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The Chair and Members of Enterprise  
and Wellbeing Scrutiny Committee

26 May 2015

Dear Councillor,

Please see attached the reports and papers that were submitted to the previous meeting of the Enterprise and Wellbeing Scrutiny Committee in relation to the Leisure, Sport and Culture Activities Scrutiny Project. These papers are background for agenda item 4 for the next meeting so these are supplied again for your reference.

In addition, there are attached a copy of the Corporate Plan and an extract from the Minutes of the Overview and Performance Scrutiny Forum on 19 March 2015 which include recommendations made to this committee. These documents are for reference under agenda item 8 for the Work Programme.

4. Leisure, Sport and Culture Activities Scrutiny Project (Pages 3 - 28)
  
8. Work Programme for Enterprise and Wellbeing Scrutiny Committee (Pages 29 - 48)

Yours sincerely,

Local Government and Regulatory Law Manager and Monitoring Officer

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## Enterprise and Wellbeing Scrutiny Committee

### Interim Report of Leisure, Sport and Culture Activities Scrutiny Project Group

Date: April 2015

**PROJECT GROUP MEMBERS:**

Lead Member	Councillor Flood
Group Members	Councillor Bradford Councillor Callan Councillor Clarke Councillor Elliott Councillor Miles Councillor D Stone

**1. INTRODUCTION**

- 1.1 This report summarises the work of the Leisure, Sport and Culture Activities Project Group to date, identifies ongoing issues for further consideration in 2015/16 and seeks the approval of the Enterprise and Wellbeing Scrutiny Committee of the Group's proposed continuing work in 2015/16.
- 1.2 The role of this Project Group evolved from the Project Group set up in 2013 to look at the implementation of the decision to build a new sports and leisure centre on the Queens Park Annexe site and to provide ongoing monitoring of the project through to delivery and evaluation of the project.

**2. REASONS FOR THE REVIEW AND LINK TO PRIORITIES**

- 2.1 The original Project Group's review looking at the development of the new sports and leisure centre aligned with the 2013/14 Corporate Plan Aim 5:

"Healthier and Active Community – Participation in Sport and Recreation, especially in hard to reach Groups and the quality of our Leisure Centres will have improved."

- 2.2 In October 2014 the Enterprise and Wellbeing Scrutiny Committee approved a broadened scope for the Project Group to look at the development of key strategies for:

- Parks and Open Spaces
- Playing Pitches

- Sports Facilities, including new Queens Park Leisure Centre
- Community Sport and Physical Activity

all of which will support the Council's Local Plan Core Strategy (2011–31) and contribute to the Council's overarching Health and Wellbeing strategic portfolio.

- 2.3 This broadened scope aligns with the following elements of the Council's updated Corporate Plan for 2015-19:

Vision – 'Putting our Communities first'

Priority – 'To improve the quality of life for local people'

Objective – 'To improve the health and wellbeing of people in Chesterfield Borough'.

### **3. INTERIM RECOMMENDATIONS**

- 3.1 It is recommended that the Enterprise and Wellbeing Scrutiny Committee approve the ongoing work of the Project Group in respect of:

- The continuing monitoring of the construction, transfer to and the operation of the new leisure centre facilities;
- the development of the Community Sport and Physical Activity Strategy as detailed in the proposed scope document attached at Appendix B.

- 3.2 It is also recommended that, when monitoring the implementation of the previous recommendations in respect of the Playing Pitches, the Parks and Open Spaces and the Sports Facilities strategies, the Enterprise and Wellbeing Scrutiny Committee consider the impact and effectiveness of integrated working across different service areas and teams in delivering the strategies.

- 3.3 In the event of recommendation 3.2 above being accepted by the Enterprise and Wellbeing Scrutiny Committee, that a recommendation be made to the Overview and Performance Scrutiny Forum to:

- consider undertaking an evaluation of the impact and effectiveness of integrated working across different service areas and teams more widely across the Council;

- recommend to the Cabinet that this be undertaken working jointly with Cabinet.

focusing on the potential for integrated and added value outcomes.

- 3.4 Furthermore, it is recommended that the Enterprise and Wellbeing Scrutiny Committee consider the potential for further use of ongoing, 'real time scrutiny' reviews as a method for supportive and constructive scrutiny engagement in the future.
- 3.5 In the event of recommendation 3.4 above being accepted by the Enterprise and Wellbeing Scrutiny Committee, that a recommendation be made to the Overview and Performance Scrutiny Forum to consider the potential for further use of this ongoing scrutiny approach, focusing on the potential for integrated and added value outcomes.

## **4. REVIEW APPROACH**

### **4.1 Development of New Leisure Centre**

4.1.1 The original Project Group's review looking at the development of the new sports and leisure centre had concluded that there had been robust adherence to the Council's objectives in providing a new sports and leisure facility in respect of the procurement and planning processes, the design of the facilities, the funding and the partnership arrangement with Chesterfield College.

4.1.2 The Group's following recommendations were accepted by the Enterprise and Wellbeing Scrutiny Committee (copy of Interim Report attached at appendix A), and then agreed by Cabinet, in September, 2014:

- (1) That the best practice guidance and principles for community engagement, as highlighted in the Council's Community Engagement Strategy are considered throughout the life of projects including pre-decision consultation.
- (2) That where possible and appropriate, pre-consultation dialogue takes place with key stakeholders, this may include Community Assemblies, service users, special interest groups, employees etc. particularly for major projects and decisions.

- (3) That for projects impacting on employees a strong and sustained internal communications and engagement plan is developed which includes a variety of opportunities to engage in the decision making process.

(ref. Minute No. 87 – Cabinet - 23.09.14)

- 4.1.3 Since its first Interim Report the Project Group has continued its ongoing monitoring of the project management by Deloitte and the construction by Morgan Sindall through meetings with the Council's Sports and Leisure Manager and Morgan Sindall's Project Manager. This has included meetings on the site of the new centre, including most recently in the newly opened I-zone on the site.
- 4.1.4 The Group has been impressed with the progress achieved, the good safety record and the quality of the materials and construction. The delivery and installation of the large wooden beams to support the roof of the pool area, with minimal disruption and damage was a particularly impressive example of this approach to quality and safety.
- 4.1.5 It is noted that the contractor has a policy of not sub-contracting. The Project Group is of the view that this has contributed to the good quality of the work and enabled closer control of the project and the meeting of timescales.
- 4.1.6 It is noted that the construction project is currently ahead of schedule and on budget, with the new centre due to open in January 2016. The cost implications of issues in respect of drainage and the retaining wall on the site are currently being explored by officers, and there may be a requirement to use some of the contingency funding.
- 4.1.7 The Group has monitored the use of local labour and apprentices on the project (currently approximately 35% of workforce are from within 25 miles), noting that it is expected that this proportion will increase during the later stages of the project.
- 4.1.8 The Group has monitored the progress of highways issues, including proposed vehicle, cycle and pedestrian access to the site. It has been impressed by the problem solving approach adopted (working with local residents, County Council Highways, the Council's Landscape Services, Friends of Queen's Park and English Heritage) to deal with these issues, including the siting of cycle and pedestrian paths and use of landscaping to meet concerns of local residents and address safety, security and accessibility issues. It is noted that path

adjustments within the site boundary may require use of some of the contingency funding.

4.1.9 Having held its most recent meeting in the newly opened I-zone on the site, the Group is keen to encourage the use of this facility by local schools, groups and the College to increase awareness of the construction process (with potential for demonstrating practical skills for students), the ecological and environmental issues and the facilities to be provided in the new centre and the provision of suitable promotional material from such visits.

4.1.10 The Group has monitored the ecological and environmental impacts of the project, including on the trees, landscape and badgers and the energy efficiency considerations.

4.2 Following the approval of the broadened scope for the Project Group in October 2014, the Group considered the development of the following key strategies:

- Playing Pitches
- Parks and Open Spaces
- Sports Facilities.

#### 4.3 **Playing Pitch Strategy**

4.3.1 The Project Group considered the proposed Playing Pitch Strategy and recommended that it be supported and that a progress report be brought to the Enterprise and Wellbeing Scrutiny Committee in 12 months time to confirm the status of the strategy implementation and delivery and also to confirm whether the strategy had started to reverse the shortfall of junior teams and interest in playing by young people, both boys and girls.

4.3.2 The Enterprise and Wellbeing Scrutiny Committee supported the Group's recommendations in October, 2014, and the Playing Pitch and Outdoor Sports Strategy 2015 - 2031 was subsequently approved by Full Council in December, 2014. (ref. Minute No. 70 – Council - 17.12.14)

#### 4.4 **Parks and Open Spaces Strategy**

4.4.1 The Project Group, led for this part of the review by Councillor Keith Miles, considered the proposed Parks and Open Spaces Strategy and recommended:



- (1) That consultation is carried out with local residents and community groups when proposals are put forward for investment in a park or open space, in conjunction with promoting awareness of the health benefits. Such consultation should be in line with the Council's Community Engagement Strategy and regard should be given to the community engagement model produced by students from University of Nottingham's masters in public health course in partnership with Derbyshire County Council's Public Health Department.
- (2) That disability access should be prioritised when proposals are developed for investment in parks and open spaces.
- (3) That the Play Strategy be reviewed within the next 12 months in order to rationalise the provision of equipped play areas, taking into account the age profiles of the surrounding areas.
- (4) That the Council's website should be used more effectively to promote parks and open spaces with maps and details of community events and activities.

4.4.2 The Enterprise and Wellbeing Scrutiny Committee approved the Group's recommendations in December, 2014 and added a further recommendation that signs and notices be used more effectively to promote the use of parks and open spaces.

4.4.3 In January, 2015 Cabinet resolved that the recommendation on consultation be adjusted to reflect the need for ward councillors to also be consulted when proposals are put forward for investment in a park or open space and also the requirement for consultation to equally apply when proposals are put forward for disinvestment from or decommissioning of a park or open space, and that the revised recommendations be accepted and appropriate adjustments made to the Parks and Open Spaces Strategy and action plan, which were subsequently adopted by Full Council in February, 2015. (ref. Minute No. 93 – Council - 26.02.15)

4.4.4 The development and adoption of the Parks and Open Spaces Strategy is already having a beneficial impact, attracting interest and funding from partner agencies.

#### 4.5 **Sports Facilities Strategy**

4.5.1 The Project Group considered the proposed Sports Facilities Strategy and recommended that it be supported subject to the inclusion of the Group's findings regarding:

- (1) Priorities regarding facilities being community focused and aiming for positive health impacts, in particular for those with mental health issues and the elderly at risk of being isolated; and
- (2) Reference to accessibility – physical access to comply with Sport England access standards and encouraging participation through community based delivery.

4.5.2 The Enterprise and Wellbeing Scrutiny Committee supported the Group's recommendations in December, 2014, and Cabinet resolved that they be incorporated in the draft Sports Facilities Strategy, which was subsequently adopted by Full Council in February, 2015. (ref. Minute No. 94 – Council - 26.02.15)

## 5 PROPOSALS FOR CONTINUING REVIEW IN 2015/16

5.1 It is noted that monitoring of the previously approved recommendations arising from the Project Group's work will be undertaken as part of the normal scrutiny monitoring by the Enterprise and Wellbeing Scrutiny Committee in respect of:

- **Playing Pitch Strategy** - to confirm the status of the strategy implementation and delivery; and also to confirm whether the strategy has started to reverse the shortfall of junior teams and interest in playing by young people, both boys and girls. (ref. Minute No. 43 - Enterprise and Wellbeing Scrutiny Committee – 20.10.14). Monitoring due October 2015
- **Parks and Open Spaces Strategy** – (ref. Minute No. 48 - Enterprise and Wellbeing Scrutiny Committee - 18.12.14). Monitoring due June 2015.
- **Sports Facilities Strategy** - (ref. Minute No. 52 - Enterprise and Wellbeing Scrutiny Committee - 18.12.14). Monitoring due October 2015.

5.2 In order to complete the work of the review the Project Group proposes to continue its work into 2015/16, focusing on the following issues:

### **5.3 New Leisure Facilities at Queen's Park Annexe**

5.3.1 Ongoing monitoring of the construction of the new leisure centre, with a final report six months after the new centre opens (ref. Minute No. 25 – Enterprise and Wellbeing Scrutiny Committee – 10.09.14), to include consideration of:

- The first fill testing of the construction of the pool facilities, due to be undertaken in May.
- Use of the I-zone facility for learning and awareness activities.
- Use of local labour during the construction.
- Highways issues, including traffic implications, vehicle, cycle and pedestrian access, parking and disabled access.
- Funding performance of the project, including VAT implications.

5.3.2 Further consideration of partnership working with the College to see if all parties see this project as adding value to the lives of young people in Chesterfield, both through improving healthy lifestyles and education and employment opportunities. We are interested in seeing if this is envisaged to also assist integration into the community and augmenting public services whilst delivering value for money.

5.3.3 The success of the Project Management Contractor and Building Contractor model in managing the risks involved in the project.

5.3.4 The procurement process and contract monitoring.

5.3.5 Arrangements for transition to and opening of the new leisure centre, including:

- Programme of activities and pricing structure
- Equipment
- Marketing and communications, including publicising future services
- Sales and retention, including booking systems

- Staffing and training
- Catering facilities in the new centre
- Creche facilities in the new centre.

5.3.6 Demolition of the existing Queen's Park Sports Centre and consideration of the future use of the site, including consultation processes.

## **5.4 Community Sport and Physical Activity Strategy**

5.4.1 In order to complete its reviews of the development of the key strategies contributing to the Council's overarching Health and Wellbeing strategic portfolio the Project Group has produced a scope document for this phase of its work on the Community Sport and Physical Activity Strategy, to run alongside the work developing this strategy in the second half of 2015. This scope document has been produced in consultation with the Executive Member for Leisure and the Sports and Leisure Manager. (Copy of scope document attached at Appendix B)

**5.5** Any further reports and/or recommendations arising from the Project Group's continuing review in 2015/16 will be presented to the Enterprise and Wellbeing Scrutiny Committee for consideration and to Cabinet as necessary.

## **6. ACKNOWLEDGEMENTS**

6.1 The Project Group acknowledges the contribution to its work of Members and officers, recognising that this has taken place in the context of an ongoing review running alongside the development of strategies and an ongoing major construction project.

6.2 The Group has found this 'real time scrutiny' method of working to be valuable and has appreciated the openness demonstrated by those it has worked with, enabling close working relationships to be developed. It feels that it has been able to provide a useful 'sounding board' for issues, helping to achieve a constructive approach to problem solving.

6.3 It is particularly grateful to the following for their input to its work:

- Councillor Amanda Serjeant, Executive Member for Leisure
- Mick Blythe, Sports and Leisure Manager
- Councillor John Burrows
- Barry Dawson, Head of Finance
- Leigh Pratt, Procurement Officer
- Chesterfield College
- James McDermott and David Johnson, Project Managers, Morgan Sindall
- Brian Offiler and Donna Cairns, Committee and Scrutiny Coordinators

## **7. INTERIM RECOMMENDATIONS**

7.1 It is recommended that the Enterprise and Wellbeing Scrutiny Committee approve the ongoing work of the Project Group in respect of:

- The continuing monitoring of the construction, transfer to and the operation of the new leisure centre facilities;
- the development of the Community Sport and Physical Activity Strategy as detailed in the proposed scope document attached at Appendix B.

7.2 It is also recommended that, when monitoring the implementation of the previous recommendations in respect of the Playing Pitches, the Parks and Open Spaces and the Sports Facilities strategies, the Enterprise and Wellbeing Scrutiny Committee consider the impact and effectiveness of integrated working across different service areas and teams in delivering the strategies.

7.3 In the event of recommendation 7.2 above being accepted by the Enterprise and Wellbeing Scrutiny Committee, that a recommendation be made to the Overview and Performance Scrutiny Forum to:

- consider undertaking an evaluation of the impact and effectiveness of integrated working across different service areas and teams more widely across the Council;
- recommend to the Cabinet that this be undertaken working jointly with Cabinet.

- 7.4 In the event of recommendations 7.2 and 7.3 above being accepted by the Enterprise and Wellbeing Scrutiny Committee, that a recommendation be made to the Overview and Performance Scrutiny Forum and the Cabinet to undertake a joint evaluation of both the impact and effectiveness of integrated working across different service areas and teams and of this working approach for pre-decision scrutiny, focusing on the potential for integrated and added value outcomes.
- 7.5 In the event of recommendation 3.4 above being accepted by the Enterprise and Wellbeing Scrutiny Committee, that a recommendation be made to the Overview and Performance Scrutiny Forum to consider the potential for further use of this ongoing scrutiny approach, focusing on the potential for integrated and added value outcomes.



# Enterprise and Wellbeing Scrutiny Committee

## Scrutiny Project Group

*Interim report on*

*New Leisure Facilities*

Date : August 2014

**PROJECT GROUP MEMBERS:**

Councillors:

Lead	Councillor Flood
Group Members	Councillor Bradford Councillor Callan Councillor Clarke Councillor Elliott Councillor Miles Councillor D Stone

**1. INTRODUCTION AND REVIEW AIMS**

1.1 This review aims to focus on the decision made to replace the existing leisure facilities at Queens Park with a new building on the Queens Park Annexe site.

1.2 The main objectives of this review are:

- a) to review the Feasibility Study which was produced to support the development or renewal of the Queens Park Sports Centre
- b) to look at the possible risks/implications of the covenant associated with the land at Queens Park
- c) to review the procurement processes which were used when appointing the consultants to manage the project and the communication and consultation undertaken with the public in respect of the options available regarding the redevelopment of the leisure centre.
- d) to review the cost of funding the new leisure centre
- e) to review the procurement process used for appointing the building contractor by Deloittes and to reconfirm this process with the successful bidder.



- f) to review the partnership contract with Chesterfield College and identify Employment opportunities for young people and also opportunities in respect of Health and Wellbeing
  - g) to establish the design of the new building, including specification and facilities to be provided.
  - h) to review the planning and development process for the building, including employment, resources and how it affects the local community.
  - i) to review the pre-marketing of the new facilities
  - j) to review how the new facilities are being monitored and evaluated during the first 6 months of it opening.
- 1.3 The Group will continue its work into 2015/16, alongside the development of the new centre and the evaluation stage. Any further reports and/or recommendations from the Project Group will be considered by the Scrutiny Committee and brought forward for Cabinet consideration as necessary.

## **2. REASONS FOR THE REVIEW AND LINK TO PRIORITIES**

- 2.1 Cabinet made a decision to build a new sports and leisure centre on the Queens Park annexe site. The Project Group were set up to provide ongoing monitoring of this project, from work undertaken to date through to delivery and evaluation of the project. The review aligned with 2013/14 Corporate Plan Aim 5:

“Healthier and Active Community – Participation in Sport and Recreation, especially in hard to reach Groups and the quality of our Leisure Centres will have improved”

## **3. INTERIM RECOMMENDATIONS**

- 3.1 In order to inform future projects and decision making the Project Group recommends:
- 3.1.1 That the best practice guidance and principles for community engagement, as highlighted in the Council’s Community Engagement Strategy are considered throughout the life of projects including pre-decision consultation.

3.1.2 That where possible and appropriate, pre-consultation dialogue takes place with key stakeholders. This may include Community Assemblies, service users, special interest groups, employees etc. particularly for major projects and decisions.

3.1.3 That for projects impacting on employees a strong and sustained internal communications and engagement plan is developed which includes a variety of opportunities to engage in the decision making process.

#### **4. REVIEW APPROACH**

4.1 The Project Group have met regularly to review the process at all stages of the new leisure facilities project. The terms of reference were agreed at the first meeting held on 12<sup>th</sup> July, 2013, along with membership of the Group, all of whom were self nominated.

4.1.1 The methodology used to gather information was through interviews, meetings, reviewing relevant document via the internet and those held in the Town Hall, reviewing other sports centres websites and undertaking site visits to the Council's existing leisure centres, and Ripley, Leicester and The Arc to compare facilities.

#### **4.2 Design of the Building**

4.2.1 The replacement Queens Park Sport Centre is to be a modern state of the art leisure centre providing a wide range of sport and physical activities. It will be fully accessible, light and spacious, built to be energy efficient and to make good use of space.

4.2.2 The building will have a modern, contemporary design and will be built using robust materials. The height of the building will be kept low to avoid spoiling the view around the new centre, to keep energy costs low and to stay below the height of the surrounding trees to avoid having to remove any. The facilities to be included are:

- 25m 6 lane swimming pool
- Learner pool
- 2 squash courts
- Fitness suite with specialist gym equipment
- 6 court sports hall
- Dry changing area
- Wet changing village
- Flexible multi-functional Training Zones
- Café

4.2.3 The centre has been designed to be fully accessible to individual users and groups providing the most up to date standards. Key features to promote accessibility and usage by a variety of users include:

- Accessible car parking spaces and dedicated family friendly spaces
- Range of accessible changing facilities, including equipment such as a hoist and moveable bed
- Easy access steps and a platform hoist to be provided in the main pool
- Steps and a moveable floor to learner pool
- Deck level swimming pool surrounds
- Inclusive Fitness Initiative (IFI) accredited equipment in the gym
- Spaces for buggies

4.2.4 There have been risks identified relating to the building of a new sports centre on the Annexe Site, one of which is the existence of restrictive covenants, and specialist legal advice has been sought in relation to this.

4.2.5 Insurance has been suggested as a very real option to use to mitigate against the risk, and owing to the change of use aspect of the development a bespoke quote would need to be obtained. A level of indemnity would also need to be set based on the proposed value of the development or developments. Once the insurance policy is in place there needs to be no allowance made internally for future enforcement other than deciding the allocation of the premium or which party will pay it. Therefore it represents the most effective and cost efficient method of proceeding and would be satisfactory if any funding is to be secured against the development.

4.2.6 Another issue encountered related to Queens Park Annexe being undermined by badgers. As a result of this the building has had to be re-designed to include patio/outside eating area adjacent to the café.

### **4.3 Consultation**

4.3.1 The first consultation took place between 24<sup>th</sup> May and 6<sup>th</sup> June 2013 using a variety of methods. These included:

- On-line and paper questionnaire to public and stakeholders
- Sports Clubs questionnaire

- Touchscreen Opinion meter at both leisure centre sites

860 responses were received and an analysis of the information was undertaken with the following being the top 5 choices for inclusion in the new facility:

1. 25 metre swimming pool
2. Learner pool
3. Multi purpose sports hall
4. Fitness Suite
5. Children's water fun

4.3.2 Phase 2 of the consultation took place between 26<sup>th</sup> July and 16<sup>th</sup> August 2013 and also utilised a variety of methods including:

- Online and paper based questionnaires
- Touchscreen opinion meter and display boards
- Roadshow events in a variety of public locations
- Accessibility meeting

976 people took part in phase 2 of the consultation.

Members of the Group visited the Queens Park Sports Centre during this period to sample the consultation machine used and spoke to members of the public and the staff undertaking the consultation.

Feedback had been positive in the main with two thirds of consultees being happy with the proposals.

The main changes arising from the consultation included increasing the accessible parking from 6 to 16 spaces and increasing family parking spaces from 8 to 20.

Access to the car park would need to be controlled as the Council were planning on offering free parking for users of the Leisure Centre and therefore use by non-centre users would need to be monitored.

A choice was given in respect of the café facilities, which would be either 'traditional' or a mixed service. The mixed service was deemed to be the preference, serving light snacks. However this would require the reconfiguration of the servery. A franchise was the preferred option for the café, subject to Member approval.

#### 4.4 Visits to Sites

Members undertook visits to the Health Living Centre, Ripley Leisure Centre, Leicester Leisure Centre and Arc Leisure Matlock to compare their facilities including the following:

- Outside
- Entrance/Café
- Sports Hall
- Gym
- Pool
- Disabled Facilities
- Changing Facilities

#### 4.5 Appointment of Main Contractor

The Head of Environment was invited to the first meeting of the Group and at this meeting explained how the decision had been taken to appoint the contractor. There had been 6 companies to bid on the tender which included Project Management of the whole process using RM457 framework for Public Sector Organisations Procurement.

The contract was awarded to Deloitte, one of the 3 shortlisted on price/quality.

The Group interviewed the Procurement Officer who took them through the process which had been undertaken in appointing Deloitte. The key things which were asked for as part of the tendering exercise were:

- Experience in specialised building
- Project Management
- Methodology
- Timescales for delivery
- Budget
- Quality management
- Health and Safety record

#### 4.6 Process for Appointing Building Contractor

The Procurement Officer was also required to explain the agreed procurement route for appointing the building contractor. This was

done as a two part tender, and initially 30 applications were received. Deloitte undertook a sift of these and came up with a shortlist of 5. Invitations to tender were sent out to the successful candidates with a deadline of 29<sup>th</sup> November to return their bids.

Only 4 of the 5 tenders were received back and the assessment was based on quality/price, 60/40. The tender also required that a local labour clause be included, which would include the use of apprenticeships.

#### **4.7 Partnership Working with Chesterfield College**

Members were briefed on the background to the College seeking dual use of the sports hall with the Council. The College will be investing £2.5m in the new facility and an ongoing amount to cover maintenance and for assistance to reduce subsidy.

The College will require use of 4 training rooms, including the sports hall for 7 hours per day for 32 weeks of the year. There will be some use of the courts and fitness suite and also use of the swimming pool, although that would now form part of the formal agreement.

#### **4.8 Funding the cost of the New Leisure Centre**

The Council's Cabinet allocated £9.25m for the capital cost of the leisure centre project, which included contingency and a sum for the demolition of the existing centre.

#### **4.9 Staff Questionnaire**

Donna Reddish, Policy Manager attended a meeting of the Scrutiny Group in October 2013 to discuss the preparation of a survey questionnaire for employees affected by the restructure of leisure services and the Leisure Centre new build. She agreed to meet with the trade unions to devise some suitable questions for inclusion on the survey.

Representatives from Unison were invited to a further meeting on 5<sup>th</sup> February 2014 with a copy of the proposed questionnaire and the Group discussed the pros and cons of it.

It was proposed that with the agreement of Members and Officers, the questionnaire would be made available to staff in early March with a deadline for completion of 3 weeks. Unfortunately this coincided with

the staff survey circulated by the Chief Executive and it was felt that this would have a negative impact on the number of questionnaires being returned therefore the proposed leisure survey did not take place.

## **5. EVIDENCE AND RESEARCH**

5.1 Evidence gathered to support the review work includes:

- New Sport and Leisure Facilities Scoping Document
- Interviews with consultants (Deloitte)
- Interviews with officers including Head of Environment and the Sports and Leisure Manager
- Interview with Procurement Officer relating to the appointment of Consultants.
- Consideration of the Covenant relating to Queens Park Annexe
- Scrutiny of the Feasibility Study
- Consideration of the Cabinet Report and its recommendations
- Comparison of similar projects including visits to other leisure sites and research of other councils via their websites.
- Review how the public were consulted
- Review of how staff were consulted and compiling staff questionnaire to establish their views

## **6. INTERIM RECOMMENDATIONS**

6.1 In order to inform future projects and decision making the Project Group recommends:

6.1.1 That the best practice guidance and principles for community engagement, as highlighted in the Council's Community Engagement Strategy are considered throughout the life of projects including pre-decision consultation.

6.1.2 That where possible and appropriate, pre-consultation dialogue takes place with key stakeholders. This may include Community Assemblies, service users, special interest groups, employees etc. particularly for major projects and decisions.

6.1.3 That for projects impacting on employees a strong and sustained internal communications and engagement plan is developed which includes a variety of opportunities to engage in the decision making process.

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## Enterprise and Wellbeing Scrutiny Committee

### Scrutiny Project Group on Leisure, Sport & Culture Activities

#### Scope / Brief on COMMUNITY SPORT AND PHYSICAL ACTIVITY STRATEGY

<b>Group Members :</b>	Councillors Flood, Bradford, Callan, Clarke, Elliott, Miles, David Stone  (subject to change following May 2015 election)
<b>Subject to be reviewed:</b> (the issue)	The development of the Community Sport and Physical Activity Strategy
<b>Reason for the Review/ Terms of Reference:</b> (why are we doing this)	<ul style="list-style-type: none"> <li>• The strategy are required to support the Council's Local Plan Core Strategy (2011–31) adopted in July 2013 and the Council's Corporate Plan (2015–19) adopted in February 2015.</li> <li>• To develop and contribute to the Council's overarching Health and Wellbeing strategic portfolio.</li> </ul>
<b>How the review aligns with the Council's priorities and vision:</b>	<u>Vision - Putting our Communities First</u>  <u>Priority - To improve the quality of life for local people</u>  <u>Objective - To improve the health and wellbeing of people in Chesterfield Borough.</u>
<b>Aims and Objectives of the Review:</b> (what do we want to achieve / what will success look like) - consider Equalities issues)	<ul style="list-style-type: none"> <li>• Strategic plan for Chesterfield Borough based on robust needs and evidence</li> <li>• Sustainable value for money and quality services, future proofed for community need</li> </ul>

<p><b>Method of Review:</b> (how the work will be undertaken)</p>	<ul style="list-style-type: none"> <li>• Programmed Scrutiny reporting and assessment through service lead officers mapped to individual strategy development timelines and project plans.</li> </ul>
<p><b>Research and Evidence:</b> (information that needs to be gathered)</p>	<ul style="list-style-type: none"> <li>• Community and stakeholder consultation on current provision and future need.</li> <li>• Understanding statutory compliance involved eg Protection of Playing Fields</li> <li>• Needs and Evidence data for future service retention and\ or investment \ reinvestment eg Population and future swimming provision</li> <li>• Other Stakeholder strategies eg National Sports Governing Bodies and Health</li> <li>• Public health profile for Chesterfield</li> <li>• Cultural needs</li> <li>• Sport England 'Active People' data</li> </ul>
<p><b>Witnesses:</b> (who to invite, information and answers needed)</p>	<ul style="list-style-type: none"> <li>• Lead Officers CBC</li> <li>• Any consultancy services commissioned</li> <li>• Stakeholder leads eg Sport England</li> <li>• Club forum officers as may be available</li> <li>• County Sports Partnership lead officers</li> <li>• Active Chesterfield stakeholders</li> <li>• Voluntary sector organisations</li> <li>• Chesterfield College</li> <li>• User groups, including all disabilities</li> </ul>
<p><b>Review Group Meetings and Site Visits:</b></p>	<ul style="list-style-type: none"> <li>• To be determined as part of review method adopted.</li> </ul>
<p><b>Resource Requirements:</b> (what resources will be used)</p>	<ul style="list-style-type: none"> <li>• Lead Officer time</li> <li>• Admin support and document management</li> <li>• Occasional transport subject to method of review adopted</li> <li>• Room bookings and IT support</li> <li>• Input from Active Chesterfield stakeholders</li> </ul>

<b>Project Start Date:</b>	June 2015
<b>Scrutiny Project/Report Completion Date</b> (Group to agree final report)	Nov. 2015
<b>Final Scrutiny Report to Scrutiny Business Meeting on :</b>	Nov. 2015
<b>Scrutiny Report to Scrutiny Committee on:</b> (allow for public notice period)	Dec. 2015
<b>Cabinet Reporting Deadlines</b> (allow for WBR/Executive Member)	Dec. 2015
<b>Scrutiny Report to Cabinet on:</b> (allow for Public notice period)	Jan. 2016
Executive Member(s) & Head(s) of Service consulted on project brief / scope form:	Date : 03.03.15 & 10.03.15
Scrutiny Project Group agreed project brief / scope form:	Date : 03.03.15
Project brief / scope form signed off at Scrutiny Business Meeting :	Date : 30.03.15

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**EXTRACT FROM MINUTES**

**OVERVIEW AND PERFORMANCE SCRUTINY FORUM MEETING**

**Thursday, 19th March, 2015**

61

**DEPUTY LEADER AND EXECUTIVE MEMBER FOR PLANNING -  
CHESTERFIELD BOROUGH COUNCIL CORPORATE PLAN**

The Deputy Leader and Executive Member for Planning, and Executive Director, Michael Rich presented a progress report on the Council's new Corporate Plan and its implementation.

The Deputy Leader advised that in recent years the Council had produced a one year Corporate Plan. This had allowed it to reflect the needs and aspirations of the Borough's communities in the setting of its priorities each year. These priorities were aligned with budgets and ensured that the Council's key priorities and projects were achievable. Following the Local Government Association's Peer Challenge a recommendation was made that the Council set out plans on a longer term basis. A four year Corporate Plan was one element of the Council's response to this which, along with a revised medium term financial plan and strengthened transformation programme, would enable the Council to plan effectively for the financial and policy challenges it faced.

The Deputy Leader also noted that the new Corporate Plan contained targets and objectives that would be achievable. The new Corporate Plan set one year specific projects as well as providing the outline for longer term strategic four years aims. The plan also contained key measurements and milestones for assessing performance against as well as highlighting key achievements to date.

With the adoption of the new Corporate Plan by Council on 26 February, 2015, Executive Director, Michael Rich outlined the steps that would now be taken to implement it. The Executive Director advised that the new plan would act as a "golden thread" running through and linking the corporate plan with individual and team objectives as well as the new streamlined Employee Personal Development process. There would also be a new approach to performance management which in the past had been IT driven and not always effective. The Executive Director also noted that the new plan would encourage more joined up working from Council departments to achieve corporate objectives more effectively, and that this was a further movement away from the strongly

demarcated departmental structure that had operated for many years at the Council.

The Executive Director advised members that there would be an increased focus on engaging staff with the new plan and that the internal communications strategy would be used to increase awareness and ownership of the plan by staff. In conclusion the Executive Director noted that to the new plan would be reviewed following the local and national elections in May 2015 and then subsequently each year to reflect shifting policy and local circumstances, allowing the plan to stay relevant to current needs.

Members thanked the Deputy Leader and the Executive Director for outlining the implementation of the plan noting that the new Corporate Plan was a very impressive document and was a great improvement on previous plans which had been unwieldy and hard to deliver on.

Members asked how the plan would work to develop better broadband access in areas of the borough as businesses were being put off from setting up and staying in Chesterfield due to the poor broadband connection in some areas. The Deputy Leader agreed that broadband speeds and connectivity needed to improve and that Derbyshire County Council were also involved with working with broadband providers to improve broadband connectivity, speeds and access. It was also noted that work was ongoing at the Innovation Centres to improve their broadband access.

Members also asked if there were any plans to provide free Wi-Fi access in the town centre for the benefit of business and shoppers, like there was in other local towns such as Mansfield, where there had been free Wi-Fi in the town centre since 2013. Executive Director, James Drury accepted that Chesterfield was a bit behind other areas in this field but that work was happening to look at a sustainable solution for this for Chesterfield. Members asked if it would be arvarto that would provide this service in the town centre but were advised by the Executive Director that as this initiative would be separate to the Council's IT service it could be provided by another provider.

Members asked how the Corporate Plan would work to improve internet access for tenants, especially vulnerable tenants as the roll out on Universal Credit made having internet access essential in order to claim benefits. The Executive Director advised that these concerns would be addressed in the Council's Digital Inclusion Strategy.

Members also asked several questions about on whether individual and service area plans would link into the Corporate Plan to deliver effective joined up working. The Executive Director advised they would link together and that this requirement would be reinforced to managers.

Members thanked the Deputy Leader and the Executive Director, Michael Rich, for attending and answering their questions

## **RESOLVED -**

1. That the progress report be noted.
2. That the Deputy Leader and Executive Director Michael Rich be invited to the September meeting of the Overview and Performance Scrutiny Forum to provide a progress report on the implementation of the Corporate Plan.
3. That after the progress report has been received members will decide how often progress reports should be presented at the Overview and Performance Scrutiny Forum.
4. That the creation of a project group to look at how the Corporate Plan is working at addressing the problem of deprivation in the borough be considered at the next meeting of the Overview and Performance Scrutiny Forum.
5. That the creation of a project group to look at how the council offers concessions on fees for chargeable services be considered at the next meeting of the Overview and Performance Scrutiny Forum.
6. **That the creation of a project group to look at how the Corporate Plan is working at developing the Town Centre, including the upgrading of the outdoor market be recommended to the Enterprise and Wellbeing Scrutiny Committee for consideration.**
7. **That the creation of a project group to look at how the Corporate Plan is working at increasing the supply and quality of housing in the borough be recommended to the Enterprise and Wellbeing Scrutiny Committee for consideration.** *(emphasis added)*

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## Summary

**Our vision:** Putting our communities first

**Our priority: to make Chesterfield a thriving borough.** To deliver this, we will focus on four objectives:

1. To make sure that local people benefit from growth in Chesterfield Borough
2. To continue delivering regeneration projects that will make Chesterfield Borough a better place
3. To develop our great town centre
4. To improve access to technology that meets the needs of our residents, businesses and visitors

**Our priority: to improve the quality of life for local people.** To deliver this, we will focus on four objectives:

5. To increase the supply and quality of housing in Chesterfield Borough to meet current and future needs
6. To increase the quality of public space for which the council has responsibility through targeted improvement programmes
7. To improve the health and well-being of people in Chesterfield Borough
8. To reduce inequality and support the more vulnerable members of our communities

**Our priority: to provide value for money services.** To deliver this, we will focus on a single objective:

9. To become financially self-sufficient by 2020, so we can continue to deliver the services our communities need.

**Our values:**

- Customer focused – delivering great customer service, meeting customer needs.
- Can do – striving to make a difference by adopting a positive attitude.
- One council, one team –proud of what we do, working together for the greater good.
- Honesty and respect – embracing diversity and treating everyone fairly.

## 1. Introduction

This plan describes the priorities for Chesterfield Borough Council over the next four years. We have chosen a four year period as it gives us time to properly plan ahead, without trying to speculate about what our communities will need and expect in the distant future. It does not cover in detail everything that we do as a council (this will be covered by our service plans on an annual basis). Instead it features the activities where we will be focusing our efforts and where we want to see a real shift over those four years.

In putting the plan together, we have been guided by our simple vision:

### Putting our communities first

As a council, we are here to serve and support our communities. Those communities include our residents and tenants, our businesses, our visitors, our students and our voluntary groups. It is these communities that make Chesterfield Borough a great place to live, work and visit. And it is these communities that we seek to put first as a council in all that we do.

This vision shows through in the recent work we have done on behalf of our communities, from transforming the historic Market Hall to securing four prestigious Green Flag awards for our parks, from attracting nationally recognised productions to our cultural venues to investing £52 million to achieve the Decent Homes Standard for all council homes. Our commitment to this vision has led to rising levels of resident and tenant satisfaction with our services. It is evident in the many ways in which we regularly engage with our communities about those services.

*The plan should be read alongside other key plans for the borough, in particular our Local Plan: Core Strategy (2011-2031) which sets out proposals for the development and use of land in Chesterfield Borough.*

## 2. Context

### Our achievements

There is a great deal to be proud of as we look back on the work delivered by the council and its partners in the last few years. We have taken important steps to secure **the future of Chesterfield Borough**, getting the green light from the Planning Inspectorate for our Local Plan: Core Strategy which sets out how land across the borough will be used over the next 20 years. This includes a number of major regeneration schemes, such as Chesterfield Waterside and Peak Resort. We have played an active role in partnership working with other councils in order to bring additional benefits to Chesterfield Borough, for example securing the devolution of powers and funding from Whitehall as a member of the Sheffield City Region Combined Authority.

The council has continued to provide services that **improve the environment we live in**. Four of our parks (Queen's Park, Holmebrook Valley Park, Poolsbrook Country Park and the Crematorium Grounds) have been awarded the prestigious Green Flag Award. Standards of cleanliness have improved across the borough and many of our parks have benefitted from refurbishment and improved play facilities, including a £1.3m project at Eastwood Park. Our historic Market Hall received a £4m redevelopment and a conservation area has been established for Chatsworth Road.

By embracing growth and attracting investment to Chesterfield Borough, we have been **improving the economy and employment prospects** for our communities. £2.2m of Regional Growth Fund money has been awarded to local businesses and £100m of support provided to attract new businesses to the Markham Vale Enterprise Zone. The Destination Chesterfield partnership has put the town on the map and its 160 business champions promote Chesterfield Borough as a great place to do business.

The council has taken further steps to **provide great leisure and cultural facilities**. The new £11.25m Queen's Park Sports Centre will provide high quality accessible facilities, as well as a base for Chesterfield College students. We have invested in the Pomegranate Theatre and the Winding Wheel, upgrading our cultural venues to bring larger and more varied shows to Chesterfield and attracting £495,000 in Arts Council England funding. We have seen our visitor numbers increase, with over three million a year now bringing £140 million into our economy each year.

As the landlord for almost 9,500 homes, we pride ourselves on **providing a responsive housing service**. We made a £52m investment in our housing stock to bring all our council homes up to the Decent Homes Standard. Our £3m Parkside Housing Scheme will provide high quality homes for older people and new affordable housing has recently been completed at Chesterfield Waterside. The council has also invested in the Local Authority Mortgage Scheme to help local people make their first step on the property ladder.

The council has delivered these achievements and rising satisfaction levels despite a reduction to the funding it receives from central government. We have therefore worked hard to **become more efficient**, investing in a programme of transformation that is improving how we use our offices and depots, how our staff deliver our services and how our customers are able to access our services.

## **Chesterfield Borough in 2015**

Every year we publish a 'State of the Borough' report, which includes a wide range of facts and figures about the borough that we use to help shape the services we provide. The latest report shows that the population of the borough has increased by 5,000 in the ten years between 2001-2011, with 3,400 more households forming in the same period. The proportion of those households that are privately renting has doubled in this time, from 6.2% to 12.4%, reflecting a national shift away from owner occupation. Our population has become more diverse and there are over 900 households with no residents for whom English is their main language.

Our State of the Borough report shows that there remain some particular **challenges** for the council and the communities it serves. The levels of skills and qualifications of our residents remain below the county and national averages. Whilst unemployment has fallen, it remains above the national average and there remain particular issues for younger people and those who are long-term unemployed. There are significant variations in the health of those in the borough, with life expectancy in the most deprived areas 10 years lower for men and 7.6 years lower for women when compared with the least deprived areas. Almost a fifth of our year 6 children are classed as obese and alcohol related hospital admissions, smoking related deaths and adult obesity remain key concerns. The borough contains a number of areas that rank among the 10% most deprived in the country and about 3,900 children live in poverty.

### **Looking to the future**

In planning for the next four years, the council is preparing for changes that will affect us and many other councils across the country. We know that the amount of funding we receive from central government will continue to reduce, falling to almost nothing by the end of the period covered by the plan. Therefore we will need to continue to find savings, as well as looking at other ways to bring in income to fund the services we provide. We will need to work even more closely with partners, building on sharing services and joining up with others to have a greater presence and take on more powers that currently sit in Whitehall.

We know that reforms underway to the welfare system will have an impact on our communities and that we will need to continue to respond through our housing and support services. We know that the population will continue to change, with an increasing proportion of older people with different expectations and service needs. We know that as technology develops, many of our residents, visitors and businesses will expect to engage with our services in different ways and will look for improved access to technology in our towns, villages and business centres.

Our plan sets out how we will be responding to these challenges and we know that doing so will also require some changes to how we work and development in the skills of our staff. Thankfully we already have a highly skilled and committed workforce and a strong record of developing our teams to ensure they provide the quality services our communities expect and deserve.

### 3. Our priorities: to make Chesterfield a thriving borough

Chesterfield Borough is already successful in attracting businesses and visitors, bringing income and jobs that benefit our communities. The council has played a lead role in driving growth and regeneration, working closely with the business community and partners in other public sector organisations. We have a diverse and appealing offer for those living and working here and this continues to support a strong visitor economy. However, in an increasingly competitive country and in a global economy, it is vital that Chesterfield Borough continues to thrive. We also need to keep pace with the demands and expectations of those that live, work and visit our Borough and take a long-term view of what needs to be in place to sustain growth in the future.

To deliver this priority, we have set out four key objectives where the council will focus its efforts over the next few years:

#### 1. To make sure that local people benefit from growth in Chesterfield Borough

As we continue to attract businesses and visitors to Chesterfield Borough, it is important that local people are able to benefit from the growth. We will support new and existing businesses, and work with our partners to make sure that local people have the right skills to take the job and training opportunities that are created. As well as supporting our existing businesses to grow, we want to continue attracting new investors and encouraging new businesses to start up.

In the first year of the plan, we will:

- launch, with Chesterfield College and other partners, our plans for Chesterfield to be an Apprentice Town
- develop a local employment and skills plan to maximise job opportunities at the new Peak Resort
- bring dedicated business support advisers into Chesterfield Borough as part of the Sheffield City Region and D2N2 Growth Hubs

Over the next four years, we aim to:

- agree local labour clauses in 100% of new eligible major developments and fill at least half of the jobs locally where those clauses are in place
- reduce the number of young people not in education, employment or training by 75%
- increase year on year the number of businesses in Chesterfield Borough

## **2. To continue delivering regeneration projects that will make Chesterfield Borough a better place**

The council has been leading work across Chesterfield Borough to bring forward sites to create more jobs, housing and growth in the area. We will continue to drive this activity, maintaining momentum on sites where work is underway and building a pipeline of activity for the future.

In the first year of the plan we will:

- put in place the canal infrastructure at Chesterfield Waterside to unlock further development
- develop a funded delivery plan for the regeneration of the Staveley and Rother Valley Corridor
- select a new development partner for the Northern Gateway project

Over the next four years, we aim to:

- create 7,500 sq metres of commercial floorspace and 300 homes at Chesterfield Waterside
- start on site with the regeneration of the Staveley and Rother Valley Corridor and ensure that local benefits are maximised as plans develop for the proposed HS2 maintenance depot
- increase the occupancy at the Markham Vale Enterprise Zone

## **3. To develop our great town centre**

A vibrant town centre is important for the whole of the Chesterfield area, as it will drive and support our plans for growth. It brings economic benefits and rightly remains a source of pride for our residents. Recent years have shown how challenging it can be to maintain a busy and thriving town centre and it is important we continue to shift and adapt our offer, whilst preserving what is best from our proud history and tradition.

In the first year of the plan we will:

- in consultation develop a delivery plan for an upgrade to the outdoor Market
- adopt the revised masterplan for the town centre, setting the scene for future development
- enable a varied programme of events and festivals throughout the year, including negotiation of a new commercial five year deal with Derbyshire County Cricket Club to secure the future of the annual Chesterfield Festival of Cricket

Over the next four years, we aim to:

- extend the town centre offer for our residents and visitors and increase satisfaction levels with the council's cultural venues
- sustain town centre occupancy levels at 90% or higher and increase occupancy levels at the outdoor market, reaching 90% by the end of the period
- increase the value of the visitor economy by at least 5%, bringing in an additional £7m per annum
- begin work on a mixed employment, leisure and residential scheme in the northern part of the town centre, complementing an appropriate re-use of the former Co-op building

#### **4. To improve access to technology that meets the needs of our residents, businesses and visitors**

Our expectations regarding technology have shifted massively over the last ten years. If we wish to continue attracting businesses to locate here and people to visit, it is important that our business parks and our town and district shopping centres reflect these shifting expectations. By increasing our investment in technology, we will also make sure that our residents have greater opportunities to access modern and responsive council services, and our staff are suitably equipped to provide this.

In the first year of the plan we will:

- deliver the very latest digital connectivity to tenants at our innovation centres and provide wi-fi access in council buildings
- switch to a new website that will provide our customers with improved access to our services, including from mobile devices
- develop a digital inclusion strategy, to increase skills, access and connectivity among our communities

Over the next four years, we aim to:

- significantly enhance broadband access at key locations, including business centres and new housing schemes
- create a digital hub in Chesterfield, including a wi-fi network across the town centre
- increase user satisfaction with on-line council services year on year
- make all appropriate council services available on-line

#### **4. Our priorities: to improve the quality of life for local people**

Satisfaction with services provided by the council is rising and many of our residents enjoy a good quality of life. We continue to provide a clean, safe and green environment and increase the range of leisure services available. More housing is being built to meet the needs of our communities and as the landlord for over a fifth of the homes in Chesterfield Borough; we have recently ensured all of those houses are of a decent standard. However, we know that our communities still look to the council to bring further improvements and to provide for people and places that do not currently enjoy the standards they need and expect.

To deliver this priority, we have set out four key objectives where the council will focus its efforts over the next few years:

##### **5. To increase the supply and quality of housing in Chesterfield Borough to meet current and future needs**

We know that access to decent housing is vital for the quality of life and well-being of communities. We will continue to work to support our existing residents and plan for future growth by providing the right housing offer across Chesterfield Borough. This needs to be housing that meets the changing pattern of the lives and aspirations of our residents, housing that is affordable and housing that will attract people coming into the new jobs created in the area.

In the first year of the plan we will:

- complete and fully occupy the new supported housing scheme at Parkside
- invest £32m in our council housing to maintain and improve quality for our tenants
- agree a strategic approach which will allow the council to build its own housing for sale and rent

Over the next four years, we aim to:

- increase overall housing supply, bringing 1520 new homes into Chesterfield Borough, of which up to 30% on appropriate sites will be affordable
- begin directly building new housing by making use of surplus council land
- maintain the quality of homes across all tenures and maximise further investment in home energy improvements to deliver affordable warmth for our residents
- Improve the quality and management of privately owned properties through investigation, assistance and active regulation where necessary



**6. To increase the quality of public space for which the council has responsibility through targeted improvement programmes**

The council is able to make a significant difference to the quality of people's lives through the way it maintains and improves the estates, buildings and open spaces it owns and manages. Working with communities, it will continue to deliver a rolling programme of improvements that make places across the borough cleaner, safer and greener. We will do this by investing our own resources and attracting additional funding, as well as looking for alternative uses and/or owners for those assets and spaces that are no longer serving communities well.

In the first year of the plan we will:

- open the new £350,000 sports pavilion at Eastwood Park
- begin estate regeneration work at Barrow Hill
- improve the play area at Circular Road Park and improve park facilities at Stand Road Park
- in consultation develop a masterplan for King George V park

Over the next four years, we aim to:

- deliver estate regeneration programmes at Barrow Hill and Holmehall and begin work on a third programme following consultation with tenants
- improve resident satisfaction with our parks and open spaces
- increase tenant satisfaction with their neighbourhood as a place to live to 85% or above
- increase the number of Green Flag awards for our parks to 6
- invest in improvements at a further 5 parks and children's play areas in a rolling programme, funded by releasing assets that no longer serve communities well

**7. To improve the health and well-being of people in Chesterfield Borough**

The life expectancy of Chesterfield Borough residents varies significantly between areas, being 10 years lower for men and almost 8 years lower for women in the most deprived areas compared to the least deprived. We will continue to work with our partners to improve all aspects of health, especially those such as obesity, alcohol abuse and self-harm, where our residents are currently less healthy than the national average. We know that a whole range of factors have an impact on people's health and the objectives we have set to bring additional jobs and better housing will lead to health improvements. As a council, we can also focus on increasing participation in leisure activities through the services we provide and working closely with partners who provide a wider range of services to tackle some of the underlying reasons for poor health.

In the first year of the plan we will:

- open the new £11.25m Queen's Park Sports Centre
- provide a new outdoor gym at Langerfield
- become an official member of the Healthy Communities Network and work in partnership to improve the health and wellbeing of our communities
- promote the 'Time to Change' mental health campaign within the council and among our partners

Over the next four years, we aim to:

- increase participation in sport and physical activity at facilities provided by the council and promote healthy lifestyles via the Active Derbyshire partnership
- increase the use of our parks and open spaces by delivering a varied programme of events and increasing participation in voluntary activities by 5% each year
- work with our partners to reduce the gap in health outcomes between the most and least deprived parts of the borough, as measured through the annual health profile
- build capacity in our communities to allow groups to take on the management of facilities currently run by the council
- work with partners to develop and expand the support given to tenants and residents to enable them to live independently

#### **8. To reduce inequality and support the more vulnerable members of our communities**

We will build on the support that we have already provided to those members of our communities most in need and work with our partners to make sure our collective resources are used effectively to support vulnerable people across Chesterfield Borough. We will particularly address social exclusion through improving access to financial support, making sure our residents know where to go for additional help and bringing agencies together to target help where it can have most impact.

In the first year of the plan we will:

- work with our partners to deliver an intensive support and advice package in Holmehall, Grangewood, St. Helens and Middlecroft
- introduce an assessment of an applicant's ability to manage and maintain a tenancy before allocating council housing and provide support to those not yet able to sustain a tenancy
- provide increased support for homeless people through additional housing advice workers and a dedicated 'No Second Night Out' worker
- set an example as a council by paying all our staff a living wage

Over the next four years, we aim to:

- maintain our commitment to working in partnership with community and voluntary groups in order to increase awareness, satisfaction and take-up of programmes offering financial advice and support to individuals and families
- develop a more targeted approach to the funding used by the council and its partners so that the most vulnerable people in our communities receive effective, joined-up support
- provide and expand our homelessness support and prevention services in partnership with Bolsover and North East Derbyshire councils

## 5. Our priorities: to provide value for money services

The council has a strong record in delivering good value for money services. In recent years it has been able to find the savings necessary to balance its budget, whilst still providing a wide range of services with which our communities are increasingly satisfied. It has improved the efficiency of running services and continues to operate to high standards of governance and accountability. It looks to make effective use of the assets that it owns and to develop opportunities for bringing in income in order to fund the services our communities need. However, the financial challenges are growing and we see more and more councils looking to transform into very different types of organisation. Chesterfield Borough Council also needs to change and has been looking at new approaches in response to these financial challenges.

Our focus in delivering this priority will be:

### 9. To become financially self-sufficient by 2020, so we can continue to deliver the services our communities need.

This means that we will need to fill the gap that is left as central government funding (currently around £4.4m per year) reduces to almost zero by the end of this plan period. It is only by prioritising ‘balancing the books’ that we will be able to continue to serve our communities and deliver the services they need and expect from us.

To do this, we will continue to look at how we provide services more efficiently and make savings. We will develop those areas where we could generate more income from our services and assets. And we will need to consider whether the council should continue to provide all of the services it does at present, or whether some might be better provided in partnership with others. Doing these things will mean changing the nature of the council and how it works. Continuing to operate as we do now will not be sufficient given the scale of the financial challenges that face us. It will mean that we need to build on the existing skills of our staff and take some considered risks.

In the first year of the plan we will:

- freeze council tax for 2015-16
- consult on options for the use of the existing Queen’s Park Sport Centre site
- review and strengthen our Great Place: Great Service programme and deliver £586,000 of savings in order to balance our budget
- roll out on-line bookings for our cultural and leisure facilities
- maintain our Investors In People status and use our assessment to inform the development of a new workforce strategy
- develop a new operating model for the council in order that we are prepared to meet future challenges

Over the next four years, we aim to:

- ensure the council has a balanced budget each year, making up the reduction in central government grant through savings and increased income
- develop a five year plan for the use our surplus land assets, investing in opportunities that will bring sustained revenue to the council to use for delivering services
- take a more commercial approach where appropriate, including developing new services and selling existing services to new customers
- improve the technology that supports our service delivery and increase the skills and capacity of our staff to work in a more commercial manner
- increase the % of citizens who feel we provide value for money services

## 6. How we will work

The council has four values that describe how we want to work to achieve our vision.

We are **customer focused**: delivering great customer service, meeting customer needs. We regularly carry out satisfaction surveys to find out what our communities and residents think of the services we provide. We engage with our residents, tenants, visitors and businesses through a wide range of groups, forums and on-line, seeking their views on our services and how we can improve them. We look to deal promptly and effectively with complaints and always welcome comments and compliments.

We take a **can do** approach: striving to make a difference by adopting a positive attitude. Our staff come up with and deliver solutions to problems and regularly go the extra mile to ensure our communities are well served. We take a 'public sector first' approach to service delivery, believing in the benefits to our communities that come from a public service ethos. We contribute actively to partnerships with other organisations within Chesterfield Borough and beyond our boundaries. We manage our suppliers and contractors fairly but robustly to make sure we are getting the best from the public money we spend.

We act as **one council, one team**: proud of what we do, working together for the greater good. The council has recently restructured, moving away from rigid departments to encourage teams to work more closely together. We value regular and open engagement with all staff and carry out regular surveys to find out how we can improve as an employer. We invest in the development of our staff, regularly attracting additional funding for training. We promote a commercial outlook within our teams, to make sure we secure value for money and look for opportunities to generate additional income that we can then invest in service delivery.

We believe in **honesty and respect**: embracing diversity and treating everyone fairly. The council has a strong record of going well beyond its statutory equality duties and regularly works with partners to host and promote events throughout the borough that celebrate diversity. Our staff and elected members work well together and individuals are able to express their views openly within their teams and at wider meetings and events.

Our annual employee survey provides a valuable source of feedback on how well we are doing in light of these values. We are committed to taking action in response to the survey each year, working with our staff to improve satisfaction scores and increase employee engagement.

## **Get in touch**

Whether you are a member of staff, a resident, work in a local business or for one of our partner organisations, we welcome your views about this plan. You may want to contribute to its delivery, find out more about what we do or suggest activities that you feel are missing.

If so, please contact us at:

## **Visit us in person**

Customer Service Centre  
85 New Square  
Chesterfield S40 1SN

## **Opening hours**

8.30am to 5pm on Monday, Tuesday and Thursday  
10am to 5pm on Wednesday  
8.30am to 4.30pm on Friday  
9am to midday on Saturdays for payments only

## **Call us**

You can telephone us on 01246 345 345 or you can text 07960 910 264.

## **Website and Social Media**

Website – [www.chesterfield.gov.uk](http://www.chesterfield.gov.uk)

Facebook - <https://www.facebook.com/ChesterfieldBoroughCouncil>

Twitter - <https://twitter.com/chesterfieldbc>

YouTube - [http://www.youtube.com/user/chesterfielduk?feature=results\\_main](http://www.youtube.com/user/chesterfielduk?feature=results_main)

You can also find out more and get involved in the work of the council by attending one of our Community Assemblies. There are four groups that cover the borough (north/south/east/west) and each one meets four times a year. As well as helping us by giving your views on key issues, each Assembly has a small budget that can be used for community based projects.

Please go to <http://www.chesterfield.gov.uk/Community-assemblies-1162.html> or call 01246 345344 to find out more about the Community Assemblies.

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