



Derbyshire
Economic Partnership

Derbyshire Economic Strategy Statement

Produced by Derbyshire Economic Partnership

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FINAL



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Foreword

To be completed following endorsement

1 Introduction

The Role of DESS

1.1 The Derbyshire Economic Strategy Statement (DESS) brings together the ambitions and growth objectives of all the local authorities, private and third sector partners across Derbyshire and sets out the opportunities to drive economic growth. It presents the economic and social change we need to deliver and is the strategic framework to focus activity on agreed County-wide objectives. Sitting alongside the Derby Economic Strategy, DESS is owned and managed by all economic stakeholders and will guide our collective journey to achieve our ambitions for Derbyshire.

1.2 The Strategy is a valuable tool for all partners. It ensures we are all working towards the same goal, creating more prosperous places and resilient communities. Businesses and people are at the heart of economic development, and by working together to achieve our DESS objectives, we will create the conditions to allow them to flourish.

A Strategic Focus

1.3 By working collaboratively and strategically Derbyshire has much to offer and is an important economic player. The County contributes more than £10 billion in economic output, has higher than average employment levels and good business survival rates. It is home to major business brands such as Toyota, Thorntons, Sports Direct and Buxton Water, and has attracted significant investment in flagship developments which include Markham Vale, Castlewood and Dove Valley Park. The internationally recognised Peak District and National Forest brands and Derbyshire's industrial heritage support vibrant rural and visitor economies; and the County's strong manufacturing and engineering sectors play host to innovative and world-leading businesses which contribute to a successful cluster of manufacturing activity across the County and wider East Midlands.

1.4 The economy is not in need of major restructuring. The key to success will be making our traditional industries resilient and open to innovation, whilst attracting emerging higher value sectors that can take advantage of Derbyshire's unique offer. Indigenous businesses have survived periods of industrial decline and economic recession resulting in a strong business base across a range of sectors, almost all with significant GVA growth potential. Derbyshire values the full range of businesses and skills required to maintain and grow the economy. Micro-businesses and SMEs are an important component of our local economy and we recognise the contribution all individuals can make with the appropriate support. The County has an educated workforce; can offer a good quality of life; and has quality sites and premises for growing businesses. Derbyshire has the solid foundations for strong economic growth. The DESS will build on these foundations and further reinforce the County's position as a major driver in the regional economy.

1.5 It is evident from the economic shocks experienced over recent years that the challenges facing businesses and the workforce are continually changing; and so too, therefore, will the DESS. The Strategy will differ from traditional growth strategies that quickly become outdated as economic circumstances change. As a "living document" the DESS will be a three year rolling strategy, under continual review via the Derbyshire Economic Partnership (DEP) who will review and update an Action Plan on an annual basis. This will incorporate the most up-to-date information about the Derbyshire economy based on intelligence in the Local Economic Assessment and econometric forecast data.

Policy Drivers

1.6 Over the past five years, a combination of political change and global recession has led to a series of national policy changes and directives which present a new set of challenges for those involved in economic development and accelerating economic growth. Since its election in May 2010, and initially expressed in the Local Growth White Paper in October 2010, the Government has stated its commitment to supporting economic growth. Both the White Paper and the Treasury's Plan for Growth highlight the importance of re-balancing the national economy; reducing the reliance on a small number of sectors and geographies for prosperity; and creating an environment in which private

sector businesses can drive economic and employment growth. The context for this has however been one of national austerity, requiring the prioritisation of limited resource on interventions to deliver maximum benefit.

1.7 Lord Heseltine's 2012 report, 'No Stone Unturned in the Pursuit of Growth' emphasised the importance of place in economic development, highlighting the diverse opportunities and challenges faced by different local economies across the country. The report recommended that local places are given the initiative to generate local growth, along with incentives to encourage each area to play to its natural strengths and make the greatest possible contribution to national economic growth. The Single Local Growth Fund and the role of LEPs in leading the development of the 2014-2020 European Programme highlight the enhanced responsibilities which are being devolved to local economic geographies. This presents a significant opportunity for Derbyshire to put forward our own vision for growth which builds on our considerable diversity; tapping into our strengths and assets, and ensuring everyone benefits from economic growth.

1.8 At national level, the Government's objective of achieving strong and sustainable economic growth has a strong focus on policies to promote innovation, business growth and skills; including the Industrial Strategy, Investing in Britain's Future and Skills for Sustainable Growth. The important contribution universities make to economic growth has been highlighted in the Witty Review; and it is evident that technological developments and innovation will be an important influence on the shape of future economies. This will present new market and growth opportunities which our businesses need to capitalise on. The US National Intelligence Council has suggested that: automation and advanced manufacturing technologies; resource efficiency technology; and health technologies will be amongst the technologies driving business. These complement the UK Government's Great 8 Technologies which include, amongst other, advanced materials which is estimated to have a yearly UK turnover of £197bn. The importance of these technological drivers on cross-sector skills needs has been highlighted in research commissioned by the Derbyshire Employers Coalition which indicated that future skills needs are likely to be driven by technology, ICT and the environment.

1.9 Technological drivers and the move towards a low carbon economy will have important implications for economic growth across Derbyshire. Since the 2008 Climate Change Act, the UK has been making the transition towards a low carbon economy. The UK faces a legally binding European target to source 15% of its energy from renewable sources by 2020. If the Government seeks to meet this target through renewable electricity generation alone as much as 45% of all electricity will need to be sourced from renewable technologies, such as wind and biomass. Investment in new technologies to create low carbon buildings and low carbon transport will be required to cut emissions. The Government expects industry to reduce their emissions through greater efficiencies in the use of energy, materials and the industrial design process; the replacement of fossil fuels with low carbon alternatives; and, from carbon capture and storage to address combustion and process emissions. With a strong manufacturing base and specialism in sectors such as cement and ceramics where emission levels are typically high, the move towards a low carbon economy will have a significant influence on our local businesses. We will need to support our businesses to adapt to new legislation; adopt new ways of working; and, capitalise on new opportunities in high technology manufacturing.

Delivering for Derbyshire

1.10 With a constantly evolving national policy context, effective partnership and joint working will be vital to ensure the Derbyshire economy reaches its potential. DESS is an outward looking strategy informed by neighbouring areas strengths and the opportunities to achieve a critical mass of activity to deliver jobs and attract investment. Our economic success is closely linked to that of our neighbours; and theirs to ours. The DESS looks beyond the County's borders and gives due regard to the strategies and activities of wider partners.

1.11 The EU Growth Programme and D2N2 priorities in the Strategic Economic Plan (SEP) set the context for DESS. These include a range of thematic areas for intervention focused on innovation, business growth, infrastructure, employment and skills. The new European Programme, alongside other LEP funds, will be major sources of funding for Derbyshire and the DESS identifies how the County's unique assets and growth opportunities will contribute to the successful delivery of the EU Programme and D2N2 priorities, as well as raise the prosperity of

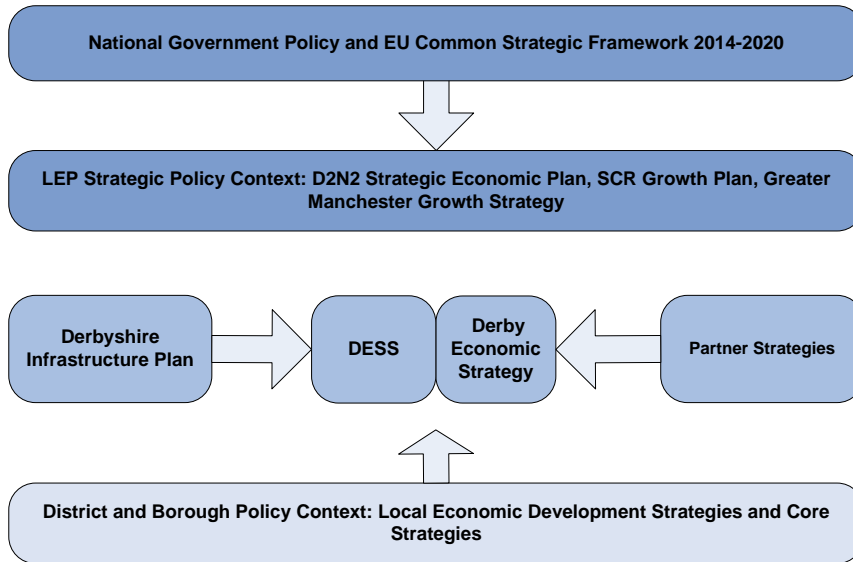
local people and businesses. The following diagram sets out the eight priority sectors of the SEP and the contribution of the Derbyshire economy to delivery.



1.12 In preparing the DESS, we have been mindful of recent developments around the Sheffield City Region and the Greater Manchester Combined Authority. With SCR planning to create an additional 70,000 new jobs and £3bn of additional output by 2023, this growth will be an important driver, particularly for North Derbyshire districts. Plans for a Sheffield City Region Growth Hub and the availability of devolved transport funding (SCRIF) for instance will support growth in Derbyshire and we need to work collaboratively with all partners to ensure we can access these opportunities. The DESS also complements other existing partner documents such as the Derby Economic Strategy and the Visit Peak District & Derbyshire Growth Strategy which set out growth and delivery priorities for key areas of the County.

1.13 The DESS has been heavily informed by partners across the County's districts and boroughs. Locally identified priorities for intervention based on robust analysis of the strengths and weaknesses of local areas, alongside a comprehensive consultation process, have provided the building blocks upon which the DESS has been developed.

1.14 The diagram overleaf provides the strategic context through which the DESS will deliver growth, linking the strategy with global, national and local priorities.



1.15 A genuine approach to joint work across all the key partners and stakeholders represented in the diagram above will be essential if we are to succeed in delivering our ambitions. We want the private sector to be a hothouse for innovation and new technology, for start ups and growth; we want our local authorities to provide the leadership, strategy development and drive for robust implementation; and we want our third sector partners to identify and deliver the opportunities for economic and social prosperity in our communities. We each have a part to play and the DESS sets our journey.

2 Our Economic Geography

2.1 Situated at the centre of the UK, Derbyshire is a large and diverse County which is home to over 750,000 people and 25,340 businesses¹. The County is geographically, economically and socially diverse incorporating heavily built-up areas as well as sparsely populated rural areas; there are contrasting levels of economic performance.

2.2 The County's economic geography is strongly influenced by its excellent location at the heart of the country and its relationship with neighbouring major urban centres and conurbations. The pull of Derby, Sheffield, Manchester, Nottingham and the West Midlands is evident in travel to work patterns and Housing Market Areas which extend beyond Derbyshire's borders.

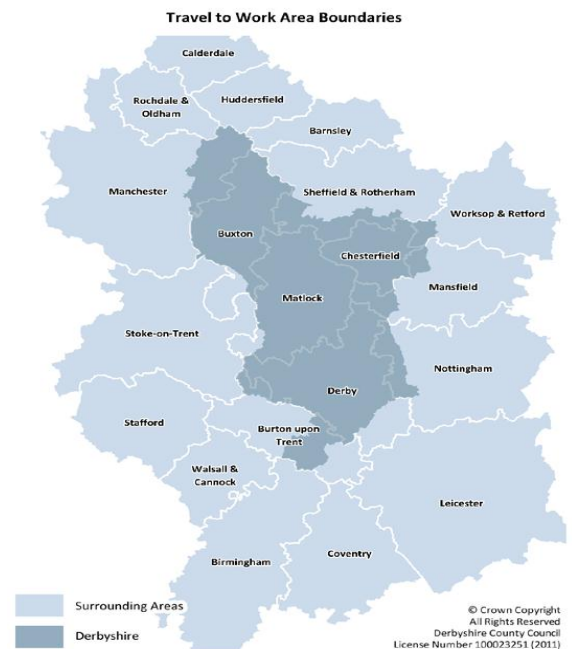
2.3 Connectivity to surrounding areas is supported by good road networks, with the M1 providing a major spine through the east of the County and providing excellent north-south access. The A50 and A38 provide links into the North West and the M6 corridor in the west whilst the A61 links our largest settlement, Chesterfield, into the wider Sheffield City Region area. Erewash in the south-east has strong ties with Nottingham, comprising part of the Nottingham Core Housing Market Area. To the North West, the High Peak and Derbyshire Dales have road and rail links into Manchester, Sheffield and Stoke on Trent. This integration with surrounding areas brings considerable opportunity to link into employment and new economic growth, as well as to deepen and expand markets for local goods and services.

2.4 A high proportion of the County is rural, with the Peak District National Park covering approximately a third of the land. The County has a strong network of local service centres, including important market towns and former industrial towns such as Alfreton, Buxton, Belper, Ilkeston, Long Eaton and Swadlincote, whilst Chesterfield performs an important function as a sub-regional service centre.

2.5 Derby City has an important economic, social and historical relationship with Derbyshire. Housing markets, labour markets, supply chains and transport routes cross County and City boundaries. The City is a significant asset and developing a strong and mutually beneficial relationship with Derby remains a priority.

Derbyshire's Functional Economic Zones

2.6 The DESS seeks to exploit opportunities in and across our economic geography. In setting out our economic zones we recognise the varying drivers and capacity for growth and are mindful of the spatial pattern of existing and future opportunities. Through the DEP, we will support collaboration and communication beyond our borders where this facilitates Derbyshire's growth and benefits our residents.



¹ VAT and/or PAYE based enterprises (2013 data)

such as the Markham Vale Enterprise Zone and along the A61 Corridor. Chesterfield has a strong inward investment offer and this is being further developed through the Destination Chesterfield place marketing initiative. Significant investment opportunities include Chesterfield Waterside and Peak Resort. The Zone is likely to provide a major contribution to future GVA growth in the County given its economic diversity and critical mass of activity. The Zone will continue to diversify its local economy by moving businesses towards higher value added activities. There is potential to expand the visitor economy through the development of green and blue infrastructure² and the Zone's numerous historical, heritage and cultural attractions.

2.9 Whilst the Zone has considerable capacity for housing and business investment, low levels of demand in some areas deter speculative development. The main urban centres, which are predominantly post-industrial towns, will benefit from regeneration, public realm and place-marketing interventions to increase their viability and attractiveness to investors and housing developers; and Chesterfield will continue to strengthen its role as a sub-regional centre. This needs to be complemented with interventions to connect more people to economic opportunities within Derbyshire and the Sheffield City Region area and raise local aspirations. The Zone has a higher proportion of economic inactivity than other parts of the County, and there is a need to tackle persistent pockets of disadvantage and support hard to reach individuals and communities to improve their prospects. Raising the qualification and skills levels of the workforce will also be a priority in this Zone.

The North West Economic Zone

2.10 The North West Economic Zone primarily covers High Peak and Derbyshire Dales, extending into the rural areas of North East Derbyshire and the western fringe of Amber Valley. The North West Economic Zone is a predominantly rural area, including parts of the Derwent Valley Mills World Heritage site corridor and benefiting from a high quality landscape and the Peak District National Park - a premier and distinctive UK destination and brand. The main centres of population include Glossop, New Mills, Whaley Bridge, Chapel-en-le-Frith, Buxton, Matlock, Bakewell, Wirksworth and Ashbourne. These towns will be the focus for housing and economic growth. The urban centres have relatively buoyant economies which benefit from tourist spend and the quality of the surrounding environment which makes them attractive to businesses. Manufacturing is the largest economic sector, accounting for 16% of all employment in the wider Peak District. Wholesale/retail, and the public sector, are also significant economic sectors in the North West Zone. In addition to tourism, land based industries including agriculture, mining and quarrying, are important to the local economy. The area is home to a large proportion of high earning, highly skilled residents, but many commute out of the area for work as the Zone is characterised by a predominantly low wage economy. Unemployment is below the national average and the proportion of people employed in knowledge-based sectors is above the national average. The area has a relatively high level of entrepreneurialism, and micro-businesses are an important feature of the local economy.

2.11 The North West Zone provides significant opportunities for continued diversification of the economy and transition to higher value added businesses building on the already high levels of entrepreneurship, manufacturing sector and landscape e.g. promoting the "Inspired by the Peak District" brand. The Zone has considerable potential given its skilled workforce to create new jobs in high technology and advanced manufacturing sectors, and to maximise supply chain development opportunities with Manchester. There are opportunities for further market town investment and significant heritage-led regeneration, for example, Buxton. Priorities for this Zone include: creating new, highly skilled jobs through the provision of high quality sites suitable for advanced manufacturing, environmental technologies, ICT and creative industries; improving access to universities and research facilities to help business growth (building on the University of Derby at Buxton); developing the tourist offer; improving accessibility and connectivity; encouraging investment by high tech companies along the A6 corridor; supporting micro-business growth

² Green and blue infrastructure can enhance quality of life through recreation and improvements to the urban environment. It can also be used to support moves towards a low carbon economy e.g. cycle routes, and address environmental/climatic challenges e.g. floodwater management and sustainable energy production.

through access to quality business support; supporting delivery of RDPE and EU programmes; and developing employment space and housing in older mill and industrial complexes.

2.12 Much of the area's existing land supply is unable to meet the needs of modern businesses or potential growth sectors (creative and digital, food and drink, and tourism) and therefore requires investment and innovative solutions to bring buildings back into modern use, whilst protecting the landscape and heritage assets. Connectivity improvements are a key priority for this Zone addressing rural accessibility, congestion pinch points and broadband not-spots/connectivity speeds. Whilst rail links to Manchester are relatively good, the area requires improvements to the Buxton Line rail service to improve connectivity. Public transport provides an essential lifeline for helping people access employment. It will be important for this Zone to support residents and workers to access affordable housing provision, affordable transport to work and/or sustainable local employment opportunities, and suitable business premises and support.

The South Zone

2.13 The South Zone includes South Derbyshire, Erewash and Amber Valley. The Zone has a relatively buoyant economy with considerable growth potential, particularly within high value added activities and supply chain development. The Zone is an area of engineering excellence in the Aerospace, Rail and Automotive sectors. The location of Derby City is an important asset and the area has a mutually beneficial relationship with the City in terms of flows of labour, goods and services. It is an attractive place to live and has a relatively affluent and highly skilled workforce, although with some pockets of disadvantage and a slightly ageing population. The Zone will be an important location for housing and employment growth.

2.14 The Zone is influenced by developments within Derby and Nottingham, and South Derbyshire in particular has benefited from the expansion of Derby and arrival of The National Forest and is one of only two districts experiencing growth in private sector employment since 2009. The South Zone is planned to accommodate much of the future expansion of the city of Derby (because of constraints in other directions) – this includes housing, employment and infrastructure. Specifically, this will include Infinity Park, where land has been identified in the South Derbyshire district for its future expansion.

2.15 A manufacturing growth corridor runs along the A38/A50/M1 and A52 in the north of the Zone, the development of which has been supported by the availability of major brownfield sites and a highly skilled workforce. A key priority is facilitating high quality growth along these key corridors at major employment sites with potential. This Zone's proximity to East Midlands Airport and the Nottingham Enterprise Zone, and strong road and rail connections, provide an attractive proposition for businesses. There is further scope to develop the rural and visitor economy and revive the prospects of post-industrial and market towns. This is already underway with developments at The National Forest (a major national Government exemplar project) driving the diversification of the local economy and the enhancement of environmental quality.

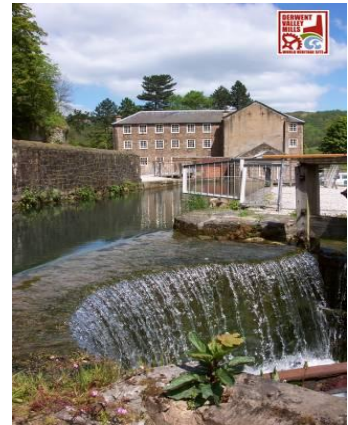
2.16 Preventing widening disparities is a priority as well as continued investment in the skills and qualifications' levels of the local workforce. The Zone has a fast growing population meaning it will need to accelerate employment opportunities, whilst accommodating new housing development. A priority is retaining these opportunities within the Zone. There is scope for further business investment and support and a need to address some of the constraints facing local employers – congestion and the availability of suitable sites and premises for instance.

Local Economic Assets and Priorities

2.17 We recognise that the capacity for growth and the nature of growth will vary across Derbyshire and although partners will face common issues and challenges, the solutions to addressing these may differ. A review of local economic priorities has highlighted the potential contribution of our districts and boroughs to growth across our economic zones. The DESS provides the strategic framework under which delivery partners can develop local approaches to growth.

3 Distinctive Derbyshire: Our Economic Offer

3.1 Derbyshire has a **strong industrial heritage**. Its natural assets resulted in coal mining, quarrying and textile industries dominating the local economy over many centuries; many regard Derbyshire as the birthplace of the industrial revolution. The legacy of the County's industrial past is still visible today in the built environment and economy and has the potential to provide the foundations for a new era of economic growth. Former industrial land, particularly in the former coalfield areas of NE Derbyshire and Bolsover, provide brownfield sites for development, former railways have been transformed into a strategic network of scenic Greenways, and the South Derbyshire former coalfield area has been reclaimed for development by The National Forest which has supported growth in the woodland and visitor economy. Former mill buildings in the preserved Derwent Valley Mills World Heritage Site in the west of the County attract tourists and provide space for modern commercial and industrial uses. Despite the impact of the economic recession, the County has retained a **strong manufacturing base; developing modern engineering excellence** and an entrepreneurial rural economy which offers considerable growth potential within medium and higher value added industries.



3.2 The County has a **strong manufacturing reputation** with many international manufacturing companies located here and international business leaders that bring significant supply chains. In an era of high business mobility, the close integration of Derbyshire's indigenous manufacturing business base provides a competitive advantage.



3.3 There is significant growth potential within the manufacturing sector. Although employment has declined over recent years; GVA is expected to increase by 144% between 2013 and 2030. This compares to a 44% increase across the East Midlands and 39% nationally. The County has high concentrations of manufacturing businesses within **food and drink; automotive; metals; minerals; rubber/plastics and furniture and textiles**. Some of these have been identified as sub-regionally significant growth sectors, and Derbyshire can play a key role in delivering growth across these sectors. The County has the capacity to build on its manufacturing heritage to increase employment within medium and high technology businesses.

3.4 In addition to manufacturing, other clusters of activity which are specific to Derbyshire include:

- **The aggregates industry:** focused within the upland areas of the Peak District. This sector continues to exploit the County's wealth of natural assets through the provision of high quality building stone and minerals exported around the country. It makes an important contribution to the local economy as a predominantly high GVA and high wage sector.
- **The creative and digital industries:** particularly in the High Peak, Derbyshire Dales and Amber Valley, where the exceptional landscape, visitor economy and proximity to surrounding cities and markets has supported the growth of micro-businesses. These industries continue to provide growth opportunities for the County and support entrepreneurialism across the North West Economic Zone. The County's urban centres have also seen the growth of technology companies, and Chesterfield College are creating new incubation facilities specifically for the creative and digital industry. GVA in the ICT sector is forecast to increase by £655m between 2013-30; the second highest rate of increase behind professional, scientific and technical businesses and almost double the national forecast rate of change.

- **The visitor economy:** the visitor economy is an important sector across Derbyshire. In addition to the Peak District and The National Forest, the County has numerous heritage, cultural, historical and leisure-based attractions which offer growth and employment potential across all districts and boroughs. Major investments such as the Peak Resort; activities in The National Forest; the development of new markets such as the festivals economy; and investment in Green and Blue infrastructure (such as the Chesterfield Canal) will support the growth of the visitor economy across Derbyshire.
- **Retail:** the retail sector is an important employer across the County, and as we look to diversify our economic base and increase the resilience of businesses, it will be important to ensure we do not overlook those businesses which provide major employment opportunities. In 2012, retail and wholesale businesses accounted for approximately 12% of total employment across Derbyshire and approximately 13% of total GVA. Developing opportunity within the retail sector will be important to maintain and enhance the individuality, vibrancy and vitality of our towns and safeguard employment.
- **Health and social care:** in 2012, the health and social care sector was the third largest sector in employment terms across the County with just under 38,000 employees. With an ageing population the sector provides an important local service function, the demand for which is expected to increase.

3.5 The County's **business survival rate is above national averages** with over 90% of businesses surviving their first year³ and 61% surviving three years⁴. Areas of rural Derbyshire in particular have **high levels of entrepreneurialism**, and High Peak has bucked the national trend and seen an increase in its business base over the past two years. **Micro-businesses form approximately 90% of firms in rural Derbyshire** and are an important asset to the Derbyshire economy. Small businesses, home-working and self employment are key features of the rural economy, supporting diversification and increased resilience as well as providing local employment opportunities to help retain young people in local communities.

3.6 **The existing business base offers considerable growth potential for the County.** Employment within small businesses has been growing and there is increased confidence as businesses are beginning to experience greater economic stability. 73% of businesses have indicated they expect their turnover to improve over the next 12 months, whilst 63% believe their profitability will increase⁵. Derbyshire also has **strong employment rates**. The economic activity rate is above the national average and between 2009 and 2012 total employment across Derbyshire increased by 3%, compared to 1% nationally, resulting in an additional 9,224 jobs over the period.

Total Employment 2009-2012				
	2009	2012	Net change	% Change
Derbyshire	277,550	286,800	9,200	3%
Chesterfield	46,350	51,000	4,650	10%
South Derbyshire	27,700	30,400	2,700	10%
Bolsover	24,950	27,150	2,200	9%
Derby	117,850	119,350	1,500	1%
High Peak	30,050	30,850	750	3%
Derbyshire Dales	34,700	35,200	500	1%
North East Derbyshire	26,900	26,650	-250	-1%
Erewash	37,000	36,400	-600	-2%
Amber Valley	49,900	49,150	-800	-2%
East Midlands	1,907,000	1,894,750	-12,250	-1%
England	23,064,700	23,225,450	160,750	1%

Source: Business Register and Employment Survey

³ 2011 data

⁴ 2009 data

⁵ DNCC Quarterly Economic Review Q4 2013

3.7 Derbyshire has a **highly skilled workforce** and resident based wages are in line with the national average. 43% of the County's workforce is in high skilled occupations, which is comparable with the national average and above the regional average. Over the past five years there has been a steady increase in the proportion of upper tier occupations across Derbyshire. Workplace occupation levels and wages are however lower than resident-based levels which reflects high levels of out-commuting amongst highly skilled workers to surrounding cities.

3.8 Derbyshire has a **vibrant visitor economy**. In 2011 visitor spend in Derbyshire was £1.72bn, an increase of 20% since 2008. The County's strong tourist offer ranges from Bolsover and NE Derbyshire's historical attractions of Bolsover Castle and Hardwick Hall in the east; the rural landscape and outdoor/sporting offer in the Peak District and The National Forest (particularly our growing reputation and business development opportunities in the cycling field); and heritage attractions such as the Derwent Valley Mills World Heritage Site and Chatsworth House. The County's **high quality landscape and environment**, and central location



makes it an attractive place to live, visit, work and invest. Continuing to build our green and blue infrastructure to preserve and enhance the landscape and character of the County will be a priority action; and we will continue to maximise the economic benefits from our environmental and cultural assets to support growth across the County and attract business investment.

3.9 The sector is set to benefit from approximately £850m of new investment over the next 5 years which includes the redevelopment of The Crescent in Buxton as a spa facility and hotel; the £300m Peak Resort development near Chesterfield which will generate approximately 3000 new jobs; a new train station at Ilkeston, the first phase of development of Cromford Mills and further investment in the cycling infrastructure in The National Park.

3.10 Derbyshire's **market towns** also offer considerable potential to attract and retain visitors. One of Derbyshire's unique features is its network of attractive and distinctive market towns such as Chesterfield, Swadlincote, Bakewell,



Buxton and Belper which have vibrant urban centres, impressive architecture, and cultural/historical assets which draw in visitors and people seeking a quality residential environment. The County is not dominated by one major urban centre which provides an opportunity to deliver equitable and inclusive growth across all our urban centres. However, the influence of Derby is recognised especially in the south of the County and opportunities exist to further strengthen links to improve vibrancy and strengthen communities.

3.11 Derbyshire's strong connections to surrounding conurbations ensure it is ideally placed to capitalise on the research, development and knowledge transfer activities of **major HEIs** such as Derby, Sheffield, Nottingham, Manchester and Loughborough; many of which have expertise in engineering, construction and advanced manufacturing. Successful investments have already been made in Buxton and Chesterfield by the University of Derby, and Chesterfield College is seeking to open a Technical Academy by the end of 2016. The County is well placed to tap into research expertise and centres of excellence such as Sheffield University's Advanced Manufacturing Research Centre at the SCR Advanced Manufacturing Park; the Rolls Royce Global Technology Cluster; and the University of Nottingham's EPSRC⁶ National Centre for Innovative Manufacturing in Food.

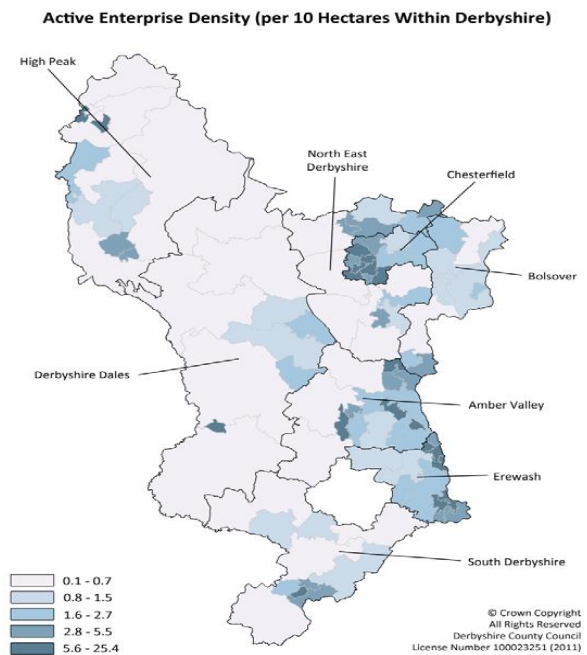
⁶ Engineering and Physical Sciences Research Council

4 Derbyshire's Untapped Potential

4.1 Derbyshire has considerable economic growth potential. Analysis of socio-economic conditions and trends suggest there are solid foundations for growth and a strong case for investment. There are however weaknesses in the economy which we need to address through targeted intervention to stimulate private sector investment and effective partnership working.

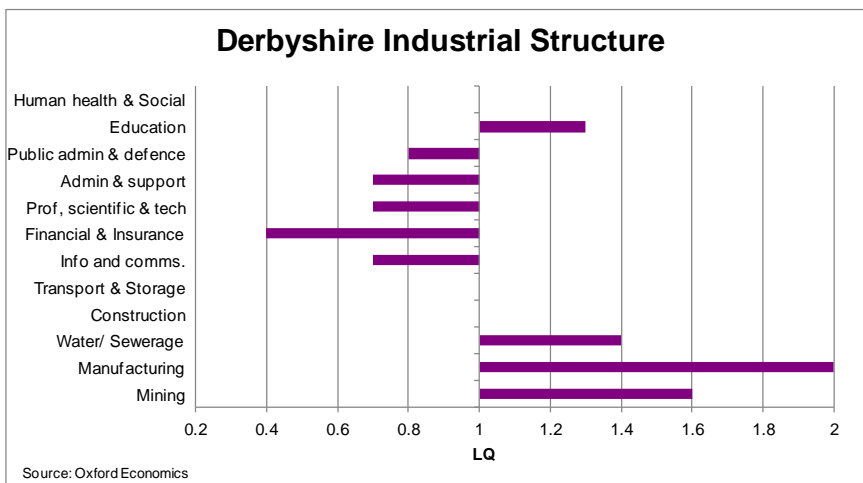
Enterprise and Employment

4.2 Derbyshire has high business concentrations in the east of the County along the M1 corridor, with further concentrations around Swadlincote, Ashbourne, Buxton and Glossop. Investment in sites and premises along the M1 corridor and developments such as Markham Vale, the Avenue and Chesterfield Waterside are now beginning to deliver on their economic potential. **Although business density is in line with regional levels, it is approximately 70% of the national average.** The County has experienced a net decrease in the business base over the last two years, with **start-up rates below the national average.** In 2012, enterprise births were 9.7% in Derbyshire (as a percentage of active enterprises) compared to 11.6% in England. Although there are encouraging signs of entrepreneurialism, with the North West Economic Zone and parts of the North East Economic Zone experiencing a net gain in businesses between 2011-12, the County needs to generate more new businesses and increase the resilience of the existing business base. All indicators suggest that once a business is established, Derbyshire provides an excellent environment for growth with strong survival rates.



4.3 The structure of the business base reflects the County's strong manufacturing base, with higher than average proportions of businesses within construction, production and land based sectors, but **fewer businesses in sectors forecast to generate private sector employment growth** such as professional, scientific and technical; and information and communication.

4.4 This is supported by LQ data which shows comparatively low concentrations of employment in information and communication technology (ICT), and professional sectors compared to manufacturing and public sectors such as education and health/social work.



4.5 The public sector has been a ‘sustainer’ and key driver of employment growth. Although the public sector will remain an important local employer (providing approximately 32% of total employment in 2012), with the impact of future funding cuts it is unlikely this sector will provide the same level of employment growth over the coming years. Derbyshire’s economy is therefore vulnerable to further structural change. This suggests a requirement to **diversify and expand the business base** to increase resilience and create new employment opportunities in growth sectors, **reducing reliance on public sector employment.**

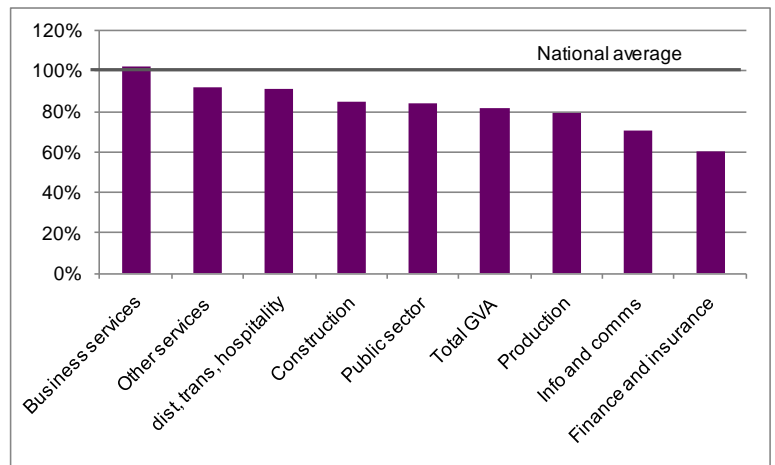


4.6 D2N2 has set an ambitious target to create an additional 55,000 jobs by 2023. Derbyshire’s share of this (based on its share of current employment in D2N2) is approximately 18,000 new jobs. With current forecasts predicting employment will grow by 9,300, this suggests a **shortfall of 8,600 jobs**. It will be important however to ensure we safeguard existing employment by raising the competitiveness of the business base, whilst **creating new employment opportunities** which will raise productivity and GVA. There are already solid foundations for growth in future employment growth sectors, with parts of the South and North West Economic Zones having an above average proportion of businesses within the professional, scientific and technical sector; and Bolsover’s LQ for the professional, scientific and technical sector in line with the UK. Our challenge therefore is to build on this activity and strengthen these sectors across the County.

Economic Competitiveness and Productivity

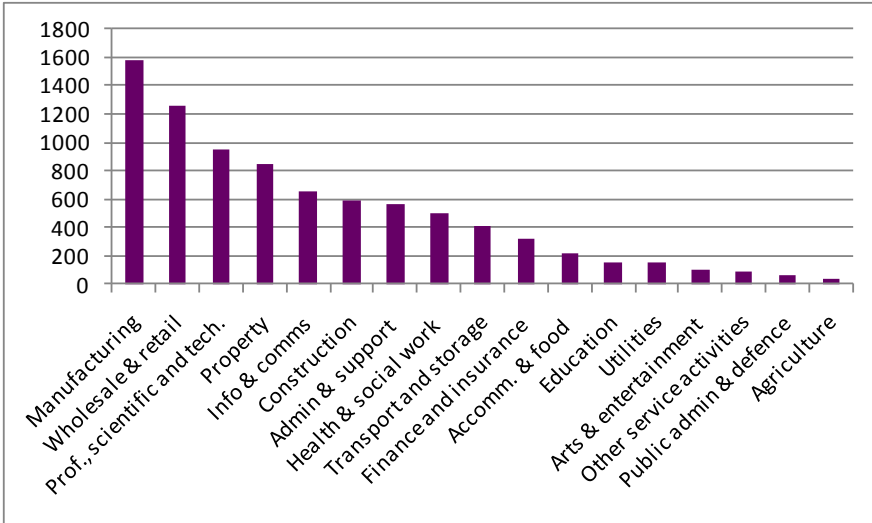
4.7 Across Derbyshire, total GVA is approximately 80% of the national average; a £2,800m shortfall. Forecast data suggests that based on current trends, between 2013 and 2030 GVA per FTE will remain below the national average. There is therefore a **need to raise GVA and business productivity.**

4.8 With such a large proportion of employment and GVA currently generated by the manufacturing sector, but with employment forecast to decline, it is vital that the sector **diversifies into higher value added activities**. The high proportion of employment within high technology manufacturing in Derby presents a significant opportunity for the County, particularly where Derby’s growth is geographically constrained. **The skills level of the available workforce needs to reflect the demands and requirements of the local economy to attract new enterprise and generate growth.**



Derbyshire GVA by Sector (Regional Accounts, 2012)

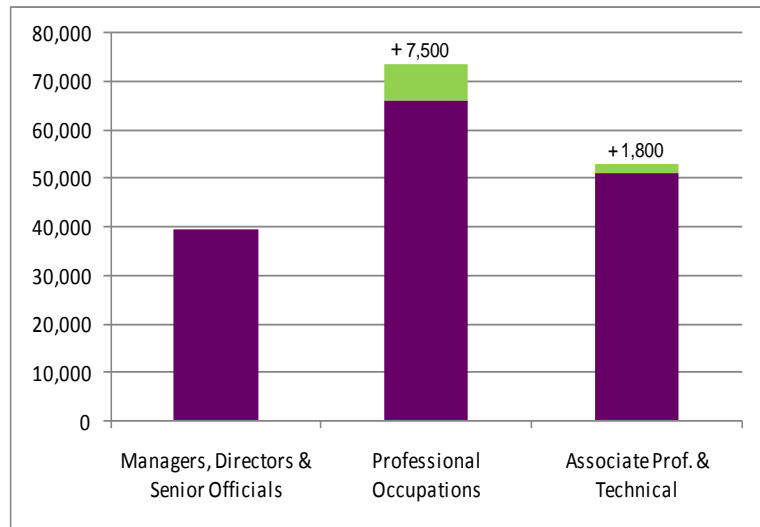
4.9 Within Derbyshire in 2012, 3.8% of total employment was within medium-technology sectors compared with only 2.7% regionally and 2.1% nationally. These sectors include the manufacture of electrical motors; wiring and electrical lighting, domestic appliances; motor vehicles; railway locomotives rolling stock; military fighting vehicles; and, transport equipment. With high technology manufacturing focused on computing, communication equipment, optical, air/spacecraft and pharmaceuticals sectors, medium technology sectors where Derbyshire already has a competitive advantage, may provide more appropriate growth opportunities, particularly over the short to medium term.



4.10 Over the long term however, the County needs to be **attracting and retaining more knowledge-based workers and industries** to raise productivity levels. The Derbyshire Local Economic Assessment 2014 suggests that at present, Derbyshire is not well placed to capitalise on knowledge-driven economic growth having a **shortfall in knowledge workers, knowledge occupations and knowledge intensive business activities**. Variable access to high speed broadband across the County also inhibits the growth of this sector.

Derbyshire GVA Growth by Sector 2013-2030 (Oxford Economics, 2013)

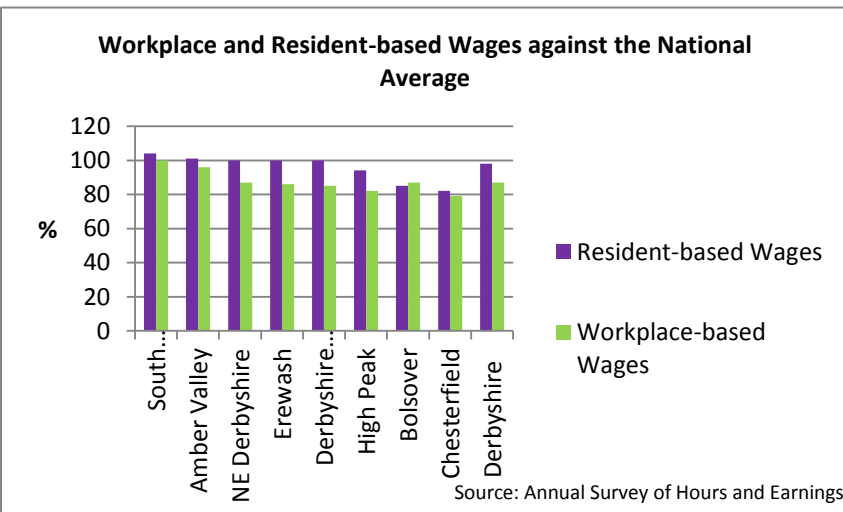
4.11 Derbyshire has a much lower proportion of knowledge-intensive activities in its industrial structure compared with England. Analysis of residents' skills levels suggests this is a feature of our industrial structure rather than quality of the workforce. Overall, Derbyshire has a highly skilled resident workforce, but **the structure of the economy does not provide sufficient highly skilled local employment opportunities**, which has led to out-commuting - particularly to Derby and surrounding cities and conurbations. Large parts of the County have high resident-based wages and areas such as Amber Valley, South Derbyshire and the wider Peak District, have highly skilled resident populations, although the skill levels and earnings of the workforce populations are considerably lower.



Highly Skilled Occupations in Derbyshire (Source: APS)

4.12 Increasing innovation and **capitalising on Derbyshire's proximity to several Higher Education Institutes** to increase university/business links will be important if we are to increase competitiveness and productivity and move the business base towards more

knowledge-based activities and occupations. This will also be important in retaining and attracting skilled workers.



4.13 Creating the **right employment opportunities within higher skilled occupations** would greatly improve the employment base and productivity. This will require expansion of the existing business base, **bringing forward sites and premises** and supporting our major local employment centres to ensure they continue to retain local employment and accommodate any increased demand for employment resulting from population growth and new housing.

Physical Infrastructure

4.14 Derbyshire has a good supply of strategic employment and housing sites but much of the land is former industrial land which requires investment in broadband, energy infrastructure, highways improvements and remediation work to bring it to the market. **Securing the investment to bring sites to market** will be important to unlock growth, particularly for housing growth which will be a major economic driver for some settlements. As the national economy stabilises and investor confidence grows, the County needs to be in a position to unlock sites and capitalise on speculative development which will generate economic opportunities and meet housing and commercial needs.



4.15 **Addressing strategic transport issues** will be a key component in providing the infrastructure for growth. Although the County is well connected and Derbyshire County Council continues to invest £20m per annum in structural maintenance and improvement schemes, local road traffic congestion is impacting on our economy. We are working closely with SCR and D2N2 to ensure local partners are supported to access devolved LTB funds - but investment in our rail infrastructure is also needed, alongside local transport schemes and development of our bus network to connect communities to economic opportunities. The proposed **High Speed Rail route (HS2)** represents both a challenge and opportunity for Derbyshire and efforts will focus on maximising the economic benefits of this major investment for the County by ensuring effective connectivity to the route and securing opportunities for employment and training, such as the proposed HS2 Skills Academy and maintenance depot. We also recognise the impact HS1 will have on the North West Zone in particular and will work to further improve economic links to Greater Manchester.

4.16 Across Derbyshire we need to **increase the quality of employment sites and premises**. Parts of the County such as Glossopdale in the High Peak, have an excess of industrial land but much of it is of poor quality with a high proportion of vacant and old premises. Opportunities to attract high quality new build and **bring old industrial estates (such as Bakewell Riverside), brownfield sites (such as Cawdor Quarry) and commercial properties back into use** to support new employment opportunities need to be explored, particularly within rural Derbyshire where environmental considerations often act as a constraint on new capital investments. The County benefits from many attractive former mill and industrial buildings which require innovative approaches to bring them back into modern use, this is particularly evident in the Derwent Valley Mills World Heritage Site. Areas of the County are already looking at opportunities to utilise these assets to accommodate local housing needs.

4.17 Access to the most up to date technology is crucial to the ability of our businesses to effectively compete in global markets. In a predominantly rural area it is also vital to the growth of rural businesses and to support home and more flexible working. Improvement to broadband connectivity is identified as a key priority for Derbyshire in the DCC Council Plan for 2014-2017 "A Fair Deal for Derbyshire, Building a Better Future Together". The County currently **lacks the high speed broadband and mobile communications infrastructure required by modern businesses**. This problem is particularly acute across rural Derbyshire where investment in communications technology is required to support business growth and competitiveness. The County has successfully secured over £7m from BDUK to improve broadband services via the Digital Derbyshire programme. This is being matched by funding from British Telecom, Derbyshire County Council and ERDF to provide broadband to an additional 88,000 premises and provide superfast connections to 95% of premises by 2016. The remaining premises will be provided with a minimum speed of 2Mbps. **All other opportunities and options need to be explored to connect the most remote and challenging premises to ensure every resident can take full advantage of the economic and social benefits of broadband.**

4.18 With economic policy increasingly focused on the contribution of major cities, we need to continue supporting **the role and functioning of Derbyshire's urban centres and market towns as drivers of local economic growth.**

Our towns have very different characteristics and needs; some such as Bakewell, Ashbourne, Chesterfield, Matlock and Belper are comparatively strong and healthy centres, whilst other predominantly post-industrial centres such as Clay Cross and Shirebook, have less critical mass or are transition economies requiring a different scale of intervention linked to housing growth, alongside local place-making interventions. This is reflected in varying average house prices, with house prices much lower in the east of the County and higher in the west and south. This diminishes the attractiveness of locations to external investors and property developers, reducing the long term viability of centres. Derbyshire's towns require continued support to ensure they provide attractive places to live, work and socialise; and can capitalise on opportunities to support growth of the visitor economy.

The Visitor Economy

4.19 With Derbyshire's quality landscape and strong historical, cultural and leisure offer, the visitor economy provides a major opportunity for economic growth. Some weaknesses need to be addressed however if the sector is to achieve its full growth potential. Between 2009-2012, employment within the sector fell by 15.1% but increased by 2.6% nationally, suggesting the sector has been particularly affected by the adverse economic conditions. 2011 data⁷ indicates that only one in ten trips to Derbyshire included an overnight stay and average visitor spend is lower than in comparable areas. In developing the visitor economy, we will be mindful of the need to create jobs of sufficiently high quality to attract local people into careers; rather than typically low wage, low skill, part time, seasonal jobs that have characterised the tourism sector in the past.

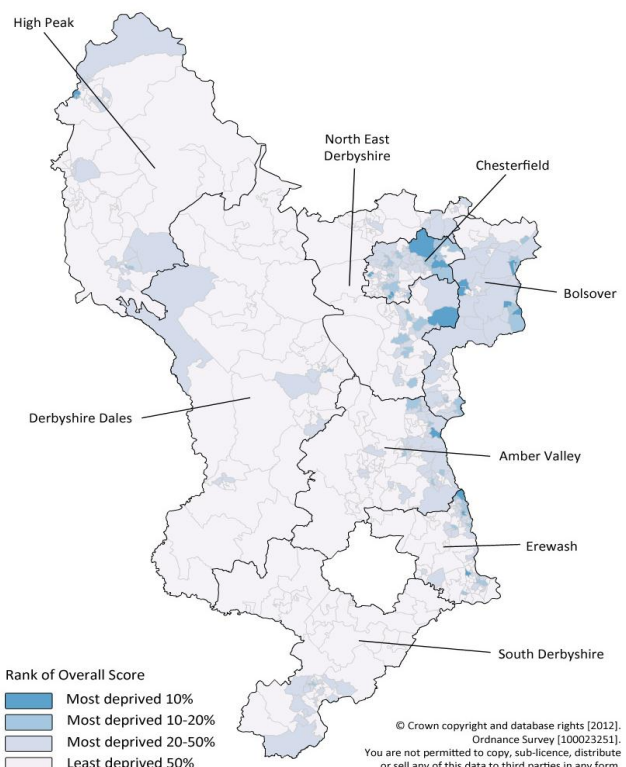
4.20 Our partners within the sector have undertaken detailed analysis of current conditions and identified opportunities to raise the quality of the tourist offer and productivity of the sector. This includes measures to improve the connectivity between key destinations and surrounding areas; capital investment to improve the quality of existing attractions, sites and assets; strengthen the County's events/festivals offer; improve marketing of the full Derbyshire offer; and support businesses within the sector to raise their competitiveness and productivity.

4.21 Whilst there is already a strong and successful focus on the visitor economy of the Peak District, we need to support development of our numerous other cultural, historical, environmental, leisure and heritage based assets and encourage **dispersal of visitors** around Derbyshire. Maximising the opportunities of new technology to create an **improved and increasingly customised visitor journey** through quality information, mapping and directions will be important. The preservation and further development of the County's cycle network, rivers and canal networks (green and blue infrastructure) to offer both sustainable travel to work routes and extend the visitor offer will also be critical in maintaining our economic advantage in this area. There is significant opportunity to increase Derbyshire's market share of regional, national and international tourists (particularly from the Far East and North America), as well as encouraging greater take-up of the tourism offer by local residents.

People and Communities

4.22 Whilst the proportion of people in Derbyshire within highly skilled occupations is relatively high, there is a threat of widening disparities across the County.

4.23 Youth unemployment remains high. Recent data (January 2014) indicates unemployment amongst the under 25s as a proportion of total unemployment is 29.6% in Derbyshire, compared with 24.7% nationally. Within the County, the youth unemployment rate is generally higher in the North East Economic Zone and lower across the North West and South Zones. **We need to raise the aspirations of young people**, particularly within the most



⁷ 2014 Local Economic Assessment.

disadvantaged communities and improve information, advice and guidance to **facilitate effective transitions from education into sustained employment**, increasing the accessibility and opportunities presented through apprenticeships, traineeships and vocational training – alongside formal training – to help ensure the skills profile of the County matches employers' needs. Within rural areas, the challenge lies in assisting young people into quality employment on secure contracts to prevent out-migration.

4.24 Overall, Derbyshire has a high level of economic activity⁸ (78.9% in Derbyshire compared with 77.6% nationally). However, claimant count unemployment rate data highlights **high concentrations of unemployment** in the North East Economic Zone compared with the rest of the County and within pockets of isolated wards such as Gamesley and Cotmanhay. We need to ensure people within these communities are supported to benefit from future economic growth and hidden unemployment and deprivation is not over-looked. Positive interventions to address long term unemployment and get the short term unemployed back into work is key to tackling disadvantage and maximising the economic offer of all Derbyshire's workforce.

4.25 Communities with **higher levels of deprivation** (within the most deprived 10%) are concentrated primarily within the North East Economic Zone. The extent of economic restructuring within this Zone will have a bearing on levels of deprivation, but it is important to note that whilst deprivation levels are improving in the North East, they are deteriorating in the South Zone e.g. parts of Erewash and the Derbyshire Dales. We need to ensure we support people within disadvantaged and isolated communities to benefit from new economic opportunities.

4.26 Although earnings (resident and workplace-based) as a whole are lower across Derbyshire than nationally, they are much lower in parts of the North East Economic Zone. In 2013, average weekly resident earnings were £422 compared with approximately £510 nationally. Low income levels, but an increasing cost of living raises the **risk of financial exclusion** amongst the most vulnerable parts of the population. We need to create the right jobs, which provide skilled employment opportunities and support people to access these through training, employment support and removing physical barriers to accessing better employment.

4.27 **Health issues** can act as a significant barrier to employment, particularly within former industrial communities. The proportion of working age people with a limiting long term illness is higher in Derbyshire than nationally (14.6% and 12.7% respectively in 2011). Eighteen wards however have limiting long term illness levels of above 20% and these tend to be located in former industrial communities, particularly in the North East Economic Zone and parts of the South Zone.

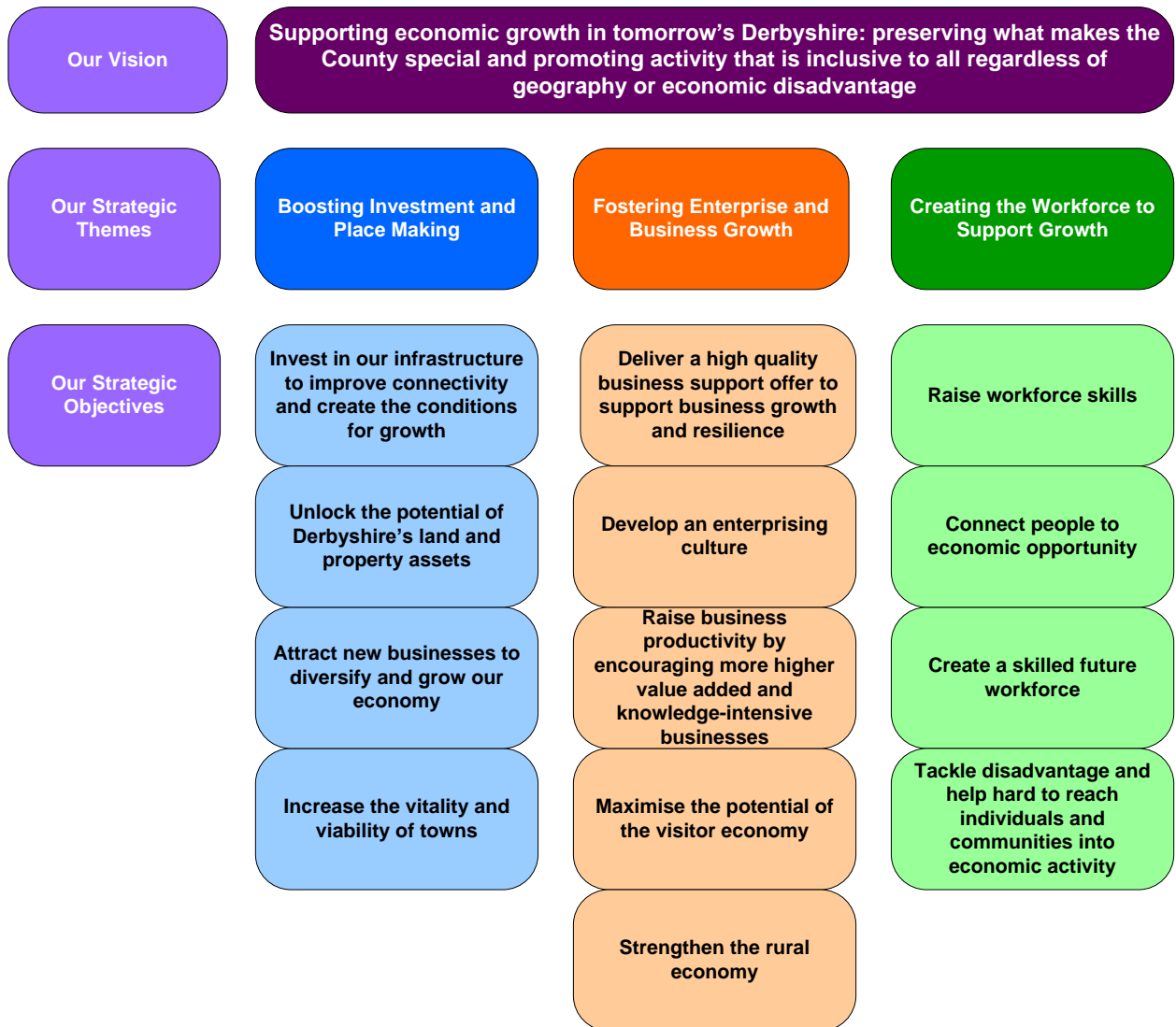
4.28 We need to ensure we **provide the workforce with the skills and knowledge-sets required by businesses**, now and in the future. It will be important to work with employers, employer representative organisations and education and training providers to understand how we can best support workforce development. There is scope for the **third sector - the voluntary, community and faith sector – to play a stronger role in supporting economic growth**, particularly in helping disadvantaged communities and individuals back into training, employment or voluntary work.

⁸ The percentage of the working age population (16-64) who are employed or looking for work

5 An Economic Vision for Derbyshire

5.1 Derbyshire’s natural, physical and human assets provide a firm foundation for growth. Businesses and people will be supported to take full advantage of new growth opportunities; inward investment will be encouraged through marketing of a strong Derbyshire brand ensuring the County becomes a ‘place of choice’; and the landscape and heritage which has previously supported our economy will be actively protected and conserved to maintain our unique identity. Derbyshire is well-placed to capitalise on the technological revolution which will drive economies of the future. We will support businesses to innovate and access new markets and create new, skilled employment opportunities. We will invest in our infrastructure to create the conditions and places which will support growth; and we will ensure we have a workforce which continues to attract business investment.

5.2 Our vision is clear, our focus is fixed and the broad work we need to undertake to achieve our ambitions for Derbyshire is set out in the remainder of this Strategy Statement. Through continued collaborative working we will develop the detailed action plans that will provide the route map to achieving our vision, alongside partners in Derby City, to ensure the whole of Derbyshire benefits from our collective efforts.



5.3 Delivery of the vision will be guided by the following principles:

- We will address immediate barriers to growth, but encourage investment which provides for tomorrow's Derbyshire and our future social and economic needs.
- We will promote sustainable growth which preserves and enhances the character of the County whilst delivering our economic needs.
- We will champion high quality, innovative and environmentally sensitive design solutions in building the infrastructure for growth; particularly where this preserves the natural landscape and brings heritage assets back into use.
- We will pursue growth for all; recognising the potential of all businesses and individuals.
- We will facilitate and encourage strong and effective partnership working.
- We will work collectively and inclusively to deliver Derbyshire's vision, drawing on the expertise of all private, public and third sector partners.

5.4 In delivering the DESS we will:

- Support businesses as the drivers of local economic growth.
- Build on our manufacturing expertise to support the Government's objective of delivering growth through innovation, exporting and supporting the transition to a high value added and knowledge-based economy.
- Recognise the importance of place and community in driving economic growth, providing flexibility to allow partners to determine and deliver local approaches and interventions.
- Develop our natural assets to deliver sustainable growth.
- Support the Government's energy policy by facilitating the transition to a low carbon economy across all aspects of development.
- Develop a workforce which meets the needs of businesses and supports all individuals to reach their full potential, supporting Government's commitment to help people find and remain in employment and reduce youth unemployment.

6 The Strategy

6.1 The following pages of this Strategy Statement set out the framework through which we will deliver activity to help us achieve our vision for Derbyshire. The specific actions needed to deliver the vision and objectives of the DESS will be developed as part of the early stages of implementation, working closely with Derby City to ensure coherence and alignment with the actions of the Derby Economic Strategy. Clear measures of success will be developed, supported by targets for improvement. The Derbyshire Economic Partnership (DEP) – a key partnership of the D2N2 LEP – will be responsible for managing and ensuring delivery of the DESS and its accompanying Implementation Plan.

6.2 The work of the DESS has identified three themes which provide the mainstay of our framework:

- **Boosting Investment and Place Making**
- **Fostering Enterprise and Business Growth**
- **Creating the Workforce to Support Growth**

6.3 Each of the three themes is supported by a number of strategic objectives and the scope of further activity is set out in:

- Headline priorities for action identified through the DESS consultation process;
- The expected geographic focus of activity; and
- The broad performance indicators against which we will measure progress.

Strategic Theme: Boosting Investment and Place Making

Rationale: Continued investment in infrastructure, business and place will have a significant, positive effect on productivity and growth within the Derbyshire economy. Strategic investment in digital roll out, land and premises, transport and green and blue infrastructure will enhance connectivity and accessibility and will help create the conditions for further growth in strategic sites and locations within Derbyshire’s Economic Zones.

Strategic Objective 1: Invest in our infrastructure to improve connectivity, increase accessibility and create the conditions for economic growth

Priorities

- Secure successful delivery of Digital Derbyshire in line with project targets and facilitation of community-led approaches to broadband provision in areas where market failure remains
- Develop supportive transport and planning policies to facilitate appropriate levels of development
- Develop a pipeline of transport infrastructure projects which will increase Derbyshire’s capacity for growth and work with partners to bring these to market
- Further develop and safeguard green and blue infrastructure such as cycle routes, urban trails and canals to encourage sustainable transport, reduce carbon emissions and support the visitor economy
- Undertake active lobbying to secure additional investment in rail and bus services across the County
- Shape the development of the proposed HS2 to ensure maximum economic benefit for Derbyshire

Spatial Focus

Rural Derbyshire and the Peak District require broadband interventions to improve connectivity, speeds and reliability. Intervention will be focused on the Digital Derbyshire rollout areas, particularly across the North West Economic Zone, but also across other predominantly rural areas.

Investment in green and blue infrastructure will be an important mechanism to support growth in the visitor economy, particularly in extending the offer in South and North East Economic Zones, building on the strengths of the North West Zone. This will also help connect Derbyshire’s network of market towns and predominantly rural areas with residential areas; investment will be focused on supporting the County’s move towards a low carbon economy by supporting sustainable development and transport interventions.

Priority rail improvements (including the Midland Mainline, Buxton Line and Hope Valley Line; Ilkeston and Gamesley rail stations, Park and Ride scheme at Boulton Moor; and the rail terminal at Markham Vale) are shown on the accompanying map.

HS2: masterplanning around Toton, the maintenance depot near Staveley and potential for the HS2 Academy.

Ensure strong links to the European Infrastructure Investment Strategy and the D2N2 (and SCR/ Manchester SEP) and Growth Deals.

Key Indicators

- Uplift in GVA
- Delivery against the Digital Derbyshire Plan – specific measures around coverage, speed and connection to premises
- Increase in level of infrastructure investment

Strategic Objective 2: Unlock the potential of Derbyshire's land and property assets to attract and retain businesses and create the conditions for economic growth

Priorities

- Facilitate delivery of strategic employment and housing sites and support scoping/feasibility work
- Promote the re-use of vacant and underused commercial, industrial and heritage buildings
- Review of council-owned assets as part of a shared estate programme to identify opportunities for rationalisation and commercial development
- Support enhancement of provision of quality commercial accommodation to meet the needs of creative, hi-tech and knowledge-based industries
- Maximise potential of existing vacant, under-used premises or those in need of modernisation and provide follow-on space for growth businesses
- Meet the accommodation needs of start-up businesses to support an enterprising culture and business growth
- Investment in renewable energies, green/blue infrastructure and opportunities around ecosystem services; particularly where these unlock sites

Spatial Focus

Investment will be focused on key strategic employment sites across the County with strong links to the European Infrastructure Investment Strategy, the D2N2 and SCR SEPs and Growth Deals. Major investment areas are shown on the accompanying map.

Key Indicators

- Uplift in GVA
- Increase business numbers/ new business starts
- Increase in business survival rates
- Industrial land availability/ commercial floorspace usage
- Increase in jobs created
- Reduction in unemployment

Strategic Objective 3: Attract new businesses to diversify and grow our economy

Priorities

- Continue to develop the inward investment function/ investor development service for Derbyshire to actively promote districts and boroughs and act as a comprehensive gateway for investor enquiries
- Strengthen partnership working between UKTI, D2N2, D2 local authorities, Chamber of Commerce and other key stakeholders to ensure joined up working on inward investment
- Capitalise on input of higher education institutes to support research, innovation and invention to increase competitiveness and productivity, particularly in knowledge-based industries
- Ensure skills level of workforce meets business needs (see Objective 12)
- Provide robust interventions to initiate and support business start ups
- Strengthen niche sectors such as heritage crafts/ skills to support successful diversification of the economy
- Work collaboratively to promote the unique assets of Derbyshire's districts and boroughs to capitalise on growth in adjacent cities and attract national and international inward investment
- Develop a co-ordinated approach to place making activity across D2 local authorities
- Enhance the attractiveness of the natural and built environment, market towns and urban centres to attract new private sector investment
- Establish, market and raise the national profile of the 'Derbyshire Offer' to investors and neighbouring LEPs

Spatial Focus

We will support interventions across the County to attract new business and investment. Priority will be given to those areas with immediate capacity for growth and where the effects of economic restructuring have been most acute, particularly the North East Economic Zone.

Capacity to attract and accommodate major inward investment currently lies primarily within the North East and South Economic Zones, particularly in terms of developments around Markham Vale and the expansion of Derby City; the existing availability of major employment sites in these zones provides a strong offer to potential investors.

Key Indicators

- Increase in total amount of inward investment (conversions)
- Increase in number of businesses/ new business starts
- Jobs created through FDI and re-investment
- Public/ private sector employment balance (%)
- Increase in productivity (GVA)
- Increase in visitor numbers
- Increase in skills level

Strategic Objective 4: Increase the vitality and viability of our market towns and urban centres to support their role as local service and employment centres and maximise their ability to attract private sector investment

Priorities

- Use planning measures to increase vitality within towns, including the use of Local Development Orders
- Establish town teams or other appropriate mechanisms to improve communication with the business community and develop fresh approaches to urban regeneration
- Diversify uses in town centres including office development, retail, leisure/hospitality and commercial developments
- Preserve and enhance the character and historical/ industrial assets of market towns and their surroundings to increase their contribution to the visitor economy
- Secure investment for regeneration/ public realm schemes in towns requiring physical regeneration, including support for local masterplanning

Spatial Focus

With the needs of towns varying significantly across the County, we will support proportional interventions to meet identified local needs. Planned schemes include:

- Chesterfield Town Centre Package
- Swadlincote Area Package
- Buxton Spa Town Package

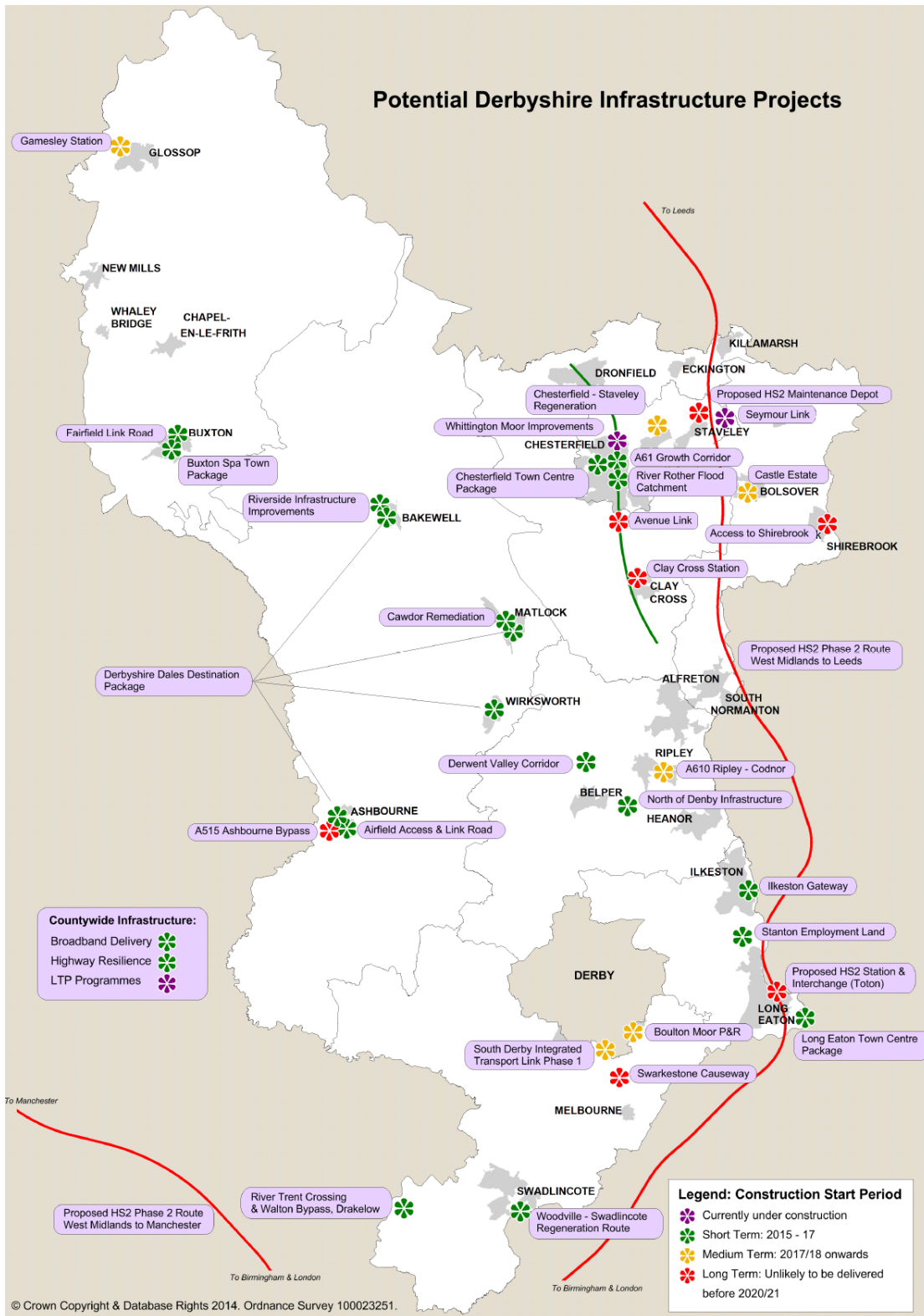
Other developments will be linked to the priorities and projects identified via the Growth Deal and infrastructure planning processes.

Local regeneration and public realm interventions will be supported particularly within post-industrial towns where the effects of economic restructuring have been most acute and intervention is required to attract new investment. These interventions are likely to be targeted primarily within the North East Economic Zone but also incorporating other post-industrial centres in the South Zone e.g. Heanor, Alfreton, Shirebrook, Bolsover, Clay Cross, Killamarsh, Eckington and Ilkeston.

Interventions which facilitate growth in the visitor and rural economies will also be supported. These interventions are likely to be targeted within the North West Economic Zone and west of the Amber Valley e.g. Glossop; Bakewell; Matlock; Ripley; Belper.

Key Indicators

- Increased footfall
- Reduce vacancy rates
- Housing completions
- Industrial land availability/ commercial floorspace usage



Strategic Theme: Fostering Enterprise and Business Growth

Rationale: In Derbyshire, our future economy will rely heavily on new and existing business growth combined with investment in the visitor and rural economies and regionally significant sectors such as ‘world class manufacturing’. In order to narrow our productivity gap we need to ensure that we (1) offer an exceptional environment to start and grow a business (2) foster a much more diverse and high value business base and (3) build resilience in our bedrock industries.

Strategic Objective 5: Deliver a high quality business support offer to support business growth and resilience

Priorities

- Support businesses to enhance their profitability and competitiveness through the provision of a high quality, coordinated business support and mentoring, recognising the support needs of different types of businesses and at different stages in their growth. This may include the provision of:
 - o Access to quality advice and guidance and key account management support for businesses with high growth potential
 - o Access to finance and investment readiness support
 - o Access to business networking opportunities
 - o Access to finance models
 - o Access to training
- Support the proposed D2N2 and SCR Growth Hubs to ensure Derbyshire businesses have effective access to information advice and guidance
- Support supply chain development through local purchasing agreements and ensuring public procurement is open to SMEs
- Review regulatory requirements on businesses to reduce red tape where possible
- Develop programmes to support healthy workplaces, reducing absenteeism and increasing productivity
- Encourage resource efficiency and move towards a low carbon economy
- Work with business representative organisations to collate a robust evidence base of business needs and priorities; and share information across the County regarding new developments and the implications/opportunities for each district/borough
- Explore the potential for new and emerging sectors

Spatial Focus

We will encourage new and existing business growth across Derbyshire and ensure a consistent approach to business support which exploits the opportunities created by the proposed D2N2 and SCR Growth Hubs.

With micro and small businesses comprising 88% of Derbyshire’s business base, we will encourage interventions which support this important feature of our local economy; as well as targeting those businesses with high, or locally significant, growth potential. We also wish to encourage resilience within our traditional industries, particularly to safeguard local employment.

Key Indicators

- Uplift in GVA
- Increase in business numbers/new business starts
- Increase in business survival rates
- Positive feedback from business

Strategic Objective 6: Develop an enterprising culture to increase new business starts and provide the support and infrastructure to enable new businesses to grow

Priorities

- Ensure a supply of appropriate start-up and expansion space for new and early stage starts, and maximise the use of technology to enable home-working
- Ensure pre and new start businesses are able to access appropriate business advice and support services – including financial (as proposed under Objective 5)
- Support people from disadvantaged communities to start a business or move into self-employment, including awareness raising of enterprise and social enterprise opportunities
- Develop positive interventions to embed entrepreneurialism within education and learning to develop entrepreneurship skills and promote business start-up/self employment as a career option for young people and graduates and raise aspirations

Spatial Focus

Supporting entrepreneurialism is a County-wide priority and we will seek to create a consistent offer to entrepreneurs across the County. We will also encourage activities which seek to remove barriers to business start-up and promote entrepreneurialism as a means of addressing specific weaknesses in local economies. This may include, but is not restricted to:

- Activity which builds on high levels of entrepreneurship in the North West Economic Zones and seeks to address lower start-up rates across the rest of the County
- Activity which supports entrepreneurialism amongst young people and graduates as a means of addressing youth unemployment and retaining/attracting skilled graduates
- Activity which supports enterprise in disadvantaged communities as a means of addressing economic disadvantage and higher levels of unemployment in these areas (particularly in the North East Economic Zone)

Key Indicators

- Increase in business numbers/new business starts
- Increase in business birth rate
- Increase in numbers self employed

Strategic Objective 7: Encourage more higher value added and knowledge-intensive businesses to raise business productivity and rebalance our economy

Priorities

- Encourage the traditional manufacturing sector to move towards higher value manufacturing and services
- Ensure a supply of appropriate accommodation and facilities (including high speed broadband) to meet the needs of knowledge-based industries
- Support the commercialisation of innovation and research through the provision of tailored business support/key account management and access to finance, and facilitating partnerships with HEIs and research centres
- Support initiatives to increase exporting and access to new markets, particularly amongst traditional business sectors, including supply chain development activities; innovation support measures, exploitation of global trade links; and facilitating the adoption of ICT and e-business
- Work with businesses to identify and meet high level skills gaps and provide the conditions to attract and retain graduates in the region
- Support businesses to exploit new opportunities in the low carbon economy

Spatial Focus

Raising business productivity and encouraging higher value added businesses is a County-wide priority.

We are particularly keen to ensure that activity within this strategic objective raises productivity within the traditional manufacturing sector given the importance of this sector to the local economy.

Key Indicators

- Increase in productivity (GVA)
- % change in industrial structure: including enterprises (and employment) in growth and knowledge-based and medium/high technology sectors
- Increase in resident and workplace based earnings

Strategic Objective 8: Maximise the potential of the visitor economy to create new employment and raise GVA

Priorities

- Continue to develop a strategic approach to the branding and marketing of Derbyshire’s full tourist offer
- Review and refine an appropriate marketing plan that recognises the potential of attract/ disperse in benefiting all the County’s offer
- Increase the use and take-up of the Derbyshire’s tourism offer by those living in the County
- Develop active and sustainable transport connectivity between key destinations/ emerging heritage clusters and gateway towns and cities to facilitate access to tourist destinations
- Raise the quality of existing visitor attractions through targeted capital investment – particularly in the heritage sector
- Raise the profile and value of distinct landscape areas in the North East and South Zones in supporting the future visitor economy
- Develop Derbyshire’s cultural tourism offer through the support and expansion of the festivals and events sector
- Facilitate and improve the visitor journey through quality information, mapping and directions and improved service delivery standards within the visitor economy and tourist information services
- Address the need for more serviced and high quality accommodation within popular tourist destinations
- Enhance and preserve green and blue infrastructure as a mechanism to attract visitors and support sustainable connectivity

Spatial Focus

Activity will build on the current strengths and contribution of the North West Economic Zone, and particularly the Peak District.

Growth of the visitor economy across the North East and South Economic Zones building on the varied cultural, heritage and leisure offers within these areas. This may include, but is not restricted to:

- The National Forest
- Green and blue infrastructure initiatives e.g. the Chesterfield Canal developments, cycle infrastructure, and the green infrastructure priority area in southern Bolsover
- Heritage clusters and historical assets across the County e.g. the Derwent Valley Mills World Heritage Site and proposed Creswell Crags World Heritage Site
- Hospitality and Leisure assets, particularly in relation to business/HEI visitors in the areas surrounding Derby
- Major developments e.g. Peak Resort
- Market towns and urban areas with unique historical, cultural or leisure assets.

Key Indicators

- Increase in employment in the tourism sector
- Uplift in visitor Economy GVA
- Increase in visitor spend
- Increase in overnight visitor stays

Strategic Objective 9: Strengthen the rural economy to create new jobs and raise GVA

Priorities

- Grow the rural economy through supporting micro-business growth and productivity in rural areas, including access to finance and out-reach business support
- Increase the competitiveness of rural businesses through the use of ICT for online trading, social media/marketing and improved business management/operations. Facilitate this by reducing the gap in broadband speed between rural and urban areas of Derbyshire
- Enhance the vitality of rural market towns as employment and service centres with affordable live/ work accommodation
- Unlock smaller sites for housing and employment growth in rural areas such as the Cawdor Quarry, Bakewell Riverside and Ashbourne Airfield
- Increase high wage employment opportunities for young people in rural areas

Spatial Focus

The North West Economic Zone will be a primary driver of growth in the rural economy, but we will also encourage interventions which create growth in the rural areas of the North East and South Economic Zones.

Key Indicators

- Increased employment in rural districts
- Business start ups
- Uplift in GVA in rural districts
- Implementation of Digital Derbyshire - broadband connectivity
- Reduced youth unemployment
- Increase in affordable housing

Strategic Theme: Creating the Workforce to Support Growth

Rationale: Skills are a fundamental component of our competitiveness, yet our skill levels and earnings are holding us back and we have pockets of excluded communities. Only through concerted investment in skills, workforce training and targeted inclusion activities will local people access new economic opportunities, improve their labour market prospects and progress within their current roles.

Strategic Objective 10: Raise the scope and level of workforce skills to reduce the barriers to business growth and attract and retain jobs and wealth

Priorities

- Work with business representative organisations and training providers to understand and address business skills needs and skills shortages
- Increase the number of businesses accessing training and apprenticeships and promote the importance of training and development to business growth
- Support interventions to improve management & leaderships skills in the workforce
- Actively encourage and improve access to higher level skills/ apprenticeship training – particularly with young people

Spatial Focus

Raising the level of workforce skills is a priority across the County, and this includes addressing the high number of people without qualifications.

We recognise there are geographic disparities in skill levels and that the population of the North East Economic Zone generally has lower skills levels than the rest of Derbyshire.

Activities and interventions which reduce geographical disparities will be supported.

Key Indicators

- Increase in businesses accessing training
- Improve qualification levels – Levels 3, 4 and 5
- Reduce number of people without qualifications

Strategic Objective 11: Connect people to economic opportunity to help individuals to benefit from new employment opportunities and ensure businesses have the workforce to grow

Priorities

- Engage with public transport providers and local transport authorities to strengthen public transport links to employment opportunities
- Support local interventions to help people in isolated communities access employment – particularly young people and those out of work
- Explore new interventions such as the 21st Century Guildhall, alongside local employment and skills charters, guaranteed interview schemes and similar measures to link local people to new job opportunities and skills development
- Develop interventions to raise the employability skills of young people, NEETs and the unemployed
- Develop innovative approaches to reducing vacancies, including working with employers to address demand side weaknesses
- Develop redeployment initiatives to help retain and recruit high skilled, redundant workers
- Target work and support with short-term unemployed to get people back to work quickly and prevent long-term impacts

Spatial Focus

It is important that all residents are supported to access local employment. Activity will however be focused on:

- Connecting communities to jobs at key strategic sites;
- Meeting the recruitment needs of businesses;
- Raising economic inclusion within the most disadvantaged communities; primarily within the North East Economic Zone where unemployment is comparatively high; but also in isolated pockets of deprivation across the County; and
- Linking people in isolated rural communities to the labour market.

Key Indicators

- Increased employment
- Reduction in job vacancies
- Apprenticeship numbers/ traineeship numbers and destinations
- Increase in productivity (GVA)

Strategic Objective 12: Create a skilled future workforce to meet business needs and support a higher value added and knowledge-based economy

Priorities

- Improve the provision of careers advice and employability skills to young people within schools both pre and post 16
- Work with HEIs to ensure higher level skills provision and offer meets the need of emerging sectors within Derbyshire
- Support better education-industry links to promote the range of local employment opportunities and engage young people in their wider communities, including site visits, work experience, mentoring schemes, volunteering, awareness raising sessions
- Increase the take-up of high quality vocational and apprenticeship opportunities, particularly to those young people not in full time education
- Work with employers and employer representative organisations to encourage business investment in skills and apprenticeship schemes such as the Trusted Employer Register
- Work with employer representative organisations and training providers to develop the evidence base relating to skills demand
- Promote enterprise education from an early age through curriculum development

Spatial Focus

Ensuring a skilled future workforce is a County-wide priority. We recognise however that the population of the North East Economic Zone generally has lower skills levels than the rest of Derbyshire and activities which reduce geographical disparities in resident skills levels will be supported, with specific targeting on:

- Activity which supports the identified skills needs of businesses; and,
- Opportunities arising from investment in key strategic sites.

Key Indicators

- Increasing apprenticeship numbers/ traineeship numbers and destinations
- Reducing the number of young people who are NEET
- Reducing youth unemployment
- Increase in higher level skills

Strategic Objective 13: Tackle disadvantage and help hard to reach individuals and communities into economic activity to ensure everyone who is able to work, is supported to do so

Priorities

- Support people, particularly those furthest from the labour market, to overcome barriers to employment
- Develop supported employment projects, integrated approaches to removing barriers and addressing the root causes of exclusion and poverty such as health and well-being and skills interventions
- Actively promote volunteering, and improve the quality and scope of work experience and work-tasters as routes into employment
- Support people in hard times, particularly those facing financial exclusion and the impacts of welfare reform; including Welfare Rights service and community-based provision
- Support the role of credit unions and other community –based interventions to accessible finance
- Utilise the expertise and knowledge of the third sector and develop Derbyshire’s social infrastructure to support the needs of communities facing economic and social exclusion
- Support enterprise and social enterprise as a route to economic inclusion
- Address discrimination in the labour market and promote equal opportunities

Spatial Focus

Activity will be focused on disadvantaged communities with high levels of economic inactivity, particularly within the North East Economic Zone and isolated pockets of deprivation across the County.

Particular target communities include:

- People with health and wellbeing issues, including those with mental health issues;
- The financially excluded;
- Those excluded by reason of living in isolated rural communities;
- Children and young people (including NEETs);
- People with multiple and complex needs;
- People with caring responsibilities;
- Households with worklessness;
- People affected by redundancy;
- Adults with physical and learning disabilities; and,
- Older people.

Key Indicators

- Economic activity rates
- Increase in household income
- Reduction in personal and household debt

7 Delivering the Strategy

7.1 The DESS sets out the framework for action needed to deliver economic prosperity across Derbyshire. It is a strategic statement which provides a framework for local intervention and delivery. It ensures we are collectively moving towards our strategic goals and addressing the weaknesses in our economy in order to create a more prosperous future for all.

7.2 DESS is not a delivery plan. It does not outline specific project interventions. It is important to recognise that the projects to deliver DESS will be best defined, and possibly delivered, at a local level and tailored to specific local issues and circumstances. The DESS does however help us to define the issues and challenges where a County-wide or collective approach may add value. It also provides a clear statement of where we can add value to Government and LEP agendas thereby supporting the rationale for investment and delivering growth across the County.

7.3 With DESS in place, the DEP is able to provide a forum for the consideration of potentially contentious schemes which may be strategically important but require further debate amongst partners to agree a way forward. DESS also provides a framework within which partners can carefully consider the overall strategic, as well as local contribution of individual schemes to ensure they do not undermine DESS objectives or have adverse impacts at a wider spatial scale.

7.4 DEP will play an important role in driving delivery of DESS and, most importantly, provide a forum to bring local partners together. DEP and the local commitment to joint-working is a key asset for the County which we should support and develop. The key aims of DEP include:

- Co-ordinate and agree joint strategic priorities in the interest of Derbyshire to ensure a clarity of purpose for all partners.
- Communicate a coherent voice for Derbyshire to enable positive and constructive dialogue with key players such as LEPs, the Homes and Communities Agency and the EU.
- Maximise investment and external funding into Derbyshire through targeted service delivery, aligning resources, initiating and support funding bids and providing project management resources.

7.5 The DESS is an important first step in delivering on these objectives. The Partnership has already successfully secured £3m RGF for the Global Derbyshire Small Business Support Programme which is benefiting businesses across the County, whilst “Invest in Derbyshire” has proved very successful in attracting new inward investment and support to local people to access new jobs. DESS will support future negotiations with funders and provide clarity on Derbyshire’s growth offer.

7.6 Rapid progress has been made in developing the governance structures required to attract and channel future investment and LEP funding. The D2 (Derby and Derbyshire) Joint Committee is now established and will engage with D2N2 to ensure effective delivery and governance of new funding opportunities. Momentum exists to develop the new arrangements further with the possible creation of an Economic Prosperity Board. Within this context DESS will be a valuable tool to inform our negotiations with our strategic partners in D2N2 and beyond; a document that clearly articulates Derbyshire’s offer and ambition.

7.7 In preparing the DESS, we have identified a series of 'must do' interventions which are required to kick-start growth. These are set out below and will provide the focus for initial activity and discussions regarding a Growth Deal for Derbyshire.

Boosting Investment and Place Making
<ul style="list-style-type: none"> - Deliver broadband provision - Develop and deliver a pipeline of transport infrastructure projects - Unlock smaller employment and housing sites
Fostering Enterprise and Business Growth
<ul style="list-style-type: none"> - Support business growth through high quality business support - Address high level skills gaps - Support the traditional manufacturing sector to move towards higher value added activities - Maximise growth in micro and small businesses
Creating the Workforce to Support Growth
<ul style="list-style-type: none"> - Raise the employability skills of young people - Engage with employers and providers to address skills shortages - Ensure all have access to employment and opportunity regardless of location or economic circumstances

Measuring our Success

7.8 As a high level strategy, the number of additional jobs and GVA we create will be determined by the level of funding Derbyshire secures. To deliver our ambitions, we need to ensure we access our share of both European and Government funding. European Funding will be a major source of investment for the County and the table overleaf demonstrates the strong contribution we can make to EU growth objectives.

7.9 Alongside ERDF and ESF, other funding streams will include LEADER, RGF, LGF and HCA. It will be vital to ensure we use funding effectively and efficiently to lever in additional private sector investment. In addition to securing investment, we will also expect to see continued progress against key social and economic indicators which are monitored in our Local Economic Assessment. We will monitor the general direction of travel of key indicators and work towards improving the rate of change and reducing disparities across the County.

7.10 The key indicators we will monitor are:

- Public/private sector employment balance
- Industrial structure: including enterprises (and employment) in growth and knowledge-based and medium/high technology sectors
- Youth employment
- Enterprise start-up and survival rates
- Qualification levels
- Resident and workplace based earnings
- Housing completions
- Industrial land availability/commercial floorspace usage.

7.11 The Local Economic Assessment will be refreshed every two years with any new and emerging trends feeding into our on-going monitoring of DESS. We will also undertake continual qualitative monitoring of our progress in delivering DESS objectives. DEP will provide the forum for on-going dialogue between partners to ensure we remain on track.

7.12 Thematic Delivery Plans will be prepared setting out the projects (local and county-wide) to deliver DESS. These will give a clear indication of where project development work needs to be undertaken, resourcing requirements and the expected economic and social impacts of current and planned interventions.

The European Dimension

7.13 The European Structural & Investment Fund programme 2014-20 will provide real opportunities for Derbyshire partners to deliver the aspirations and required interventions emerging from the DESS. The table overleaf highlights how the DESS Strategic Themes map across to the thematic objectives and priority activities set out in the D2N2 European Structural & Investment Strategy. Opportunity also exists to access EU funding being delivered by Sheffield City Region in the overlap districts. The DESS should provide the focus for promoting and commissioning projects to deliver this funding.

Next Steps

7.14 The DESS represents the starting point for co-ordinating our efforts. Effective, joined up delivery at county and local level is the key to realising the growth potential of Derbyshire. Action plans focused on our Strategic Themes will be developed, co-ordinated and monitored by DEP on a rolling basis and will reflect evolving opportunities and challenges.

DESS Themes	EU Thematic Objectives	EU Priority Activities
Fostering Enterprise and Business Growth	Strengthening Research, Technological Development and Innovation	<ul style="list-style-type: none"> - Building collaborative research between enterprises, research institutions and public institutions - Supporting businesses including social enterprises to commercialise Research and Development - Physical infrastructure
	Enhancing access to, and use and quality of, Information and Communication Technologies	<ul style="list-style-type: none"> - Extend the roll-out and take up of high-speed communications networks where the market is failing particularly where this is proving a barrier to SME growth - Support SMEs and social enterprises in their development of ICT products
	Enhancing the Competitiveness of SMEs	<ul style="list-style-type: none"> - Build the growth capacity of SMEs - Foster a more entrepreneurial culture by reducing barriers to entrepreneurship and supporting entrepreneurs
	Supporting the shift towards a low carbon economy in all sectors	<ul style="list-style-type: none"> - Build the market in low carbon environmental technologies, goods and services - Non domestic low carbon technologies and energy efficiency - Whole place low carbon solutions - Innovation and adoption of low carbon technologies
	Protecting the environment and promoting resource efficiency	<ul style="list-style-type: none"> - Investments in Green and Blue infrastructure and actions that support the provision of ecosystem services in which businesses and communities depend to increase local natural capital and support sustainable economic growth - Investment in the uptake of innovative technologies and resource efficiency measures to increase environmental protection, resilience and performance of businesses and communities
Boosting Investment and Place Making	Promoting climate change adaption, risk prevention and management	<ul style="list-style-type: none"> - Enable economic development through investment in flood and coastal risk management
	Promoting sustainable transport and removing bottlenecks in key network infrastructures	<ul style="list-style-type: none"> - A38 Derby junction improvements - M1 J24-25 managed motorway scheme at Long Eaton and M1 J28-31 accelerated delivery pilot - The electric spine rail enhancement programme - MIRA technology park – Automotive Research Centre - Super-connected city: Derby - Rebuilding of 28 schools as part of the Priority School Building Programme
	Promoting employment and supporting labour mobility	<ul style="list-style-type: none"> - Access to employment for job-seekers and inactive people, including local employment initiatives and support for labour mobility - Sustainable integration of young people, in particular those not in employment, education or training into the labour market
Creating the Workforce to Support Growth	Promoting social inclusion and combating poverty	<ul style="list-style-type: none"> - Active inclusion in particular with a view to improving employability

Glossary

BDUK: Broadband Delivery UK

D2N2: The Local Enterprise Partnership covering Derby, Derbyshire, Nottingham and Nottinghamshire

DCC: Derbyshire County Council

DEP: Derbyshire Economic Partnership

DESS: Derbyshire Economic Strategy Statement

EPSRC: Engineering and Physical Sciences Research Council

ERDF: European Regional Development Fund

ESF: European Social Fund

EU: European Union

FTE: Full Time Equivalent Employees

GVA: Gross Value Added

HCA: Homes and Communities Agency

HEIs: Higher Education Institutes (Universities)

HS2: The proposed high speed train line to connect London to Birmingham and the north.

KAM: Key Account Manager

LEADER: A method of delivering Rural Development Programme funding at a local level.

LEP: Local Enterprise Partnership

LGF: Local Growth Fund

LQ: Location Quotient (a measure which shows the concentration of employment in a particular area in comparison to nationally. Eg A LQ of 1 = employment in line with the national average.)

LTB: Local Transport Body

NE: North East

NEETS: Young people not in education, training or employment

RDPE: Rural Development Programme for England

RGF: Regional Growth Fund

SCR: Sheffield City Region

SEP: Strategic Economic Plan

SMEs: Small and medium enterprises (employing 10-249 employees)

UKTI: UK Trade and Investment

VCFS: Voluntary Community and Faith Sector