Regenerate	Grow	<b>6.2 Inspirational careers:</b> enhanced school/business education to support engagement on the curriculum building on good practice such as 'Derbyshire Ready'. Recruit business leaders to act as Enterprise Advisors and Cornerstone Employers to facilitate the E&S framework model of a demand-led skills system
Lead	Revive	Protect	<b>6.3 Centralised CEIAG Gateway:</b> Targeted CEIAG on young people, transitioning education leavers and NEET through collaborative action building on good practice to deliver tailored solutions and enhanced platforms for engagement. This will involve a roll-out of the Careers Hub across Derbyshire and an online portal for careers and pathways support.
Lead	Resume	Protect	<b>6.4 Targeted NEET activity:</b> Continued roll-out of programmes such as 'I-Step-Up' and the new ESF contract targeting careers and employability support targeting those at risk of becoming NEET.
Lead	Revive	Protect	<b>6.5 Encouraging Work Placements:</b> Stimulation and promotion of government initiatives to maximise work placement opportunities through initiatives such as Kickstart and T-level roll-out. DEP partners have a role to play in offering work placements.
Lobby	Resume	Protect	<b>6.6 Graduate Retention:</b> Support graduates into employment through flexible support funds to mitigate against the impact the pandemic has had on the scale of graduate opportunities whilst helping to retain graduate talent locally.





**PRIORITY 2:  
ADULTS:  
RETRAINING AND  
ROUTES TO BETTER  
EMPLOYMENT**

We will realign our labour market to meet demand through investment in skills and employability support to support progression to better and more rewarding jobs



## PRIORITY 2: ADULTS: RETRAINING AND ROUTES TO BETTER EMPLOYMENT

We will realign our labour market to meet demand through investment in skills and employability support to support progression to better and more rewarding jobs

There is a need to boost skills and employability of our residents through reskilling and upskilling investment. We will work with providers to ensure our residents can access the support they need to be redeployed and access rewarding employment opportunities. This priority will complement Priority 1 by providing targeted action at those aged 25+.

### Adults challenges and opportunities our strategy will address

Challenges	Opportunities
<ol style="list-style-type: none"> <li><b>1. Employment Exposure:</b> Derbyshire has a high level of exposure to COVID with over 60% of jobs being in ‘at risk sectors’ such as accommodation and food, arts and entertainment, retail, manufacturing and construction. This has resulted in furloughed staff and redundancies.</li> <li><b>2. Labour Market Misalignment:</b> There is a misalignment between the types of jobs being posted and the occupational/qualification profile of residents and JSA claimants.</li> <li><b>3. Skills Shortages:</b> Skill shortage and gaps is a long-standing issue constraining business growth. In-work training will decrease as employers look to cut costs.</li> <li><b>4. Disadvantaged Workforce:</b> Derbyshire has an ageing workforce and older workers are more exposed to the threat of redundancy and are more likely to remain unemployed for longer if they lose their jobs. Workers with disabilities may be facing accentuated challenges to participation</li> <li><b>5. Deprivation:</b> Areas of deprivation are more exposed to the effects of the pandemic and recession. Education and skills deprivation is prevalent and mid-low qualified residents are more exposed to job risk.</li> </ol>	<ol style="list-style-type: none"> <li><b>1. Changing Labour Demands:</b> Demand for skills in important sectors within the Derbyshire economy is changing and there is a need for a reprofiling of the labour market to meet these demands.</li> <li><b>2. Brokerage:</b> Job postings indicate sectors and skills in demand, such as health and social care, care skills, digital skills, and management and leadership skills. Labour market brokerage interventions can match supply and demand.</li> <li><b>3. Digital Skills:</b> Adoption of digital technologies has been accelerated through COVID. Digital skills will facilitate resilience and business growth.</li> <li><b>4. Capital Investments:</b> Major planned capital investments require access to skilled labour. Opportunities to align planned investment with labour supply through community wealth building interventions will facilitate inclusive growth.</li> </ol>

## **Labour Market Brokerage**

COVID-19 has accentuated labour market barriers, with an increase in the claimant count in disadvantaged areas and within particular demographic groups. There have been high levels of furloughing in certain local authorities, with particular sectors exposed to forced closure or limited operation. Employees in these sectors who may be at risk of redundancy require support. There is a risk that those who have been made redundant leave Derbyshire in search of employment opportunities elsewhere.

New roles are emerging which present opportunities for redeployment. However, recent job postings indicate a decline in entry level positions, and increased demand for higher level skills in jobs that require high levels of preparation such as health and care, or professional occupations. Investment in reskilling and upskilling those who have lost their jobs, or are at risk of losing their jobs, will be required to enable a reprofiling of the labour market to meet demand.

## **Digital Skills**

Digital skills adoption is essential to support technology adoption and business productivity. There are digital opportunities across all of Derbyshire's important sectors and the acquisition of digital skills is a prerequisite to realising productive potential. The COVID crisis is expected to lead three key digital themes going forward:

- Remote working which is more reliant on digital technology
- Greater deployment of data-enabled services across different sectors and aspects of life
- Continued growth in e-commerce

There are growing numbers of job vacancies requiring digital skills and we will seek to advance the priorities outlined in the D2N2 LEP's Digital Skills Strategy. Derbyshire needs to attract people into sectors facing digital skill gaps to facilitate business competitiveness. Furthermore, investment aimed at improving digital skills in the workforce will support business competitiveness and resilience. It will also raise workforce resilience by equipping them with transferable skills.

## **Building Community Wealth**

Derbyshire has a number of anchor institutions and strategic partnerships who are working collectively to maximise economic opportunities, remove barriers to economic growth, and align investment. Opportunities to lever these relationships through the Derbyshire Economic Partnership will be sought to support community wealth-building and inclusive growth. The Derbyshire Economic Recovery Strategy and Employment and Skills Recovery Strategy enable the county to build back better. We will embed community wealth building explicitly into our approach with a focus on the tools DEP partners have commissioning and procuring goods and services to optimise economic gains and maximise social value. Through coordinated action we will lever these assets to target those who need support most.

## Game-changing intervention: Shared Commitment to Social Value



There is currently a disjointed approach to realising social value from planning and investment. DEP partners have significant spending power and assets which can be harnessed. This action will embed social value in commissioning, procurement and planning processes through a shared commitment amongst DEP partners to secure labour market outcomes from investment. This will facilitate the use of local labour and investment in skills and better connect local people to the benefits of economic growth. Good practice from elsewhere such as the Preston Model will inform the approach. Key measures such as levels of procurement spend retained within Derbyshire, number of employees on the Living Wage, number of businesses supported to access supply chains, or volunteer hours provided will track success. Target groups will be identified to focus impact. A toolkit could be provided to support Derbyshire based anchor institutions to embed social value and enable them to deliver against their commitments.

**Lead organisation:** Derbyshire County Council

**Intervention timescales:** Revive

**Intervention type:** Grow – local spending and people-led employment models will grow the Derbyshire economy



## Adults Actions

Lobby	Timeframe	Protect/grow	Actions
Lead	Resume	Protect	<b>7.1 Derbyshire Talent Retention Scheme:</b> targeted redeployment and retraining support to facilitate progression of displaced workers and young people into local skill shortage and growth sectors.
Lead	Revive	Protect	<b>7.2 SWAPs:</b> Resume and ramp up the Sector Work Academy Programme to meet identified skill needs through the provision of volunteering, traineeships and apprenticeships in skill shortage areas.
Lead	Revive	Grow	<b>7.3 Shared Commitment to Social Value:</b> This action will embed social value in commissioning, procurement and planning processes through a shared commitment amongst anchor institutions to secure labour market outcomes from investment.
Lobby	Resume	Grow	<b>7.4 Digital Skills Campaign:</b> A targeted digital skills campaign at the unemployed and those working in vulnerable sectors to support digitalisation and competitiveness. This includes investment in digital learning provision, access to improved connections and digital hardware.

A person in a blue shirt is holding a glowing lightbulb. The lightbulb is illuminated from within, and its filament is visible. The background is dark and out of focus.

# **PRIORITY 3: ENTREPRENEURSHIP & SELF EMPLOYMENT**

We will stimulate enterprise and self-employment to provide new economic opportunities

# PRIORITY 3: ENTREPRENEURSHIP & SELF EMPLOYMENT

We will stimulate enterprise and self-employment to provide new economic opportunities

Derbyshire has experienced growth in business incorporations and self-employment in 2020. The rate of unemployment and economic growth is an acknowledged determinant of entrepreneurship. There is a need to ensure that new business starts are supported to start and grow in challenging economic conditions.

## Entrepreneurship challenges and opportunities our strategy will address

Challenges	Opportunities
<ol style="list-style-type: none"> <li>1. <b>Self-employment:</b> Increase in self employment and business start up in a challenging economic climate will make survival and growth difficult</li> <li>2. <b>Resilience:</b> Businesses in COVID-impacted sectors are at risk of losing a high proportion of their turnover or closure. Resilient tactics are required to innovate, digitalise and pivot the business model to survive. Business leadership, management, de-carbonising and digital skills are key to success</li> <li>3. <b>Agility:</b> New entrepreneurs and businesses need to be agile and responsive to emerging opportunities</li> <li>4. <b>Social Enterprise:</b> Social enterprises play a key role in facilitating an inclusive economy through prioritising social value over commercial profits. An estimated 35% of UK social enterprises operate in COVID impacted sectors. 1 in 5 social enterprises work in the most deprived communities in the country and must be supported to respond to those communities who need the most support.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Supporting Start-ups:</b> Enhanced support for new entrepreneurs and businesses will help navigate challenging start up conditions. This includes the provision of flexible incubation and grow on space, financial support, and a responsive skills and business support system.</li> <li>2. <b>Changing behaviours:</b> Changing working patterns allows more people to live and work locally and can be facilitated by investment in live-work space and flexible workspace, alongside enhanced digital connectivity and a supportive business environment</li> <li>3. <b>Future Vision:</b> Redefining Derbyshire will present market opportunities for entrepreneurs in important sectors such as the visitor economy, green economy, and manufacturing</li> <li>4. <b>Building Back Better:</b> Social enterprises will play a fundamental role in rebuilding our economy in a way that helps people and the planet. There is scope to increase impact by targeting support to stimulate activity in key sectors i.e. green energy.</li> </ol>



## **A Supportive Business Environment**

Many businesses were forced to temporarily close during COVID and businesses needed to find a way to adapt to keep trading. As workers have been displaced from permanent employment there has been increased interest in starting a business in Derbyshire. This trend has been witnessed during previous recessions. The key to successful economic growth is translating entrepreneurial intent into a robust business model which can navigate a challenging economic climate and survive and grow. Organisational agility, digital capability, and partner collaboration will facilitate success. This requires access to a breadth of business support and leadership, management and digital skills.

## **Place-based Opportunities**

Aligning with the commitments established within our Economic Recovery Strategy, thriving, diverse economies are at the heart of successful, attractive places. We will seek to provide both the physical infrastructure and complement this tailored business support to facilitate enterprise growth in our town centres. Growing and diversifying our market towns and urban centres will provide opportunities across Derbyshire and will be integral to levelling up the county and addressing deeply embedded place-specific challenges.

Maximising the socio-economic benefits from physical renewal will be central to our approach – ensuring synergies between our economic and skills and labour market recovery strategies. Investment in our places can provide significant employment and upskilling opportunities. Our skills and labour market recovery strategy will enhance plans for economic diversification to ensure that local people benefit from new high-value employment created across our county's places.

Derbyshire's natural capital offer presents a compelling opportunity for the county to define its investment proposition. The breadth of opportunity presented by Derbyshire spanning major urban centres, market towns and rural villages provides a strong platform to capitalise on the shift to homeworking and reposition Derbyshire as a place where quality of life and fulfilling careers go hand in hand. This requires investment in enabling infrastructure to make this happen: flexible workspace, digital connectivity, and business support alongside a compelling place promotion campaign.

## **Social Enterprise and the Voluntary Sector**

We see the voluntary sector being integral to delivering our recovery ambitions for Derbyshire. Third sector businesses are often at the heart of the communities they serve, and we will seek to engage their talents, expertise and local insight to deliver an inclusive recovery.

Social enterprises balance profit generation with maximising benefits to society and the environment. They can make a valuable economic, social and environmental contribution and provide a focus for enabling Derbyshire to “build back better” through tackling social problems, supporting communities, improving life chances, and helping the environment. Derbyshire's rurality lends itself to social enterprise growth as a means of facilitating self-sufficiency and responsive services.

## Game-changing intervention: Derbyshire Social Enterprise Strategy



The Strategy will have a focus on social inclusion, sustainable business growth, innovation, green economy and skills. The strategy will read across to the ERS 'Place' priority, facilitating resilience and diversity in Derbyshire's urban centres, market towns and rural areas. It will inspire young people through social enterprise activity in schools and will focus on building an inclusive economy through supporting local people into employment and enterprise. The Strategy will build recognition and profile of the contribution of social enterprise, attract resources and support for social enterprise activity, and create leverage and credibility with partners and stakeholders.

It is recommended that Derbyshire's Social Enterprise Strategy focuses on green energy as a target sector, recognising the scale of the low carbon opportunity, and the need to ensure equality of access to safe and affordable energy. Social enterprises could provide a vehicle for low carbon transition through community energy provision.

**Lead organisation:** University of Derby

**Intervention timescales:** Regenerate

**Intervention type:** Grow – to grow employment and enterprises within the social enterprise sector as a means of facilitating inclusive and sustainable growth and to facilitate low carbon transition as a central theme for the strategy

## Entrepreneurship actions

Lobby	Timeframe	Protect/grow	Actions
Lead	Resume	Grow	<b>8.1 Apprenticeship Levy Transfer:</b> the redistribution of apprenticeship levy payments by DEP partners can support training for apprenticeships in SMEs in priority sectors to support business development, productivity and growth and kickstart apprenticeship opportunities for young people and adults.
Lead	Regenerate	Grow	<b>8.2 Social Enterprise Strategy:</b> the strategy will support growth in the sector which has played a vital role in the resilience of places during the pandemic through business support, finance, careers inspiration, and leadership skills. This will focus on the green energy opportunity.
Lead	Revive	Grow	<b>8.3 Enterprising Places:</b> Post COVID our towns resilience will depend on a diversity of uses aligned to need and opportunity. This action aligns with the ERS Place Priority by engaging young people and entrepreneurs to reimagine our town centres and support diversification and growth through learning infrastructure, startup mentors, and incubation space. This action will include a marketing campaign to encourage startups alongside a programme of start up support.
Lead	Regenerate	Grow	<b>8.4 Strengthening the Place Proposition:</b> Derbyshire could grow the economy through business start ups and business relocations through capitalising on the homeworking trend and quality of life offer. This requires investment in enabling infrastructure and the place proposition to facilitate the strength of Derbyshire as a place to live, work and invest such as affordable housing for graduates, digital connectivity, access to high quality education.
Lobby	Revive	Protect	<b>8.5 Start Up and Growth Support:</b> Targeted business support to include leadership and management capacity in SMEs, and provision of digital skills to enable new business starts to survive and grow in a challenging economic climate.
Lobby	Revive	Protect	<b>8.6 Exposed Sector Workforce Development Support:</b> Enhanced workforce development support to the hardest hit sectors including leadership and management skills, digital skills and older worker upskilling support to facilitate recovery and resilience.





# **PRIORITY 4: RESPONDING TO FUTURE SKILLS NEEDS**

We will facilitate a responsive skills system to maximise growth and opportunity in the post COVID economy

# PRIORITY 4: RESPONDING TO FUTURE SKILLS NEEDS

We will facilitate a responsive skills system to maximise growth and opportunity in the post COVID economy

**Building on good practice, there is a need to work collaboratively with education and business to identify future skill needs and provide a responsive talent pipeline to meet these demands within the local labour market.**

## Future Skill Needs challenges and opportunities our strategy will address

Challenges	Opportunities
<ol style="list-style-type: none"><li><b>1. Agility:</b> High level skills and occupations are underrepresented in Derbyshire which hampers agility and resilience to the economic downturn</li><li><b>2. Digital skills:</b> Digital skills are a prerequisite for participating in the modern economy. Digital skill gaps will undermine the ability of Derbyshire to take advantage of future opportunities and technology advancement.</li><li><b>3. Job losses:</b> Job losses in major companies exposed to the worst of the pandemic could result in an exodus of highly skilled talent from Derbyshire</li><li><b>4. Foresight:</b> drivers of change are rapidly changing the shape of skills demand with automation, digitalisation and AI paving the creation of new jobs that have never existed before whilst some jobs vanish</li></ol>	<ol style="list-style-type: none"><li><b>1. Key sectors:</b> Derbyshire has a number of important sectors which will fuel recovery and growth in the economy. A responsive skills system will facilitate growth.</li><li><b>2. Digital skills:</b> Enhancing digital skills will help to unlock opportunities in growth sectors and drive competitiveness and innovation</li><li><b>3. Supply chain diversification:</b> Supply chain diversification and innovation will facilitate growth in new markets presenting new job opportunities and demand for new skills to apply new technologies</li><li><b>4. Enhanced CEIAG:</b> young people and adults need to understand the current and future labour market through coordinated and enhanced CEIAG which will stimulate skills demand, enable responsive post-16 provision and facilitate pathways into skill gaps and shortage occupations</li></ol>

## Higher Level Skills

Derbyshire has a lower proportion of residents with NVQ L4+ than the national average, a lower proportion of residents occupied in professional occupations. Demand for higher level skills has been increasing over time with demand escalating in recent months as shown by increased numbers of job postings for higher skilled and professional occupations. Those holding higher level skills are more likely to be more agile and able to apply their skills to reprofiled and new opportunities. Derbyshire needs to attract, retain and grow higher level skills to fuel resilience and growth in important sectors.

## Inspiring the future workforce

Derbyshire has a unique offer which can underpin recovery and accelerate economic growth spanning:

- Natural capital and the rural economy, shaping opportunities for labour market participation in the visitor economy, agriculture and green economy
- Aggregates industry, driving growth in UK infrastructure and enabling a competitive edge in areas such as housebuilding and modern methods of construction
- Advanced manufacturing is Derbyshire's largest sector and is characterised by high levels of replacement labour demand and reprofiled skills requirement to facilitate industrial digitalisation and clean growth
- Urban centres and market towns, providing a hub of activity for enterprise, employment, community and leisure across a range of retail, creative and hospitality sectors

The provision of talent to fuel growth in Derbyshire's sectors is key. Understanding the scale and scope of these opportunities and communicating this to the target audience will help to retain and attract talent to unlock our ambitions. It will also facilitate a responsive skills system to demand.



## Game-changing intervention: Skills for Growth

Derbyshire faces significant skill shortages and gaps in key sectors such as health and social care, construction and ICT which are forecast to continue. Structural issues with the current skills system can often prevent people accessing the qualifications and work experience they need to access these job opportunities. Derbyshire has many people learning the skills in our education establishments that are necessary for them to enter some of our growth sectors, such as construction, yet many of them do not progress from their learning into the workplace. This means that more needs to be done to move learners into sectors where there are long-standing skills shortages and employment opportunities.

DEP partners can help to tackle this issue by providing work placements alongside learning activity to equip residents with both the skills and experience they need to progress to employment. Lobbying for devolved funding and differential funding for rural areas will also help to provide a more responsive skills system to meeting future needs.

**Lead organisation:** Derbyshire County Council

**Intervention timescales:** Revive

**Intervention type:** Grow - the economy is being held back by skills shortages and needs access to skills to grow

## Future Skills Needs Actions

Lobby	Timeframe	Protect/grow	Actions
Lobby	Resume	Grow	<b>9.1 Higher Level Skills:</b> roll out of T levels and growth in higher level and degree apprenticeships to support progression pathways to higher level and technical skills
Lead	Resume	Grow	<b>9.2 Graduate Recruitment:</b> Engage with HEIs to develop proactive solutions to retain graduates in the local economy including careers advice and guidance raising awareness of Derbyshire graduate opportunities, supporting Derbyshire SMEs to identify higher level skill needs, and facilitating graduate placements. E.g. <a href="http://www.risescr.co.uk">www.risescr.co.uk</a>
Lobby	Revive	Grow	<b>9.3 Digital Skills Strategy:</b> Implementation of the draft D2N2 Digital Skills Strategy to accelerate digital transformation through supporting infrastructure and skills.
Lead	Resume	Grow	<b>9.4 Career Inspiration for Future Workforce:</b> strengthening the Virtual Careers Hub and CEIAG activity underpinned by Labour Market Intelligence (LMI) which identifies future skill needs and supports the development of future-proofed and transferable skills.
Lobby	Revive	Grow	<b>9.5 Skills for Growth:</b> Work placement provision delivered in partnership with providers to match skills need to opportunity.

# 07 Action plan





# Action Plan

## 07

**The role of the DEP is to bring public, private and third sector partners together to drive growth and prosperity across the county. To deliver the ambitions outlined within our Recovery Strategies, all partners will play an active role to achieve our vision for Derbyshire’s renewal. This action plan provides clarity and accountability across the Partnership by assigning a lead organisation to each action referenced in the strategy.**

### Measuring our progress

Evidence from previous recessions has shown that COVID recovery is likely to take many years. As a result, it is essential that we consistently and robustly measure and adapt our progress to understand Derbyshire’s recovery trajectory and the impact of our Strategic actions.

Using the evidence base underpinning this strategy as a baseline, the Derbyshire County Council Insight Team will monitor a set of Key Performance Indicators to understand overall economic and labour market recovery on an annual basis.

This will be supplemented by regular reports to the DEP Board from the County Council’s Economy, Transport and Environment Directorate detailing progress against each strategic theme.

Reporting will align with the completion of each recovery phase (right) in addition to an annual report update on both county-wide recovery and project specific progress. Due to the continued uncertainty surrounding how long the pandemic and social distancing restrictions will last, the timeline will remain flexible to provide agility in the County’s response to rapidly changing circumstances.

The full Economic and Skills and Labour Market Action Plans can be found overleaf.

### Action plan delivery timescales

**1. Rescue and resume**  
0-12 months (From March 2020)

**2. Revive**  
6-18 months

**3. Regenerate**  
12-18 months

**4. Renewal**  
18 months +

## Economic Recovery Strategy action plan

Priority	Lobby/lead	Timeframe	Protect/grow	Action	Lead Organisation
Place	Lobby	Revive	Grow	<b>1.1 Market Towns and Rural Economy:</b> Getting Building Fund – work with D2N2 LEP to steer funding for Derbyshire’s market towns and small site developments in rural areas	Derbyshire County Council, Districts and Boroughs
Place	Lead	Revive	Grow	<b>1.2 Market Towns:</b> Support diversification plans in vacant or underused spaces and including a focus on creative workspace, makerspace and touch down hubs.	Districts and Boroughs
Place	Lead	Renew	Grow	<b>1.3 Market Towns:</b> Establish a Derbyshire Landlord Commission to understand constraints and opportunities across our market towns	Private sector Lead
Place	Lead	Renew	Grow	<b>1.4 Market Towns:</b> Lead creation of regional Business Improvement Districts to generate momentum and create critical mass	Private Sector Lead
Place	Lead	Renew	Grow	<b>1.5 Market Towns:</b> Agree vision for retail/services in town centres including offer and sustainability targets (e.g. no plastic, sustainable development)	University of Derby
Place	Lobby	Renew	Grow	<b>1.6 Market Towns:</b> Obtain funding from D2N2 LEP to realise investment and growth opportunity in market towns	Derbyshire County Council
Place	Lead	Rescue and Resume	Grow	<b>1.7 Natural Capital:</b> Reusing iconic buildings at the World Heritage site for workspace and exploring best use of public sector assets	Derbyshire County Council
Place	Lead	Renew	Protect	<b>1.8 Natural Capital:</b> Secure funding for re-forestation and Peat restoration projects	Peak District National Park Authority
Place	Lobby	Renew	Grow	<b>1.9 Towns Centres:</b> Prioritise for investment through the Levelling Up Fund	District and Borough Councils
Industry	Lead	Renew	Protect	<b>2.1 Business resilience:</b> Negotiate collective progressive lease terms (e.g. proportion of revenue/profit) to encourage risk-sharing and investment through the Landlord Commission	Private sector lead
Industry	Lead	Renew	Grow	<b>2.2 Asset review:</b> Review of public assets to understand how these could be used more productively to support business	Derbyshire County Council
Industry	Lead	Revive	Grow	<b>2.3 Business support:</b> Create and refresh a start-up focused business support offer focusing on practical skills that will enhance business resilience	District and Borough Councils
Industry	Lead	Renew	Grow	<b>2.4 Procurement:</b> Refresh procurement strategy to retain wealth within the economy	Derbyshire County Council
Industry	Lead	Revive	Protect	<b>2.5 Independent retail:</b> Shopappy – providing a platform for retailers to compete online	Derbyshire County Council
Industry	Lobby	Revive	Protect	<b>2.6 Business resilience:</b> Work with Government and LEP to define post-furlough support package for business – worst affected sectors	D2N2 LEP
Industry	Lobby	Renew	Grow	<b>2.7 Business Opportunity Fund:</b> lobby for a grant programme to support Derbyshire’s businesses to realise post-COVID opportunities	D2N2 LEP

Priority	Lobby/lead	Timeframe	Protect/grow	Action	Lead Organisation
Visitor Economy	Lobby	Rescue	Protect	<b>3.1 Financial support:</b> seek further financial support to mitigate continued adverse impacts on the sector because of lockdown	Marketing Peak District and Derbyshire
Visitor Economy	Lobby	Rescue	Protect	<b>3.2 Visitor Economy Support:</b> lobby for funding for all business support organisations providing advice and information	Marketing Peak District and Derbyshire
Visitor Economy	Lead	Reviv	Protect and grow	<b>3.3 Visitor Economy Support:</b> Develop a domestic marketing campaign during 2021 building on the strong domestic tourism brand that will allow businesses to build back quickly	Marketing Peak District and Derbyshire
Visitor Economy	Lobby	Revive	Protect and grow	<b>3.4 Tourism Action Zone:</b> Lobby for TAZ creation; accessing new markets, extending the season, improving digital and transport connectivity, upskilling the workforce and attracting investment	Marketing Peak District and Derbyshire,
Visitor Economy	Lead	Revive	Grow	<b>3.5 Identity:</b> Shine a Light on Derbyshire – potential to build cultural identity of the county	Derbyshire County Council
Visitor Economy	Lead	Renew	Grow	<b>3.6 Campaign funding:</b> Establish Derbyshire as a globally renowned sustainable tourism destination through the development of active travel solutions and public transport connectivity	Marketing Peak District and Derbyshire
Visitor Economy	Lobby	Renew	Grow	<b>3.7 Tourism Sector Deal:</b> Repurpose the Tourism Sector Deal to make it more appropriate for the sector as it works to recover	Marketing Peak District and Derbyshire
Visitor Economy	Lead	Renew	Grow	<b>3.8 International Tourism:</b> Develop travel-trade partnerships to boost trade and international tourism	Marketing Peak District and Derbyshire
Enabling Infrastructure	Lobby and Lead	Rescue	Protect	<b>4.1 Public transport:</b> Agree public transport rescue package to support local services through the pandemic and plan for a new model as origin destinations have changed permanently	Derbyshire County Council
Enabling Infrastructure	Lead	Rescue	Grow	<b>4.2 Transport Infrastructure:</b> Use of highways underspend to kick-start infrastructure projects	Derbyshire County Council
Enabling Infrastructure	Lobby	Regenerate	Grow	<b>4.3 Digital connectivity:</b> Full Fibre enablement to support innovative businesses such as advanced manufacturing and 5G roll out	Derbyshire County Council
Enabling Infrastructure	Lead	Renew	Grow	<b>4.4 Sustainable transport:</b> Accelerate the rollout of low emissions mobility and infrastructure within the National Park and provide employment associated with sustainable energy usage	Derbyshire County Council
Enabling Infrastructure	Lead	Renew	Grow	<b>4.5 Green Entrepreneurs Fund:</b> National demonstrator pilot projects for low carbon/alternative energy generation	Derbyshire County Council
Enabling Infrastructure	Lead and Lobby	Renew	Grow	<b>4.6 Future of mobility:</b> Develop innovative solutions to support the future of mobility	Private Sector lead
Inward Investment	Lead	Revive	Grow	<b>5.1 Support:</b> Enhance Inward Investment service to respond to post-COVID world	Marketing Derby
Inward Investment	Lead	Revive	Grow	<b>5.2 Brexit Transition:</b> Develop Brexit transition support offering and work with businesses to identify opportunities to onshore and localise supply chains	East Midlands Chamber of Commerce
Inward Investment	Lobby	Renew	Grow	<b>5.3 Prospectus:</b> Commission, launch and lobby	Marketing Derby



## Skills and Labour Market action

Priority	Lobby/lead	Timeframe	Protect/grow	Action	Lead Organisation
Young People + Adults	Lead	Rescue	Protect	<b>6.1 Digital Inclusion:</b> student assessment to identify obstacles to online learning and put mitigation measures in place to enable digital inclusion through investment in connectivity, hardware and skills	FE Providers
Young People	Lead	Regenerate	Grow	<b>6.2 Inspirational careers:</b> enhanced school/business education to support engagement on the curriculum building on good practice such as 'Derbyshire Ready'. Recruit business leaders to act as Enterprise Advisors and Cornerstone Employers to facilitate 21 <sup>st</sup> Century Guildhall model of a demand-led skills system	Derbyshire County Council, Districts and Boroughs
Young People	Lead	Revive	Protect	<b>6.3 Enhanced CEIAG:</b> Targeted CEIAG on young people, transitioning education leavers and NEET through collaborative action building on good practice to deliver tailored solutions and enhanced platforms such as the D2N2 Enterprise Advisor Network and the Virtual Careers Platform	Derbyshire County Council, D2N2
Young People	Lead	Resume	Protect	<b>6.4 Targeted NEET activity:</b> Continued roll-out of programmes such as 'I-Step-Up' and the new ESF contract targeting careers and employability support targeting those at risk of becoming NEET.	Derbyshire County Council
Young People	Lead	Revive	Protect	<b>6.5 Work Placement Matching Service:</b> DEP partner coordination to maximise work placement opportunities through initiatives such as Kickstart and T-level roll-out.	Derbyshire County Council, D2N2
Young People	Lobby	Resume	Protect	<b>6.6 Graduate Retention:</b> Support graduates into employment through flexible support funds to mitigate against the impact the pandemic has had on the scale of graduate opportunities whilst helping to retain graduate talent locally.	D2N2, University of Derby
Adults	Lead	Resume	Protect	<b>7.1 Derbyshire Talent Retention Scheme:</b> targeted redeployment and retraining support to facilitate progression of displaced workers and young people into local skill shortage and growth sectors.	D2N2, FE Providers
Adults	Lead	Revive	Protect	<b>7.2 SWAPs:</b> Resume and ramp up the Sector Work Academy Programme to meet identified skill needs through the provision of volunteering, traineeships and apprenticeships in skill shortage areas.	DWP
Adults	Lead	Revive	Grow	<b>7.3 Shared Commitment to Social Value:</b> This action will embed social value in commissioning, procurement and planning processes through a shared commitment amongst DEP partners to secure labour market outcomes from investment.	Derbyshire County Council, district and borough councils
Adults	Lobby	Resume	Grow	<b>7.4 Digital Skills Campaign:</b> A targeted digital skills campaign at the unemployed and those working in vulnerable sectors to support digitalisation and competitiveness. This includes investment in digital learning provision, access to improved connections and digital hardware.	D2N2

Priority	Lobby/lead	Timeframe	Protect/grow	Action	Lead Organisation
Entrepreneurship	Lead	Resume	Grow	<b>8.1 Apprenticeship Levy Transfer:</b> the redistribution of apprenticeship levy payments by DEP partners can support training for apprenticeships in SMEs in priority sectors to support business development, productivity and growth and kickstart apprenticeship opportunities for young people and adults.	Derbyshire County Council
Entrepreneurship	Lead	Regenerate	Grow	<b>8.2 Social Enterprise Strategy:</b> the strategy will support growth in the sector which has played a vital role in the resilience of places during the pandemic through business support, finance, careers inspiration, and leadership skills.	Derbyshire County Council, VCE Representative
Entrepreneurship	Lead	Revive	Grow	<b>8.3 Enterprising Places:</b> Reimagining our town centres and support diversification and growth through learning infrastructure, startup mentors, and incubation space. This action will include a marketing campaign to encourage startups alongside a programme of start up support.	Derbyshire County Council, district and borough councils
Entrepreneurship	Lead	Regenerate	Grow	<b>8.4 Strengthening the Place Proposition:</b> investment in enabling infrastructure and the place proposition to facilitate the strength of Derbyshire as a place to live, work and invest including affordable housing for graduates, digital connectivity, access to education etc.	Derbyshire County Council
Entrepreneurship	Lobby	Revive	Protect	<b>8.5 Start Up and Growth Support:</b> Targeted business support to include leadership and management capacity in SMEs, and provision of digital skills to enable new business starts to survive and grow in a challenging economic climate.	East Midlands Chamber of Commerce and Growth Hub
Entrepreneurship	Lobby	Revive	Protect	<b>8.6 Exposed Sector Workforce Development Support:</b> Enhanced workforce development support to the hardest hit sectors including leadership and management skills, digital skills and older worker upskilling support to facilitate recovery and resilience.	FE Providers and University of Derby
Future Skills	Lobby	Resume	Grow	<b>9.1 Higher Level Skills:</b> roll out of T levels and growth in higher level and degree apprenticeships to support progression pathways to higher level and technical skills	FE Providers and University of Derby
Future Skills	Lead	Resume	Grow	<b>9.2 Graduate Recruitment:</b> Engage with HEIs to develop proactive solutions to retain graduates in the local economy higher level skill needs, and facilitating graduate placements.	University of Derby, FE Providers
Future Skills	Lobby	Revive	Grow	<b>9.3 Digital Skills Strategy:</b> Implementation of the draft D2N2 Digital Skills Strategy to accelerate digital transformation through supporting infrastructure and skills.	D2N2
Future Skills	Lead	Resume	Grow	<b>9.4 Career Inspiration for Future Workforce:</b> strengthening the Virtual Careers Hub and CEIAG activity underpinned by Labour Market Intelligence (LMI) which identifies future skill needs.	Derbyshire County Council, D2N2
Future Skills	Lobby	Revive	Grow	<b>9.5 Skills for Growth:</b> Work placement provision delivered in partnership with providers to match skills need to opportunity.	Derbyshire County Council



A

# Appendix: COVID impact assessment





# Appendix: COVID impact assessment

## A1 - Impact of COVID on Derbyshire's economy

### The economic impacts of COVID:

**Clear place-based impacts:** Regional cities have been significantly impacted. Whilst these areas may require protective action, attractive and competitive market towns and urban centres provide the key to Derbyshire's post-COVID growth opportunity.

**Profound impacts for Derbyshire's businesses and economic vitality:** however, the full extent of business impact will depend on ongoing restrictions and government support. Supporting start-ups and the region's micro-business dominated economy can set the foundations for economic recovery

**Infrastructure-enabled recovery:** Digital connectivity has helped to mitigate some of the challenges presented by the pandemic. Support to enhance physical and digital infrastructure will be vital to delivering inclusive economic recovery and enhancing overall productivity.

Our recovery strategy is built upon extensive engagement and a robust quantitative data that provides an up-to-date understanding of the impact of COVID on the Derbyshire economy. This has been supplemented with a comprehensive review of historical trends to understand potential areas of socio-economic exposure and the challenges likely to be brought to the fore by the pandemic.

## Derbyshire's economic exposure to COVID-19



### Derbyshire is a micro-business dominated economy...

In addition to the county's flagship major employers, micro businesses are the lifeblood of our economy. Whilst the most exposed financially, **with the right support, these businesses have the agility to realise post-Covid opportunities and will play a key part in Derbyshire's recovery.**



### Derbyshire's market towns are heavily reliant on convenience retail but can provide post Covid opportunity...

Although our market towns support an established local catchment – **town centre economies are currently too retail-focused to capture post-Covid opportunity and without intervention this could undermine long-term resilience**



### Entrenched challenges will be accelerated...

There are pockets of severe deprivation, especially towards the east of the county. **Providing opportunity will be essential to 'level up' Derbyshire and ensure future growth is inclusive and benefits all communities.**



### Major impact on sectors which have high placemaking and economic value...

Despite GVA impacts for key sectors such as manufacturing, there are also major impacts for Arts and Retail sectors which have been acutely affected by social distancing restrictions. The Arts sector grew by 22% between 2016 and 2018 and retail is our fourth largest employment sector. **Supporting these sectors to recover and grow is at the heart of creating attractive, diverse places.**

## Impact on our places

Derbyshire is home to 26 market towns and Chesterfield – the county's largest urban centre. Whilst the city of Derby does not fall under the remit of the County Council, there are inherent linkages between the vitality of the city and its hinterlands and market towns. Derbyshire is internationally recognised for the quality of its rural areas which host a diverse business ecosystem ranging from agriculture to engineering.

The impact of lockdown across our region varies significantly and responding to place-specific issues is at the heart of our approach to economic recovery. Whilst clear challenges exist, enhancing the quality of Derbyshire's towns represents a nascent opportunity to enable the county capitalise on post-COVID trends.



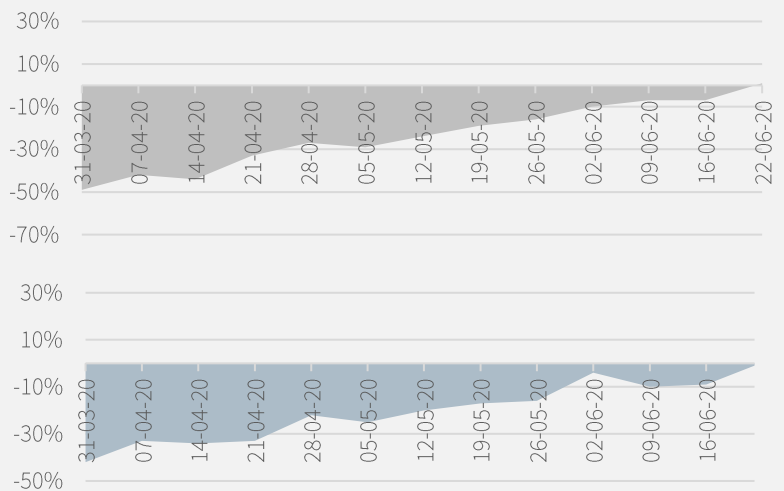


In contrast, evidence shows that our towns have been more resilient. Going into the pandemic, town centre retail studies showed that the resilience of Derbyshire’s towns has been underpinned by strong convenience offerings which meet the needs of their local catchments. Data from Tortoise Media’s Corona Shock Tracker (right) reinforces this, with overall retail spend data in Buxton and Chesterfield recovering to 2019 levels by the end of June – demonstrating their importance as local service centres.

Despite this, our market town’s over-reliance on retail means that diversification will be required to maintain vitality.

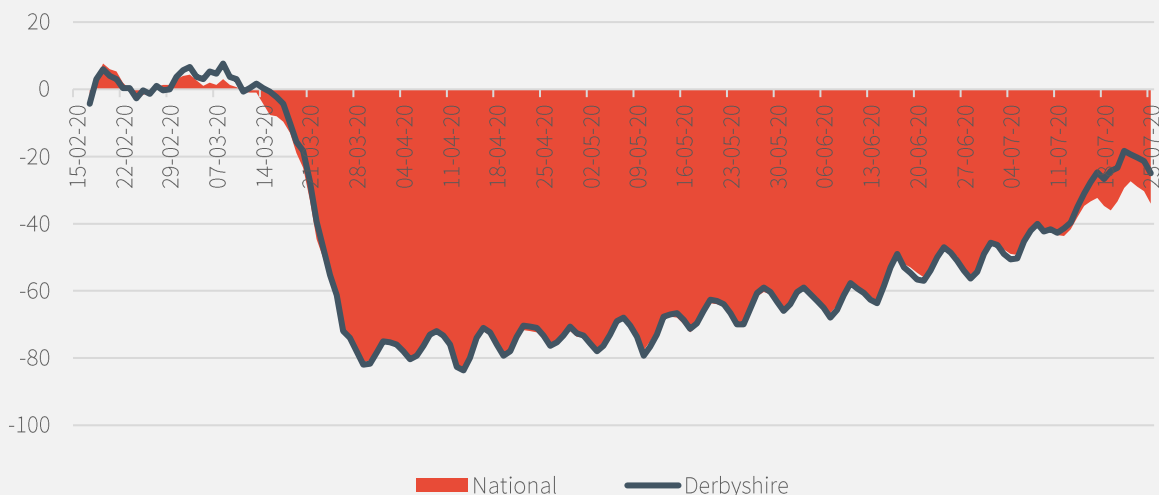
Vibrant and successful our market towns provides a key ingredient of both a thriving visitor economy and positioning Derbyshire to capitalise on an urban exodus – with evidence indicating that people are increasingly looking to move out of regional cities in search of more space.<sup>4</sup> As a result, the strategy will prioritise a renewed focus on market towns to reinforce their resilience, promote diversification and encourage growth to make them more attractive places to live, work and visit.

**Spend change compared to the same week in 2019, Chesterfield (top), Buxton (bottom)**



Source: Corona Shock Tracker

**Retail mobility, Derbyshire vs. the national average**

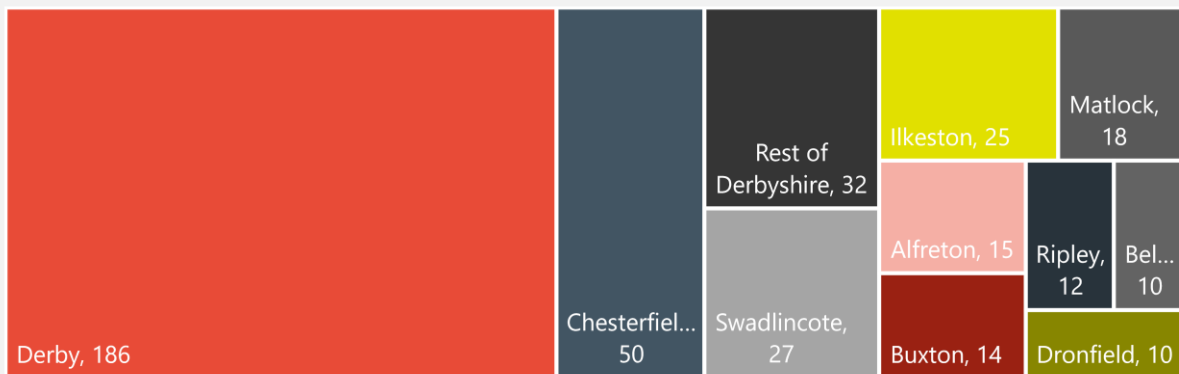
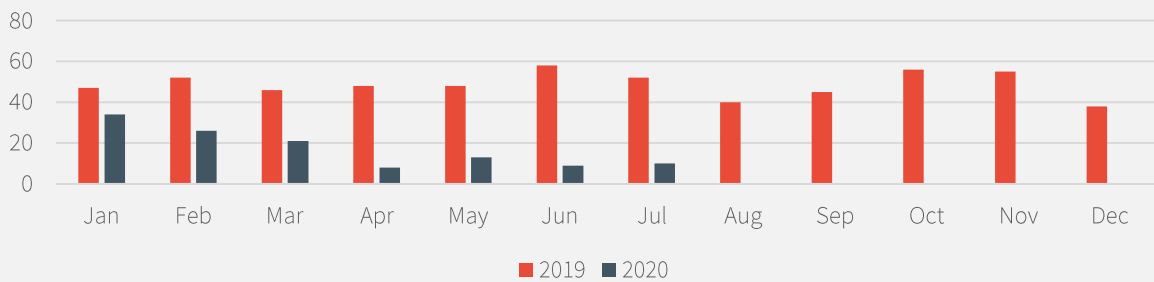


Source: Google Mobility, 2020

<sup>4</sup> Rightmove (2020): <https://hub.rightmove.co.uk/village-enquiries-double-as-city-dwellers-escape-to-the-country/>

There are several pressing challenges facing Derbyshire’s market towns which will undermine their viability unless addressed. Google Mobility data shows that retail footfall across the county began to recover as restrictions were eased over summer. However, retail mobility was still around 20% lower than pre-COVID levels and this trend is likely to be accentuated with further restrictions anticipated through the winter. This will have significant implications for our county’s independent retailers which are integral for the identity and character of our places.

**Commercial property: Total Derbyshire commercial real estate transactions (2019 vs. 2020) (top), total commercial leases by place (bottom)**



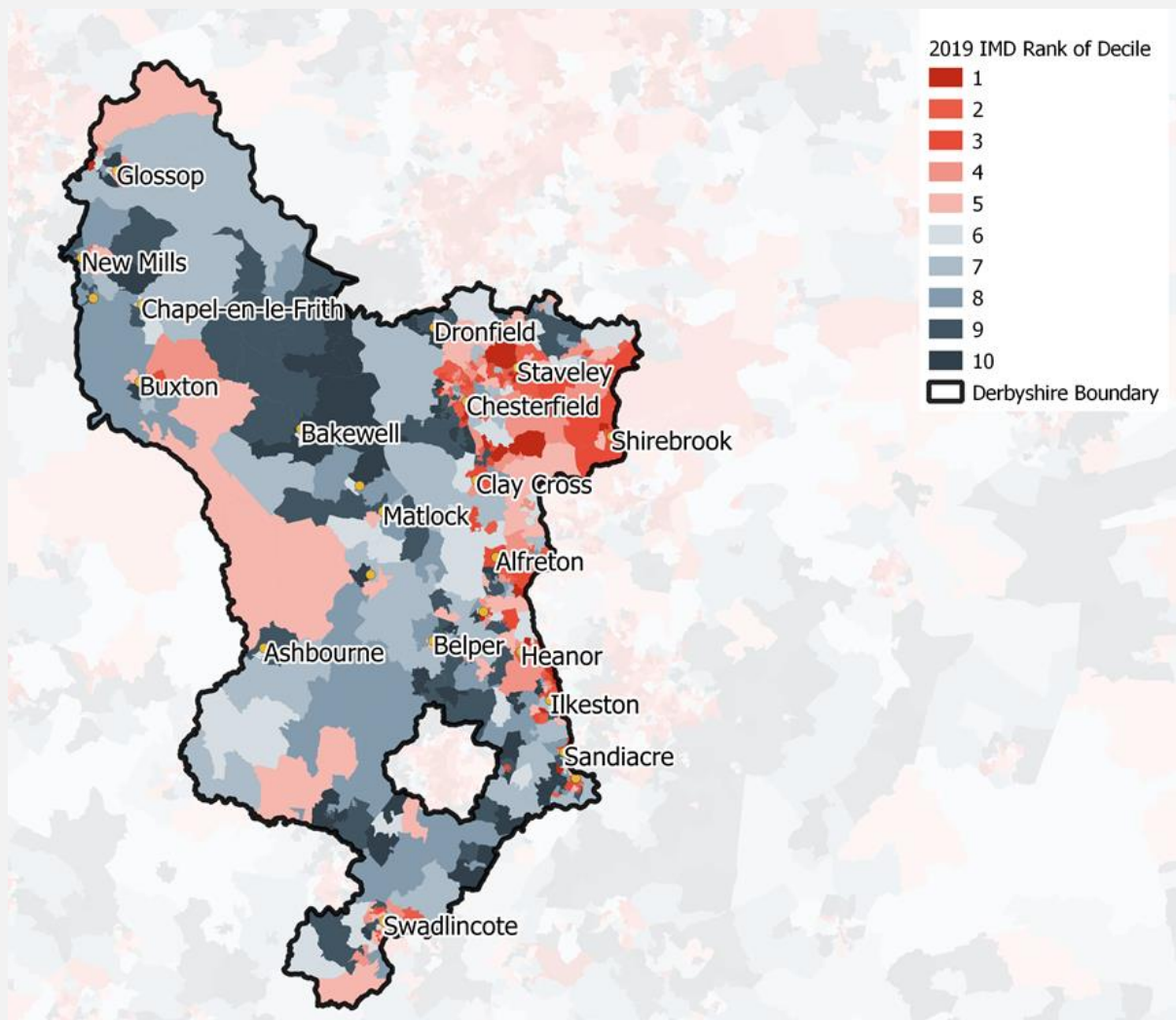
Source: CoStar, 2020

A key component of future place vitality will be commercial property – with future market trends likely to dictate the attractiveness of Derbyshire’s towns. Following a low in April of eight transactions across the county, a rebound has yet to be realised despite restrictions easing. There were no commercial property sales in Derbyshire between May and July, and since the start of the year almost three quarters (74%) of transactions have been leases demonstrating a lack of investor confidence – with decisions being paused until the future of work becomes clearer.

Despite this, engagement with businesses, employees and commercial property experts suggests that demand for different types commercial property is likely to shift in the coming months. Demand for space which bridges the gap between home and work will be important – providing flexible ‘touch down’ spaces for professionals can help to diversify centres and enhance their vitality. Chesterfield and Derbyshire’s market towns are ideally placed to take advantage of these seismic shifts – using changing behaviours to diversify town centre economies and enhance resilience.

Chesterfield represents the county’s largest urban centre and has the capacity to accommodate a significant proportion of Derbyshire’s future growth. Our approach to realising place-based growth opportunities and economic diversification will look to build on the success of the district in attracting professional service businesses to locate in it. Our recovery strategy tailors place interventions based on the hierarchy and function of each town within the county.

### Deprivation in Derbyshire, 2019



Source: Index of Multiple Deprivation, 2019



Derbyshire’s most deprived areas sit towards the east of the county with pockets of severe deprivation around the urban areas of Staveley, Chesterfield and Shirebrook. The Index of Multiple Deprivation provides a holistic view of economic and social determinants of deprivation and a deep recession is likely to hit deprived areas hardest economically. To deliver an inclusive recovery we will work with partners to dedicate and prioritise resources where there is greatest need to sustain a renewed focus on levelling up our county.

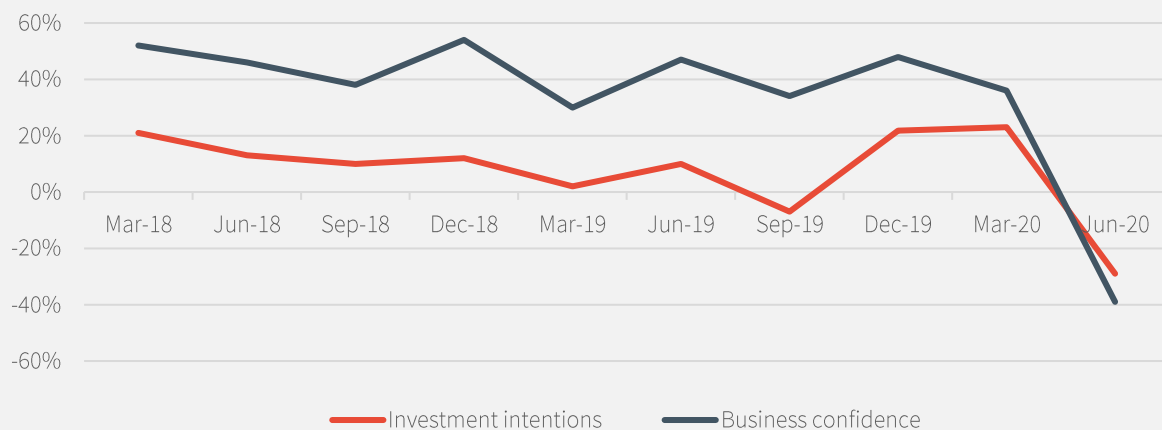
### Impact on our businesses

The East Midlands Chamber of Commerce business survey provides a useful snapshot of business impact from the first three months of lockdown.

For the three months prior to June, a net 72% of businesses involved in the UK market stated that sales had declined. The impact was less pronounced on businesses trading internationally (-54% negative). 66% had said cashflow situation had worsened over the last 3 months, whereas only 8% said it had improved.

This has led to 29% net negative responses in terms of business investment intentions. Supporting businesses to continue to invest within the area will be an important part of enhancing economic resilience post-COVID with capital investment an integral ingredient to diversification, adaptability and innovation.

### Net positive/negative responses to investment intentions and business confidence



Source: East Midlands Chamber of Commerce business survey results for Derbyshire, 2019

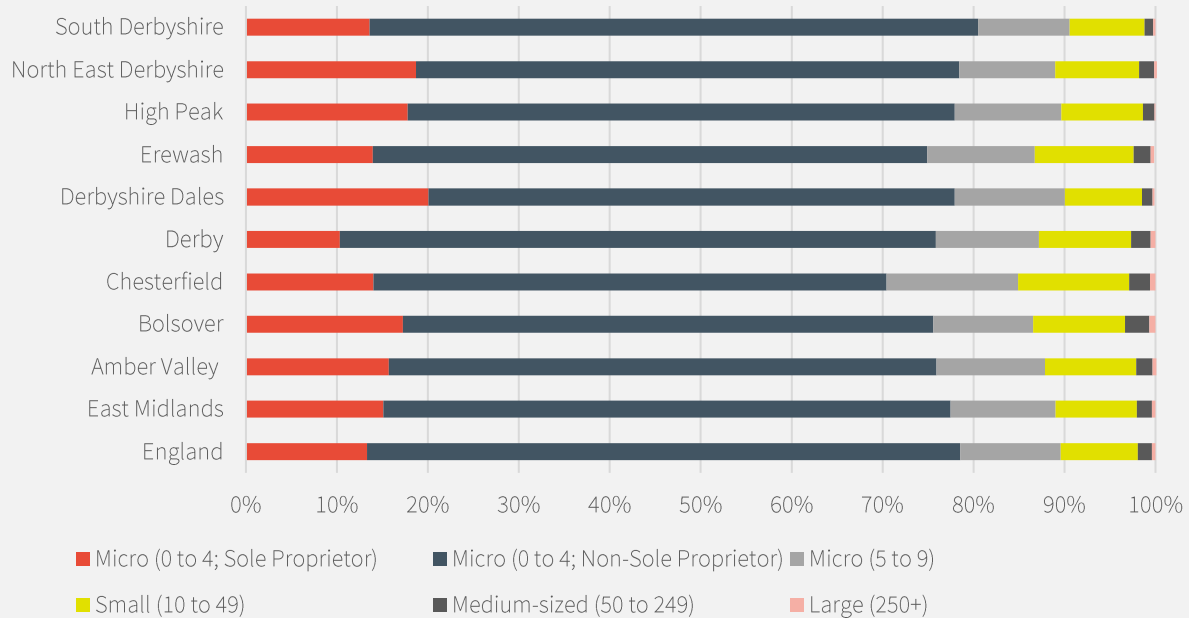
Derbyshire’s natural capital represents one of our primary assets which we will seek to lever to drive local recovery. The visitor economy is one of Derbyshire’s largest sectors, growing significantly in both employment and GVA terms since 2009.

As of 2018, almost 25,000 residents were employed within the sector (+18% since 2009) and Derbyshire’s visitor economy was worth an estimated £1.85bn to UK PLC.<sup>5</sup> Surveying of Peak District businesses shows the scale of the impact on the sector, with 59% of respondents stating that they had lost between 75% to 100% of revenue since lockdown began.

However, if businesses can stay afloat in the short-term, we believe our visitor economy sector could be uniquely positioned to build on what is already an established domestic tourism market and extend into new markets in the medium term. Therefore, coordinated strategic action is required now to protect the visitor economy in the short-term in order to unlock Derbyshire’s long-term growth potential.

Business support needs to be tailored to the region’s business demography. Derbyshire is a micro-business dominated economy and supporting these businesses to survive and grow will define the county’s recovery trajectory. Of these micro businesses, the vast majority employ less than 5 people, and of these a substantial minority are sole proprietor businesses. The challenges facing businesses during COVID will be, to some extent, dependent on the size and maturity of the company. For example, larger businesses are likely to have more overheads and fixed assets which allow for restructuring and cost-cutting in the short term. As a result, there is a risk that Derbyshire SMEs are more financially exposed to a recession.

### Business size profile of Derbyshire districts, 2019



Source: ONS Business Counts, 2019

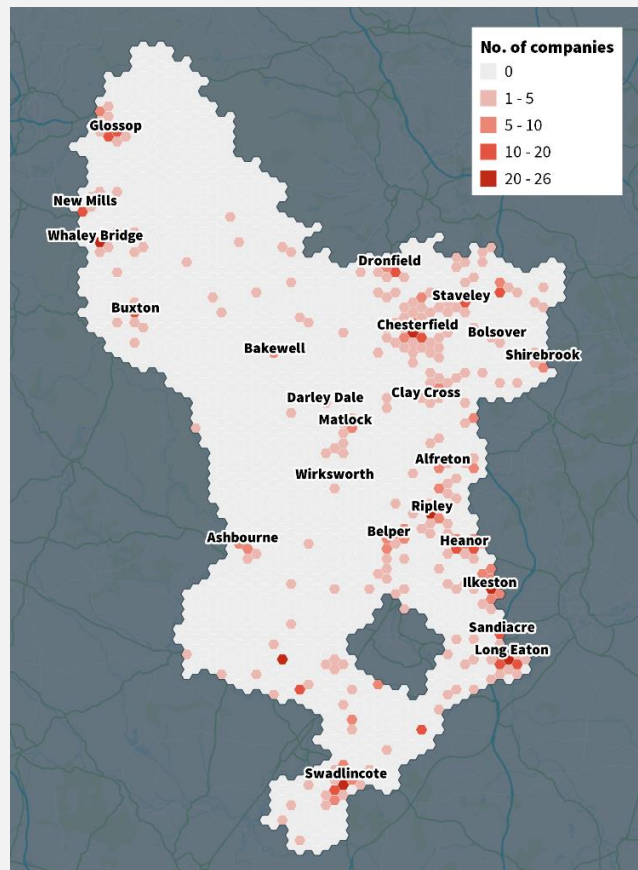
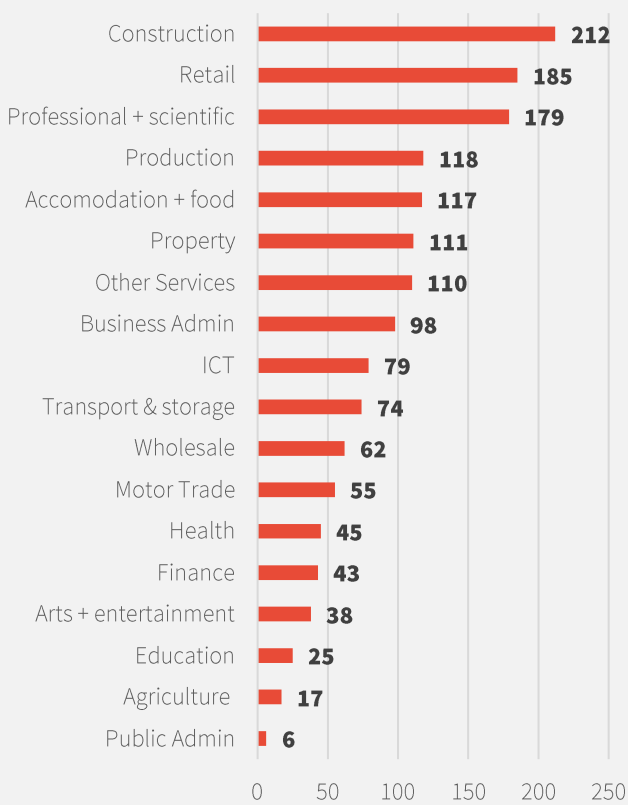
<sup>5</sup> STEAM, 2019

However, we believe that entrepreneurial micro businesses can also benefit from upheaval and uncertainty. This is because, unlike larger businesses, small firms have the agility required to pivot activities to align with new opportunities and markets. This will become increasingly important to respond to changes in the labour market – with strong evidence that Derbyshire residents are choosing self-employment as an alternative to permanent work.

Since January 2020, over 2,500 businesses were registered within the county, an increase of 25% on 2019 levels over the same period. The most common sectors for new companies registered was Construction (212), Retail (185) and Professional Services (185).

ONS evidence from the UK’s last recession showed that 367,000 more people were self-employed in 2012 compared with 2008 when the crisis began.<sup>6</sup> This found that the most common self-employed occupations were taxi drivers, farmers and construction workers.

**Company registrations by sector, 2019 (left) location of new enterprises (right)**



Source: FAME, 2020

<sup>6</sup> ONS (2013): Self-employed up 367,000 in Four Years, Mostly Since 2011  
[https://webarchive.nationalarchives.gov.uk/20160114012928/http://www.ons.gov.uk/ons/dcp171776\\_298533.pdf](https://webarchive.nationalarchives.gov.uk/20160114012928/http://www.ons.gov.uk/ons/dcp171776_298533.pdf)



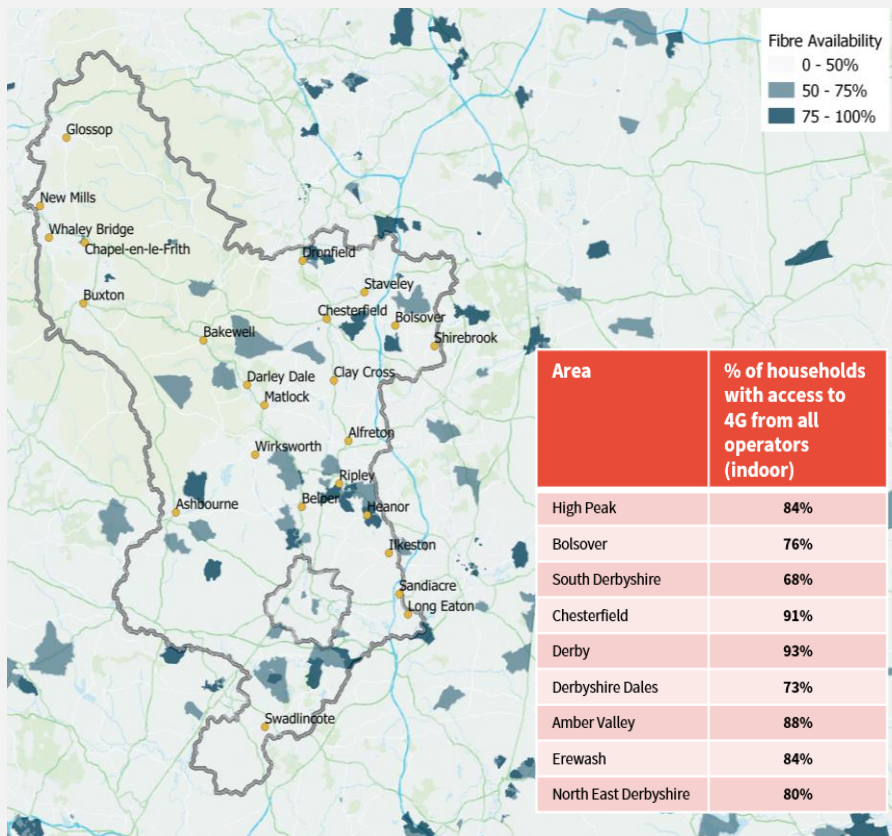
Whilst local enterprise may help to offset mass unemployment across the region, a rise in self-employment could instead be due to weak demand in the jobs market rather than a sign of resilience or emerging strength in the economy. Regardless, there is a pressing need for enhanced SME and start-up focused business support offering focusing on resilience and supporting small and micro businesses to diversify to move into new markets.

## Impact on our infrastructure

The flexibility and robustness that many businesses have exploited is linked to digital infrastructure and the wide availability of high-quality connectivity.

However, connectivity across Derbyshire is mixed with only a handful of areas having access to Full Fibre. Similarly, mobile connectivity varies significantly with only 68% of South Derbyshire households having access to 4G from all operators compared to 93% in Derby city. When thinking about the medium-term economic recovery, enhancing digital connectivity will be vital. Many sectors are exploring innovations such as the application of AI to manufacturing operations. However, in order to do this, Full Fibre to the Premises (FTTP) is a pre-requisite. Firms in the agricultural sector, often the areas with the lowest speeds, are increasingly benefitting from the use of robotics in applied hydroponics, which also requires Full Fibre connectivity.

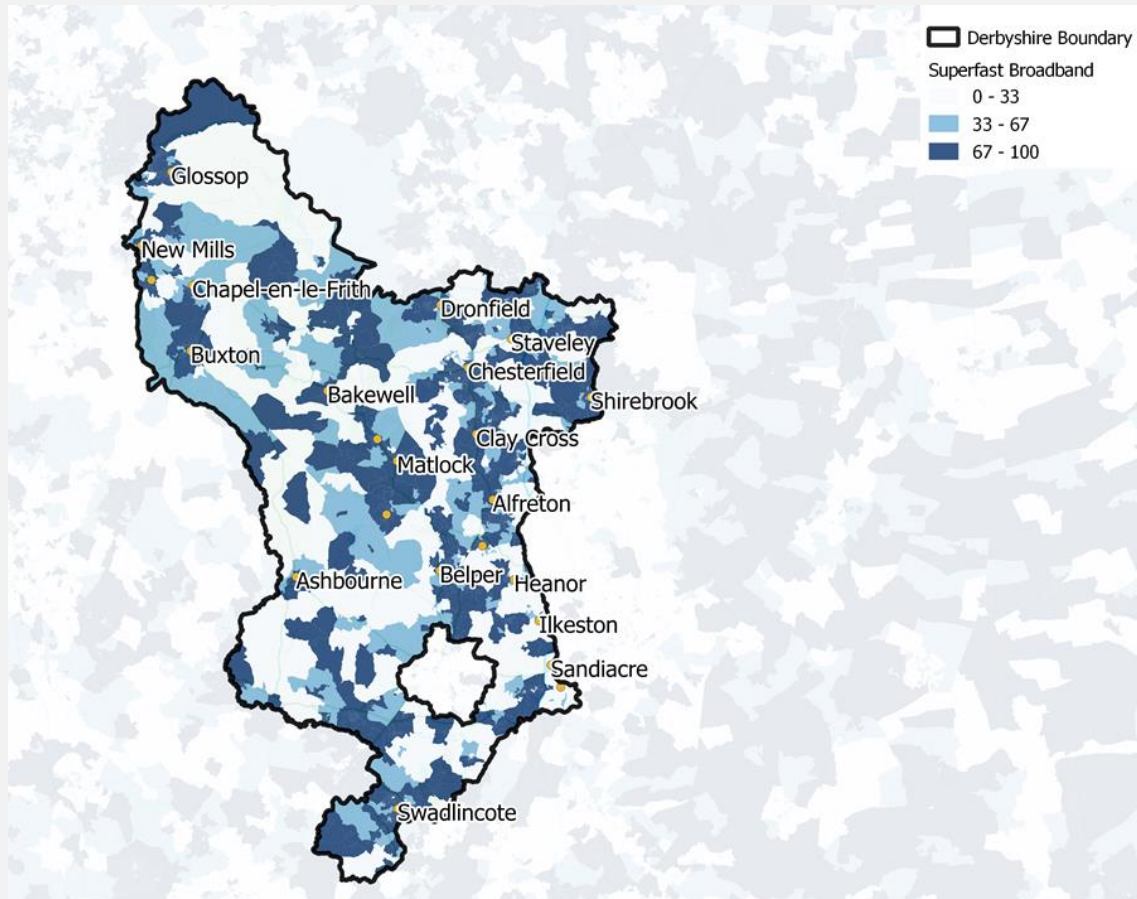
### % of premises with access to Full Fibre, 2019



Source: Connected Nations, 2019

In addition to supporting business competitiveness, access to Full Fibre and broadband speeds above Superfast to residences will be increasingly important with working patterns for certain sectors (particularly professional services) shifting towards remote working.

### % of premises with access to Superfast broadband, 2019



Source: Connected Nations, 2019

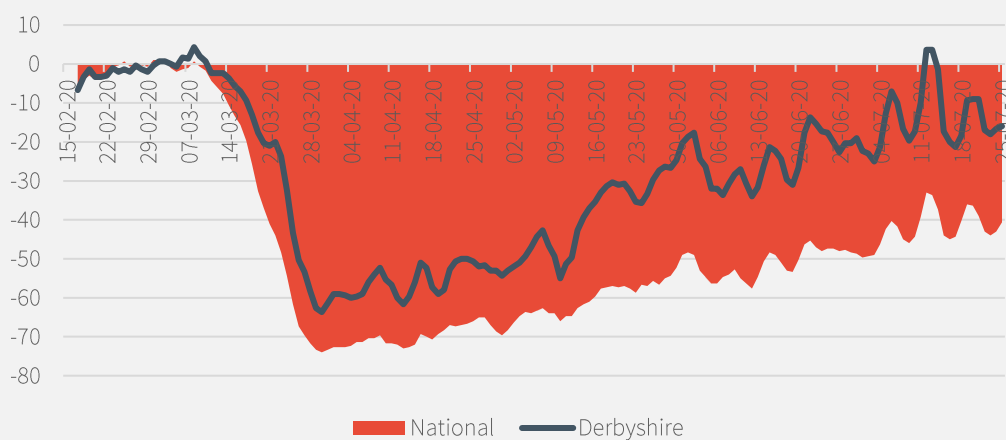
With lower demand for commercial property likely to persist into the medium-term, we need to ‘level up’ access to Superfast Broadband to ensure that workers can be productive at home. There is a clear spatial element to this – with delivering high quality infrastructure across the county being integral to inclusive growth. Investment in skills, retraining and digital infrastructure, to attract new businesses to the area and increase economic diversity is cited by the Rural Services Network as a key component to Rebuild Rural areas post-COVID.<sup>7</sup>

<sup>7</sup> <https://rsnonline.org.uk/call-for-government-to-level-up-rural-areas-to-support-englands-economic-recovery-from-covid-9>

Similarly, protecting and enhancing public transport infrastructure will be pivotal to the pace of Derbyshire’s recovery. Buses play an important role to the economy and are critical lifeline to connect rural communities to our market towns. They provide access to work, education and shopping as well as enabling leisure activities and a thriving visitor economy.

The Department for Transport (DfT) calculates the economic benefit to be between £2.10 and £3.20 for every £1 spent, which represents high value for money. Buses also have a key role to play in reducing traffic congestion and improving air quality.

### Public transport mobility, Derbyshire



Source: Google Mobility, 2020

Whilst Google Mobility suggests that public transport mobility across Derbyshire has recovered quicker than the national average this masks the scale of the challenge facing our network. Local data shows that at lockdown in March 2020, bus use in Derbyshire initially fell to around 10% of pre-COVID levels. In line with the easing of restrictions and softening of messages around the use of public transport, passenger use has gradually returned, however it is still around 30%-40% of pre-COVID use in rural areas and 40%-50% in urban areas.

Based on our discussions with operators, it is anticipated that around 80% of pre-COVID passenger use will be eventually restored to bus services in Derbyshire, which will take around 18 – 24 months to achieve. As a result, there is a need to protect public transport services in the short-term to maintain connectivity, supplementing this with a more sustainable, longer-term solution to the future of mobility across the county.



## A2 Impact of COVID on Derbyshire's labour market

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### How COVID is affecting the labour market:

**Derbyshire's workforce is highly exposed to the impacts of COVID-19:** almost one in three employees have been furloughed and the claimant count has already started to rise despite unprecedented government support

Whilst government support schemes have shielded parts of the economy, there is evidence to suggest mass unemployment is inevitable without further intervention

**Skills needs are changing fast:** whilst job postings have recovered since lockdown, they have been significantly reprofiled. We need to secure investment to enable us to be more agile and responsive in tailoring interventions to meet business need

**This has particularly impacted the county's young people:** with education establishment closures, cancellation of exams and missed learning experiences, reduction in work-based learning opportunities and entry level job roles, and exposure to furlough and redundancy.

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Skills and the local labour market are intrinsically linked to overall economic prosperity. As a result, we have complemented economic impact metrics with a deep understanding of the interventions required to deliver an inclusive recovery. Due to many traditional sources of skills data being heavily lagged, we have supplemented quantitative sources with 'on the ground' intelligence from businesses, providers and public sector partners.

## Skills and labour market exposure to COVID-19



### Derbyshire has an ageing workforce...

Historical data shows that older workers are more likely to be made redundant than younger employees. Once unemployed, older workers are also out of a job for longer.



### Derbyshire has a high proportion of residents with mid-level skills...

Derbyshire has a higher proportion (79%) of mid-level skills (NVQ 2+) than the England average (76%) which could leave residents more exposed to the effects of the economic downturn. Evidence from the Financial Crisis showed that both low- and high-skilled jobs expanded their share of employment from 2008 to 2012 while middle-skilled jobs saw a relative decline.



### Low average earnings which could affect resilience...

Median gross annual resident earnings are 6% lower in Derbyshire than the national average. The ongoing recession is likely to suppress wages with many businesses facing bankruptcy they may be forced to pass the economic costs onto their employees.



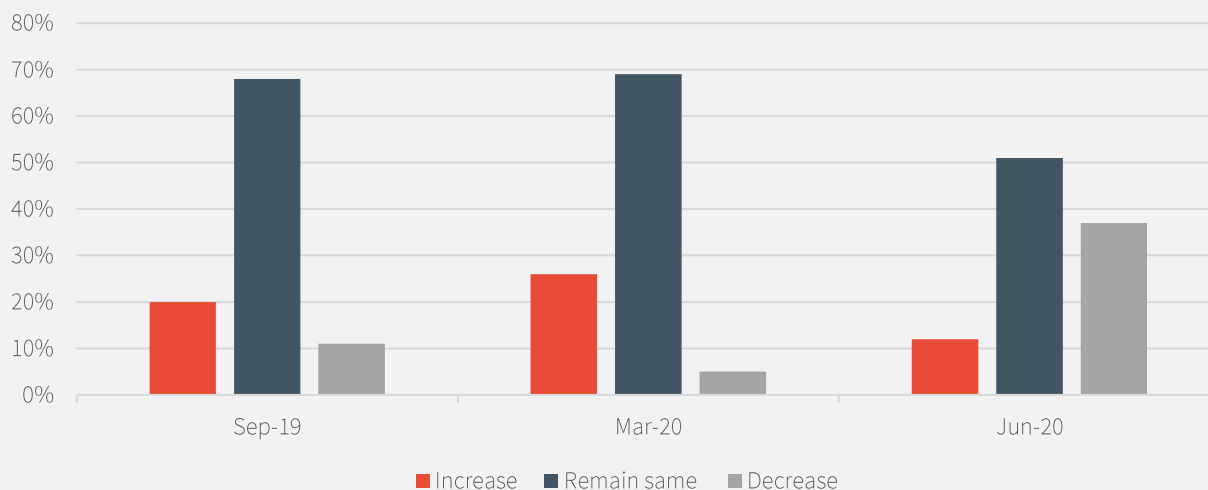
### Derbyshire's occupational profile will define its recovery trajectory...

While Derbyshire's occupational profile broadly reflects the England average, a reprofiling of existing occupational profiles is likely to be required as the full impacts of the pandemic are realised. Places with a more agile and responsive labour market will be better placed to capitalise on growth opportunities, recover more quickly and avoid mass unemployment.

## Impact on our workforce

The East Midlands Chamber of Commerce's business survey gives an insight into the challenges facing the county's workforce and crystallises the inherent linkages between economic and labour market impacts. The latest survey showed a significant rise in the proportion (37% of respondents) of businesses expecting their workforce to decrease. This compares to only 12% of businesses anticipating that they would be recruiting new staff – limiting opportunities for residents to find new employment.

### % of Derbyshire responses to the question: “over the next 3 months, the workforce is expected to...”



Source: East Midlands Chamber of Commerce, 2020

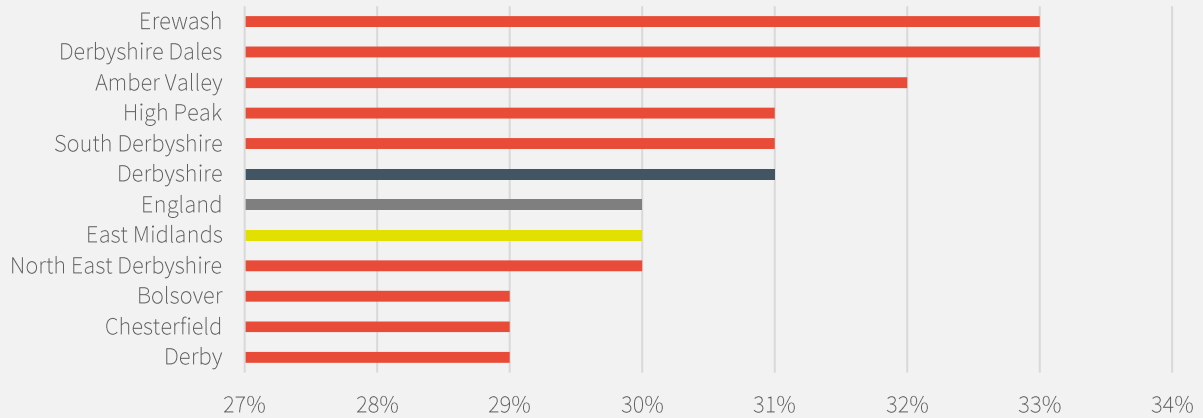
This anticipated decrease in the workforce comes despite Government support protecting almost a third of employee jobs across Derbyshire. In July, 31% of Derbyshire’s residents were on furlough. As the current Job Retention Scheme is wound down in October, there is a risk that these employees are made redundant. The new Job Support Scheme replaces furlough at the start of November, with up to 67% wage support available for business closures under ‘very high’ Tier Three coronavirus restrictions.

Engagement with businesses suggested that in a number of cases, the furlough scheme had served to prolong ‘inevitable’ difficult decisions – with many businesses generating efficiencies through lockdown or not forecasting business to pick up sufficiently by the end of October.

Consultation with DEP partners revealed scope to lever public sector spending by anchor institutions to enhance community wealth building to secure good employment, training and skills development outcomes for Derbyshire residents.



### % of employees on furlough, July 2020

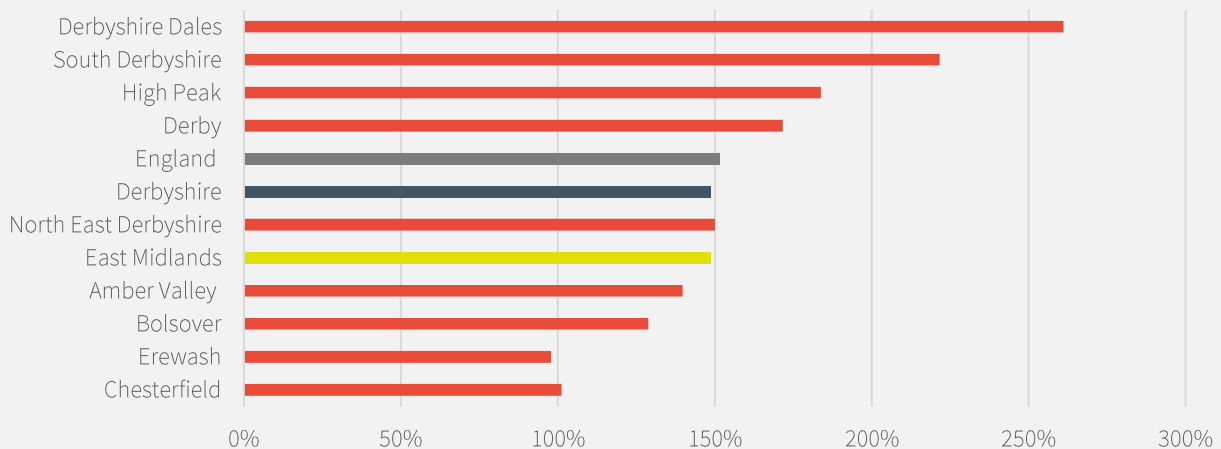


Source: HM Treasury, 2020

Despite this significant investment to protect jobs across the county, there is emerging evidence to suggest this will not shield Derbyshire’s labour market from an unprecedented unemployment crisis. Already, districts across the county have seen significant rises in the number of residents claiming state support. Compared to June 2019, the number of benefit claimants rose had risen by over 250% (+ 7,860) in June 2020.

Targeted support is required to protect viable jobs across the county to ensure these are not lost forever. However, we know that this will not be possible for every job – meaning our strategy is positioned to support people back into employment and retrain as quickly as possible to mitigate the risks of long-term unemployment.

### Claimant count change by area, June 2019 vs June 2020

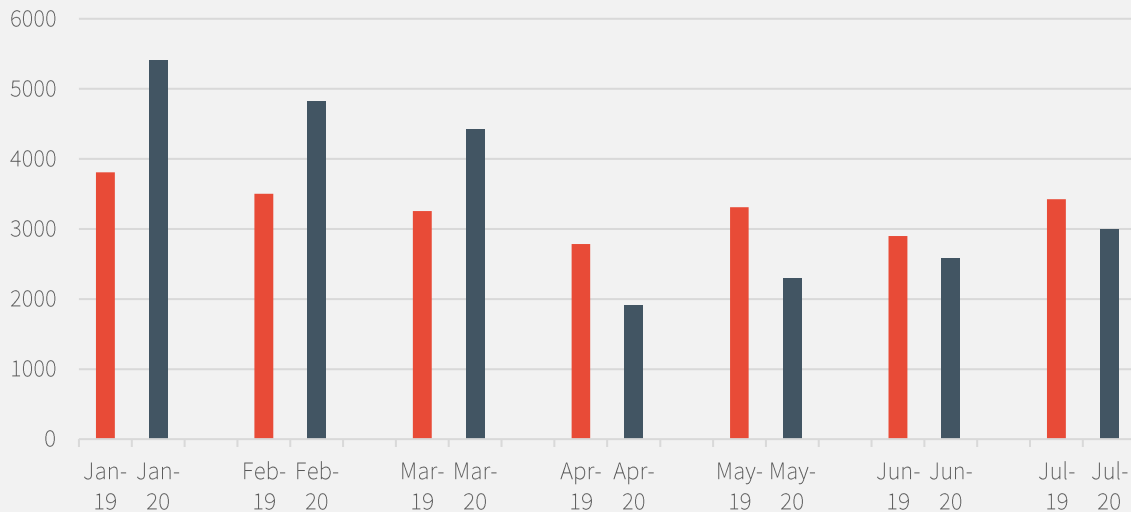


Source: ONS Claimant Count, 2020

## Impact on the labour market

Despite the ongoing uncertainty, the county's job market has remained relatively resilient – with the total number of job postings recovering from a low of 1,910 vacancies in April 2020.

### Job postings in Derbyshire, 2019 vs 2020



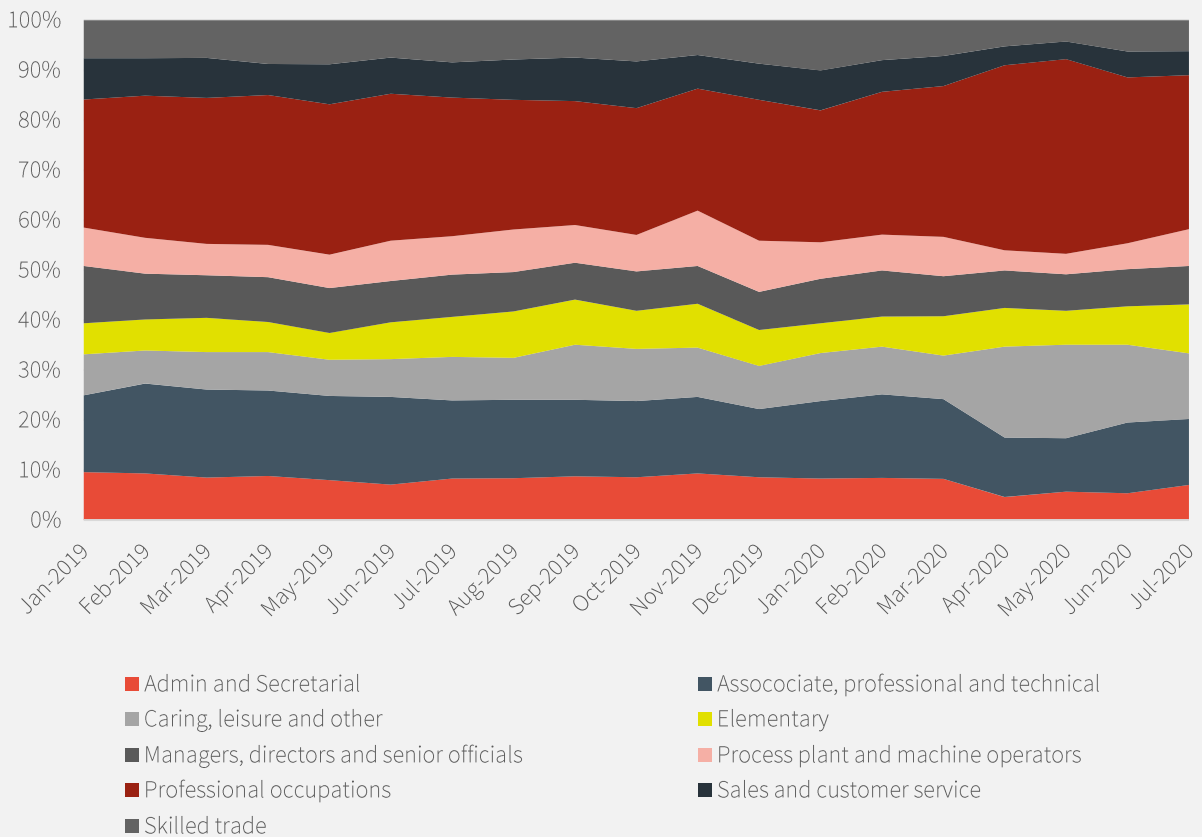
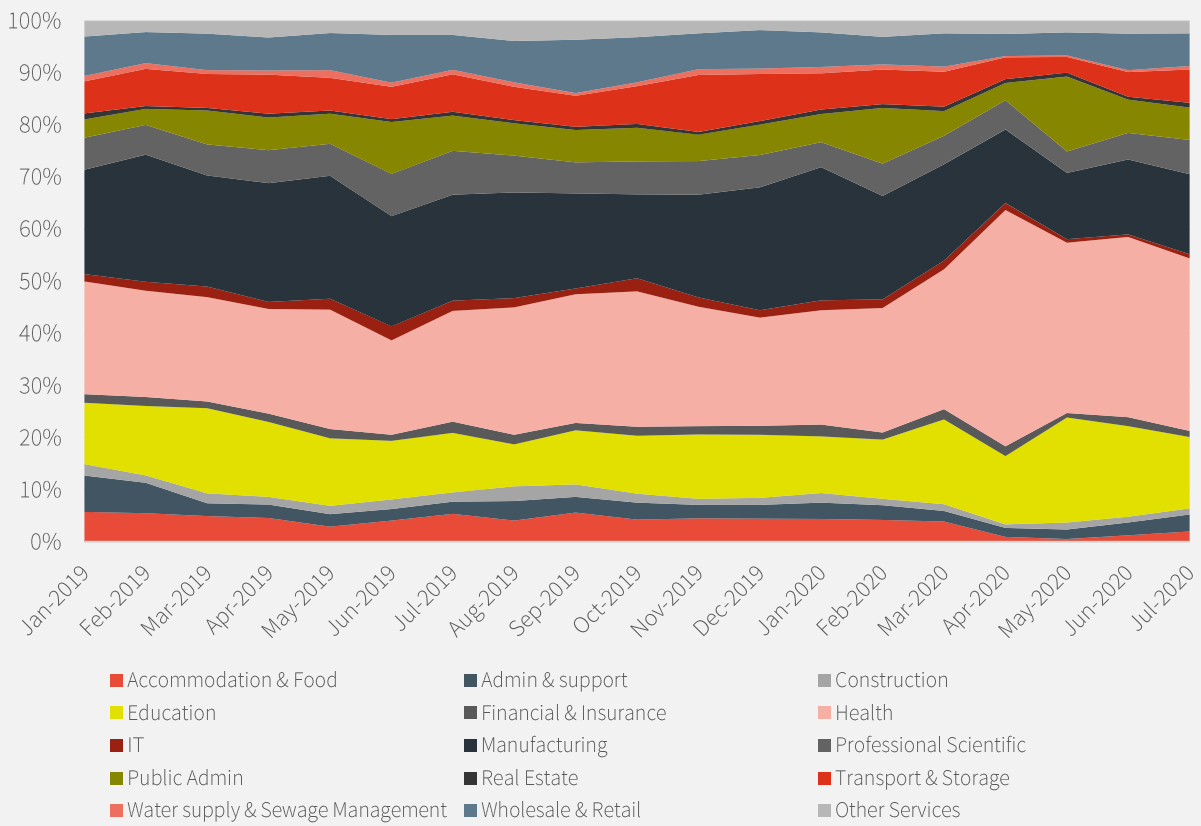
Source: Burning Glass 2020

Whilst overall numbers of postings continue to recover, there has been a significant reprofiling of the sectors who are actively recruiting. Reflecting the growth assumptions outlined within the OBR reference scenario, the proportion of total postings within the Health sector has increased significantly, growing from 22% of total postings in January 2019 to 33% of all postings in July 2020 (see charts overleaf).

Research from the IFS suggests that a significant proportion of new jobs that are emerging require high levels of preparation which is likely to limit opportunities for a quick re-profiling of the labour market.<sup>8</sup> Jobs in health and social care require a high level of training, but even outside healthcare, labour demand has recovered more in occupations that require higher levels of preparation. This may limit opportunities for residents who are currently on furlough or have been made unemployed without retraining.

<sup>8</sup> IFS (2020) Job Postings During the COVID-19 Pandemic: <https://www.ifs.org.uk/publications/14854>

**% of total job posting by industry (top) and occupation (bottom)**

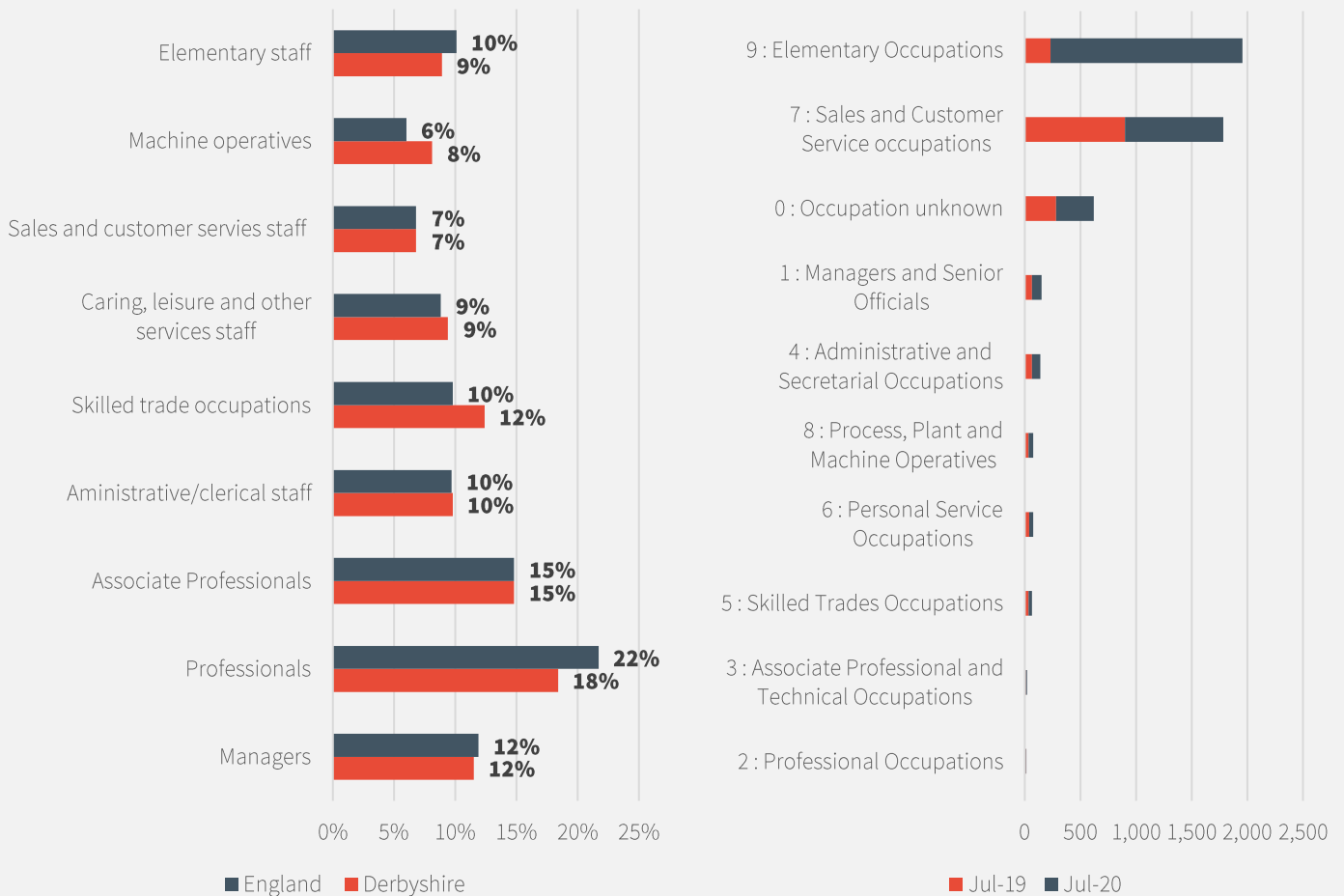


Source: Burning Glass, 2020



This is also concerning for our young people with the availability of a number of key ‘entry level’ roles falling significantly since March – potentially limiting opportunities for young people. For example, sales and customer service occupational postings have fallen by 39% from March to July compared to the same period last year.

**Emerging disparity: occupation profile of Derbyshire (left) vs JSA by sought occupation (right)**



Source: Annual Population Survey, ONS Claimant Count, 2020

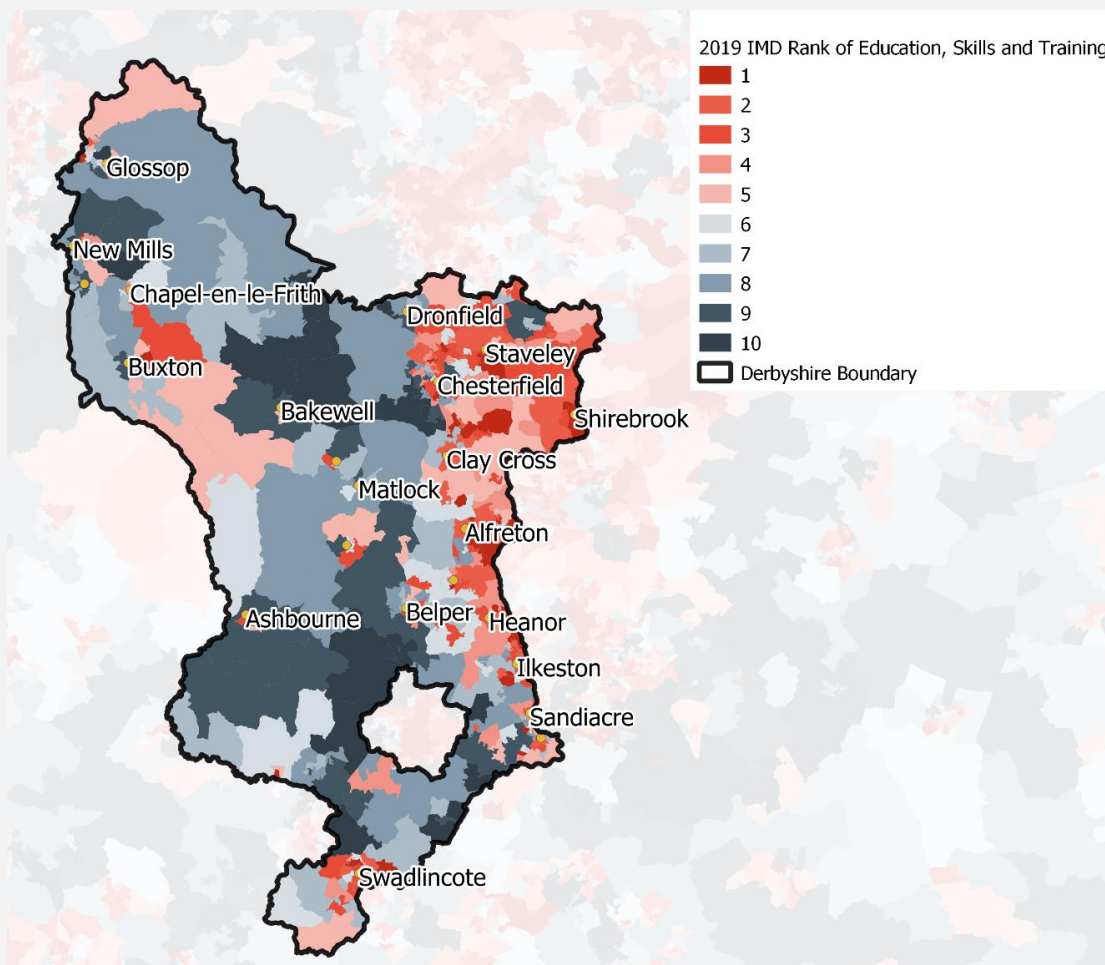
This is reinforced by analysing Derbyshire’s occupational profile against sought occupations of residents on Job Seeker’s Allowance. The shrinkage of the number of Sales and Customer service job postings due to the difficulties facing the sector potentially indicates a mis-aligned occupational profile to job availability. If left unaddressed, this could significantly impact Derbyshire’s long-term unemployment and speed of economic recovery post-COVID. We need to have the powers and agility to keep pace with the changing demands of the labour market and wider seismic socio-economic shifts such as automation – ensuring our residents are equipped to take advantage of future opportunities.

## Impact on learning and skills

Assessment of the Education, Skills and Training IMD sub domain shows that education and skills deprivation is prevalent across the county. This indicator brings together several indicators of educational attainment.

This is relevant as recent studies have drawn a direct link between COVID-related short-term job risk and levels of educational attainment (McKinsey, 2020). The research noted that: “only around 24 percent of employees in the hospitality, retail, and construction sectors have a higher-education qualification; more than 50 percent of workers in each of these sectors do not have qualifications beyond GCSEs”. This distribution of qualification outcomes is likely to be influenced by several factors, including the quality of local provision, sectoral make-up and the impact of physical growth and regeneration. They must also be considered in the context of evolving economies and nature of employer needs in the future.

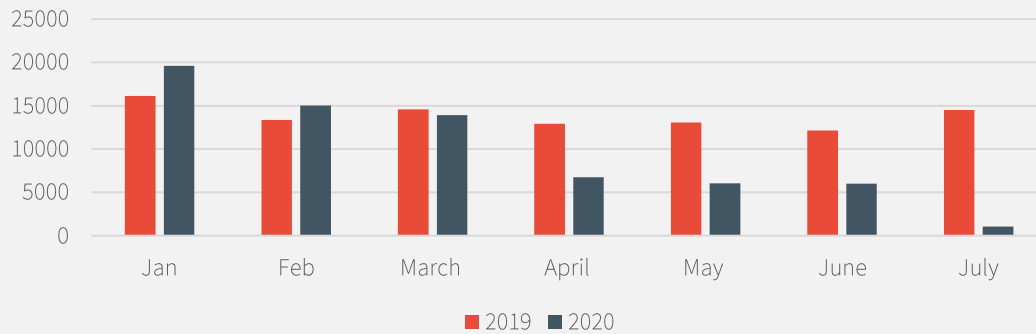
### Education, Skills and Training Deprivation, 2019



Source: IMD, 2019

Emerging apprenticeship data reinforces the impact on young people locally seeking alternatives to Higher Education. Data from the Department for Education shows the number of apprenticeship starts falling to record lows (1,060 starts in July 2020) since lockdown began. Apprenticeships are vital pathways to employment for many of our young people and we will work with businesses and providers to protect these opportunities locally.

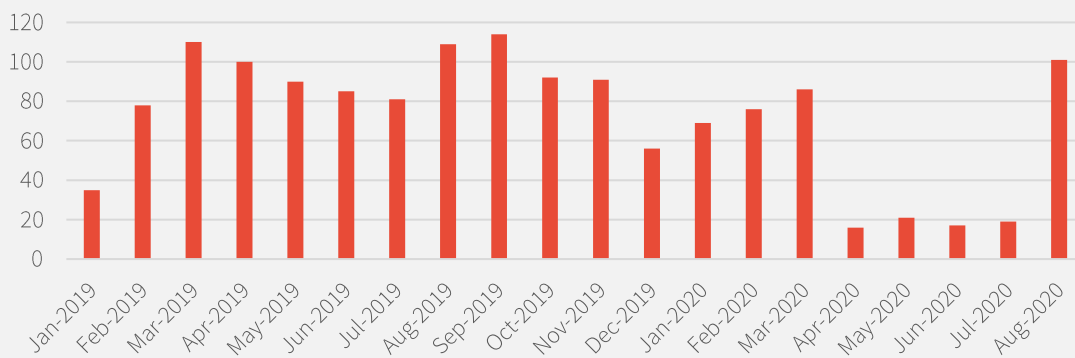
### Apprenticeship starts in the UK, 2019 vs 2020



Source: Department for Education, 2020

Analysis of vacancy data reinforces this challenge locally. This shows that between April and June, the number of apprenticeship vacancies fell significantly. Whilst this recovered well in August, we continue to monitor this closely as the effects of lockdown begin to impact upon employer’s recruitment intentions. It should be noted that apprenticeships are just one indicator of opportunity for young people – in addition to full-time work and Higher Education - all of which have been significantly impacted by the pandemic, making a proactive focus on supporting young people a priority area of focus.

### Apprenticeship postings in Derbyshire



Source: Burning Glass, 2020



# HATCH

