



Please ask for Brian Offiler  
Direct Line: 01246 345229  
Fax: 01246 345252  
Email: [democratic.services@chesterfield.gov.uk](mailto:democratic.services@chesterfield.gov.uk)

## **NOTICE OF EXECUTIVE DECISION TO BE MADE**

The following Executive Decisions are due to be made by the DEPUTY LEADER  
on FRIDAY, 16 AUGUST 2019.

1. Updated Council Plan 2019 - 2023 (Pages 3 - 18)

Reports relating to the decision(s) to be taken are attached to this notice, unless they contain confidential or exempt information. A meeting will not necessarily take place when the decision is made. Please contact Democratic Services for more information.

This page is intentionally left blank

## For publication

### **Approval of the revised Council Plan 2019 – 2023 and Delivery Plan 2019/20 (J040)**

---

Meeting:	Deputy Leader
Date:	16.08.19
Cabinet portfolio:	Deputy Leader
Report by:	Assistant Director – Policy and Communications

---

#### **1.0 Purpose of report**

- 1.1 To approve minor amendments to the Council Plan 2019 – 2023 and the Delivery Plan 2019/20 following the Chesterfield Borough Council election in May 2019.

#### **2.0 Recommendations**

- 2.1 That the Deputy Leader approves the revised Council Plan 2019 – 2023 and the Delivery Plan 2019/20.

#### **3.0 Background**

- 3.1 The Council Plan 2019 – 2023 was approved at Full Council 27 February 2019 alongside the Delivery Plan for 2019/20. Delegated authority was agreed for the Deputy Leader to approve minor changes following the May 2019 Chesterfield Borough Council election. The report, supporting documents and decision can be viewed [here](#).

#### 4.0 **Council Plan 2019 – 2023 and Delivery Plan 2019/20**

4.1 The revised Council Plan 2019 – 2023 is attached at Appendix 1 and the revised Delivery Plan 2019/20 at Appendix 2. The proposed revisions are shown using tracked changes. These mainly relate to climate change which follows on from the successful notice of motion at Council 17 July 2019 declaring a climate change emergency. There are also additional points regarding child poverty which has emerged as a key area of concern for communities within Chesterfield.

#### 5.0 **Equalities**

5.1 Equality, diversity and social inclusion have been key considerations during the development of the plan and our values. As programmes and projects are developed to deliver our vision and priorities the appropriate level of equality analysis and community engagement will be undertaken. Overall the plan is considered to have a positive equality impact contributing to increasing the proceeds of economic growth, improving quality of life including health and wellbeing.

#### 6.0 **Risk management**

<b>Risks</b>	<b>Impact</b>	<b>Likelihood</b>	<b>Mitigating Action</b>	<b>Residual Impact</b>	<b>Residual Likelihood</b>
Failure to make sufficient progress on plan delivery	H	M	Priorities, aims and projects are challenging but realistic. They provide a focus for the use of resources during	M	L

			the period		
Failure to complete projects on time/budget/to quality standards.	H	M	Performance management framework developed to challenge projects and activities and develop mitigation where necessary.	M	L
Core services unable to identify contribution to the corporate priorities	M	M	Performance management framework clearly identifies the role of members, managers and staff. Service plans and Personal Development Plans are used to make the link between the contribution of teams and individual members of staff, and the Council Plan.	L	L
Failure to resource priorities in the plan	M	M	The Council Plan 2023 commitments and year 1 delivery plan have been developed alongside the budget and medium term	M	L

			financial forecast to minimise this risk.		
--	--	--	---	--	--

## 7.0 Recommendations

7.1 That the Deputy Leader approves the revised Council Plan 2019 – 2023 and the Delivery Plan 2019/20.

## 8.0 Reason for recommendations

8.1 To provide the Council with a clear statement of its strategic priorities for 2019 – 2023 and to approve the year 1 delivery plan.

### Decision information

<b>Key decision number</b>	<b>887</b>
<b>Wards affected</b>	<b>ALL</b>

### Document information

<b>Report author</b>	<b>Contact number/email</b>
<b>Donna Reddish - Assistant Director - Policy and Communications.</b>	<a href="mailto:Donna.reddish@chesterfield.gov.uk">Donna.reddish@chesterfield.gov.uk</a>
<b>Appendices to the report</b>	
Appendix 1	Revised Council Plan 2019 - 2023
Appendix 2	Revised Council Plan 2019/20 delivery plan

# Chesterfield Borough Council – Council Plan 2019 – 2023

Chesterfield Borough is a great place to live, work, visit and invest. We want all our communities to share in the benefits of Chesterfield's success, enjoying healthy and active lives. We face a challenging time with further reductions in local government funding and an increasing demand for services. The Council Plan helps us to effectively invest and deploy our time, resources and energy to support key services and work with residents, partners and businesses to ensure that everyone in the borough can achieve their full potential.

The Council Plan includes our priorities for the next four years:

- Making Chesterfield a thriving borough
- Improving quality of life for local people
- Providing value for money services

These are the activities on which we will focus our efforts and want to see a real shift in over the four years. The four year plan allows us time to plan ahead without trying to speculate about what our communities will need and expect in the distant future. The Plan doesn't cover in detail everything we do (this is covered in our service plans and annual council plan delivery plan) but we have included some key facts and figures which tell you a bit more about our day to day activity.

Throughout the plan development we have been guided by our simple but important vision:

## **Putting our communities first**

Chesterfield Borough Council is here to serve and support our communities including our residents, tenants, businesses, visitors, students and voluntary groups. Together we will continue to make our borough a great place to live, work, visit and invest.

## **How we will work**

It isn't just what we do that is important, it is the way that we do it. The council has four values that describe how we will work to achieve our vision of putting our communities first.

**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, roadshows and online, 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 contribute actively to partnerships with other organisations in the borough and beyond. We manage our suppliers and contractors fairly but robustly to make sure we get 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. 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 councillors work well together and individuals are able to express their views openly within their teams and at wider meetings and events.

## Priority – Making Chesterfield a thriving borough

Objective – Chesterfield Borough – A great place to live, work and visit

By 2023 we will:

- Enable the completion of 1000 new homes
- Deliver the Northern Gateway project to provide:
  - 510 jobs
  - 20,000 sq feet space for businesses to grow at a new enterprise centre
  - 530 car parking spaces at the new multi-storey car park
  - Environmental improvements
- As a partner in Chesterfield Waterside Ltd enable:
  - 314 new apartments
  - 30,000 sq.m of space for business and commercial use
  - 300 jobs
- Bring in a minimum of £2 million in external funding to enable housing, business and commercial space which will maximise the benefits of HS2
- Increase the number of overnight stays in the borough and increase the contribution of tourism to the borough's economy year on year
- Support Peak World Wide in delivering the first phase of the Peak Resort development providing 400 jobs and maximising the benefit for the wider economy
- Encourage a co-ordinated approach to the regeneration of the Staveley works Corridor (including the Staveley HS2 infrastructure maintenance depot) by working closely with the landowners and partners

Objective – Vibrant town centres

By 2023 we will:

- Increase the number of residents living and working in our town centres by enabling residential conversions and developing town centre sites which will reduce commuter carbon emissions
- Increase footfall with a range of events and specialist markets each year
- Develop an annual spend local awareness campaign to support our independent traders to encourage residents to shop locally and reduce shopping related carbon emissions

- Maintain safety within Chesterfield town centre by continuing to enforce the Public Spaces Protection Order

Objective – Build a stronger business base

By 2023 we will:

- Encourage inward investment and business expansion by providing accommodation advice and support to over 150 businesses
- Increase the number of business start-ups, improve local competitiveness and encourage inward investment by providing business support and key account management
- Strengthen inward investment, business engagement and the promotion of Chesterfield by continuing to support and work collaboratively with Destination Chesterfield

Objective – Develop an inclusive and environmentally sustainable approach to growth

By 2023 we will:

- Enable 350 apprenticeships via the apprentice town initiative
- Reach 5000 children via the HS2 and you initiative which encourages children to start preparing for future job opportunities
- Deliver 100% local labour clauses on eligible developments and maximise local supply chain opportunities reducing commuter and supply chain carbon emissions
- Reduce youth unemployment in the borough
- Enable local businesses and employees to access a wide range of skills and education opportunities

### Key facts and figures

- We manage 720,000 sq.ft of commercial, office and industrial space
- Tourism generates £175m for the Chesterfield economy each year
- 3.7 million visits to Chesterfield a year
- 81% rate our visitor information centre as excellent
- 96% customer satisfaction for our theatres
- Over 130,000 visits to the Pomegranate and Winding Wheel theatres

- We process over 840 planning applications a year
- Levied over £744,000 in external funding for skills training for local businesses

## Priority – Improving quality of life for local people

Objective – Provide quality housing and improve housing conditions across the borough

By 2023 we will:

- Build or acquire a minimum of 100 ~~new~~ Council homes built or refitted to a high environmental standard
- Ensure 100% of our Council homes meet the decent homes standard
- Invest in over 1350 major improvements in our council homes including new kitchens, bathrooms, heating systems, windows and rewiring contributing towards reduced energy usage and costs
- Improve the quality of private sector housing

Objective – Improve our environment and enhance community safety for all our communities and future generations

By 2023 we will:

- Improve access to and the quality of public spaces and parking through the completion estate improvements at Barrow Hill and Grangewood
- Combat anti-social behaviour in the Town Centre through the enforcement of the Public Space Protection Order
- Maintain high standards by investing in key parks, open spaces and play facilities including increasing biodiversity and carbon capture
- Maintain resident satisfaction with parks and open spaces and keeping public land clear of litter and refuse
- Have developed a costed climate change action plan for Chesterfield Borough Council and Chesterfield Borough and delivered up to year three of the plan

Objective – Help our communities to improve their health and wellbeing

By 2023 we will:

- Maintain physical activity rates as recorded by Sport England Active Lives survey
- Increase physical activity opportunities by providing good community access to the artificial turf pitch at Queen's Park
- Support community engagement and development activities through the allocation of 15% of the community infrastructure levy
- Increase the usage and engagement in our parks and open spaces through the provision of a range of events and activities
- Put health and wellbeing at the heart of our decision making

Objective – Reduce inequality and provide support to vulnerable people

By 2023 we will:

- Maintain independent living through the continued support of vulnerable people
- Continue to provide advice and support to ensure our residents are accessing the benefits they are entitled to
- Continue to work with partner agencies to reduce the impact of child poverty across the borough by supporting and developing local schemes
- Continue to work with partners to tackle homelessness
- Reduce social isolation by growing our accessible health and wellbeing programmes at our venues to reach over 1000 people a year
- Enable people to access our leisure and cultural services by maintaining our commitment to a fair and transparent concessions policy
- Encourage our young people to become active citizens by engaging over 500 young people in our local democracy programme
- Improve community cohesion, raise awareness of equality issues and celebrate our diverse communities through the delivery of a minimum of four events each year with the Chesterfield Equality and Diversity Forum

### Key facts and figures

- 87% of residents are satisfied with Chesterfield as a place to live
- 89% of our tenants are satisfied with the Council as a landlord
- We manage over 9000 council homes
- We spend over £17million a year on council home property improvements
- 100% of our council homes stock meets the decent homes standard

- Over 900 homelessness preventions a year
- We license over 400 premises, 550 vehicles, 640 drivers and 30 private hire operators
- 146,000 calls to our Careline service, supporting vulnerable people
- We collect over 39,000 tonnes of household waste each year from our 49,000 households, 18,000 of which is recycled or composted
- Over 1500 tonnes of litter is collected each year from litter bins, litter picking and sweeping
- We carry out over 520 food premises inspections each year
- We have over 5800 members at our leisure centres
- We teach over 1900 children to swim each year
- We provide and maintain over 280 parks and open spaces including award winning destination parks, play areas, allotments etc.
- Over the last two years we have invested over £285k in play area improvements

## Priority – Providing value for money services

Objective – Become and stay financially self-sufficient

By 2023 we will:

- Deliver high quality, value for money services and maintain customer satisfaction ratings
- Ensure that social value including maximising the social, economic and environmental benefits forms a key part of our procurement and commissioning arrangements
- Maximise local revenues streams including commercial income targets, council tax and business rates collection to fund services
- Reduce the subsidy ~~to zero~~ (net operational costs) further for our theatres and leisure centres
- Successfully manage the public private partnership services transition for 2020 and maintain service standards
- Work with partners to enable more efficient use of the Council's properties and land

Objective – Make our services easier to access, ~~and~~ deliver savings and reduce our environmental impact through the use of technology

By 2023 we will:

- Design services so they are available online with an improved customer service offer and support for people who cannot access online services
- Using technology, intelligence and customer feedback to have better conversations and engagement with our customers
- Achieve £900,000 of savings and reduce our environmental impact through improved use of technology

Objective – Improve services and customer interaction by investing in our staff

By 2023 we will:

- Maintain our Investor in people status
- Invest in a highly skilled workforce to increase productivity
- Help to develop the careers of over 90 apprentices across the Council by ensuring that we provide opportunities for people to develop qualifications, vocational skills and increase employability

### Key facts and figures

- 76% of residents satisfied with Chesterfield Borough Council
- Since 2015 central government have cut our funding by £1.9million
- Majority of our residents pay around £2 per week for our services
- We receive over 171,000 calls to our call centre each year
- There are over 355,920 visits to our website a year, have over 7300 followers on Twitter and 7100 like on Facebook
- We improved from a bronze to a Silver standard investors in people
- We support 24 apprentices at the Council each year

### Get in touch

Whether you are a resident, work in a local business, for one of our partner organisations or are a member of staff, 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 you feel are missing. You can contact us in the following ways.

### Website and social media

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

Facebook: [www.facebook.com/ChesterfieldBoroughCouncil](http://www.facebook.com/ChesterfieldBoroughCouncil)

Twitter: [www.twitter.com/chesterfieldbc](http://www.twitter.com/chesterfieldbc)

## **Call us**

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

## **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 noon on Saturdays for payments only

This page is intentionally left blank

## Council Plan 2019 – 2023 – Year 1 delivery

Our vision: Putting our communities first			
<b>Our Values:</b> <ul style="list-style-type: none"> <li>• Customer focused – delivering great customer service, meeting customer needs.</li> <li>• Can do – striving to make a difference by adopting a positive attitude.</li> <li>• One council, one team – proud of what we do, working together for the greater good.</li> <li>• Honesty and respect – embracing diversity and treating everyone fairly.</li> </ul>			
Our priorities	Making Chesterfield a thriving borough	Improving the quality of life for local people	Providing value for money services
<b>Our objectives for 2019 - 2023</b>	<ul style="list-style-type: none"> <li>• Chesterfield Borough – A great place to live, work and visit</li> <li>• Vibrant town centres</li> <li>• Build a stronger business base</li> <li>• Develop an inclusive <u>and environmentally sustainable</u> approach to growth</li> </ul>	<ul style="list-style-type: none"> <li>• Provide quality housing and improve housing conditions across the borough</li> <li>• Improve our environment and enhance community safety <u>for our communities and future generations</u></li> <li>• Help our communities to improve their health and wellbeing</li> <li>• Reduce inequality and provide support to vulnerable people</li> </ul>	<ul style="list-style-type: none"> <li>• Become and stay financially self sufficient</li> <li>• Make our services easier to <u>access and deliver</u> savings <u>and reduce our environmental impact</u> through the use of technology</li> <li>• Improve services and customer interaction by investing in our staff</li> </ul>
<b>Our key milestones for 2019/20</b>	<ul style="list-style-type: none"> <li>• Open the 530 space Saltergate multi-storey car park</li> <li>• Complete public realm improvements at Northern Gateway</li> <li>• Commence the construction of the Northern Gateway Enterprise Centre</li> <li>• Support the delivery of the Elder Way development</li> <li>• Commence residential development at Waterside</li> <li>• Complete the HS2 Station Masterplan</li> <li>• Complete the Visitor Economy Action Plan</li> <li>• Deliver a programme of town centre events</li> <li>• Develop options for the refurbishment of the George Stephenson’s Memorial Hall</li> <li>• Develop and launch successful spend local campaign</li> <li>• Organise and host the Skills Conference</li> </ul>	<ul style="list-style-type: none"> <li>• Complete a borough wide private sector housing stock condition survey</li> <li>• <u>Complete estate and environmental improvements</u> phase 1 at Barrow Hill and commence phase 2. Continue work at Grangewood</li> <li>• <u>Develop a costed climate change action plan and introduce performance measures</u></li> <li>• Develop and approve the parks and open spaces strategy and action plan</li> <li>• Open the new 3G pitch at Queen’s Park</li> <li>• Plan and deliver the 2019/20 local democracy programme</li> <li>• <u>Plan and deliver four equality and diversity events</u></li> <li>• <u>Develop and deliver partnership intervention schemes to reduce the impact of child poverty</u></li> </ul>	<ul style="list-style-type: none"> <li>• Achieve customer services excellence accreditation</li> <li>• Complete the depot review as part of the One Public Estate programme</li> <li>• <del>Start a new trade recycling and bin cleaning service within Chesterfield</del></li> <li>• Promote the Council’s commercial service offer to residents and businesses</li> <li>• <del>Establish a catering function at the Winding Wheel Stage Bar</del></li> <li>• Achieve year 1 business plan income targets for the theatres.</li> <li>• Achieve year 1 business plan income targets for the leisure centres.</li> <li>• Develop a feasibility study for the utilisation of available space at the Healthy Living Centre</li> <li>• Complete the year 1 ICT improvement programme</li> <li>• Develop a business case and resource plan for a Project Management Office</li> <li>• Develop a resource and transition plan for the return of PPP services</li> </ul>

Performance measures

	Making Chesterfield a thriving borough	Improving the quality of life for local people	Providing value for money services
Our key measures for 2019/20	<ul style="list-style-type: none"> <li>• Number of new homes in the borough</li> <li>• Number of new homes in the town centre</li> <li>• Planning applications processed within approved timescales</li> <li>• Amount of external funding accessed for HS2 programme</li> <li>• Number of children reached via HS2 and you project programme</li> <li>• Tourism contribution to the economy</li> <li>• Visitor numbers</li> <li>• Visitor overnight stays</li> <li>• Town centre occupancy rates</li> <li>• Number of businesses</li> <li>• Number of business start-ups in the borough</li> <li>• Number of businesses supported to find accommodation</li> <li>• <del>Additional local spend</del></li> <li>• % local labour clauses</li> <li>• % jobs secured by local people on developments with local labour clauses</li> <li>• Number of young people not in education, employment or training</li> <li>• Number of businesses, learners engaged in skills programmes and external funding levied</li> <li>• Visitor numbers at theatres</li> </ul>	<ul style="list-style-type: none"> <li>• Number of new Council homes developed</li> <li>• Decent homes standard</li> <li>• Activity rates measured by active lives survey</li> <li>• Number of children in our learn to swim programme</li> <li>• Number of green flag rated parks and open spaces</li> <li>• Number of people supported via Careline and Neighbourhoods</li> <li>• Number of homeless preventions per annum</li> <li>• Additional amount of benefits claimed due to Council support</li> <li>• Number and amount spent on disabled facilities grants</li> <li>• Number of children engaged in local democracy campaigns</li> <li>• Number engaged in theatres health and wellbeing programme</li> </ul>	<ul style="list-style-type: none"> <li>• Are you being served key measures</li> <li>• STAR key measures</li> <li>• Employee Survey key measures</li> <li>• Number of CBC apprentices</li> <li>• Council tax, rent and NNDR collection rates</li> <li>• Increase in self-service transactions</li> <li>• Website hits</li> <li>• Twitter and facebook numbers</li> <li>• Net promoter score – Winding Wheel</li> <li>• Net promoter score – Pomegranate Theatre</li> <li>• Participation in parks and open spaces events and activities (Number of people engaged in events and activities at CBC parks and open spaces)</li> <li>• Average call response times</li> </ul>