

BOROUGH OF CHESTERFIELD

You are summoned to attend a Meeting of the **Council** of the **Borough of Chesterfield** to be held in the **Speedwell Rooms, Inkersall Road, Staveley, Chesterfield S43 3JL** on **Wednesday, 23 February 2022** at **5.00 pm** for the purpose of transacting the following business:-

1. To approve as a correct record the Minutes of the meeting of the Council held on 15 December, 2021 (Pages 5 - 18)
2. Mayor's Communications
3. Apologies for Absence
4. Declarations of Members' and Officers' Interests relating to items on the Agenda.
5. Public Questions to the Council

To receive questions from members of the public in accordance with Standing Order No. 12.

Question submitted by Jim Marriott;

There is a tremendous amount of speeding in Hasland, which I witness all the time. I was walking with my dog up from my daughter's house on Ashfield Road, at 7.30pm on 31st January. When I was opposite the Hasland Hotel, a car came up from Calow at a speed I estimated at in excess of 60mph. It was a young man driving and he did not slow down until he was nearly at the Mansfield Road lights.

The speed bumps on Hasland Road do nothing to slow anyone down. There need to be similar arresters as those on Redvers Buller Road, no one speeds on there. They are particularly required on Calow Lane. The ones on Redvers Buller Road were installed, if my memory serves me correctly, after a child was killed. Let's not wait for that, it will happen on Calow Lane! What can be done to ensure that a serious incident is prevented?

6. Petitions to Council

To receive petitions submitted under Standing Order No. 13

7. Questions to the Leader

To receive questions submitted to the Leader under Standing Order No.14

8. Annual Audit Letter 2020/2021 (Pages 19 - 38)
9. Treasury Management Strategy 2022-23 (including Investment and Capital Strategy) (Pages 39 - 68)
10. HRA Budget 2022/23 (Pages 69 - 80)
11. HRA Housing Capital Programme 2022/23 (Pages 81 - 126)
12. General Fund Capital programme (Pages 127 - 140)
13. 2022-23 Budget and Medium Term Financial Plan (Pages 141 - 172)
14. Council Tax for 2022/23 (Pages 173 - 180)
15. Procurement of External Auditors (Pages 181 - 186)
16. Council Plan Delivery Plan 2022/23 (Pages 187 - 200)
17. Risk Management Strategy and Strategy Risk Register (Pages 201 - 240)
18. Parks and Open Spaces Strategy (Pages 241 - 380)
19. Play Strategy (Pages 381 - 486)
20. Visitor Economy Strategy (Pages 487 - 552)
21. Civic Arrangements 2022/23 (Pages 553 - 556)
22. Senior Pay Policy (Pages 557 - 574)
23. Statement of Gambling Policy (Pages 575 - 600)
24. Minutes of Committee Meetings (Pages 601 - 602)

To receive for information the Minutes of the following meetings:-

- Appeals and Regulatory Committee
- Employment and General Committee
- Planning Committee

25. To receive the Minutes of the meetings of the Cabinet of 14 December, 2021, 18 January, 2022 and 8 February, 2022 (Pages 603 - 626)
26. To receive and adopt the Minutes of the meeting of the Overview and Performance Scrutiny Forum of 18 November, 2021 (Pages 627 - 634)
27. To receive and adopt the Minutes of the meeting of the Community, Customer and Organisational Scrutiny Committee of 25 November, 2021 (Pages 635 - 640)
28. To receive and adopt the Minutes of the meeting of the Enterprise and Wellbeing Scrutiny Committee of 2 December, 2021 (Pages 641 - 644)

29. Questions under Standing Order No. 19

To receive questions from Councillors in accordance with Standing Order No.19.

30. Notice of Motion Under Standing Order No. 21

To consider the motion submitted by Councillor Serjeant in accordance with Standing Order No. 21:

Motion to Adopt the All-Party Parliamentary Group Definition of Islamophobia

That Chesterfield Borough Council believes racism in all its forms is unacceptable and must be stamped out. Recent high profile cases have shown that islamophobia is still rife in areas where young people often look for role models such as in the world of sport. It is, therefore, proposed that this Council adopts the All-Party Parliamentary Group on British Muslims' definition of Islamophobia -

"Islamophobia is rooted in racism and is a type of racism that targets expressions of Muslimness or perceived Muslimness."-

to demonstrate solidarity with our Muslim communities and to assist the Council in furthering aim of putting our Communities First and improving the lives of the people of Chesterfield.

By order of the Council,

A handwritten signature in black ink, appearing to read "Huw Jones". The signature is fluid and cursive, with a period at the end.

Chief Executive

Chief Executive's Unit,
Town Hall,
Chesterfield

15 February 2022

COUNCIL

Wednesday, 15th December, 2021

Present:-

Councillor G Falconer (Chair)

Councillors	Bellamy	Councillors	J Innes
	Bingham		P Innes
	Blakemore		Kellman
	Blank		Kelly
	Borrell		Ludlow
	Brady		Mannion-Brunt
	Brittain		Mann
	Caulfield		A Murphy
	D Collins		T Murphy
	L Collins		P Niblock
	Coy		S Niblock
	Davenport		Rayner
	Dyke		Redihough
	K Falconer		Rogers
	Flood		Sarvent
	Fordham		Serjeant
	P Gilby		Simmons
	T Gilby		Snowdon
	Hollingworth		Thornton
	Holmes		

*Matters dealt with under the Delegation Scheme

45 **TO APPROVE AS A CORRECT RECORD THE MINUTES OF THE MEETING OF THE COUNCIL HELD ON 13TH OCTOBER, 2021**

RESOLVED –

That the Minutes of the meeting of Council held on 13 October, 2021 be approved as a correct record and be signed by the Chair.

46 **MAYOR'S COMMUNICATIONS**

The Mayor thanked everyone that had attended or helped with the organisation of the Civic Dinner, held at The Winding Wheel Theatre in October. It was well attended and provided an opportunity for the council to show its gratitude to the borough's voluntary and community sector organisations for all their hard work during the pandemic.

The Mayor referred to recent events that she and the consort had attended including;

- the annual 1940's market in the town centre, which had featured vintage vehicles and aircraft, market stalls, food vendors and the horse and carriage reminiscent of years gone by; and
- Remembrance events including the eleventh hour ceremony attended by school children, Staveley's Remembrance Service, Chesterfield's Remembrance Service and Parade and the Old Contemptibles' Service at Christchurch.

The Mayor wished everybody a Happy Christmas and New Year, and thanked Members for wearing festive attire to the Council meeting to help raise funds for the Mayor's Appeal in support of Chesterfield Samaritans and the Volunteer Centre Chesterfield & North East Derbyshire.

47 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Bagshaw, Barr, Callan, Catt, Marriott, Miles, Perkins and Perry.

48 DECLARATIONS OF MEMBERS' AND OFFICERS' INTERESTS RELATING TO ITEMS ON THE AGENDA.

No declarations of interest were received.

49 PUBLIC QUESTIONS TO THE COUNCIL

Under Standing Order No. 12, the following questions were asked:

(1)by Karl Deakin of Plastic Free Chesterfield:

It is now a year since the Council passed a motion seeking to remove single use plastic from council operations by 2023. This commitment fits hand in glove with the Council's Climate Change Action Plan. Plastics

begin their existence as fossil fuels. Greenhouse gases are then emitted when the fossil fuels are extracted and when they are refined and made into plastic. If plastic use were a country, it would be the fifth largest emitter of greenhouse gases in the world (accounting for 3.8% of all emissions).

Plastic Free Chesterfield has continued to receive reports that single use plastic cups are widely being used at venues such as the Pomegranate and Queens Park Leisure Centre café.

With this in mind (a) what specific plans does the Council have to support the reduction of single use plastic across the Borough in 2022 and (b) will the Council now ensure that once any existing stock of single use plastic is used, only reusable cups are used in Council operations?

Councillor Serjeant provided a verbal response firstly outlining the four key actions that the Council had committed to, which were as follows;

1. Undertake a review of the council's internal use of single-use-plastic to provide a closer estimate of the quantities currently being ordered and used.
2. Where possible, seek to remove single use plastic from council operations by 2023 through engagement with suppliers and switching to alternative products.
3. Encourage and promote plastic free initiatives including the Plastic Free Chesterfield campaign.
4. Offer the support of the Council's Climate Change Officer in an ex officio capacity on the steering group of Plastic Free Chesterfield.

It was noted that the original commitment related solely to single use plastic, however the scope of the council's activities had since been expanded considerably. A full review of carbon emissions associated with supply chains was being undertaken, of which single use plastic would be a key consideration. This work would classify the main sources of carbon emissions within the council's control enabling it to identify changes, source alternatives and minimise use to maximise carbon reduction.

Services across the council had worked to remove single use plastic where possible. For example, using a biodegradable alternative for single use hot drinks cups and only using paper straws and wooden stirrers.

The Covid-19 pandemic and the need for infection control measures at council-run venues had meant that in a small number of situations it had not been possible to remove single use plastic entirely, but the council continued to strive towards this aim – taking a balanced approach informed by appropriate risk assessments.

During the last 12 months the council had supported Plastic Free Chesterfield in several ways including through the regular attendance of the Climate Change Officer at Plastic Free Chesterfield steering group meetings to offer advice and support and engage in discussion on a range of plastic free and wider climate change issues.

The council had also made a significant financial contribution towards the cost of last summer's Plastic Free Festival and had also promoted the Festival via its social media channels and website, and supported the organisers with advice and support from the markets team.

Throughout the current financial year, the council had also been running a Climate Action Now campaign with a range of content including videos, infographics, key messages, and case studies across its social media channels, website and via Your Chesterfield magazine, which reaches 49,000 households in Chesterfield Borough every quarter. This campaign had raised the profile for a wide range of climate change issues including the importance of reducing the public's reliance on single use plastic.

(2)By Paul Christopher Stone

Facing such turbulent times as we do, in today's world. Where is that red line for Councillors and the Council when implementing Government policies. When do you say, this has gone too far, this is damaging Chesterfield and the People of Chesterfield.

Councillor Tricia Gilby provided a verbal response explaining that Chesterfield Borough Council was proactive in seeking to influence the development of new legislation and White Papers at an early stage. This included lobbying via sector support organisations and through direct correspondence with Government ministers.

Cllr Gilby explained that the council was also a partner with Derbyshire County Council and several other Derbyshire district / borough councils in Vision Derbyshire, a new collaborative approach to public service reform.

A core element of this was the importance of the public sector in Derbyshire speaking with one voice to increase our influence with Government and other key stakeholders.

The council also had a good track record of responding to Government consultation exercises; expressing support where there was value, articulating concerns where there was risk and suggesting potential mitigations or alternatives where it made sense to do so.

Once legislation had been passed the council always sought to maximise the benefits and minimise negative impacts on its communities. A recent example of this had been supporting residents impacted by Universal Credit changes. Strong partnerships had been developed with local advice agencies to help ensure residents had access to the highest quality independent benefits advice, assistance, and representation. Practical support had also been provided such as access to computers to make claims and advising on and processing claims for Council Tax Support and Discretionary Housing Payments.

50 PETITIONS TO COUNCIL

No petitions had been received.

51 QUESTIONS TO THE LEADER

Under Standing Order No.14 Members asked the following questions:

- Councillor Rogers asked how long on average are Council homes vacant before re-letting occurs

The Leader assured Councillor Rogers that every effort was made to turn council homes around as quickly as possible but the length of time was dependent on the property type and the condition they were left in. The Leader agreed to consult with officers and to provide a written response.

52 CHANGES TO COMMITTEE APPOINTMENTS 2021/22

RESOLVED –

That Councillor Caulfield replace Councillor Rayner as Chair of the Standards and Audit Committee

53 LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC**RESOLVED –**

That the public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972.

54 STEPHENSON MEMORIAL HALL - STAGE 2

The Cabinet Member for Town Centres and Visitor Economy presented a report to Council setting out the renovation plans for the Stephenson Memorial Hall. The Hall was built over 140 years ago to commemorate George Stephenson. Chesterfield Borough Council had acquired the Hall and extended it to incorporate a theatre, which opened in 1898.

The opportunity to re-model and renovate the Grade II listed building had been made possible via funding from the Government's Levelling Up Fund (LUF). The proposals would create an integrated cultural venue and enhance an historically important visitor asset.

The LUF-funded project was described as one of strategic importance to Chesterfield town centre. The project would be delivered at pace with an intended completion date of the end of 2024 to coincide with the 75th anniversary of the Pomegranate Theatre and the 30th anniversary of the Chesterfield Museum.

RESOLVED –

1. That the Stephenson Memorial Hall remodelling and renovation project be approved and the financing arrangements be added to the Council's General Fund Capital Programme.
2. That the capital works be funded through a combination of funding secured through the Levelling Up Fund (LUF) and prudential borrowing.

55 LOCAL GOVERNMENT ACT 1972 - RE-ADMISSION OF THE PUBLIC**RESOLVED –**

That the public be re-admitted to the meeting.

56 **MINUTES OF COMMITTEE MEETINGS**

RESOLVED –

That the Minutes of the following Committees be noted:

- Appeals and Regulatory Committee of 27 October, 2021, 3 November, 2021 and 1 December, 2021
- Employment & General Committee of 15 November, 2021
- Licensing Committee of 22 September, 2021 and 3 November, 2021
- Planning Committee of 4 October, 2021, 25 October, 2021 and 15 November, 2021
- Standards and Audit Committee of 29 September, 2021 and 27 October, 2021

57 **TO RECEIVE THE MINUTES OF THE MEETINGS OF THE CABINET OF 2 NOVEMBER, 2021 AND 23 NOVEMBER, 2021**

RESOLVED –

That the Minutes of the meetings of Cabinet of 2 November, 2021 and 23 November, 2021 be noted.

58 **TO RECEIVE AND ADOPT THE MINUTES OF THE MEETING OF THE OVERVIEW AND PERFORMANCE SCRUTINY FORUM OF 9 SEPTEMBER, 2021**

RESOLVED –

That the Minutes of the meeting of the Overview and Performance Scrutiny Forum of 9 September, 2021 be approved.

59 **TO RECEIVE AND ADOPT THE MINUTES OF THE MEETING OF THE ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE OF 14 OCTOBER, 2021**

RESOLVED –

That the Minutes of the meeting of the Enterprise and Wellbeing Scrutiny Committee of 14 October, 2021 be approved.

60 QUESTIONS UNDER STANDING ORDER NO. 19

Under Standing Order No. 19 Councillor Fordham asked the following question:

“To ask where a family or resident in the Borough experiences a serious fire, resulting in loss of home what supporting measures are in place for the Borough as our planned emergency response? Given the fire that occurred in Brockwell two years ago, when the Fire Brigade did not notify the Council of the incident, what changes have been made to local partnerships to ensure we provide the necessary support.”

Councillor Ludlow provided a verbal response confirming that the correct procedure in these circumstances was for the Police and / or Fire Service to notify Derbyshire County Council’s Emergency Planning Duty Officer, who in turn should notify Chesterfield Borough Council. Following the incident in Brockwell the council had raised the issue via the Derbyshire Local Resilience Forum with both control rooms and separately highlighted the communications failure at the multi-agency debriefs that followed.

Additional training had since been given to control room staff and front-line officers as part of the Derbyshire Local Resilience Forum’s commitment to regularly review and update its training and guidance materials.

Where Chesterfield Borough Council is the landlord, an officer from the Neighbourhoods Team (part of Housing Services) would immediately be allocated to act as the key point of contact for all council staff and for all affected tenants. On the advice of others including the Fire Service and Derbyshire Building Control Service, if the home was found to be uninhabitable, urgent steps would be taken to provide alternative accommodation via the council’s Homelessness and Allocations Team.

If needed, tenants would be signposted to sources of furniture and white goods. Rent charges would not be duplicated across the fire affected and

alternative accommodation and the Housing service would also work with affected tenants to decide whether it would be better for them to move permanently or return to their original accommodation.

If the fire happened to be in a block of flats, a routine welfare check would be undertaken of other tenants as soon as possible as well as an assessment to understand whether one or more might also require alternative accommodation. Council staff would also seek to give reassurance about tenants' safety within the block and respond to tenants' concerns.

Where Chesterfield Borough Council is not the landlord for the affected property, its role would usually involve assessing residents' needs with regards temporary accommodation, which could extend to supporting Derbyshire County Council to establish a rest centre and providing advice and support via the Homelessness and Allocations Team, including how best to access emergency funds.

Under Standing Order No. 19 Councillor Fordham asked the following question:

“To ask how many people who are single occupancy tenants with the Borough have died in Council owned accommodation over the last four years and what support measures have been put in place to support the family and neighbours? And whether these measures are in need of review and might be made more supportive and understanding of the trauma of such situations for those affected?”

Councillor Ludlow provided a verbal response advising that in the last four years, there had been 737 cases where the death of a tenant was the reason for tenancy termination.

It was explained that when a tenant who lives alone dies, there was no right of succession to the tenancy, however the Council still legally required a written notice to end the tenancy. This could be provided by an executor named in the tenant's will or an administrator who had obtained letters of administration or the grant of probate.

If there was no executor or administrator, Chesterfield Borough Council would serve a notice to quit on the public trustee and on any personal representatives of the deceased tenant. Tenancies would be transferred

temporarily to the public trustee if a tenant died without a will, or without an executor / administrator. The tenancy would then end four weeks after the notice to quit was served.

On the expiry of the notice to quit, a notice under the Local Government (Miscellaneous Provisions) Act 1982 would be served at the property and on any personal representatives of the deceased tenant. This gave them 31 days to collect the deceased's belongings. Contact details were provided, and other key information should the personal representatives require support. On the expiry of the notice, if no contact had been received, the Council would dispose of the deceased's belongings in an appropriate manner.

Most single occupancy tenants had friends or relatives who could deal with their affairs, however tracing them was often challenging. A significant amount of time was spent trying to locate and sensitively contact next of kin when tenants had not updated the contact details for relatives. Recent examples included tracing relatives that had been estranged from tenants for many years, in one case for over 30 years, and tenants whose families were based in different parts of the world.

If a tenant died and despite all efforts, the next of kin could not be contacted and / or an executor or administrator identified, a funeral would be organised and funded by Chesterfield Borough Council. The funerals were simple but dignified and, on most occasions, it had been possible to identify friends and neighbours who wished to attend.

The Council also regularly provided information and referred family, friends and neighbours to a range of organisations providing bereavement care and support.

61 **NOTICE OF MOTION UNDER STANDING ORDER NO.21**

It was moved by Councillor Snowdon and seconded by Councillor Kellman that:

Power for People Motion - Support for the Local Electricity Bill

That Chesterfield Borough Council

(i) Acknowledges the vital efforts that are being made to reduce greenhouse gas emissions and promote renewable energy;

(ii) Further recognises

- that very large financial setup and running costs involved in selling locally generated renewable electricity to local customers, result in it being impossible for local renewable electricity generators to do so,
- that making these financial costs proportionate to the scale of a renewable electricity supplier's operation would create significant opportunities for local companies, community groups and councils to be providers of locally generated renewable electricity directly to local people, businesses and organisations, if they wished, and
- that revenues received by such local companies, community groups or councils that chose to become local renewable electricity providers could be used to help improve the local economy, local services and facilities and to reduce local greenhouse gas emissions;

(iii) Notes that the Parliamentary Environmental Audit Committee, as a result of its 2021 Technological Innovations and Climate Change inquiry, recommended that a Right to Local Supply for local energy suppliers be established to address this;

(iv) Accordingly resolves to support the Local Electricity Bill, currently supported by a cross-party group of 264 MPs and which, if made law, would establish a Right to Local Supply which would promote local renewable electricity supply by making the setup and running costs of selling renewable electricity to local customers proportionate to the size of the supply company; and

(v) Further resolves to

- inform the local media of this decision,
- write to local MPs, asking them to support the Bill, and
- write to the organisers of the campaign for the Bill, Power for People, (at Camden Collective, 5-7 Buck Street, London NW1 8NJ or info@powerforpeople.org.uk) expressing its support.

It was moved by Councillor Serjeant and seconded by Councillor Lisa Collins that the motion be amended to read as follows:

Power for People Motion - Support for the Local Electricity Bill

That Chesterfield Borough Council

(i) Acknowledges the vital efforts that are being made to reduce greenhouse gas emissions and promote renewable energy;

(ii) Further recognises

- that very large financial setup and running costs involved in selling locally generated renewable electricity to local customers, result in it being impossible for local renewable electricity generators to do so,
- that making these financial costs proportionate to the scale of a renewable electricity supplier's operation would create significant opportunities for local companies, community groups and councils to be providers of locally generated renewable electricity directly to local people, businesses and organisations, if they wished, and
- that revenues received by such local companies, community groups or councils that chose to become local renewable electricity providers could be used to help improve the local economy, local services and facilities and to reduce local greenhouse gas emissions;

(iii) Notes that the Parliamentary Environmental Audit Committee, as a result of its 2021 Technological Innovations and Climate Change inquiry, recommended that a Right to Local Supply for local energy suppliers be established to address this;

(iv) Notes that the Local Electricity Bill, currently supported by a cross-party group of 264 MPs and which, if made law, would establish a Right to Local Supply which could promote local renewable electricity supply by making the setup and running costs of selling renewable electricity to local customers proportionate to the size of the supply company; and

(v) Also notes that, while the Local Electricity Bill could support local renewable energy, it has no specific requirement for electricity to be generated from renewable sources as currently drafted.

(vi) Accordingly resolves to support the Local Electricity Bill in principle, but urges the bill sponsor to consider explicitly excluding non-renewable sources of electricity.

(vii) Further resolves to

- inform the local media of this decision,
- write to local MPs, asking them to support the Bill, and

- write to the organisers of the campaign for the Bill, Power for People, (at Camden Collective, 5-7 Buck Street, London NW1 8NJ or info@powerforpeople.org.uk) expressing its support.

On being put to the vote the amendment to the motion was declared carried.

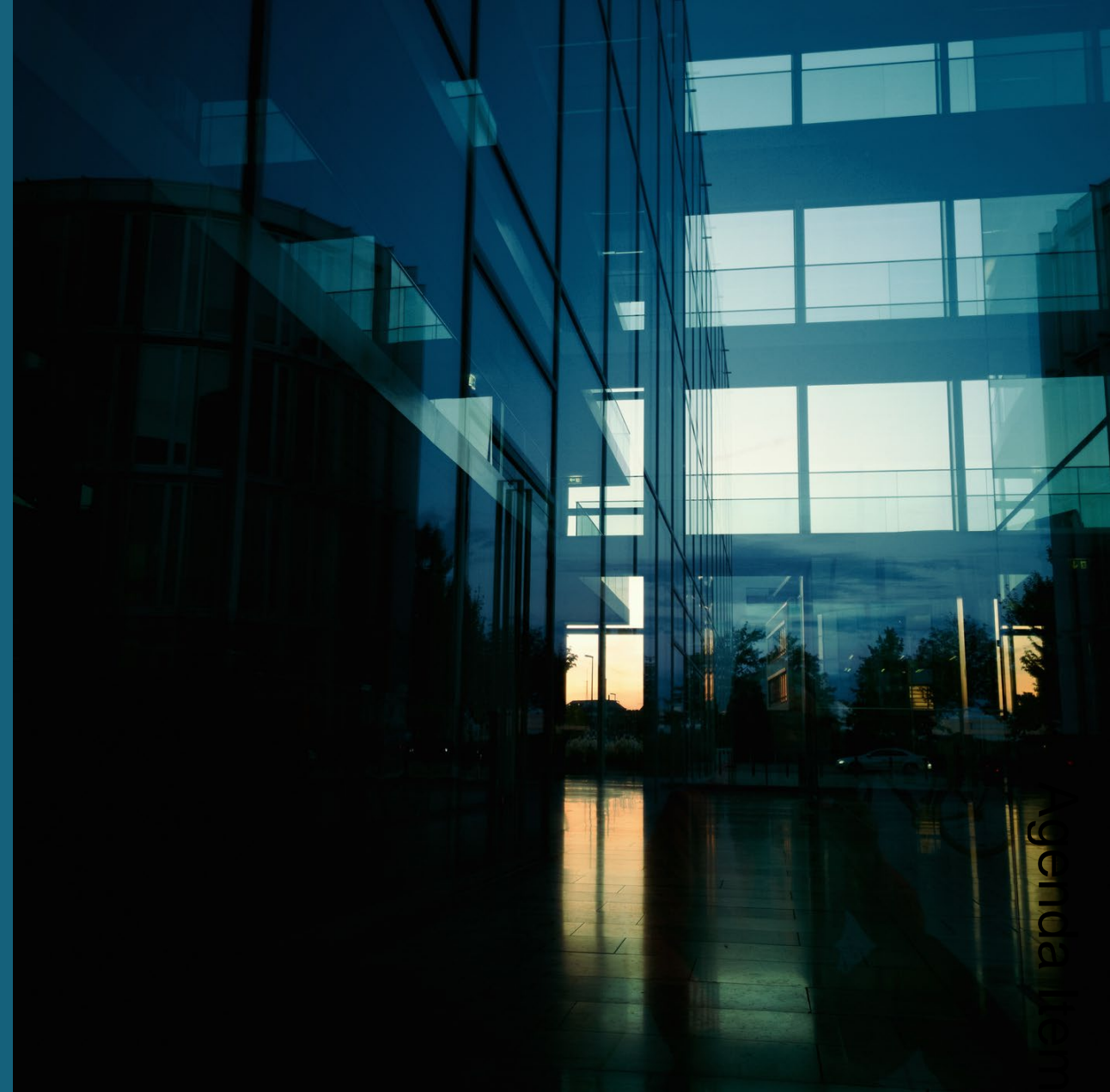
On being put to the vote the motion (as amended) was declared carried.

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Auditor's Annual Report

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Chesterfield Borough Council – year
ended 31 March 2021

January 2022



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Our reports are prepared in the context of the 'Statement of responsibilities of auditors and audited bodies' issued by Public Sector Audit Appointments Ltd. Reports and letters prepared by appointed auditors and addressed to members or officers are prepared for the sole use of the Council. No responsibility is accepted to any member or officer in their individual capacity or to any third party.

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Section 01: **Introduction**

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1. Introduction

Purpose of the Auditor's Annual Report

Our Auditor's Annual Report (AAR) summarises the work we have undertaken as the auditor for Chesterfield Borough Council ('the Council') for the year ended 31 March 2021. Although this report is addressed to the Council, it is designed to be read by a wider audience including members of the public and other external stakeholders.

Our responsibilities are defined by the Local Audit and Accountability Act 2014 and the Code of Audit Practice ('the Code') issued by the National Audit Office ('the NAO'). The remaining sections of the AAR outline how we have discharged these responsibilities and the findings from our work. These are summarised below.



Opinion on the financial statements

We issued our audit report on 23 November 2021. Our opinion on the financial statements was unqualified.



Value for Money arrangements

In our audit report issued on 23 November 2021 we reported that we had not completed our work on the Council's arrangements to secure economy, efficiency and effectiveness in its use of resources and had not issued recommendations in relation to identified significant weaknesses in those arrangements at the time of reporting. Section 3 confirms that we have now completed this work and provides our commentary on the Council's arrangements. No significant weaknesses in arrangements were identified and there are no recommendations arising from our work.



Wider reporting responsibilities

We have not yet received group instructions from the National Audit Office confirming their requirements in relation to the Council's Whole of Government Accounts. We are unable to issue our audit certificate until this is formally confirmed.

The 2014 Act requires us to give an elector, or any representative of the elector, the opportunity to question us about the accounting records of the Council and to consider any objection made to the accounts. We did not receive any questions or objections in respect of the Council's financial statements.

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Section 02:

Audit of the financial statements

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2. Audit of the financial statements

The scope of our audit and the results of our opinion

Our audit was conducted in accordance with the requirements of the Code, and International Standards on Auditing (ISAs).

The purpose of our audit is to provide reasonable assurance to users that the financial statements are free from material error. We do this by expressing an opinion on whether the statements are prepared, in all material respects, in line with the financial reporting framework applicable to the Council and whether they give a true and fair view of the Council's financial position as at 31 March 2021 and of its financial performance for the year then ended. Our audit report, issued on 23 November 2021 gave an unqualified opinion on the financial statements for the year ended 31 March 2021.

Our Audit Completion Report 2020/21, presented to the Standards and Audit Committee on the 27 October 2021, provides further details of the findings of our audit of the Council's financial statements. This includes our conclusions on the identified audit risks and areas of management judgement, internal control recommendations and audit misstatements identified during the course of the audit. There are no matters raised in our Audit Completion Report 2020/21 that we need to repeat in this report.

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Section 03:

Commentary on VFM arrangements

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3. VFM arrangements – Overall summary

Approach to Value for Money arrangements work

We are required to consider whether the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The NAO issues guidance to auditors that underpins the work we are required to carry out and sets out the reporting criteria that we are required to consider. The reporting criteria are:

- **Financial sustainability** - How the Council plans and manages its resources to ensure it can continue to deliver its services
- **Governance** - How the Council ensures that it makes informed decisions and properly manages its risks
- **Improving economy, efficiency and effectiveness** - How the Council uses information about its costs and performance to improve the way it manages and delivers its services

At the planning stage of the audit, we undertake work so we can understand the arrangements that the Council has in place under each of the reporting criteria; as part of this work we may identify risks of significant weaknesses in those arrangements.

Where we identify significant risks, we design a programme of work (risk-based procedures) to enable us to decide whether there is a significant weakness in arrangements. Although we describe this work as planning work, we keep our understanding of arrangements under review and update our risk assessment throughout the audit to reflect emerging issues that may suggest there are further risks of significant weaknesses.

Where our risk-based procedures identify actual significant weaknesses in arrangements, we are required to report these and make recommendations for improvement.

The table below summarises the outcomes of our work against each reporting criteria. We did not identify any risks of significant weakness, or actual significant weakness, in the Council's arrangements. On the following pages we outline further detail of the work we have undertaken against each reporting criteria, including the judgements we have applied.

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Reporting criteria	Commentary page reference	Risks of significant weaknesses in arrangements identified?	Actual significant weaknesses in arrangements identified?
Financial sustainability	9	No	No
Governance	11	No	No
Improving economy, efficiency and effectiveness	14	No	No

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3. VFM arrangements – Financial Sustainability

Overall commentary on the Financial Sustainability reporting criteria

Background to the Council’s operating environment in 2020/21

The Council entered 2020/21 at the start of the national lockdown, and faced a significant operational impact from the effects of the pandemic. In response to the Covid-19 pandemic, central government made a series of policy announcements, a number of which have impacted on local authorities such as Chesterfield Borough Council. During the 2020/21 year the Council dealt with a wide range of issues to support local residents and businesses.

Some of the Government’s initiatives in response to the Covid-19 pandemic have been backed by additional funding, and the Council received a range of government grants during 2020/21 to either support local businesses/individuals or meet the Council’s own costs. The Council received £1.8m of Covid-19 Response funding to cover the Council’s extra costs. The Council also received around £2.7m relating to income compensation scheme for the sales, fees and charges income lost during the lockdown periods.

2020/21 Financial statement performance

We have carried out a high level analysis of the audited financial statements, including the Comprehensive Income and Expenditure Statement, the Balance Sheet and Movement in Reserves Statement.

The Council's balance sheet does not give us cause for concern relating to financial stability. Net current assets have reduced from £38.5m to £34.8m, with short term creditors increasing from £16.8m to £24.2m which as at other councils this year is largely due to deferred Covid-19 government grants. The level of total year-end Cash and Cash Equivalents and Short Term Investments Equivalents fell from £42.2m to £32.4m but this was in line with cash flow forecast and requirements.

The most significant change in the balance sheet relates to movements in the Council's share of the pension fund net liability (being a deficit position) of £103.2m, up from £61.3m in the prior year. It is not unusual to see material movements in the net pension liability and this is consistent with our experience at other local authorities. The deficit position is not unusual and is a recognised area of financial challenge for local authorities.

The Council's useable reserves have increased from £47.2m to £56.1m in 2020/21, with:

- General Fund and Earmarked Reserves of £26.7m, up from £14.1m in 2019/20;
- Capital Receipts and Grants Reserves of £8.9m, up from £8.1m in 2019/20; and
- Housing Revenue Account Balances of £20.5m, down from £24.8m in 2019/20.

These reserves provide some mitigation against future financial challenges, and include specific reserves (Budget Risk Reserve £1.8m, Service Improvement Reserve £0.3m and Service Innovation Reserve £0.7m) to address future volatility and support savings and efficiencies plans. The Council will need to continue to ensure that any use of reserves to smooth the financial position over the next few years is properly planned and the use of reserves cannot be relied on to provide a long term solution to funding gaps. Notwithstanding this, our work has not highlighted a risk of significant weakness in the Council’s arrangements for ensuring financial sustainability.

Financial planning and monitoring arrangements

In February 2020 the Council set balanced General Fund and Housing Revenue Account budgets for the 2020/21 financial year. During the year the Council reported its financial position through the quarterly financial performance reports, and carried out a thorough early in-year review to reflect the impact of Covid-19 on budgets and financial performance. An updated budget forecast and Medium Term Financial Plan was approved by Cabinet in July 2020.

We reviewed a sample of budget monitoring reports presented for 2020/21 to Finance and Performance Board, Scrutiny and Cabinet. The reports contain detail on any significant variances to budget and an update on performance against savings targets. The reports also contain information on progress against the approved capital programme and reasons for over or underspends against the budget profile to provide adequate scrutiny and oversight. The Council reported the final revenue outturn position for the 2020/21 year as General Fund surplus of £358k, and a Housing Revenue Account surplus of £4.2m.

We have considered the arrangements in place in respect of budget management as part of the Governance criteria on page 11 and not identified any significant weaknesses.

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3. VFM arrangements – Financial Sustainability

Overall commentary on the Financial Sustainability reporting criteria (continued)

Arrangements for the identification, management and monitoring of funding gaps and savings

The Medium Term Financial Plan (MTFP) is a current plus four year plan which sets out the Council's commitment to provide services that meet the needs of people locally and that represent good value for money within the overall resources available to it.

A key part of the strategy is to highlight the budget issues that will need to be addressed by the Council over the coming financial years, by forecasting the level of available resources from all sources and budget pressures relating to both capital and revenue spending as well as assessing sufficient reserves and provisions are held for past and unknown events which may impact on the Council's resources. The MTFP is prepared alongside other plans and strategies (for example the workforce planning and Capital and Investment Strategies). There is a process in place for challenging any growth items and agreeing the achievability of planned savings.

Arrangements and approach to 2021/22 financial planning

The arrangements for the 2021/22 budget setting process have largely followed the arrangements in place for 2020/21 but with a better understanding based on the experiences during the year of the impact of Covid-19 on the Council's services. There were still though a number of unavoidable uncertainties regarding likelihood and impact of any future lifting of restrictions or lockdowns, and the availability of any further government support.

Balanced General Fund and Housing Revenue Account budgets for 2021/22 were approved at the February 2021 Council meeting with any required savings expected to be covered by actions in hand. The Cabinet approved the updated 2021/22 budgets and MTFP in July 2021. We reviewed the report and considered any significant changes on the original estimates. Most new growth items are to be accommodated within existing budgets. The budget update includes an unavoidable £0.9m cost pressure arising from the necessary changes to the waste recycling arrangements, following the contractor's default

There was an acknowledgement in approving the MTFP that the roll over of the Local Government Funding Settlement meant that some of the expected changes in the Fair Funding Review and in relation to New Homes Bonus and any Business Rates reset were not enforced. Changes in these areas were regarded as a risk through expected loss of funding so their deferral represented a gain to the Council's immediate financial position.

The continuing uncertainty does make though strategic financial planning difficult for Councils, particularly in relation to its General Fund services. The MTFP approved in February 2021 forecast a balanced budget for 2021/22 but shortfalls for 2022/23 onwards rising to £2.1m in 2025/26. To mitigate any losses caused by funding changes and to balance its budget the Council has, as described above, established reserves to support its planned transformation and savings process and to address volatility in funding.

Based on the above considerations we are satisfied there is not a significant weakness in the Council's arrangements in relation to financial sustainability.

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3. VFM arrangements – Governance

Overall commentary on the Governance reporting criteria

Risk management and monitoring arrangements

The Council has an established risk management framework and systems in place which are built into the governance structure of the organisation. There is an updated and approved Risk Management Strategy which includes the Council's approach, guidance, the Council's risk appetite and roles and responsibilities. There is a Corporate Risk Management Group in place, which meets quarterly. The Group oversees all the Council's operational and strategic risk registers and provides challenge as part of the process. The Senior Leadership Team and Corporate Management Team consider the Group's minutes and summary reports. The Standards and Audit Committee reviews the effectiveness of the arrangements and receives an annual risk management report. The Council receives an annual report on the key risks.

In order to provide assurance over the effective operation of internal controls, including arrangements to prevent and detect fraud, the Council is a member of the Internal Audit Consortium which is a shared service with neighbouring councils. The Consortium Manager acts as Head of Internal Audit and the service has been externally assessed as meeting the Public Sector Internal Audit Standards. The annual Internal Audit plan is agreed with management at the start of the financial year and is reviewed by the Standards and Audit Committee prior to final approval.

The audit plan is based on an assessment of risks the Council faces and is designed to ensure there is assurance on the overall adequacy and effectiveness of the Council's framework of governance, risk management and control. The planned work can be supplemented if necessary by ad hoc reviews in respect of suspected irregularities and other work commissioned by Officers and Members of the Council where relevant to respond to emerging risks and issues. We have reviewed the Internal Audit plans for 2020/21 and 2021/22 and confirmed they are consistent with the risk based approach.

Internal Audit progress reports are presented to each Standards and Audit Committee meeting including follow up reporting on recommendations from previous Internal Audit reports. From our attendance at meetings, we are satisfied this allows the Committee to effectively hold management to account. At the end of each financial year the Head of Internal Audit provides and Annual Report including an opinion, based on the work completed during the year, on the overall adequacy and effectiveness of the council's control environment. For 2020/21 the Head of Internal Audit concluded that a reasonable level of assurance could be provided on the overall adequacy and effectiveness of the Council's framework for governance, risk management and control.

Throughout the year we have attended Standards and Audit Committee meetings. Through attendance at these meetings we have confirmed that the committee receive regular updates on both internal audit progress and risk management. We have seen active Member engagement from the Standards and Audit Committee who challenge the papers and reports which they receive from officers, internal audit and external audit.

Arrangements for budget setting and budgetary control

The Council has an established set of arrangements in place for budget setting and control. The process is set out and approved through the Constitution, which encompasses the budget setting rules and financial procedures. The framework includes:

- Clear responsibilities, including the role of the Section 151 Officer in leading the budget setting process and providing professional advice, and the reservation of the approval of the Budget to the Council.
- Budget setting guidance to managers, with the process normally starting in August to get an early understanding of the key relevant factors and future budget requirements. Although existing budgets are in most cases used as a basis determining the next year's estimates they are not merely rolled forward with early challenge to staff number assumptions and growth and savings proposals.
- Close working between the finance team and with external advisors and neighbouring councils to agree the key budget assumptions, which are challenged and agreed through the budget review process by Management, Cabinet and Council..

Following approval of the budget, budget monitoring commences to monitor progress against targets. Budget monitoring responsibilities of budget holders are documented and they are supported in this role by the finance team. Budget monitoring reports are produced on a monthly basis and there are regular meetings held, including finance team members, to discuss the financial performance and forecasts. There are rules in place regarding the reporting of budget variances and budget changes.

There are similar processes and controls in place for development and control of the capital programme alongside the revenue budget setting. The Treasury Strategy reports (encompassing the Treasury Management, Capital and Investment Strategies) are approved at the same time as the revenue budgets and monitored and reported on throughout the year.

3. VFM arrangements – Governance

Overall commentary on the Governance reporting criteria (continued)

Arrangements for budget setting and budgetary control (continued)

There are rules in place regarding changes to the original budget, with Cabinet approval required for any revisions. The opportunity to review the budget was especially important in 2020/21 given the likely impact of Covid-19 was largely unknown at the time the original budget was approved. The updated 2020/21 budget was approved by the Cabinet in July 2020.

Quarterly Financial performance monitoring reports are presented to the Finance and Performance Board, Scrutiny and Cabinet. The reports cover General Fund and Housing Revenue Account spend and income to date and forecast against budget, Capital Programme progress and Treasury Management activities. and forecast significant variations are investigated and reported on, together with any corrective action being taken. Our review of the relevant meeting minutes confirmed there was challenge and scrutiny of the process. The impact of Covid-19 on financial performance is apparent from the reports through 2020/21 and any material budget variances were identified and explained at an appropriate stage. There were no significant unexpected over or underspends reported at the year-end.

The Chartered Institute of Public Finance and Accountancy (CIPFA) has published its Financial Management (FM) Code to provide guidance for good practice in financial management and to assist local authorities in demonstrating their financial sustainability. The first full year of compliance with the FM code is 2021/22. We reviewed Internal Audit's assessment of the Council's compliance with the standards set out in the Code, and the disclosures made in the Annual Governance Statement. Internal Audit found that the Council complied with the majority of the Code requirements already and management is working to address the small number of areas for improvement identified.

Decision making arrangements and control framework

The Council has an established governance structure in place which is set out within its Annual Governance Statement (AGS). We reviewed the AGS and observed the Standards and Audit Committee's review of the AGS and monitoring of actions throughout the year in relation to any significant governance issues.

The governance structure, as described in the AGS includes the Council's Corporate Governance Code, the Constitution and the scheme of delegation which shows the levels of authority required for all key decisions, and the Council Plan.

The Council's Corporate Governance Code sets out the governance principles which the Council are committed to and within which the Council conducts its business and affairs. The Code identifies the arrangements in place to enable the Council to meet the good governance principles identified.

The required Standards arrangements are in place, through the Standards and Audit Committee, which are designed to promote and maintain high standards of conduct by members and co-opted Members of the Borough Council and local councils. We have considered the Committee's work in this area and not identified any matters of concern.

The Constitution is kept under review and updated as required. The Constitution sets out how the Council operates, how decisions are made and the procedures to support the Council's aims of being transparent and accountable. The Constitution includes the Budget and Policy Framework Rules, Financial and Contract Procedure Rules, Member and Officer codes of conduct. There are arrangements in place for the Scrutiny Committees to be made aware of 'Key Decisions' taken by the Cabinet or planned, as well as defining what a Key Decision is. The Constitution sets out the rules and process for Decisions to be 'called in' by Committees.

The Scrutiny Committee arrangements have been shaped to reflect Council priorities with there being three themed Committees to support the work of the Cabinet and the Council as a whole. The Standards and Audit Committee provides further focus on risk, governance and control matters. The Scrutiny Committees have work programmes in place to steer their coverage of services and Cabinet key decisions. We have reviewed the Scrutiny Committees' minutes throughout the year and not identified any concerns.

3. VFM arrangements – Governance

Overall commentary on the Governance reporting criteria (continued)

Regulators

There are few external regulators for district councils and we have not identified any matters reported which indicate significant weaknesses in the Council's governance arrangements. We reviewed the Local Government and Social Care Ombudsman's (LGSCO) 2020/21 report which was considered by the Standards and Audit Committee at its September 2021 meeting. The Committee report includes a summary of the Council's findings to those for neighbouring authorities and summarised management's assessment of the matters raised by LGSCO. The report does not highlight any significant concerns in relation to the Council's governance arrangements.

Based on the above considerations we are satisfied there is not a significant weakness in the Council's arrangements in relation to governance.

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3. VFM arrangements – Improving Economy, Efficiency and Effectiveness

Overall commentary on the Improving Economy, Efficiency and Effectiveness reporting criteria

Performance Management

The Council Plan 2019-23 sets out the Council's priorities and objectives for the period covered by the plan, including the values which underpin the overarching vision of 'putting our communities first'. The three priorities in the Plan include 'Providing Value for Money Services'. The Council has identified the key performance indicators, and target levels of performance, in relation to these priorities. The performance targets are informed by national standards, local benchmarking and experience and subject to initial challenge and confirmation.

The Council has in place a performance management framework which includes identified responsibilities of managers and processes for regular performance reporting and corrective action if required. The annual Council Plan Delivery Plans, which identify the key milestones and measures to keep the Council on target for delivery during the coming year, are approved in February at the same time as approving the annual budgets. There is quarterly reporting to the Finance and Performance Board, Overview and Performance Scrutiny Forum and the Cabinet. These quarterly reports take the form of a dashboard and identify whether the performance is achieved or on/off track, including whether the performance is affected by Covid-19. The quarterly reports include an appropriate commentary to explain any significant factors which are affecting performance and actions being taken to correct performance.

On an annual basis, the Council's overall performance is summarised in the Narrative Report as part of the Statement of Accounts. This outlines the Council's progress against its ambitions, highlighting key successes and risk areas. This provides the public with an overall assessment of the Council activities for the financial year.

We have reviewed a sample of the performance reports and the Cabinet and Scrutiny Forum's minutes which show member challenge of the reported performance. The quarterly reports demonstrate that performance has been managed throughout the 2020/21 year and any significant variances have been justified, with no major unexpected gaps in performance at the year end. The process has continued in the first half of 2021/22. The mid year performance report to the December 2021 Cabinet meeting does not highlight any major concerns, with management focused on improving any areas at risk of not being on target by the end of the year. Overall, we believe there is sufficient evidence to demonstrate adequate arrangements for performance monitoring and management at the Council.

Partnerships

There are a number of significant partnership arrangements in place, through which the Council works to deliver services in line with its ambitions and priorities. These include long longstanding shared service and joint arrangements with other local authorities (for example Internal Audit and the Chesterfield Crematorium) and the Local Enterprise Partnership (D2N2), and the more recently Staveley Town Deal Board. There are relevant governance frameworks in place for these arrangements and the Council continues to keep its role in these activities under review. The Council successfully completed its planned exit from the support services partnership with Avarto in 2020/21, to enable further transformation and cost savings. The majority of staff transferred as planned to the Council and these services are now carried out in-house.

Procurement

The Council has a Procurement Strategy and set of Contract Procurement Rules which outlines how the procurement of goods, works and services is achieved. These documents take into account latest legislative and operational changes at the Council, and provide a corporate framework for the procurement of goods, works and services. There are also controls in place designed to ensure that all procurement activity is conducted with openness, honesty and accountability. The Council's Internal Audit team gave an 'inadequate' assurance rating in May 2020 on the Procurement Service following its review of the arrangements. The review highlighted weaknesses in amongst other things the function's resourcing, strategy and performance management arrangements. The Standards and Audit Committee has continued to receive regular updates on the steps being taken to address the audit recommendations and improve service delivery. We reviewed the latest report, to the July 2021 Standards and Audit Committee which identified that improvements had been made in most areas with many actions completed, and that progress against the remaining recommendations was being closely monitored.

Based on the above considerations we are satisfied there is not a significant weakness in the Council's arrangements in relation to improving economy, efficiency and effectiveness.

04

Section 04:

**Other reporting responsibilities and
our fees**

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4. Other reporting responsibilities and our fees

Matters we report by exception

The Local Audit and Accountability Act 2014 provides auditors with specific powers where matters come to our attention that, in their judgement, require specific reporting action to be taken. Auditors have the power to:

- issue a report in the public interest;
- make statutory recommendations that must be considered and responded to publicly;
- apply to the court for a declaration that an item of account is contrary to the law; and
- issue an advisory notice.

We have not exercised any of these statutory reporting powers.

The 2014 Act also gives rights to local electors and other parties, such as the right to ask questions of the auditor and the right to make an objection to an item of account. We did not receive any such objections or questions.

Reporting to the NAO in respect of Whole of Government Accounts consolidation data

We have not yet received group instructions from the National Audit Office confirming their requirements in relation to the Council's Whole of Government Accounts. We are unable to issue our audit certificate until this is formally confirmed.

4. Other reporting responsibilities and our fees

Fees for work as the Council's auditor

We reported our proposed fees for the delivery of our work under the Code of Audit Practice in our Audit Strategy Memorandum and Audit Completion Report presented to the Standards and Audit Committee in April and October 2021 respectively. We expect our final audit fees to be as follows.

Area of work	2019/20 fees	2020/21 fees
Base fee in respect of our work under the Code of Audit Practice	£40,383	£40,383
Additional testing as a result of changes arising from increased audit quality expectations involving the work on the valuation of land and buildings and on the local government pension scheme	£7,952	£7,952*
Additional testing as a result of the implementation of new auditing standards	-	£2,000*
Other additional testing - additional testing and reporting in 2019/20 on uncertainties in key estimates as a result of Covid-19	£5,032	-
Additional work as a result of the new Code of Audit Practice and VFM reporting	-	£8,000*
Total fees	£53,367	£58,335*

* Fee variations subject to approval and confirmation by Public Sector Audit Appointments Limited.

4. Other reporting responsibilities and our fees

Fees for other work

We confirm that we undertook the following non-audit services for the Council in the year.

Certification of the 2019/20 Housing Benefit Subsidy Claim	£7,000
Pooling of Housing Capital Receipts Return	£4,000

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*where permitted under applicable country laws.

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For publication

Treasury Management Strategy 2022/23

Meeting:	Council
Date:	23 rd February 2022
Cabinet portfolio:	Deputy Leader
Directorate:	Finance

1.0 Purpose of report

- 1.1 To approve the Treasury Management Strategy Statement for the financial year 2022/23.
- 1.2 To approve the Capital Strategy Report for the financial year 2022/23.
- 1.3 To approve the Investment Strategy Report for the financial year 2022/23.
- 1.4 To approve the Minimum Revenue Provision (MRP) policy for the financial year 2022/23.

2.0 Recommendations

- 2.1 That the Treasury Management Strategy Statement be approved.
- 2.2 That the Capital Strategy Report, including the Prudential Code Indicators be approved.
- 2.3 That the Investment Strategy Report be approved.
- 2.4 That the Minimum Revenue Provision policy be approved.

3.0 Reasons for recommendations

- 3.1 To keep Members informed about the council's treasury management, capital and investment strategies and to comply with the CIPFA Code of Practice for Treasury Management in the Public Services.

4.0 Report Details

4.1 Background

4.1.1 The key aims of the CIPFA 'Code of Practice for Treasury Management in the Public Services' (the Code) are:

- a) Public service organisations should put in place formal and comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury management activities;
- b) Their policies and practices should make clear that the effective management and control of risk are prime objectives of their treasury management activities;
- c) They should acknowledge that the pursuit of best value in treasury management, and the use of suitable performance measures, are valid and important tools to employ.

4.1.2 CIPFA amended the Code in 2017 to take account of recent developments in the financial market place and the introduction of the Localism Act.

4.1.3 CIPFA also amended the Prudential Code for Capital Finance in Local Authorities in 2017, which now includes the requirement for the Council to produce a separate Capital Strategy.

4.1.4 CIPFA have further amended both the Treasury Management Code and the Prudential Code in December 2021, however the changes to reporting requirements in respect of these amendments are not required to be incorporated into the strategies until the 2023/24 financial year.

4.1.5 In 2018 the then Ministry of Housing, Communities and Local Government completely revised their statutory guidance on treasury management investments. This included the requirement for the Council to produce an Investment Strategy for non-treasury investments.

4.1.6 This report is due to be considered by the Standards and Audit Committee at its meeting on 16 February, 2022 where it is recommended that the report be supported and referred to Council for approval.

4.2 Treasury Management Strategy

4.2.1 The Treasury Management Strategy defines what categories of investments are to be used and the restrictions placed on their use. The primary objective is to protect capital and the maximisation of returns is secondary. However, the strategy allows sufficient flexibility for the Council to diversify into higher yielding asset classes where appropriate. The credit ratings of the approved counterparties for investments are regularly reviewed.

4.2.2 The Treasury Management Strategy Statement 2022/23 can be found at Appendix A.

4.3 Capital Strategy Report

4.3.1 The Prudential Code for Capital Finance in Local Authorities (the Code) is a professional Code that provides a framework for self- regulation of capital spending.

4.3.2 The Code was revised in 2017 and introduced the requirement for the Council to produce a capital strategy, with the purpose of demonstrating that capital expenditure and investment decisions are taken in line with service objectives, and take account of stewardship, value for money, prudence, sustainability and affordability. The Capital Strategy Report 2022/23 can be found at Appendix B.

4.3.3 To facilitate the decision making process, the Code also requires the Council to agree and monitor a number of prudential indicators covering affordability, prudence, capital expenditure, debt levels and treasury management.

4.3.4 Capital Expenditure - This prudential indicator is a summary of the Council's capital expenditure plans.

Capital Expenditure £millions	2020/21 Actual	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
General Fund	12.3	42.7	10.9	16.6	14.0
HRA	19.1	32.5	22.9	20.4	21.3
Total	31.4	75.2	33.8	37.0	35.3

The table below shows how these plans are being financed by external sources such as grants and contributions, internal sources such as reserves and capital receipts and debt.

Capital Expenditure £millions	2020/21 Actual	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Financed by:					
External sources	5.6	5.9	9.3	14.5	7.9
Capital resources	3.4	6.6	5.7	3.2	3.4
Revenue Resources	15.8	26.5	15.2	14.6	15.5
Debt	6.6	36.2	3.6	4.7	8.5
Total	31.4	75.2	33.8	37.0	35.3

4.3.5 The Council's Borrowing Need – Capital Financing Requirement

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources, and measures the Council's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the borrowing need in line with each assets life.

£millions	2020/21 Actual	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Capital Financing Requirement					
CFR – General Fund	23.8	59.6	59.8	58.0	60.2
CFR – HRA	126.4	124.6	126.3	129.1	131.7
Total CFR	150.2	184.2	186.1	187.1	191.9
Movement in CFR	4.3	34.0	1.9	1.0	4.8

Movement in CFR represented by					
Net financing need for the year (above)	6.6	36.2	4.9	4.7	8.5
Less MRP/VRP and other financing movements	-2.3	-2.2	-3.0	-3.7	-3.7
Movement in CFR	4.3	34.0	1.9	1.0	5.2

4.3.6

Affordability Ratio - Estimates of financing costs to net revenue stream shows the trend in the cost of capital based on the programme against

the net revenue stream (i.e. council tax for the General Fund and rent income for the Housing Revenue Account). The estimates of financing costs include current commitments and the proposals in the budget report.

%	2020/21 Actual	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
General Fund	3.75	4.66	10.05	11.70	11.10
HRA	17.89	17.34	16.35	15.24	14.20

The General Fund ratio increases from 2021/22 to 2023/24 due to increased financing costs associated with the capital programme. The HRA ratio decreases steadily over the forthcoming years due to an increased revenue stream.

4.3.7 External Debt - The Code specifies a number of prudential indicators in respect of external debt. These are described below:

Limits to Borrowing Activity

- ◆ Operational Boundary - this is an estimate of the probable external borrowing during the year, it is not a limit and actual borrowing can vary for short periods during the year.
- ◆ Authorised Limit - represents the limit beyond which borrowing is not permitted. It includes estimates for long and short-term borrowing. The limit must be set and can be revised by the Council.

£millions	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Operational Boundary (£m)	175.6	167.3	169.0	174.9
Authorised Limit (£m)	188.8	185.7	187.6	194.1

4.3.8 Borrowing Strategy - The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in the future. The Authority has previously raised the majority of its long-term borrowing from the PWLB. However, with short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.

4.4 Investment Strategy

- 4.4.1 In 2018 the Ministry for Housing, Communities and Local Government's Investment Guidance was revised, and introduced the requirement for Authorities to produce an Investment Strategy Report.
- 4.4.2 The report focuses on non-treasury investments and sets out how these contribute towards the Council's core objectives to deliver services to residents, and the procedures for risk assessing potential investments.
- 4.4.3 The Investment Strategy Report 2022/23 can be found at Appendix C.
- 4.5 Minimum Revenue Provision (MRP) Policy
- 4.5.1 The Local Authorities (Capital Finance & Accounting) (England) Amendment Regulations 2008 require local authorities to agree a policy on the calculation of the Minimum Revenue Provision (MRP) for each financial year. The MRP is the amount the authority has to provide for the repayment of debt. The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP).
- 4.5.2 The Minimum Revenue Provision (MRP) Policy 2022/23 can be found at Appendix D.

5 Alternative options

- 5.1 The strategies within this report have been prepared in accordance with legislation and external treasury management advice. No alternative options are proposed.

6 Implications for consideration – Council Plan

- 6.1 These arrangements enable the priorities set out in the Council Plan to be achieved.

7 Implications for consideration – Financial and value for money

- 7.1 The report in its entirety deals with financial and value for money implications.

8 Implications for consideration – Legal

- 8.1 This report provides a framework for treasury management in accordance with legislation. There are no other legal implications.

9 Implications for consideration – Human resources

9.1 There are no human resource considerations arising from this report.

10 Implications for consideration – Risk management

10.1 There are a number of risks inherent within any treasury management strategy, and these are covered in detail within the individual strategies appended to this report. The most significant risks at the moment include:

- Reporting is not compliant with statutory guidelines.
- Investment and borrowing activity is outside the approved TM framework.
- Long term borrowing is taken at rates that are not advantageous.
- Investment of principal sums with insecure counterparties.
- Investment returns are volatile and may not meet budgeted amounts.
- Borrowing is not affordable.

11 Implications for consideration – community wellbeing

11.1 There are no community wellbeing implications arising from this report.

12 Implications for consideration – Economy and skills

12.1 There are no Economy and skills implications arising from this report.

13 Implications for consideration – Climate Change

13.1 There are no climate change implications arising from this report.

14 Implications for consideration – Equality and diversity

14.1 There are no and diversity impact implications arising from this report.

Decision information

Key decision number	1080
Wards affected	All

Document information

Report author	Contact number/email
Karen Ludditt	01246 936276 Karen.ludditt@chesterfield.gov.uk
Background documents These are unpublished works which have been relied on to a material extent when the report was prepared.	
<i>This must be made available to the public for up to 4 years.</i>	
Appendices to the report	
Appendix A	Treasury Management Strategy 2022/23
Appendix B	Capital Strategy 2022/23
Appendix C	Investment Strategy 2022/23
Appendix D	Minimum Revenue Provision (MRP) Policy 2022/23

Treasury Management Strategy Statement 2022/23

Introduction

Treasury management is the management of the Authority's cash flows, borrowing and investments, and the associated risks. The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Authority's prudent financial management.

Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year. This report fulfils the Authority's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.

Investments held for service purposes or for commercial profit are considered in Appendix C to this report, the Investment Strategy.

External Context

Economic background: The ongoing impact on the UK from coronavirus, together with higher inflation, higher interest rates, and the country's trade position post-Brexit, will be major influences on the Authority's treasury management strategy for 2022/23.

The Bank of England (BoE) increased Bank Rate to 0.25% in December 2021 while maintaining its Quantitative Easing programme at £895 billion. The Monetary Policy Committee (MPC) voted 8-1 in favour of raising rates, and unanimously to maintain the asset purchase programme.

UK CPI for November 2021 registered 5.1% year on year, up from 4.2% in the previous month. Core inflation, which excludes the more volatile components, rose to 4.0% y/y from 3.4%. The most recent labour market data for the three months to October 2021 showed the unemployment rate fell to 4.2% while the employment rate rose to 75.5%.

Credit outlook: Since the start of 2021, relatively benign credit conditions have led to credit default swap (CDS) prices for the larger UK banks to remain low and had steadily edged down throughout the year up until mid-November when the emergence of Omicron has caused them to rise modestly. However, the generally improved economic outlook during 2021 helped bank profitability and reduced the level of impairments many had made as provisions for bad loans. However, the relatively recent removal of coronavirus-related business support measures by the government means the full impact on bank balance sheets may not be known for some time.

The improved economic picture during 2021 led the credit rating agencies to reflect this in their assessment of the outlook for the UK sovereign as well as several financial institutions, revising them from negative to stable and even making a handful of rating upgrades.

Looking ahead, while there is still the chance of bank losses from bad loans as government and central bank support is removed, the institutions on the Authority's counterparty list are well-capitalised and general credit conditions across the sector are expected to remain benign. Duration limits for

counterparties on the Authority's lending list are under regular review and will continue to reflect economic conditions and the credit outlook.

Interest Rate Forecast: The Authority's treasury management adviser Arlingclose is forecasting that Bank Rate will continue to rise in calendar Q1 2022 to subdue inflationary pressures and the perceived desire by the BoE to move away from emergency levels of interest rates.

Investors continue to price in multiple rises in Bank Rate over the next forecast horizon, and Arlingclose believes that although interest rates will rise again, the increases will not be to the extent predicted by financial markets. In the near-term, the risks around Arlingclose's central case are to the upside while over the medium-term the risks become more balanced.

For the purpose of setting the budget, it has been assumed that new treasury investments will be made at an average rate of 0.20%, and that new long-term loans will be borrowed at an average rate of 2.0%.

Local Context

On 31st December 2021, the Authority held £130.0m of borrowing and £25.1m of treasury investments. This is set out in further detail at page 10. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

Table 1: Balance sheet summary and forecast

	31.3.21 Actual £000	31.3.22 Estimate £000	31.3.23 Forecast £000	31.3.24 Forecast £000	31.3.25 Forecast £000
General Fund CFR	24,665	59,624	59,775	57,989	60,176
HRA CFR	126,477	124,580	126,309	129,067	131,652
Total CFR	151,142	184,204	186,084	187,056	191,828
Less: Other debt liabilities*	0	0	-1,325	-884	-441
Less: External borrowing	-125,429	-138,460	-139,089	-140,741	-146,724
Internal borrowing	25,713	45,744	45,670	45,431	44,663
Less: Balance Sheet Resources	-58,133	-55,744	-55,670	-55,431	-54,663
Treasury Investments	32,420	10,000	10,000	10,000	10,000

*Lease liabilities that form part of the Council's total debt

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Authority's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing.

The Authorities General Fund CFR increases in the financial years to 2022/23 due to the capital programme. It then reduces in 2023/24 as MRP contributions are applied until 2024/25 when it increases again due to the capital programme. The HRA CFR increases from 22/23 due to the HRA capital programme. The increased need for borrowing is offset by an annual 1.5% voluntary repayment of debt contribution. Investments are forecast to fall as useable reserves are utilised to finance the HRA and General Fund capital programmes, however a minimum of £10 million investments will be maintained in order to retain Professional Client status under MiFID 2.

CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Authority expects to comply with this recommendation.

Borrowing Strategy

The Authority currently holds £130 million of loans, an increase of £3 million on the previous year, as part of its strategy for funding previous years' capital programmes. The balance sheet forecast in table 1 shows that the Authority expects to need to externally borrow in 2022/23 to fund the HRA capital programme. The Authority may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing.

Objectives: The Authority's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Authority's long-term plans change is a secondary objective.

Strategy: Given the significant cuts to public expenditure and in particular to local government funding, the Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.

By doing so, the Authority is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Authority with this 'cost of carry' and breakeven analysis. Its output may determine whether the Authority borrows additional sums at long-term fixed rates in 2022/23 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

The Authority has previously raised the majority of its long-term borrowing from the PWLB but will consider long-term loans from other sources including banks, pensions and local authorities, and will investigate the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; the Authority intends to avoid this activity in order to retain its access to PWLB loans.

Alternatively, the Authority may arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the Authority may borrow further short-term loans to cover unplanned cash flow shortages.

Sources of borrowing: The approved sources of long-term and short-term borrowing are:

- HM Treasury's PWLB lending facility (formerly the Public Works Loan Board)
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- any other UK public sector body
- UK public and private sector pension funds (except Derbyshire Pension Fund)
- capital market bond investors

- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues

Other sources of debt finance: In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- leasing
- hire purchase
- Private Finance Initiative
- sale and leaseback

The Authority has previously raised the majority of its long-term borrowing from the PWLB but it continues to investigate other sources of finance, such as local authority loans and bank loans, that may be available at more favourable rates.

Municipal Bonds Agency: UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It issues bonds on the capital markets and lends the proceeds to local authorities. This is a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to full Council.

Short-term and variable rate loans: These loans leave the Authority exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below. Financial derivatives may be used to manage this interest rate risk (see section below).

Debt rescheduling: The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Authority may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

Treasury Investment Strategy

The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Authority's treasury investment balance has ranged between £12 and £40 million and similar levels are expected to be maintained in the forthcoming year.

Objectives: The CIPFA Code requires the Authority to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Authority will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

Negative interest rates: The COVID-19 pandemic has increased the risk that the Bank of England will set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. Since investments cannot pay negative income, negative rates will be applied by reducing the value of investments. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

Strategy: Given the increasing risk and very low returns from short-term unsecured bank investments, the Authority aims to further diversify into more secure and/or higher yielding asset classes during 2022/23. This is especially the case for the estimated £10m that is available for longer-term investment. This diversification will represent a change in strategy over the coming year.

Business models: Under the new IFRS 9 standard, the accounting for certain investments depends on the Authority’s “business model” for managing them. The Authority aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

Approved counterparties: The Authority may invest its surplus funds with any of the counterparty types in table 2 below, subject to the cash limits (per counterparty) and the time limits shown.

Table 2: Approved investment counterparties and limits

Sector	Time limit	Counterparty limit	Sector limit
The UK Government	50 years	Unlimited	n/a
Local authorities & other government entities	5 years	£5m	Unlimited
Secured investments *	5 years	£5m	Unlimited
Banks (unsecured) *	13 months	£5m	£15m
Building societies (unsecured) *	13 months	£5m	£5m
Registered providers (unsecured) *	5 years	£5m	£10m
Money market funds *	n/a	£12m	Unlimited
Strategic pooled funds	n/a	£10m	£10m
Real estate investment trusts	n/a	£5m	£10m
Other investments *	5 years	£5m	£5m

This table must be read in conjunction with the notes below

Minimum Credit rating: Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than A-. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

For entities without published credit ratings, investments may be made where external advice indicates the entity to be of similar credit quality.

Government: Loans to, and bonds and bills issued or guaranteed by, national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.

Secured investments: Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments.

Banks unsecured: Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

Banks and building societies (unsecured): Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

Registered providers (unsecured): Loans to, and bonds issued or guaranteed by, registered providers of social housing or registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.

Money market funds: Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the Authority will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.

Strategic pooled funds: Bond, equity and property funds that offer enhanced returns over the longer term but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.

Real estate investment trusts: Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties. Investments in REIT shares cannot be withdrawn but can be sold on the stock market to another investor.

Other investments: This category covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Authority's investment at risk.

Operational bank accounts: The Authority may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments, but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £50,000 per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Authority maintaining operational continuity.

Risk assessment and credit ratings: Credit ratings are obtained and monitored by the Authority's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

Other information on the security of investments: The Authority understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Authority's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2020, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Authority will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Authority's cash balances, then the surplus will be deposited with the UK Government via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause investment returns to fall but will protect the principal sum invested.

Investment limits: The maximum that will be lent to any one organisation (other than the UK Government) will be £5 million. Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 3: Investment limits

	Cash limit
Any single organisation, except the UK Central Government	£5m each
UK Central Government	unlimited
Any group of organisations under the same ownership	£7.5m per group
Any group of pooled funds under the same management	£10m per manager
Negotiable instruments held in a broker’s nominee account	£15m per broker
Foreign countries	£10m per country
Registered providers and registered social landlords	£10m in total
Unsecured investments with building societies	£5m in total
Loans to unrated corporates	£5m in total
Money market funds	£12m per manager

Liquidity management: The Authority uses purpose-built cash flow forecasting software to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Authority being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Authority’s medium-term financial plan and cash flow forecast.

Treasury Management Indicators

The Authority measures and manages its exposures to treasury management risks using the following indicators.

Interest rate exposures: This indicator is set to control the Authority’s exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

Interest rate risk indicator	Limit
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£300,000
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£300,000

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates.

Maturity structure of borrowing: This indicator is set to control the Authority’s exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	25%	0%
12 months and within 24 months	25%	0%
24 months and within 5 years	30%	0%
5 years and within 10 years	40%	0%

10 years and within 25 years	70%	20%
25 years and above	75%	15%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

Principal sums invested for periods longer than a year: The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Price risk indicator	2021/22	2022/23	2023/24
Limit on principal invested beyond year end	£10m	£10m	£10m

Related Matters

The CIPFA Code requires the Authority to include the following in its treasury management strategy.

Financial Derivatives: Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The Authority will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria, assessed using the appropriate credit rating for derivative exposures. An allowance for credit risk calculated using the methodology in the Treasury Management Practices document will count against the counterparty credit limit and the relevant foreign country limit.

In line with the CIPFA Code, the Authority will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.

Housing Revenue Account: On 1st April 2012, the Authority notionally split each of its existing long-term loans into General Fund and HRA pools. In the future, new long-term loans borrowed will be assigned in their entirety to one pool or the other. Interest payable and other costs/income arising from long-term loans (e.g. premiums and discounts on early redemption) will be charged/ credited to the respective revenue account. Differences between the value of the HRA loans pool and the HRA's underlying need to borrow (adjusted for HRA balance sheet resources available for investment) will result in a notional cash balance which may be positive or negative. This balance will be measured annually and interest transferred between the General Fund and HRA at the Authority's average interest rate on investments, adjusted for credit risk.

Markets in Financial Instruments Directive: The Authority has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Authority’s treasury management activities, the Chief Finance Officer believes this to be the most appropriate status.

Financial Implications

The budget for investment income in 2022/23 is £30k based on an average investment portfolio of £15 million at an interest rate of 0.20%. For the General Fund the budget for debt interest paid in 2022/23 is £337k, based on an average debt portfolio of £20.0 million at an average interest rate of 1.68%. For the HRA the budget for debt interest paid in 2022/23 is £4.4 million, based on an average debt portfolio of £121 million at an average interest rate of 3.66%. If actual levels of investments and borrowing, or actual interest rates, differ from those forecast, performance against budget will be correspondingly different.

Other Options Considered

The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Chief Finance Officer believes that the above strategy represents an appropriate balance between risk management and cost effectiveness.

Existing Investment & Debt Portfolio Position

	31/12/21 Actual Portfolio £m	31/12/21 Average Rate %
External borrowing:		
Public Works Loan Board	125.0	3.74
Other Short Term Loans	5.0	0.09
Total external borrowing	130.0	3.63
Treasury investments:		
Government (incl. local authorities)	6.6	0.02
Money Market Funds	18.5	0.04
Total treasury investments	25.1	0.03
Net debt	104.9	

Capital Strategy Report 2022/23

Introduction

This capital strategy report gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. It has been written in an accessible style to enhance members' understanding of these sometimes technical areas.

Decisions made this year on capital and treasury management will have financial consequences for the Council for many years into the future. They are therefore subject to both a national regulatory framework and to local policy framework, summarised in this report.

Capital Expenditure and Financing

Capital expenditure is where the Council spends money on assets, such as property or vehicles, that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £20,000 for land and buildings and £10,000 for vehicles, plant and equipment are not capitalised and are charged to revenue in year.

In 2022/23, the Council is planning capital expenditure of £33.8 as summarised below:

Table 1: Prudential Indicator: Estimates of Capital Expenditure in £ millions

	2020/21 actual	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget
General Fund services	12.3	42.7	10.9	16.6	14.0
Council housing (HRA)	19.1	32.5	22.9	20.4	21.3
TOTAL	31.4	75.2	33.8	37.0	35.3

The main General Fund capital projects include Stephenson Memorial Hall (£2.5m), Staveley Town Deal schemes (3.7m) and Disabled Facilities Grants (£2.3m).

The Housing Revenue Account (HRA) is a ring-fenced account which ensures that council housing does not subsidise, or is itself subsidised, by other local services. HRA capital expenditure is therefore recorded separately, and includes the building of new homes, as well as enhancements to current housing stock.

Governance: The Finance and Performance Board appraises all requests for capital growth based on a comparison of service priorities against financing costs and ongoing revenue commitments. Approval at Finance and Performance Board allows new schemes to be added to the latest version of the capital programme which is presented to Council for approval. Copies of all Council reports can be found on the Authority's website.

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt

(borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

Table 2: Capital financing in £ millions

	2020/21 actual	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget
External sources	5.6	5.9	9.3	14.5	7.9
Capital resources	3.4	6.6	5.7	3.2	3.4
Revenue Resources	15.8	26.5	15.2	14.6	15.5
Debt	6.6	36.2	3.6	4.7	8.5
TOTAL	31.4	75.2	33.8	37.0	35.3

Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance. Planned MRP and use of capital receipts are as follows:

Table 3: Replacement of prior years' debt finance in £ millions

	2020/21 actual	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget
General Fund	0.3	0.3	1.2	1.4	1.4
HRA	1.9	1.9	1.8	1.9	1.9

The Council's full minimum revenue provision statement can be found at Appendix D to this report.

The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The General Fund CFR is expected to increase by £150k during 2022/23 and the HRA CFR is expected to increase by £1.7m during the same period. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement in £ millions

	31.3.2021 actual	31.3.2022 forecast	31.3.2023 budget	31.3.2024 budget	31.3.2025 budget
General Fund services	23.8	59.6	59.8	58.0	60.2
Council housing (HRA)	126.4	124.6	126.3	129.1	131.7
TOTAL CFR	150.2	184.2	186.1	187.1	191.9

£1.3m of the CFR increase in 2022/23 arises from a change in the accounting for leases

Asset disposals: When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. Repayments of capital grants, loans and investments also generate capital receipts. The Council plans to receive £5.7m of capital receipts in the 2022/23 financial year as follows:

Table 5: Capital receipts in £ millions

	2020/21 actual	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget
General Fund Asset sales	1.1	0.5	1.6	1.5	1.5
Right to Buy Receipts	3.0	5.3	2.6	2.0	1.5
Other HRA Asset sales	0	0	0.8	0.7	0.8
TOTAL	4.1	5.8	5.0	4.2	3.8

Treasury Management

Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account.

Due to decisions taken in the past, the Council currently has £125m borrowing at an average interest rate of 3.76% and £26m treasury investments at an average rate of 0.07%.

Borrowing strategy: The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short-term loans (currently available at around 0.45%) and long-term fixed rate loans where the future cost is known but higher (currently 1.8 to 2.3%).

Projected levels of the Council's total outstanding debt (which comprises borrowing and transfers from local government reorganisation) are shown below, compared with the capital financing requirement (see above).

Table 6: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £ millions

	31.3.2021 actual	31.3.2022 forecast	31.3.2023 budget	31.3.2024 budget	31.3.2025 budget
Debt	125.4	138.5	139.1	140.1	146.7
Capital Financing Requirement	150.2	184.2	184.8	186.2	191.4

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the Council expects to comply with this in the medium term.

Affordable borrowing limit: The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year and to keep it under review. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit.

Table 7: Prudential Indicators: Authorised limit and operational boundary for external debt in £m

	2021/22 limit	2022/23 limit	2023/24 limit	2024/25 limit
Authorised limit - borrowing	188.8	180.7	182.6	189.1
Authorised limit - leases	0	5.0	5.0	5.0
Total authorised limit	188.8	185.7	187.6	194.1
Operational boundary - borrowing	175.6	164.3	166.0	171.9
Operational boundary - leases	0	3.0	3.0	3.0
Total operational boundary	175.6	167.3	169.0	174.9

Treasury Investment strategy: Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

The Council's policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms can be invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

Table 8: Treasury management investments in £millions

	31.3.2021 actual	31.3.2022 forecast	31.3.2023 budget	31.3.2024 budget	31.3.2025 budget
Near-term investments	32.4	10.0	0	0	0
Longer-term investments	0	0	10.0	10.0	10.0
TOTAL	32.4	10.0	10.0	10.0	10.0

Risk management: The effective management and control of risk are prime objectives of the Authority's treasury management activities. The treasury management strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses and details the extent to which financial derivatives may be used to manage treasury risks.

Governance: Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Service Director - Finance and staff, who must act in line with the treasury management strategy approved by Council. Regular reports on treasury management activity are presented to Council. The Standards and Audit Committee is responsible for scrutinising treasury management decisions.

Investments for Service Purposes

The Council may from time to time make investments to assist local public services, including making loans to local service providers and local small businesses to promote economic growth. In

light of the public service objective, the Authority is willing to take more risk than with treasury investments, however it still plans for such investments to generate a profit after all costs.

Governance: Decisions on service investments are made by the Service Director - Finance in consultation with the relevant Executive Directors, and must meet the criteria and limits laid down in the investment strategy. Most loans and shares are capital expenditure and purchases will therefore also be approved as part of the capital programme.

Commercial Activities

The Council invests in commercial properties which are held primarily for service purposes such as economic regeneration, but which in addition generate a profit that will be spent on local public services. With central government financial support for local public services declining, the Council may in the future decide to invest in commercial property purely or mainly for financial gain.

With financial return being the main objective, the Council would accept higher risk on commercial investment than with treasury investments. Further details can be found in the Investment Strategy at Appendix C to this report.

Liabilities

In addition to debt of £125m detailed above, the Council is committed to making future payments to cover its pension fund deficit (valued at £102.4m) This deficit is planned to be reduced to a break-even position over the next 19 years.

Revenue Budget Implications

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

Table 9: Prudential Indicator: Proportion of financing costs to net revenue stream

	2020/21 actual	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget
Financing costs General Fund (£000)	415	500	1,090	1,247	1,211
Financing costs HRA (£000)	6,547	6,431	6,291	6,156	6,049
Proportion of net revenue stream General Fund	3.75%	4.66%	10.05%	11.70%	11.10%
Proportion of net revenue stream HRA	17.89%	17.34%	16.35%	15.24%	14.20%

Sustainability: Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 40 years into the future. The Service Director - Finance is satisfied that the proposed capital programme is prudent, affordable and sustainable.

Knowledge and Skills

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. The Council pays for staff to study towards relevant professional qualifications including CIPFA and AAT.

Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers. This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

Investment Strategy Report 2022/23

Introduction

The Authority invests its money for three broad purposes:

- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**),
- to support local public services by lending to other organisations (**service investments**), and
- to earn investment income (known as **commercial investments** where this is the main purpose).

This investment strategy meets the requirements of statutory guidance issued by the government in January 2018 and focuses on the second and third of these categories.

Treasury Management Investments

The Authority typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate between £30m and £10m during the 2022/23 financial year.

Contribution: The contribution that these investments make to the objectives of the Authority is to support effective treasury management activities.

Further details: Full details of the Authority's policies and its plan for 2022/23 for treasury management investments are covered in Appendix A of this report.

Service Investments: Loans

Contribution: The Authority from time to time may lend money to local businesses, local charities or housing associations to support local public services and stimulate local economic growth.

The Council currently has three active service loans. The first is a start-up loan that was made to the Derbyshire Building Control Partnership during the 2017/18 financial year, which currently has an outstanding balance of £100,000. The second is a loan to Staveley Town Council that was made in April 2020, which currently has an outstanding balance of £52,500. The third is a loan to support the acquisition and operation of CFC 2001 Limited, trading as Chesterfield Football Club, which was made in July 2020. The current outstanding balance on this loan is £500,000.

Security: The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due.

Accounting standards require the Authority to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Authority's statement of accounts are shown net of this loss allowance. However, the Authority makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.

Risk assessment: The Authority assesses the risk of loss before entering into and whilst holding service loans, on a case by case basis. A thorough examination of the borrowers' accounts and/or business plans is undertaken by the Service Director - Finance. The services of external advisors will be sought for any areas requiring specific expertise.

Commercial Investments: Property

Contribution: The Council owns local industrial and commercial properties which are held primarily for service purposes such as economic regeneration, but which in addition generate a profit that will be spent on local public services. These properties can be split into three main categories: industrial units and trading estates, retail and office and undeveloped land. The majority of these properties have been held for a substantial period of time, more than 30 years in the case of some assets.

Table 1: Property held for investment purposes in £ millions

Type of Property	Value in accounts 31.03.2021
Industrial Units and Trading Estates	24.1
Retail and Office	9.2
Undeveloped Land	10.3
TOTAL	43.6

Security: In accordance with government guidance, the Authority considers a property investment to be secure if its accounting valuation is at or higher than its purchase / construction cost.

A fair value assessment of the Authority's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment. Should the 2021/22 year end accounts preparation and audit process value these properties below their purchase cost, then an updated investment strategy will be presented to full council detailing the impact of the loss on the security of investments and any revenue consequences arising therefrom.

Liquidity: Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice, and can take a considerable period to sell in certain market conditions. As the main purpose of owning these properties is for service reasons, the Authority does not need to rely on selling these assets for investment purposes, for example to repay capital borrowed.

Income: The Authority is dependent on profit generating investment activity to achieve a balanced revenue budget. The net amount of investment income (after operating expenses) received in 2020/21 was £2.7m, this equated to 4.8% of all general fund income received and is expected to increase in 2022/23. Income received is monitored on a regular basis and any expected shortfall would be reported in the revised budget

Risk assessment of future commercial investments: The Service Director - Finance will assess the risk of loss before entering into and whilst holding commercial property investments. Due consideration will be given to the risks relating to failure to create income/exposure to market changes, ongoing maintenance/management of the asset, possibility of arrears and exposure in one sector or locality. External advice will be sought for any investments requiring specific expertise. Commercial property investments will be evaluated on a case by case basis and it must

be demonstrated that the level of risk is acceptable for the expected yield, including benchmarking against alternative investment products. Full contingency plans are required to be in place before entering into any commercial property investments, in the event that the investment will fail to meet the expected yield.

Capacity, Skills and Culture

Elected members and statutory officers: All investment and commercial decisions will be taken with the involvement of the Service Director - Finance, who will ensure that all elected members and other officers are fully aware of the risks involved and how the decision could change the overall risk exposure of the Authority. All decisions made will also have regard to the principles of the prudential framework and of the regulatory regime in which local authorities operate.

Investment Indicators

The Authority has set the following quantitative indicators to allow elected members and the public to assess the Authority's total risk exposure as a result of its investment decisions.

Total risk exposure: The first indicator shows the Authority's total exposure to potential investment losses.

Table 2: Total investment exposure in £millions

Total investment exposure	31.03.2021 Actual	31.03.2022 Forecast	31.03.2023 Forecast
Treasury management investments	32.4	10.0	10.0
Service investments: Loans	0.66	0.60	0.50
Commercial investments: Property	43.6	43.6	43.6
TOTAL EXPOSURE	76.66	54.20	54.10

How investments are funded: Government guidance is that these indicators should include how investments are funded. Since the Authority does not normally associate particular assets with particular liabilities, this guidance is difficult to comply with. The Authority does not have any investments that could be described as being funded by borrowing. All of the Authority's investments are funded by usable reserves and income received in advance of expenditure.

Rate of return received: This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

Table 3: Investment rate of return (net of all costs)

Investments net rate of return	2020/21 Actual	2021/22 Forecast	2022/23 Forecast
Treasury management investments	0.19%	0.02%	0.20%
Service investments: Loans	3.31%	3.31%	3.31%
Commercial investments: Property	6.19%	6.19%	6.19%

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Minimum Revenue Provision Statement 2022/23

Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Authority to have regard to the former Ministry of Housing, Communities and Local Government's *Guidance on Minimum Revenue Provision* (the MHCLG Guidance) most recently issued in 2018.

The broad aim of the MHCLG Guidance is to ensure that capital expenditure is financed over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

The MHCLG Guidance requires the Authority to approve an Annual MRP Statement each year, and recommends a number of options for calculating a prudent amount of MRP. The following statement only incorporates options recommended in the Guidance.

For capital expenditure incurred before 1st April 2008, MRP will be determined by charging the remaining expenditure over 40 years as the principal repayment on an annuity with an annual interest rate of 2%.

For unsupported capital expenditure incurred after 31st March 2008, MRP will be determined by charging the expenditure over the expected useful life of the relevant asset as the principal repayment on an annuity with an annual interest rate of 2%, starting in the year after the asset becomes operational. MRP on purchases of freehold land will be charged over 50 years. MRP on expenditure not related to fixed assets but which has been capitalised by regulation or direction will be charged over 20 years.

For capital expenditure where MRP is to be met by a contribution from Enterprise Zone business rates, MRP will be determined by charging the expenditure over the remaining period of allowable business rates retention for the Enterprise Zone.

For assets acquired by leases MRP will be determined as being equal to the element of the charge that goes to write down the balance sheet liability.

Where former operating leases have been brought onto the balance sheet on 1st April 2022 due to the adoption of the IFRS 16 Leases accounting standard, and the asset values have been adjusted for accruals, prepayments, premiums and/or discounts, then the annual MRP charges will be adjusted so that the total charge to revenue remains unaffected by the new standard.

For capital expenditure loans to third parties that are repaid in annual or more frequent instalments of principal, the Council will make nil MRP, but will instead apply the capital receipts arising from principal repayments to reduce the capital financing requirement instead. In years where there is no principal repayment, MRP will be charged in accordance with the MRP policy for the assets funded by the loan, including where appropriate, delaying MRP until the year after the assets become operational.

Capital expenditure incurred during 2022/23 will not be subject to an MRP charge until 2023/24.

No MRP will be charged in respect of assets held within the Housing Revenue Account, however a voluntary revenue provision will be charged at 1.5% of the outstanding Housing Revenue Account Capital Financing Requirement in respect of housing assets.

	31.03.2022 Estimated CFR £	2022/23 Estimated MRP/VRP £
Capital expenditure before 01.04.2008	4,847,878	95,067
Unsupported capital expenditure after 31.03.2008	54,776,122	1,078,563
Total General Fund	59,624,000	1,173,630
Assets in the Housing Revenue Account	124,579,488	1,868,692
Total Housing Revenue Account	124,579,488	1,868,692

For publication

Housing Revenue Account (HRA) – Budget 2022/23 to 2026/27

Meeting:	Council
Date:	23 February 2022
Cabinet portfolio:	Housing
Directorate:	Finance Housing

1.0 Purpose of report

- 1.1 To consider the probable outturn for the current financial year.
- 1.2 To consider the draft budget for 2022/23.

2.0 Recommendations

- 2.1 That the probable outturn for the current financial year be noted.
- 2.2 That the draft estimates for 2022/23 and future years be approved.

3.0 Reasons for recommendations

- 3.1 To keep Members informed about the council's current financial standing for the Housing Revenue Account and the budget estimates for 2022/23.

4.0 Report Details

4.1 Background

- 4.1.2 The Council is required to keep a separate account for its activities as a housing landlord. This is called the Housing Revenue Account (HRA). The HRA is closely governed by the Local Government and Housing Act 1989 and by Determinations made under this Act by DLUHC. This account is ring-fenced and does not receive and subsidy from the Government or from Council Tax, and nor is it allowed to subsidise the General Fund.

- 4.1.3 As a result of the introduction of self-financing in April 2012 the council is required to produce a 30-year HRA Business Plan that is financially viable, that delivers a reasonable standard for tenants and maintains at least the minimum Decent Homes Standard.
- 4.1.4 Self-financing has, in the main, improved the financial position of the HRA. We can determine our own financial future and can also borrow to finance improvements. Initially the level of borrowing was limited by the Government (the £156 million debt ceiling for Chesterfield). However, the borrowing cap was removed by the Government in October 2018 to encourage councils to build new homes. Any extra borrowing must be affordable within the HRA 30-year Business Plan.
- 4.1.5 For 2022/23, 2023/24 & 2024/25 social housing rents will increase by CPI plus 1%, as set out in the Government's National Social Rent Policy which came into effect from 1st April 2020, thereafter it has been assumed increases will be at CPI only.
- 4.1.6 On 18th January 2022, Cabinet considered the rent and service charge levels for 2022/23 and agreed a rent increase of 4.1% (based on the latest Government policy highlighted above) and various service charge increases. These changes have been built into the 2022/23 budget forecast.
- 4.1.7 Rent increases are necessary to ensure that the objectives as set out in the Council Plan can be achieved. These objectives include building new Council homes, ensuring that 100% of Council homes will meet Decent Homes standard and carrying out major improvements to Council homes such as new kitchens, bathrooms, heating systems and windows.
- 4.1.8 This report is due to be considered by Cabinet at its meeting on 22 February, 2022 where it is recommended that the report be supported and referred to Council for approval.

4.2 Information Included

- 4.2.1 The Statutory HRA Operating Account is summarised at Annexe 1
- 4.2.2 The following budget assumptions, as approved by Cabinet on 23rd November as part of the Council's financial strategy, have been used to produce the draft Housing Revenue Account Budgets.
- Rental Income is increased annually by CPI plus 1% - for April 2022/23 rent has been increased by 4.1%

- Water Charges 2% annually
- Energy Inflation as advised by the Facilities Maintenance Manager
- Pay awards at 2% for 2022/23 onwards

4.2.3 Due to the ongoing situation regarding Covid-19, there is an increased cost pressure around the cost of some raw materials. As a result, the revised repairs budget for 2021/22 has been increased by BCIS index of 3.99%. A further contingency of 5% has been included to account for extra costs relating to the pandemic. For 2022/23 and future years the budget has been increased by CPI.

The repairs programme will be reviewed regularly during the financial year and any amendments will be built into the revised budgets. It is expected that a stock condition survey will be carried out in 2022/23 which will mean the levels of repairs per unit can be estimated more accurately in the following years.

4.3 Financial Position at Year End 2021/22

4.3.1 Based on existing policy and the assumptions already outlined, HRA balances for year ending 31st March 22 are estimated as follows. (See Annexe 1 for full details)

	Original Estimate 2021/22 £000	Revised Estimate 2021/22 £000
(Surplus)/Deficit in year on HRA Services	(4,368)	(4,899)
Capital Expenditure Funded from Revenue	5,740	14,579
Financing of debt repayment	1,897	1,897
Transfer to Major Repairs Reserve	2,611	2,545
Decrease in the HRA Balance	5,880	14,121
Estimated balance 1.4.22	(9,286)	(20,460)
Estimated balance 31.3.22	(3,405)	(6,339)

4.3.2 As can be seen in the table above, the original 2021/22 budget forecasted a reduction in the HRA balance of £5.9m. The revised 2021/22 budget shows a reduction in the HRA balance of £14.1m, a

difference of £8.2m. The revised estimate includes the approved carried forward capital works of £9.6m which were not completed in 2020/21 due to the impact of coronavirus. An increase in revenue funding of £8.8m is included in the revenue budget to fund these works.

Repairs budgets have increased by £0.5m for the increased costs of some raw materials. The movement on bad debts provision has been reduced by £1.3m as this was over provided for in the previous financial year.

4.3.3 As approved as part of the Council's financial strategy (Cabinet, 10th November 2020), in September 2020 OSD moved to a cost recovery model where the HRA meets in full the costs of providing the service rather than payments being made in accordance with the current schedule of rates. Although there has been a reduction in the number of repairs carried out due to the ongoing problems caused by Covid19, any repairs budget savings have been offset by the additional costs being incurred in working in a Covid19 secure way.

4.4 Financial Strategy 2022/23

4.4.1 The financial strategy for the HRA is to deliver a balanced and sustainable budget which is self-financing in the longer term, and which reflects both the requirements of tenants and the strategic vision and priorities of the council.

4.4.2 The HRA cannot run at an overall deficit and risks will continue to be identified and managed effectively. A minimum balance of 3.4m (inflated yearly) is maintained to avoid the risk of a negative balance in the event of an exceptional cost arising.

4.4.3 It is important to note that the budget projections shown in this report assume that the loss of rental income through bad debts (rent arrears written off) and void (empty) properties continues to be minimised through robust management procedures. Should these losses increase above the assumptions contained in the budget there is the real risk that HRA balances will be lower than forecast.

4.4.4 The HRA Summary Operating Account at Annexe 1 shows that the HRA balance is anticipated to fall to £6.3m in 2022/23 due to the impact of increased capital spend. Full details are contained in the HRA capital programme budget report elsewhere on the agenda.

4.5 Initial Budget Forecast 2022/23

- 4.5.1 The table below summarises the financial position for 2022/23 and compares to the original forecast for 2021/22
(Full details are shown at Annexe 1)

	Original Estimate 2021/22 £000	Original Estimate 2022/23 £000
(Surplus)/Deficit in year on HRA Services	(4,368)	(4,916)
Capital Expenditure Funded from Revenue	5,740	3,405
Financing of debt repayment	1,897	1,869
Transfer to Major Repairs Reserve	2,611	2,545
Decrease in the HRA Balance	5,880	2,902
Estimated balance 1.4.22	(9,286)	(6,339)
Estimated balance 31.3.22	(3,405)	(3,436)

The original 2021/22 budget forecast showed a reduction in the HRA balance of £5.9m. The original 2022/23 budget shows a decrease in the HRA balance of £2.9m, a difference of £3.0m. Much of the variation relates to a reduction in direct revenue financing of the capital programme of £2.3m.

The surplus on the HRA Income and Expenditure Account for 2022/23 is £4.9m which is an increase of £0.5m. Much of this surplus relates to an increased budget for income of £1.3m.

Management and maintenance costs and the HRA's share of corporate and democratic support increased overall by £0.8m. Included within this increase is the cost of the phase 1 reshape of housing, the additional estimated cost of increases in raw materials and the reduction in the movement of bad debt provision, as well as other inflation increases relating to pay, energy, and facilities costs.

It can be seen from the table above that the HRA balance stays within the parameters set of maintaining a minimum working balance of £3.4m.

4.6 Housing Directorate Reshape

- 4.6.1 As an ambitious council there is a need to continue to strive to make improvements in the way that the council is managed, services are operated and value for money achieved, within the overall budget envelope available to the Council.
- 4.6.2 The housing reshape is to be delivered in two phases. Phase one covers the housing management, careline and statutory housing functions. The associated cost of £0.75m of the phase one reshape has been factored into the HRA budgets, medium term financial plan and the 30-year business plan. The Business Plan shows the cost of the restructure is affordable over both the medium and long-term forecasts. It is envisaged that once the restructure is fully implemented the additional investment in the service will achieve future savings and efficiencies. Further details of the Housing Directorate Reshape is set out in the report to Cabinet on 22 February 2022.
- 4.6.3 The second phase will cover the asset management, capital programme and operational property functions. Phase two is expected to commence in Spring 2022.

4.7 30-year Business Plan

- 4.7.1 There is a requirement for the Housing Revenue Account (HRA) Business Plan to forecast over a 30-year period. Here at Chesterfield our Business Plan is forecast over 40 years to see whether the vision and ambitions for social housing in Chesterfield are affordable and viable. The parameters of the HRA are:
- To ensure that the HRA Reserve Balance does not go into a negative balance (legal requirement to stay positive)
 - HRA loans can be repaid as they fall due (or be refinanced)
 - Interest on loans is affordable within the annual operating surplus
 - A minimum standard of the Decent Homes Standard of investment is maintained
 - All provisions of the White Paper on Social Housing are resourced to ensure that customer standards are achievable.
- 4.7.2 The business plan measures the expected cashflows coming into the Housing Service and those going out on annual basis. The business plan combines the HRA which accounts for revenue cashflows and the capital programme which provides the investment in the existing stock and the development aspirations of the Council. Taking the two together, we are

able to estimate whether there are sufficient revenue balances to fund both revenue and capital plans.

4.7.3 Where total spend on revenue and capital in a year exceeds the expected income from both revenue and capital receipts, and reserves have been used, then the Council will either:

- Need to borrow
- Scale back spending either on service provision or the capital programme.

4.7.4 The Business Plan has been refreshed based on the assumptions set out in this report including the increased costs of the Housing Directorate Reshape. The forecasts for the HRA show that the HRA balance can be maintained at or above the minimum set by the Council and that borrowing is affordable and can be repaid in line with current expectations.

5 Alternative options

5.1 There are no alternative options to consider.

6 Implications for consideration – Council Plan

6.1 To provide quality housing and improve housing conditions across the borough.

7 Implications for consideration – Financial and value for money

7.1 Financial and value for money implications are detailed in section 4.

8 Implications for consideration – Legal

8.1 This budget is set under the Local Government and Housing Act 1989 and by Determinations made under this Act by DLUHC.

9 Implications for consideration – Human resources

9.1 There are no human resource implications to consider in this report.

10 Implications for consideration – Risk management

10.1 There are a number of significant risks inherent in any budget forecasting exercise and the risks increase as the period covered increases. The key budget risks for the HRA are detailed below:

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
The Impact of Covid 19 on bad debts	Medium	High	Monitoring of debt levels and collection rates. Ensuring sufficient provision	Medium	High
The Impact of Universal credit on bad debts	Medium	High	Monitoring of debt levels and ensuring sufficient provision	Medium	High
Ability to deliver the capital programme and maintain Decent Homes standard	High	High	A 5-year programme of works will allow sufficient time for growth in the workforce. To meet existing demand and backlog. Regular meetings with both internal & external contractors to identify any slippage at the earliest stage and to	Medium	Low

			put in place mitigating actions to prevent any further slippage.		
Repayment of Right to Buy receipts if the new build programme is not completed as planned	High	Medium	New legislation means repayments of right to buy receipts have been extended to be used 5 years from the financial year end. The planned development uses all of the existing forecasted receipts over the next 5 years.	Low	Low
Future limits on rent increases	High	Medium	Increasing rents within the maximum allowance whilst possible will protect income for future years.	Medium	Medium
Future economic changes	Medium	Medium	Maintaining the adequate working balance of £3.4m. Budget	Medium	Medium

			monitoring to identify cost pressures.		
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11 Implications for consideration – community wellbeing

11.1 There are no community wellbeing implications to consider in this report.

12 Implications for consideration – Economy and skills

12.1 There are no economy and skills implications to consider in this report.

13 Implications for consideration – Climate Change

13.1 Individual climate change impact assessments are not required for the budget process. These are included as part of the decision-making processes for specific spending options.

14 Implications for consideration – Equality and diversity

14.1 Individual equality and diversity impact assessments are not required for the budget process. These are included as part of the decision-making processes for specific spending options.

Decision information

Key decision number	1079
Wards affected	All

Document information

Report author	Contact number/email
Rachael Ayre	01246 936275 Rachael.ayre@chesterfield.gov.uk
Annexes to the report	
Annexe 1	Statutory HRA Operating Account

HOUSING REVENUE ACCOUNT BUDGETS 2021/22 TO 2026/27

STATUTORY HRA OPERATING ACCOUNT

2020/21 Actual £		2021/22 Original £	2021/22 Revised £	2022/23 Original £	2023/24 Original £	2024/25 Original £	2025/26 Original £	2026/27 Original £
	INCOME							
(35,390,687)	Net Rent	(36,106,910)	(36,104,300)	(37,407,570)	(39,284,360)	(41,472,540)	(41,521,600)	(42,370,970)
(125,558)	Service Charges	(124,420)	(124,420)	(126,420)	(128,420)	(130,920)	(133,420)	(135,920)
(829,625)	Non-Dwelling Rents	(913,280)	(859,380)	(949,930)	(976,240)	(1,003,180)	(1,030,860)	(1,059,300)
(649,347)	Contributions towards Expenditure	(545,490)	(543,640)	(615,540)	(623,600)	(637,060)	(648,140)	(660,480)
(254,637)	Supporting People Grant	(326,510)	(290,000)	(290,000)	(90,000)	(90,000)	(90,000)	(90,000)
(37,249,854)	Total Income	(38,016,610)	(37,921,740)	(39,389,460)	(41,102,620)	(43,333,700)	(43,424,020)	(44,316,670)
	EXPENDITURE							
	Management and Maintenance :							
6,473,749	Supervision and Management -General	7,208,200	7,029,769	8,048,531	8,211,644	8,490,089	8,737,315	9,011,613
2,405,666	Supervision and Management -Special	2,090,980	2,127,840	2,239,834	2,301,305	2,370,531	2,430,668	2,497,866
267,934	Rent, rates, taxes and other charges	222,440	246,440	247,640	251,250	255,110	258,870	262,690
9,603,824	Repairs and Maintenance	8,581,970	9,113,490	9,483,000	9,645,980	9,821,060	9,999,500	10,183,320
9,261,938	Depreciation, Impairment & Reval. of Fixed Assets	9,193,300	9,258,600	9,258,400	9,257,800	9,257,800	9,224,720	9,143,040
37,006	Debt Management Expenses	46,770	48,760	41,520	42,140	42,840	43,620	44,420
316,603	Increase Bad Debts Provision	1,724,150	354,990	369,580	384,760	400,500	416,950	434,050
28,366,720	Total Expenditure	29,067,810	28,179,889	29,688,505	30,094,878	30,637,929	31,111,643	31,576,998
(8,883,134)	NET COST OF SERVICES per Authority	(8,948,800)	(9,741,851)	(9,700,955)	(11,007,742)	(12,695,771)	(12,312,377)	(12,739,672)
	Income & Expenditure Account							
43,200	HRA share of Corporate & Democratic Core	49,940	210,510	229,200	234,920	240,970	244,610	249,210
(8,839,934)	NET COST OF HRA SERVICES	(8,898,860)	(9,531,341)	(9,471,755)	(10,772,822)	(12,454,801)	(12,067,767)	(12,490,462)
	(Gain) or loss on sale of HRA fixed assets	0	0	0	0	0	0	0
4,620,689	HRA share of interest payable etc	4,538,880	4,631,700	4,560,760	4,525,760	4,490,570	4,475,340	4,444,800
0	Interest on Working Balance	(8,450)	0	(5,230)	(7,700)	(10,740)	(10,920)	(20,320)
(4,219,245)	(SURPLUS)/DEFICIT in Year on HRA Services	(4,368,430)	(4,899,641)	(4,916,225)	(6,254,762)	(7,974,971)	(7,603,347)	(8,065,982)
	STATEMENT of MOVEMENT on the HRA BALANCE							
	Surplus or Deficit on the HRA Income & Expenditure Account	(4,368,430)	(4,899,641)	(4,916,225)	(6,254,762)	(7,974,971)	(7,603,347)	(8,065,982)
4,150,860	Capital Expenditure Funded from HRA	5,740,550	14,579,030	3,404,990	1,798,010	3,573,880	3,197,920	3,594,690
1,926,040	Provision for Debt Repayment	1,897,150	1,897,150	1,868,690	1,840,660	1,813,050	1,785,860	1,759,070
2,340,752	Transfer to/(from) Major Repairs Reserve	2,611,000	2,545,000	2,545,000	2,545,000	2,515,000	2,548,000	2,630,000
0	Sums Directed by Secretary of State	0						
4,273,117	(Increase)/decrease in HRA balance for the year	5,880,270	14,121,539	2,902,455	(71,092)	(73,041)	(71,567)	(82,222)
(24,733,539)	HRA Balance Bfwd 1st April	(9,285,629)	(20,460,422)	(6,338,883)	(3,436,428)	(3,507,520)	(3,580,561)	(3,652,128)
(20,460,422)	HRA Balance Cfwd at 31st March	(3,405,359)	(6,338,883)	(3,436,428)	(3,507,520)	(3,580,561)	(3,652,128)	(3,734,350)

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For publication

Housing Capital Programme: New Programme for 2021/22 through to 2026/27 (HC000)

Meeting:	Council
Date:	23 February 2022
Cabinet portfolio:	Councillor Ludlow
Directorate:	Housing
For publication	

1.0 Purpose of the report

- 1.1 To seek approval for the public sector housing capital programmes for 2021/22 and 2022/23 and to provide an indicative programme for 2023/24 to 2026/27.
- 1.2 To seek approval to purchase and implement a new asset management system.

2.0 Recommendations

- 2.1 The Housing (Public Sector) revised Capital Programme for 2021/22 is approved.
- 2.2 The Housing (Public Sector) Capital Programme for 2022/23 is approved and its procurement, as necessary, be authorised.
- 2.3 The Housing (Public Sector) Capital programmes for 2023/24 to 2026/27 are provisionally approved.
- 2.4 The in-house delivery share of the Programme be approved.
- 2.5 The Service Directors – Housing and Finance be authorised to vire between programmes and budgets to manage the Capital Programme as set out in the report.

2.6 To approve the purchase and implementation of a new asset management system.

3.0 Reason for recommendations

3.1 The Council as a social landlord has a legal duty to ensure that all its properties are fully compliant and maintained to Decent Homes standards.

3.2 Following the publication of the Social Housing White Paper it will be a requirement that the Regulator of Social Housing undertakes audits on landlord compliance which will require the Council to have a suitable asset management system in place that can satisfy the requirements of the regulator.

4.0 Report details

This report is due to be considered by Cabinet at its meeting on 22 February, 2022 where it is recommended that the report be supported and referred to Council for approval.

4.1 Capital Programme

The 2021/22 programme has been revised to recognise changes during the year. The principal ones are delayed starts on two major schemes, due to the Covid pandemic, (Middlecroft New Build and Newland Dale Estate Improvements). These have been compensated by an increase to the Barrow Hill Estate Improvement Scheme and to the Property Acquisitions budget.

4.2 The delayed works have been incorporated into the 2022/23 programme.

4.3 The introduction of Self Financing in the HRA introduced the potential to borrow to finance investment in the stock up to and beyond the Decent Homes Standard.

4.4 The proposed 2022/23 programme and in each of the following four years continues to broadly reflect the capital programme used in the HRA Business Plan in previous years and addresses needs arising due to the ageing stock as identified in the Stock Condition Survey. Details are shown in Appendix 1.

- 4.5 Currently 100% of the housing stock meets the Decent Homes Standard at the 2 December 2021 and we fully anticipate this will continue to be 100% at the 31 March 2022.
- 4.6 The focus of the programme remains on the modernisation of properties to maintain the Decent Homes Standard with the balance of activity over the next twelve months concentrating on building elements such as roofs, windows and improvements to external estate environments.
- 4.7 The 2017 Stock Condition Survey carried out by Savills, identified that the condition of the housing stock has improved since the previous survey in 2014. The investment in the stock has been directed into the right areas with significant investment being made in relation to typical decent homes works, such as kitchens, bathrooms, electrical installations, heating and external doors and as such less expenditure is required.
- 4.8 The HRA revenue budget report shows that additional borrowing will be required to finance the capital programme for the 5-year period 2022/23 to 2026/27. The costs associated with this additional borrowing have been included within the revenue budget. There is a risk that balances may be lower than forecast if, for example, housing rent bad debts (write offs) increase above the levels assumed, this would lead to an increased borrowing requirement.
- 4.9 The Housing Capital Programme has been set in accordance with the profile set out in the stock condition survey. By ensuring that work is planned and procured in accordance with this survey, the unit prices identified within the survey, should be achievable and not pose any substantial risk of increase in process due to rising building cost inflation. This will also ensure that sufficient capacity within the workforce, both internal and external contractors, is available and maintained.
- 4.10 Many of the programme for 2022/23 have already been procured in 2021/22 to ensure timely delivery.
- 4.10.1 The Central Heating Programme will continue in order to remove the risk of large-scale heating failures as a result of the age of the boilers and the non-availability of the required parts.
- 4.10.2 The roof replacement programme will continue to be one of the largest areas of works to ensure that properties maintain the Decent Homes Standard. The roofing programme will run in conjunction with chimneys,

soffits and fascia's and rainwater goods, to minimise the need to scaffold.

- 4.10.3 The replacement programme for aging UPVC windows and External Wall Insulation will continue.
- 4.10.4 Programmes have been included for external work to blocks of flats, in conjunction with estate environmental improvements, garage site improvements and fences, gates, footpaths and drives for general needs properties. The Blocks Refurbishment Programme is attached in Appendix 3.
- 4.11 Members previously approved a programme of environmental improvements at Barrow Hill, London Boroughs Estate and continued provision has been included for the second phase of this works which is due to complete in September 2022.
- 4.12 New build housing programmes working with external partners will continue with Brockwell Court (21 homes) completing in February 2022. Additional new sites have been identified and developments planned at Markham Court (1 unit), Middlecroft (12 units) and Westwood Avenue (17 units) to start in 2022.
- 4.13 All new housing projects are being designed and built to standards that exceed the minimum standards as set out in Part L Conservation of Fuel and Power of the current building regulations through installation of energy efficient boilers and increased levels of insulation in the floors, walls and ceilings. During construction all materials are locally sourced from sustainable materials. For future use, sustainable features such as cycle stores are introduced, electric car charging points and rainwater recycling through collection points in the garden. Water usage is calculated and features such as perforated taps and low flow baths introduced to reduce consumption.
- 4.14 The investment proposed in the Housing Capital Programme will make a significant contribution to ensure the Council's Housing stock is improved to increase its SAP ratings and ensure all homes are efficient and provide affordable warmth for our tenants. In delivering programmes of work for example the block refurbishment programmes specific consideration will be given to energy efficiency and the components used in window replacements, heating replacement systems will be regularly reviewed to

ensure improved SAP ratings and make positive reductions on tenants utility bills.

- 4.15 The successful programme of strategic housing acquisitions remains to allow the purchase of properties which meets housing need and increases the housing stock.
- 4.16 The refurbishment continues of one general needs and two further sheltered housing schemes to ensure that older person's accommodation remains accessible and meets the future needs of our aging population will continue.
- 4.17 The fire risk improvement works to blocks identified in the Compliance Review undertaken by Savills in December 2019 is making good progress and will continue.
- 4.18 The work programmes for 2022/23 until 2026/27 continue to be prioritised depending on the level of investment needed according to the stock condition survey and the amount of recent expenditure on repairs and maintenance in those areas. The area with the highest level of need and expenditure will receive work in the first year, reducing to year 5, with the work being packaged into four distinct types, with routine decent homes internal work e.g. kitchens, bathrooms, heating, rewires continuing on a year by year basis depending on whether that work is required to ensure the property continues to meet the decent home standard. The other packages include:
- Externals – Works to the exterior of a property e.g. windows, doors, roofs, pointing and external wall insulation
 - Blocks – Exterior work as described above to blocks and communal areas of flats
 - Environmental – Fencing, gates, footpaths
- 4.19 Master planning will commence for the investment and upgrading of the Holme Hall estate.
- 4.20 **Asset Management System**
The Council currently does not have a comprehensive, supported Property Asset Management system for the housing portfolio. The current system in use is no longer supported and a suitable replacement system needs to be implemented.

4.21 The Council's failure to maintain its homes and comply with legislation could result in:

- A poor service being offered to tenants
- Loss of reputation
- Adverse legal implications, including HSE investigations and prosecution

In addition the Council needs to be able to readily evidence that they are meeting the Homes Standard for the Regulator of Social Housing.

4.22 Option 2 is the Council's Housing Management System of choice and offers a suitable module for Housing Asset Management which would enable full integration of systems. This system has been procured and already operating within the council.

4.23 A Property Asset Management System fully integrated with the Council's Housing Management System, this system would allow the benefits of 'one version of the truth' and provide accurate and timely management information for rapid decision making in a supported robust system with provision for disaster recovery.

4.24 The full business case to support the proposed new system is attached in Appendix 4.

5 Alternative options

5.2 An alternative asset management system was considered but the selection of the preferred system would enable full integration with existing council data management systems.

6 Implications for consideration – Financial and value for money

6.2 Capital Programme

The recommended capital programme for the next 5 years is based on the most recent stock condition survey carried out in 2017. The stock condition survey has been fed into the HRA Business Plan to ensure that it is affordable.

6.3 In order to ensure that the Business Plan remains up to date and is based on an up to date understanding of the investment needs of the Housing Stock, a revised stock condition survey will continue to be carried out on a

three yearly cycle, with the next survey becoming due in 2022/23 due to the delays from the Covid pandemic. The costs associated with this survey will be met by the Housing Revenue Account.

- 6.4 The overall financial strategy continues to focus on the maintenance of the Decent Homes Standard, improving the non-traditional housing stock, delivering improvements to the estate environment and increasing the development programme of new council housing. There will be a continued increasing focus on affordable warmth and energy efficiency.
- 6.5 Cabinet will be asked to approve revenue support for the 2022/23 Housing Capital Programme which is £3,377,283 identified in the HRA revenue budget report, which is on this agenda.
- 6.6 The Council has sold 83 homes through the Right to Buy as of 30th December 2021. At this time last year 34 homes had been sold. The HRA Business Plan for the coming years assumes sales of 50 in 2022/23, 40 in 2023/24, 30 in 2024/25, 25 in 2025/26 and 25 in 2026/27. Additional receipts from Right to Buys exceeding those in the self-financing assumptions (21) can be retained in Chesterfield for the provision of new affordable housing. This money must be spent within 5 years and will require a funding contribution of 60% from the HRA resources. The receipts accumulated to date have been spent on delivery of the new build council house programme and property acquisitions.
- 6.7 The HRA Business Plan is in development and will be presented to a future Cabinet meeting. The preparation of the business plan demonstrated that there will have sufficient funding available to meet this 60% funding contribution on the assumption that all of the mitigating actions to improve the financial viability, are realised. If these retained receipts are not used within 5 years, then they must be returned to DLUHC with 4% plus base rate interest. Therefore, in order to ensure that the receipts are retained in Chesterfield for the provision of new affordable housing, the following actions have and will continue to be undertaken:
- Continue with the planned new build programme within the Housing Capital Programme
 - The five-year programme of new build sites is included in the Housing Capital programme for 2022/23-2026/27.
 - Work with other local Registered Providers in exchange for a proportion of the stock on site and nomination rights.

- Continue the strategic acquisition programme

6.8 The forecast total level of funding available for investment in the stock is enough to maintain the stock at 100% Decency based on the 2017 stock condition survey in the next five financial years (2022/23 to 2026/27). A new Stock Condition Survey will be carried out in 2022/23.

6.9 Appendix 1 shows the portion of the Capital programme that is its proposed will be delivered in house to ensure continued operational effectiveness. Consideration has been given to the level of in-house resources allowing for use of external contractors to support the delivery of the Capital Programme to address the backlog of works from 21/22 as a consequence of the Covid pandemic.

6.10 The five-year programme will allow planning for future works and make changes to the workforce and work programmes to ensure the capacity and skills are in place to deliver maintenance and investment in the Council homes.

6.11 The Council is required to demonstrate value for money for all areas of expenditure including for the Housing Capital Programme. The ways in which value for money will be demonstrated include:

- Cost and quality benchmarking through Housemark and APSE.
- Sharing work packages with external contractors if they provide overall Value for Money (VFM) to the Authority.
- Market testing work when and where appropriate through corporately agreed procurement arrangements.
- Agree an approved corporate approach to how we best test Value for Money and Best Value in 2022/23.

6.12 Asset Management System

The estimated cost of implementing the new Asset Management System is £547,161 over a 5 year period, a full cost appraisal is illustrated in Appendix 4.

The current system which becomes obsolete was incurring a £17,000 annual maintenance charge.

7 Implications for consideration – Legal

7.2 The Council's failure to maintain its homes and comply with legislation could result in risk to tenant's safety and adverse legal implications, including HSE and Regulator of Social Housing investigation and prosecution.

8 Implications for consideration – Human resources

8.2 The sustained value of the Capital programme means that some of the work packages will be available to local contractors, subject to their winning the work in competition.

8.3 Housing Services continue to take a key role in the council's corporate arrangements for the procurement of contracts and their management. A clause will be included in contracts to ensure a proportion of local labour.

9 Implications for consideration – Council plan

9.2 Improving the quality of life for local people.

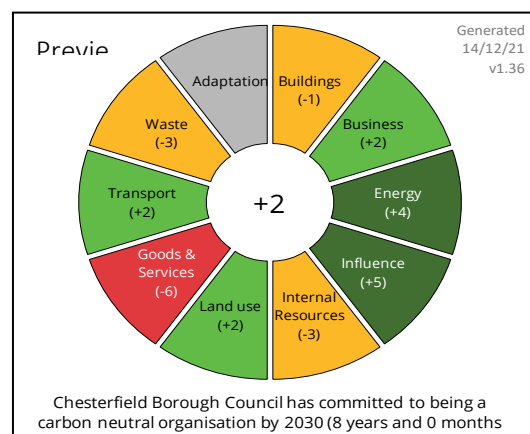
9.3 The Council continues through the Housing Capital Programme to invest in major improvements in our council homes including new kitchens, bathrooms, heating systems, windows and rewiring contributing towards reduced energy usage and costs.

9.4 The Council also continues to improve access to and the quality of public spaces and parking through the completion of estate improvements at Barrow Hill and Grangewood.

10 Implications for consideration – Climate change

10.2 An impact assessment is attached in Appendix 5.

10.3 The estimated climate impact score of the Capital Programme is +2.



10.4 Whilst there are clear costs associated with the Capital Programme the benefits outweigh the costs and steps are being taken to minimise the impact on climate change whilst ensuring our buildings are sustainable and fit for purpose in future.

11 Implications for consideration – Equality and diversity

11.2 A full Equality Impact Assessment is attached at Appendix 2.

12 Implications for consideration – Risk management

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
Failure to maintain Decent Homes Standard targets/invest in stock in a timely manner	Low	Low	The programme has been set based on the most recent 2017 stock condition survey which was derived in order to ensure that the Decent Homes Standard is met. Resources will be targeted to areas at risk of Decent Homes Standard failure.	Low	Low
Worsening Tenant Satisfaction due to re-phased capital programme	Medium	Medium	Ensure that tenants and members are involved in any future reviews of services. Publicise the 5 year programme of works to tenants so they can see when homes in their community will benefit from improvement work.	Low	Low

Declining Stock Condition	Low	Low	A new stock condition survey will continue to be carried out on a 3 yearly basis to inform the HRA Business Plan and to ensure future investment needs are met. This will include a further detailed survey of the non-traditional housing stock in 2022.	Low	Low
Managing slippage on programmes which may result in an underspend on the overall Capital Programme and work being carried forward into future years.	High	High	A 5 year programme of works will allow sufficient time for growth in the workforce to have the capacity to undertake the programmes of work. The 5 year programme will also allow for sufficient planning time to undertake design work, prepare specifications and seek any permission's, undertake any consultations and necessary procurements prior to works starting as soon as possible in any financial years. Regular contract progress meetings	Medium	Low

			with OSD and external contracts to identify any slippage at the earliest stage and to put in place mitigating actions to prevent any further slippage.		
Health Impacts on occupants	Medium	Medium	Ensure Capital Investment continues in the non-traditional housing stock, which exhibit the most issues linked with poor health e.g. cold and damp conditions.	Low	Low
Right To Buy	High	High	RTB assumptions are made within the HRA Business Plan to reflect this loss of stock. Details are shown in paragraph 6.5 of this report.	Medium	High

Decision information

Key decision number	1078
Wards affected	All

Document information

Report author	
Vanessa Watson Asset Management and Programmed Works Manager Housing Services	
Appendices to the report	
Appendix 1	Capital Programme
Appendix 2	Equality Impact Assessment
Appendix 3	Blocks Refurbishment Programme
Appendix 4	Outline Business Case – Asset Management System
Appendix 5	Climate Impact Assessment

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HOUSING CAPITAL PROGRAMME - 2022/ 23 + 4 Year plan

PROPOSED INVESTMENT PLAN:	2021/22 ACTUAL	2022/23 Provisional	2023/24 Provisional	2024/25 Provisional	2025/26 Provisional	2026/27 Provisional	NOTES
Future Major Repairs;							
Kitchens	1,193,179	750,000	791,250	822,109	849,238	870,469	Annual inflation added
Bathrooms + WC	700,000	500,000	527,500	548,073	566,159	580,313	Annual inflation added
Central Heating	691,296	550,000	580,250	602,880	622,775	638,344	Annual inflation added
Rewiring , smoke detector and CO detector	407,332	500,000	527,500	548,073	566,159	580,313	Annual inflation added
Electrical testing	200,000	300,000	316,500	328,844	339,695	348,188	Annual inflation added
Blocks Refurbishments inc. environmental works	4,546,363	2,000,000	3,000,000	3,000,000	3,000,000	3,000,000	Extend existing contract by 18m to 2yr - New contract and blocks to be identified from Nov 2025 onwards
Blocks Cyclical Programme	500,000	800,000	800,000	800,000	800,000	800,000	Works to HPO from 1st April 2022
Specialist Lift Replacements	58,140	0	0	0	0	0	Delete after 21/22
Communal Lighting Replacement to blocks	2,200,000	500,000	100,000	50,000	50,000	50,000	Carry all forward remaining from 21/22
Internal Soil Stacks	0	100,000	105,500	109,615	113,232	116,063	Annual inflation added
Stairlift Replacement	10,000	0	0	0	0	0	Pass to HPO to manage a R+M plus replace contract
Door Entry Cameras / systems	15,000	0	0	0	0	0	Pass to HPO to manage a R+M plus replace contract
Tenant oncosts	50,000	50,000	0	0	0	0	Delete after 21/22
Sheltered Refurbishment - LOWGATES	1,837,706	2,520,000	0	0	0	0	Carry all forward remaining from 21/22
Externals;							
Roof Renewals inc loft insulation, S&F's, hanging tiles and metal roofs	1,498,322	750,000	791,250	822,109	849,238	870,469	Annual inflation added
DPC/Damp Works and Pointing General	637,523	500,000	527,500	548,073	566,159	580,313	Annual inflation added
Fences + gates, footpaths + drives inc. new off street parking	772,543	750,000	791,250	822,109	849,238	870,469	Annual inflation added
Windows and Doors	1,400,000	1,400,000	1,477,000	1,534,603	1,585,245	1,624,876	Annual inflation added
Future Major Works Total	16,717,404	11,970,000	10,335,500	10,536,485	10,757,138	10,929,817	
Contingent Major Repairs;							
Asbestos Removal Works	200,000	200,000	211,000	219,229	226,464	232,125	Estimate based on Savills expenditure profile
Asbestos Management / R&D Surveys	100,000	500,000	527,500	548,073	566,159	580,313	Estimate based on Savills expenditure profile
Fire Risk Works	2,489,182	1,500,000	1,582,500	1,644,218	1,698,477	1,740,939	Carry all forward remaining from 21/22
Fire Risk Assessments	50,000	50,000	52,750	54,807	56,616	58,031	
Compliance	100,000	100,000	100,000	100,000	100,000	100,000	Carry all forward remaining from 21/22
Contingent Major Repairs Total	2,939,182	2,350,000	2,473,750	2,566,326	2,647,715	2,711,408	
Environmental Works + Related Assets;							
Footpath Proactive Maintenance	121,454	100,000	105,500	109,615	113,232	116,063	Pass to HPO?
Structural Works	200,000	200,000	211,000	219,229	226,464	232,125	
Holme Hall Estate Improvements	0	100,000	3,000,000	3,500,000	3,500,000	0	Feasibility required - estimated £10m over 3 years?
Environmental + Related Assets Total	321,454	400,000	3,316,500	3,828,844	3,839,695	348,188	
Exceptional Extensive;							
External Wall Insulation / Render programme works	300,000	250,000	250,000	250,000	250,000	250,000	
Exceptional Extensive Total	300,000	250,000	250,000	250,000	250,000	250,000	
Adaptations;							
Disabled Adaptations	770,843	750,000	500,000	500,000	500,000	500,000	
Disabled Adaptations Total	770,843	750,000	500,000	500,000	500,000	500,000	
Improvements;							
Neighbourhood Action Plan-Barrow Hill Imps	2,429,918	500,000	0	0	0	0	Carry all forward remaining from 21/22
Common Room Refurbishment	50,000	50,000	0	0	0	0	Carry all forward remaining from 21/22
Improvements Total	2,479,918	550,000	0	0	0	0	
New Build;							
New Build - site to be identified	0	1,000,000	2,423,190	2,505,578	2,575,735	2,627,249	Need to re-jig once sites are identified
New Build construction - Brockwell Court	1,219,455	0	0	0	0	0	

New Build construction - Markham Court	160,000	60,000	0	0	0	0	0	Carry all forward remaining from 21/22
New Build construction - Middlecroft cluster	1,564,916	0	0	0	0	0	0	Carry all forward remaining from 21/22
New Build construction - Aston Court	0	680,000	0	0	0	0	0	
New Build construction - Westwood Avenue	2,210,000	0	0	0	0	0	0	Carry all forward remaining from 21/22
New Build construction - Mastin Moor (Miller, Edale + Lansbury/Rose)	1,250,000	3,000,000	0	0	0	0	0	Carry all forward remaining from 21/22
New Build feasibility (fees)	50,000	50,000	50,000	50,000	0	0	0	
New Build Total	6,454,371	4,790,000	2,473,190	2,555,578	2,575,735	2,627,249		
Miscellaneous spend;								
Property Acquisitions	2,048,355	1,791,645	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	
Stock condition survey	185,915	20,000	21,000	21,714	22,322	22,768	22,768	Carry all forward remaining from 21/22
Northgate Upgrade	258,750	60,000	60,000	60,000	60,000	60,000	60,000	Carry all forward remaining from 21/22
Miscellaneous Spend Total	2,493,020	1,871,645	1,081,000	1,081,714	1,082,322	1,082,768		
TOTAL	32,476,192	22,931,645	20,429,940	21,318,947	21,652,605	18,449,430		

FINANCED BY	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Revenue Financing	14,579,031	3,404,994	1,798,005	3,573,878	3,197,919	3,594,694
Borrowing	0	3,598,424	4,651,748	4,521,330	5,201,981	1,559,179
Useable Capital Receipts	6,093,561	4,124,827	2,177,386	1,450,939	1,479,985	1,522,518
Grants and Contributions	0	0	0	0	0	0
Major Repairs Reserve	11,803,600	11,803,400	11,802,800	11,772,800	11,772,720	11,773,040
TOTAL RESOURCES AVAILABLE	32,476,192	22,931,645	20,429,940	21,318,947	21,652,605	18,449,430
Potential overspend / borrowing	0	0	0	0	0	0

Chesterfield Borough Council Equality Impact Assessment - Full Assessment Form

<i>Title of the policy, project, service, function or strategy:</i>		Housing Capital Programme for 2022/23 through to 2026/27
<i>Service Area:</i>	Housing	
<i>Section:</i>	Business, Planning & Strategy	
<i>Lead Officer:</i>	Liz Cook	
<i>Date of assessment:</i>	12/21	
<i>Is the policy, project, service, function or strategy:</i>		
<i>Existing</i>	<input type="checkbox"/>	
<i>Changed</i>	<input type="checkbox"/>	
<i>New / Proposed</i>	<input checked="" type="checkbox"/>	

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Section 1 – Clear aims and objectives

1. What is the aim of the policy, project, service, function or strategy?

A brief description of the aims of the policy – use a bullet point list if appropriate

The Housing Capital Programme finances the major repair and improvements to the Council housing stock. Capital Improvement works include kitchen and bathroom replacements, central heating upgrades, roof/chimney replacements, rewiring, window/door replacements, disabled adaptations, health and safety related works.

2. Who is intended to benefit from the policy and how?

Eg. specific sections of the community, employees

The Capital Programme is for the benefit of all Council tenants and in certain instances leaseholders of ex council flats.

3. What outcomes do you want to achieve?

A brief summary of the anticipated outcomes as explained in the accompanying Cabinet/Council report.– use a bullet point list if appropriate

For all tenants to have the opportunity of a Decent Home, which is accessible and suitable for their needs.

4. What barriers exist for both the Council and the groups/people with protected characteristics to enable these outcomes to be achieved?

Eg. conflicting interests, budget limitations etc.

Some tenants have specific cultural requirements e.g. Male workers where only a female Muslim is present, carrying out improvements during specific religious festivals (Ramadam), however work can be planned to meet the requirements of the tenant.

5. Any other relevant background information

Eg. related and/or pre-existing projects and EIAs, cumulative impact, scope etc.

Section 2 – Collecting your information

6. What existing data sources do you have to assess the impact of the policy, project, service, function or strategy?

Eg. information about the workforce affected by the profile, report from prior engagement activity, for example, Are You Being Served.

The ongoing Tenant Participation programme and in particular the consultation activities which take place with tenants before capital improvement works begin, help us to develop programmes of work tailored to the individual needs of tenants with protected characteristics. We also have data available from previous capital improvement works which can give us an indication of future needs.

Section 3 – Additional engagement activities

7. Please list any additional engagement activities undertaken when developing the proposal and completing this EIA. Have those who are anticipated to be affected by the policy been consulted with?		
Date	Activity	Main findings
		<i>Brief description of key themes and outcomes of related engagement activity eg. concerns raised and/or how the activity helped to develop the proposal.</i>
Ongoing	Tenant Participation Programme	Range of individual requirements identified with tenants.

Section 4 – What is the impact?

8. Summary of anticipated impacts. <i>Please tick at least one option per protected characteristic. Think about barriers people may experience in accessing services, how the policy is likely to affect the promotion of equality, knowledge of customer experiences to date. You may need to think about sub-groups within categories eg. older people, younger people, people with hearing impairment etc.</i>			
	Positive impact	Negative impact	No disproportionate impact
Age	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability and long term conditions	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender and gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage and civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnant women and people on parental leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ethnicity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion and belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Details of anticipated <u>positive</u> impacts.								
a)	<p><i>Please provide details of any positive impacts identified in the summary table above and tick the group/s the impact applies to. Delete or add rows below as required.</i></p> <p>Capital improvements work can include adaptations related to age and disability.</p>							
	<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Disability	<input type="checkbox"/> Gender	<input type="checkbox"/> Marriage	<input type="checkbox"/> Pregnancy	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Ethnicity	<input type="checkbox"/> Religion
b)								
	<input type="checkbox"/> Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender	<input type="checkbox"/> Marriage	<input type="checkbox"/> Pregnancy	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Ethnicity	<input type="checkbox"/> Religion
c)								
	<input type="checkbox"/> Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender	<input type="checkbox"/> Marriage	<input type="checkbox"/> Pregnancy	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Ethnicity	<input type="checkbox"/> Religion

10. Details of anticipated <u>negative</u> impacts.								
a)	Negative impact:	<p><i>Please provide details of any negative impacts identified in the summary table above and tick the group/s the impact applies to below. Delete or add rows below as required.</i></p> <p>A negative impact could arise where tenants have specific cultural requirements e.g. Male workers where only a female Muslim is present, carrying out improvements during specific religious festivals (Ramadan).</p>						
	Mitigating action:	<p><i>If action has been identified to mitigate against the negative impact, please provide details</i></p> <p>Actions are already in place to mitigate these negative impacts, our Customer Liaison Officers work with the tenants to support them through the improvement work and as the work is planned it can be scheduled in to meet the requirements of the tenant.</p>						
	<input type="checkbox"/> Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender	<input type="checkbox"/> Marriage	<input type="checkbox"/> Pregnancy	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> X Ethnicity	<input type="checkbox"/> Religion
b)	Negative impact:	As above in Ethnic Groups.						

	<i>Mitigating action:</i>	As above in Ethnic Groups.						
	<input type="checkbox"/> Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender	<input type="checkbox"/> Marriage	<input type="checkbox"/> Pregnancy	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Ethnicity	<input type="checkbox"/> X Religion
c)	<i>Negative impact:</i>							
	<i>Mitigating action:</i>							
	<input type="checkbox"/> Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender	<input type="checkbox"/> Marriage	<input type="checkbox"/> Pregnancy	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Ethnicity	<input type="checkbox"/> Religion

11. Have all negative impacts identified in the table above been mitigated against with appropriate action?

x Yes No N/A *If no, please explain why:*

Section 5 – Recommendations and monitoring

12. How has the EIA helped to shape the policy, project, service, function or strategy or affected the recommendation or decision?

A brief description of how the proposal has been developed to take into consideration protected groups, outcomes of consultation etc.

The EIA highlighted the importance for strong Tenant participation at an early stage in improvement planning and additional permanent resources for this purpose are part of the report.

13. How are you going to monitor the policy, project, service, function or strategy, how often and who will be responsible?

Include review date etc if applicable

The Housing Capital Improvement Programme is monitored annually.

Section 6 – Knowledge management and publication

Please note the draft EIA should be reviewed by the appropriate Service Manager and the Policy Service **before** WBR, Lead Member, Cabinet, Council reports are produced.

Reviewed by Head of Service/Service Manager	Name:	Vanessa Watson
	Date:	02/12/21
Reviewed by Policy Service	Name:	
	Date:	DD/MM/YY
Final version of the EIA sent to Policy Service	<input type="checkbox"/>	
Decision information sent to Policy Service	<input type="checkbox"/>	

Appendix 3 - Blocks Refurbishment Programme

2021/22

Ashcroft Court	1 block	Old Whittington
Seaton Court	1 block	Dunston

2021/22 (start)

Ward

2022/23

Newland Dale	11 blocks	St.Helens
Dixon /Brearley Court	2 blocks	Old Whittington
Tansley and Birchover Court	2 blocks	Brockwell

2023/24 – 2024/25- 2025/26

Newland Dale (Ctd)	11 blocks	St.Helens
Phase 1 South Coast Flats	6 blocks	Dunston
Loundsley Green	5 blocks	Newbold
Willow Garth Road Newbold	5 blocks	Dunston
Holme Hall area action plan put together Phase over 2 to 3 years		
Willow Garth Road Newbold	5 blocks	Dunston
Phase 2 South Coast Flats	6 blocks	Dunston
Gratton Court area Woodthorpe	8 blocks	Lowgates and
Staveley Devonshire Close Woodthorpe	14 blocks	Lowgates and
Phase 3 South Coast Flats	6 blocks	Dunston
Darley Close	8 blocks	Middlecroft
Bonsall Court /Willersley Court, etc	13 blocks	Dunston
Green Farm Close	14 blocks	Newbold
Wordsworth Road area Moor area	11 blocks	Newbold
Loundsley Green Flats Phase 1	6 blocks	Newbold
Loundsley Green Flats Phase 2	6 blocks	Newbold
Grangewood top half in 2 phases.	31 blocks	Rother
Flamsteed area 5 storey blocks plus 3 storey	15 blocks	St.Helens
Holme Hall	48 blocks	Newbold

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Outline Business Case (OBC)

Project name:	Property (Asset) Management System
Sponsor:	Housing Services

Version Record:			
Issue	Date	Section	Description of Amendment
0.10	30/10/2020	Multiple	Initial Draft
0.20	04/11/2020	Multiple	Multiple updates following review by IT Services
0.30	11/11/2020	7.3	IT Provider high level indicative costs added
0.40	23/11/2020	7.3	IT Provider detailed indicative costs added
0.50	03/12/2020	7.2 & 7.3	IT Provider costs as from vendor documentation
0.60	04/12/2020	2.1, 3.1, 3.2, 5.1	Updates following review by Commercial Property
0.70	07/12/2020	2.0, 3.0, 4.0, 5.0, 10.0 7.0 11.0	Updates following review by Housing Services IT provider detailed costs over 5yrs costs as from vendor added to appendix
0.80	09/12/2020	3.9 1.2, 2.1, 3.1, 3.2, 3.8, 4.1, 4.2, 4.3	Updated following feedback from Policy Updates following review by Housing Director
0.85	11/12/2020	7 1-6	Cost Types (Capital/Revenue) added Various updates
0.90	14/12/2020	3.0 7.3 9.2 9.3	Impact of desupport of current system expanded Illustration of interface costs Illustrative project timeline added Indicative project resources added
0.91	04/08/2021	Multiple	Mentor replacement now a separate project with its own OBC. Commercial Properties may implement a Property (Asset) Management system as CBC Housing at a later date post their IT provider implementation as a Mentor replacement.
0.92	06/10/2021	7.1, 7.4 & 12.0	Updated with IT provider quote figures from 04/10/2021
0.93	07/10/2021	7.4	Incorrect summary calculation in table



	Section	Page
1.0	Summary	
2.0	Aims of the project	
3.0	Project Analysis	
4.0	Improvement Options	
5.0	Expected Benefits	
6.0	Work Schedule	
7.0	Financial Appraisal	
8.0	Key Risks and Actions	
9.0	Project Team	
10.0	Role Descriptions	
11.0	Recommendations	

It is advised that support and feedback is gained from Financial Services.

1.0 Summary

1.1 Purpose of the report

This outline (high-level) business case is to seek support for a project to implement a modern, supported and fully integrated corporate Property (Asset) Management System for use by CBC Housing with the option to also use for Commercial Properties at a later date.

1.2 Key points

CBC does not have a comprehensive, supported Property (Asset) Management System for their housing and commercial property portfolio.

CBCs failure to maintain its homes and commercial properties and comply with legislation could result in;

- a. a poor service being offered to tenants,
- b. loss of reputation and



- c. adverse legal implications, including HSE investigation and prosecution

In addition, CBC need to be able to readily evidence that they are meeting the Homes Standard for the Regulator of Social Housing.

The various vendor indicative costs of ownership of a modern, supported Property (Asset) Management System are laid out over a 5-year period in section 7; a quote will be obtained from the agreed vendor.

1.3 Key decisions required

Decisions required include SMT agreement of the recommended Property (Asset) Management System and approval to progress to detailed project definition, resource planning, budget approval, project implementation and delivery.

2.0 **Aims of the project**

- 2.1 The project scope is the implementation of a CBC Property (Asset) Management System to replace the current system, CBCs legacy Housing Asset Management system, with a modern, supported Property (Asset) Management system that is able to satisfy CBCs Housing requirements.

In addition, the CBC Property (Asset) Management System, should be suitable for use by CBCs Commercial Properties at a later date to replace their Excel spreadsheets and databases used to manage their property assets.

The requirements of a Property (Asset) Management System for CBC include;

- a. Surveys, eg stock condition
- b. Planned preventative maintenance, eg planned & costed programme, automated reminders
- c. RSH Compliance with the Homes Standard, eg gas, electric, legionella, fire, asbestos with alerts, appointments, escalation
- d. Energy/EPC checks
- e. Ability to run scenarios/"what-if's" for energy savings, eg if boilers were upgraded, extra insulation added, solar panels, etc.
- f. Storage of certificates making them readily available as required
- g. Track progress of work highlighted from surveys, eg provide the "Golden Thread"



- h. Ability to readily report on the housing stock against the “Decent Homes” standards
- i. Provide a property condition view by individual property or group of properties
- j. Readily available property data/information and indicators

3.0 Project Analysis

3.1 Background to issue

CBC Housing currently use an older, unsupported version of the current Property (Asset) Management. It does not currently satisfy all CBCs requirements and does not readily provide data/information on CBCs housing properties.

The current IT provider are retiring their system as a product as it is 2 decades old and difficult to further develop, in addition, support for the platform used by the system is ending, at the end of September 2021. The current system will continue to work post September 2021, but support will be “best endeavours only” resulting in issues that include;

1. There will not be any further security patches or bug fixing by the IT provider after September 2021.
The IT provider have suggested that CBC could utilise a low-cost plug-in to chrome or use compatibility mode in MS Edge, but this is dependent on CBCs appetite for this risk and also spreading the “best endeavours only” support between 2 vendors
2. Asset Management system desupport: any future legislative requirements may not be possible/available in the system once desupported, if supported these may have been developed and released in a later version as part of CBCs support & maintenance.
3. “Best endeavours only” support: is not optimal for a key service area application.

Commercial Properties and Facilities Management currently use a significant number of manual Excel spreadsheets and standalone databases to provide a basic statutory compliance and repair system.

Commercial Properties plan to implement a new system to replace their current system, their legacy Accounts Receivable and lease management system, using modules that are already in use by CBC Housing. At a later date they may also use the Property (Asset) Management System to manage their property portfolio.

The implementation of a Property (Asset) Management System will give CBC a simplified, supported and comprehensive corporate solution for property management. Along with Housing modules



already in use by CBC this will give CBC a single Housing Management System for Housing and the option to expand its use in Commercial Properties.

3.2 Strategic Case

CBC has 8,951 homes and 1,169 garages that it manages and rents to tenants. In addition, it manages shared/communal areas associated with these properties and garage sites.

CBC is responsible for ensuring all properties are compliant and meet the Regulator of Social Housing Standards - Home and Tenancy Standards; plus meet the “decent homes” standard. This requires a system of responsive, programmed and planned repairs & maintenance.

The primary compliance areas are:

- a. Gas inspection and certification
- b. Electricity inspection and certification
- c. Fire risk assessment and certification
- d. Water/Legionella testing and certification
- e. Asbestos identification and risk assessment
- f. EPC assessment and certification

CBC do not have a comprehensive, supported Property (Asset) Management System for their housing property portfolio.

In addition, there are many proposed changes to housing/property legislation and it is key to have a robust, supported system able to support any future changes ensuring CBC remains compliant.

3.3 Commercial Case

CBCs failure to maintain its homes and commercial properties and comply with legislation could result in a poor service being offered to tenants, loss of reputation and adverse legal implications.

A robust system is required to effectively manage CBCs assets to ensure the required standards are met for the safety and wellbeing of tenants.

Failure to meet compliance requirements may lead to HSE investigation and prosecution.

3.4 Financial Case & Implications



Costs for the new system have been included in the Capital Programme budget over a 5 year period.

3.5 Legal Case & data protection implications

Due to the nature of the data held in the system, there are data protection implications. Information stored in the system may imply special category data about the occupant, for example, information about disability adaptations or contact details for a carer can imply some health information. It is important that the platform this data is held in is suitably protected to ensure our data protection requirements are met.

A security and data protection risk assessment of any new system will be needed to ensure that appropriate technical and organisational measures are in place to protect council data.

3.6 Operational / Technical Case

See section 3.2 above.

3.7 Human Resources Implications

Consult HR at an early stage.

3.8 Consultation

Stakeholders in CBC Housing and Commercial Properties have been engaged in setting the requirements for Housing/Commercial Property (Asset) Management, the evaluation of third-party Property (Asset) Management Systems against those requirements and the recommendation for CBC's future Housing and potentially Commercial Properties Property (Asset) Management System.

3.9 Equalities impact assessment

The implementation of a modern Asset Management System will not impact on equality.

Members of the public will not directly access the Asset Management System.

There may be a positive impact for disability and long-term conditions in the improved management of the maintenance of adaptations and equipment, eg stairlifts



4.0 Improvement Options

- 4.1 **Do nothing** - retain the current system and upgrade to the latest version and implement for Commercial Properties.

As CBC pay annual support & maintenance for the current system they are entitled to upgrade to the latest version, but it is end of life and will be unsupported from September 2021 except for on a “best endeavors” basis by the IT provider.

This option is not recommended as it would leave CBC with an essential business system that is not fully supported.

- 4.2 **Option 1** – implement the Asset Management for CBC Housing with the option to implement for Commercial Properties at a later date.

This is an established product and The IT provider are developing the Asset Management module(s) for this product to replace the current system. This development is currently taking place, however, this system will not have all the functionality to satisfy CBCs requirements until 2022.

This system, although from the same vendor as the current system, will be an implementation, not an upgrade, however the IT provider are investigating how they can assist with the migration from the current system to the new system.

The new system will be stand alone and to ensure “one version of the truth” will need to be interfaced with other CBC business systems, eg current Housing system; these interfaces maybe complex and costly to develop and maintain.

This system will require interfaces to third parties used by CBC for compliance certification.

Option 1 Asset Management is a good system and able to satisfy CBCs Property (Asset) Management requirements for Housing and Commercial Properties, but this option is not recommended by the Service Areas as CBCs Housing Management System is provider by another supplier and this system would need interfaces to this other Housing system to satisfy CBCs Property (Asset) Management requirements and give a seamless user experience. In addition, CBC ICT have a strategy of ensuring simplicity of business systems and the introduction of multiple, possibly complex interfaces and their continued maintenance does not support that strategy.



- 4.3 **Option 2** – implement Housing Asset Management for CBC Housing with the option to implement for Commercial Properties at a later date.

This system is CBCs Housing Management System of choice. It is an established product and CBCs version has recently been migrated to the cloud and upgraded to the latest supported version. CBC currently use multiple modules and it is currently used by numerous CBC Service Areas including Allocations, Rents, Neighbourhoods, Repairs, Call Centre and Asset Management & Planned Works.

Asset Management is a new module for the current Housing system and some aspects/functionality are still in development for future releases; it also will not have the functionality of the current Asset Management system until 2022.

The Asset Management module is fully integrated with the other existing Housing modules supporting “one version of the truth” without the need for developing or maintaining interfaces.

Option 2 Housing Asset Management is a new modern system able to satisfy CBCs Property (Asset) Management requirements for Housing and Commercial Properties and is recommended by the Service Areas as it will give a fully integrated Housing Management System and supports “one version of the truth”. In addition, as it is fully integrated with the current Housing system it supports CBC ICT strategy of system simplification.

Option 2 Housing Asset Management, as Option 1, will require interfaces to third parties used by CBC for compliance certification.

5.0 Expected Benefits (financial and non-financial)

5.1 Benefits;

The benefits of this project include operational risk avoidance and compliance; CBCs failure to maintain its homes and commercial properties and comply with legislation could result in;

- d. a poor service being offered to tenants,
- e. loss of reputation and
- f. adverse legal implications, including HSE investigation and prosecution

A Property (Asset) Management System fully integrated with CBCs Housing Management System, Option 2, would allow the benefits of “one version of the truth” and provide accurate and timely management



information for rapid decision making in a supported, robust system with provision for disaster recovery.

A robust system to effectively manage CBCs housing assets will assist in ensuring the required standards are met for the safety and wellbeing of tenants.

A modern interfaced/integrated Property (Asset) Management System will lead to a reduction in unexpected repairs in favour of planned repairs generating greater value for money and improved customer satisfaction.

A fully integrated system with readily available tenant and/or property information will allow an improved tenant experience and satisfaction, including contributing to the tenant participation and consultation element of the Fire Safety Act 2021 and Building Safety Bill.

There are many proposed changes to housing legislation and it is key to have a robust, supported system able to support any future changes ensuring CBC remains compliant.

The efficiency gains, whilst unlikely to result in the reduction of staff, will improve the speed, accuracy and performance of the teams.

In addition, the Asset Management system will be hosted giving the following benefits;

- The system would be hosted in a more resilient environment with multiple servers and (if the contract includes this) multiple locations.
- Access to the system can be made available from anywhere rather than relying on initially accessing the Councils network (if the contract includes this) and so does not rely on being on the corporate network.
- Access can be made easier using Single Sign-on technologies
- If the system is hosted in the software vendors environment, they are responsible for the software, the server platform and access to the system making software and hardware upgrades far easier.

6.0 Work Schedule

- 6.1 CBCs current Housing Asset Management System will not be supported after September 2021; the aim is to implement the new



Property (Asset) Management System as soon as possible to mitigate the risk of Keystone support issues from September 2021.

The work schedule will be detailed during further definition activities with the selected vendor.

7.0 Financial Appraisal

7.1 Summary of 5-year cost options based on vendor indicative costs for both system;

Vendor & System	Service Ty	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Cost Type
Current system	S&M	£17,040	£17,040	£17,040	£17,040	£17,040	£85,202	Revenue
IT Provider 1	Purchase	£162,290	£0	£0	£0	£0	£162,290	Capital
	S&M	£41,330	£41,330	£41,330	£41,330	£41,330	£206,650	Revenue
	Overall To	£203,620	£41,330	£41,330	£41,330	£41,330	£368,940	Overall
IT Provider 2	Purchase	£250,291	£0	£0	£0	£0	£250,291	Capital
	Annual Co	£64,036	£61,036	£61,036	£61,036	£61,036	£308,182	Revenue
	Overall To	£314,327	£61,036	£61,036	£61,036	£61,036	£558,473	Overall
IT Provider 2	Purchase	£250,291	£0	£0	£0	£0	£250,291	Capital
	Annual Co	£61,774	£58,774	£58,774	£58,774	£58,774	£296,870	Revenue
	Overall To	£312,065	£58,774	£58,774	£58,774	£58,774	£547,161	Overall

Note: inflation is not included

A quote has been requested from the IT provider, the vendor of the recommended Property (Asset) Management system.

7.2 Existing Asset Management System Current Costs

Support & maintenance costs currently being paid annually are;

Item	Cost	Cost Type
Annual Support & Maintenance	£5,857.99	Revenue
Annual Support & Maintenance	£1,423.45	Revenue
Annual Support & Maintenance	£1,767.36	Revenue
Annual Support & Maintenance	£1,951.70	Revenue
Annual Support & Maintenance	£2,754.13	Revenue
Annual Support & Maintenance	£1,522.65	Revenue
MINI & Support	£1,763.02	Revenue
Total per Annum	£17,040.30	Revenue



7.3 Option 1 Asset Management Indicative Costs

The third-party purchase, implementation and BAU indicative costs for Option 1 are;

Item	Purchase Price	Professional Services
1 Current system Health Check & Evaluation	£0	£4,500
2 Option 1 (incl. migration of licences from Keystone)	£28,000	£50,500
3 Risk Management Module	£12,000	£23,900
4 Web Services API's	£0	£0
5 Contractor Portal	£13,500	£3,700
6 Hosting	£0	£0
Housing Total	£53,500	£82,600
7 Addition of CBC Commercial Assets	£7,790	£18,400
Housing & Commercial Total	£61,290	£101,000
Cost Type	Capital	Capital

Note: If all modules are purchased at once there may be a discount available

- **Item 1** - Health check is an advisory service to ensure the current system/CBC is ready to move to Option 1
- **Item 2** – The existing system annual support & maintenance charge will continue with Option 1.
- **Item 3** – API's are provided free with Option 1 Asset Management. The IT provider will set up the limited HMS integration to match that available through the current system as part of the migration to Option 1, however, CBC can utilise the wider API's as they see fit. If the IT provider resources are required for the extra API's, these will be a separate cost.
- **Item 4** - API's are free of charge if taken with Option 1.
- **Item 6** – Option 1 hosting costs include 2 x App Servers, 1 x SQL Server, server support and maintenance and 2 x application upgrades per year



- **Item 7** – This relates to the licence uplift and services required to add all of CBC’s Commercial Properties assets (1,200) into Option 1.
- **Items 2, 3 & 5** – the professional services are fixed cost

The costs over 5 years are;

Item	Service Tyj	Year 1	Year 3	Year 4	Year 5	Totals	Cost Type
1 Current System Health Check & Evaluation (incl. Data Cleanse)	Purchase I	£0	£0	£0	£0	£0	Capital
	Prof. Servi	£4,500	£0	£0	£0	£4,500	Capital
	S&M	£0	£0	£0	£0	£0	Revenue
2 Option 1 Asset Management (incl. migration of licences from current syst)	Purchase I	£28,000	£0	£0	£0	£28,000	Capital
	Prof. Servi	£50,500	£0	£0	£0	£50,500	Capital
	S&M	£17,040	£17,040	£17,040	£17,040	£85,200	Revenue
3 Risk Management Module	Purchase I	£12,000	£0	£0	£0	£12,000	Capital
	Prof. Servi	£23,900	£0	£0	£0	£23,900	Capital
	S&M	£2,000	£2,000	£2,000	£2,000	£10,000	Revenue
4 Web Services API's	Purchase I	£0	£0	£0	£0	£0	Capital
	Prof. Servi	£0	£0	£0	£0	£0	Capital
	S&M	£0	£0	£0	£0	£0	Revenue
5 Contractor Portal	Purchase I	£13,500	£0	£0	£0	£13,500	Capital
	Prof. Servi	£3,700	£0	£0	£0	£3,700	Capital
	S&M	£2,500	£2,500	£2,500	£2,500	£12,500	Revenue
6 Hosting	Purchase I	£0	£0	£0	£0	£0	Capital
	Prof. Servi	£0	£0	£0	£0	£0	Capital
	S&M	£18,000	£18,000	£18,000	£18,000	£90,000	Revenue
Housing Total	Purchase I	£136,100	£0	£0	£0	£136,100	Capital
	S&M	£39,540	£39,540	£39,540	£39,540	£197,700	Revenue
	Overall To	£175,640	£39,540	£39,540	£39,540	£333,800	Overall
6 Addition of CBC Commercial Assets	Purchase I	£7,790	£0	£0	£0	£7,790	Capital
	Prof. Servi	£18,400	£0	£0	£0	£18,400	Capital
	S&M	£1,790	£1,790	£1,790	£1,790	£8,950	Revenue
Housing & Commercial Total	Purchase I	£162,290	£0	£0	£0	£162,290	Capital
	S&M	£41,330	£41,330	£41,330	£41,330	£206,650	Revenue
	Overall To	£203,620	£41,330	£41,330	£41,330	£368,940	Overall

Note: Inflation has not been taken into account in the above 5 years cost analysis

As Option 1 Property (Asset) Management indicative costs only includes existing interfaces as in the current system to the current Housing system additional interfaces would be required to give the seamless, real-time user experience with “one version of the truth” as required by CBC.

For illustrative purposes, if 20 pieces of key data needed to be exchanged via interfaces and if it took 2 – 5 days to create each API and each piece of key data required may need 2 or 3 API to trigger at a budget for £1250 a day in professional services, then;



Range	Triggers	Days/API	Days/Key Data	Cost/Key Data	Cost for 20 pieces of key data
Upper	5	3	15	£18,750	£375,000
Average	3.5	2.5	8.75	£10,938	£218,750
Lower	2	2	4	£5,000	£100,000

In addition, there would be a cost to maintain the interfaces especially during upgrades of the current Housing and the Property (Asset) Management System when changes may impact the functionality of the interfaces or when changes to legislation or other factors necessitates that additional information is exchanged.

7.4 Option 2 Housing Asset Management Quoted Costs

The third-party purchase, implementation and BAU quoted costs for Option 2 Housing Asset Management are below over 5 years with and without Contractor Mobile licences;

September 2021

Licences Include: 19 Assets Mobile, 47 Risk Mobile, 39 Servicing Mobile, 114 Servicing Scheduler, Contractor Mobile

Item	Cost Type	Year 1	Year 2	Year 3	Year 4	Year 5	Totals
1 Perpetual licence - New Asset Management Software	Purchase Price	51,058.81	0.00	0.00	0.00	0.00	51,058.81 Capex
	Prof. Services	161,148.75	0.00	0.00	0.00	0.00	161,148.75 Capex
	S&M	14,764.72	14,764.72	14,764.72	14,764.72	14,764.72	73,823.60 Opex
2 SaaS Licence: Assets Mobile, Risk Mobile, Scheduler	Annual Cost	37,771.71	37,771.71	37,771.71	37,771.71	37,771.71	188,858.55 Opex
3 Term Licence: Assets Energy Module and the Jaspersoft Licence for Dashboards:	Annual Cost	9,500.00	6,500.00	6,500.00	6,500.00	6,500.00	35,500.00 Opex
4 Cloud Hosting	Set-up	1,333.33	0.00	0.00	0.00	0.00	1,333.33 Capex
	S&M	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	10,000.00 Opex
Total		277,577.32	61,036.43	61,036.43	61,036.43	61,036.43	521,723.04
5 Third Party Integration	Prof. Services	36,750.00	0.00	0.00	0.00	0.00	36,750.00 Capex
Overall Total		314,327.32	61,036.43	61,036.43	61,036.43	61,036.43	558,473.04

Note: Inflation has not been taken into account in the above 5 years cost analysis

250,290.89 Capex
308,182.15 Opex

September 2021

Licences Include: 19 Assets Mobile, 47 Risk Mobile, 39 Servicing Mobile, 114 Servicing Scheduler, No Contractor Mobile

Item	Cost Type	Year 1	Year 2	Year 3	Year 4	Year 5	Totals
1 Perpetual licence - New Asset Management Software	Purchase Price	51,058.81	0.00	0.00	0.00	0.00	51,058.81 Capex
	Prof. Services	161,148.75	0.00	0.00	0.00	0.00	161,148.75 Capex
	S&M	14,764.72	14,764.72	14,764.72	14,764.72	14,764.72	73,823.60 Opex
2 SaaS Licence: Assets Mobile, Risk Mobile, Scheduler	Annual Cost	35,509.32	35,509.32	35,509.32	35,509.32	35,509.32	177,546.60 Opex
3 Term Licence: Assets Energy Module and the Jaspersoft Licence for Dashboards:	Annual Cost	9,500.00	6,500.00	6,500.00	6,500.00	6,500.00	35,500.00 Opex
4 Cloud Hosting	Set-up	1,333.33	0.00	0.00	0.00	0.00	1,333.33 Capex
	S&M	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	10,000.00 Opex
Total		275,314.93	58,774.04	58,774.04	58,774.04	58,774.04	510,411.09
5 Third Party Integration	Prof. Services	36,750.00	0.00	0.00	0.00	0.00	36,750.00 Capex
Overall Total		312,064.93	58,774.04	58,774.04	58,774.04	58,774.04	547,161.09

Note: Inflation has not been taken into account in the above 5 years cost analysis

250,290.89 Capex
296,870.20 Opex

- **Item 1** – The Asset Management Module purchase price is discounted by 65% (verbal confirmation from the IT provider)
- **Item 1** – 212 days of Professional Services for implementation, configuration and project management – fixed cost.
- **Item 1** – The support & maintenance (S&M) for the Asset Management Module is 29% of the discounted price; The IT provider have verbally



confirmed that S&M is usually 25% of the full price and it cannot be reduced further.

- **Item 2** – Asset Mobile, Risk Mobile & Scheduler licences are paid as an annual subscription for SaaS (software as a service)
- **Item 3** – The Asset Energy Module and Licence are paid as an annual subscription for SaaS (software as a service)
- **Item 4** – The cloud hosting allows for 500GB of storage.
- **Item 4** – Professional Services to set up the hosted storage and its annual S&M charge.
- **Item 5** – 52.5 days of Professional Services, fixed cost, to set up interfaces as below;

Bespoke interface 1 - Risk Hub
Bespoke interface 2 - pdf certificates
Bespoke interface 3 - ZetaSafe
Bespoke interface 4 - water compliance contractors
Bespoke interface 5 - legionella risk assessment
Bespoke interface 6 - Armstrong York Portal
Bespoke interface 7 - external asbestos
Bespoke interface 8 - tenant caution list
Passing of documents out to the Contractor Portal

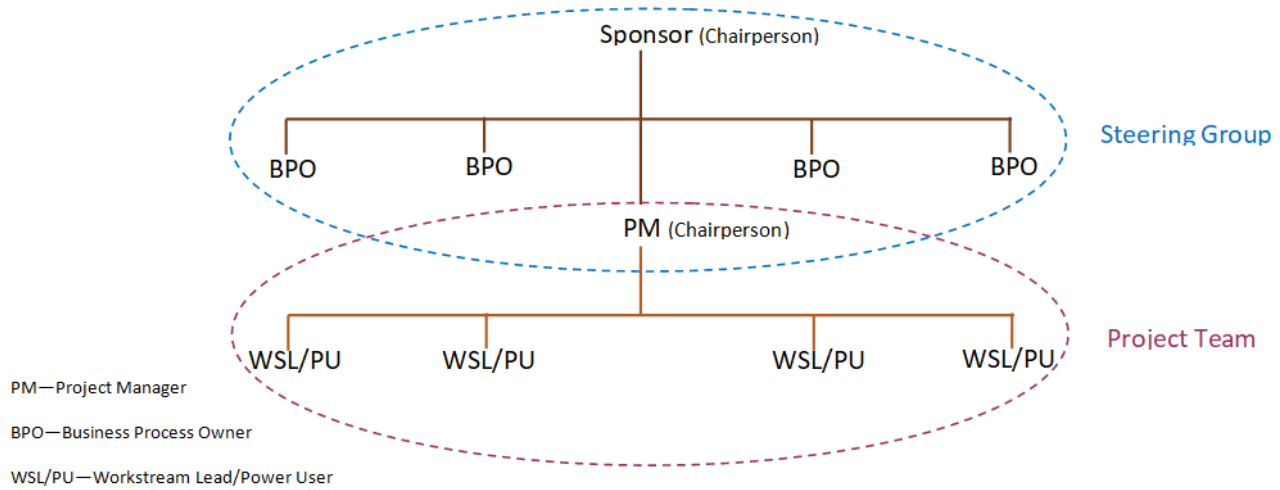
8.0 Key Risks and Actions

8.1 Risks associated with this project include:

- There is a short project timeline due to the current support ending September 2021; decision on priority of required resources for project activities verses the appetite for the risk of lack of support
- CBC colleague's availability to support project activities; resource planning and backfill of identified CBC colleagues (Workstream Leads/Power Users) who will be part of the project team
- CBC ICT availability to support project activities; resource planning and "red-circling" project resource
- Data cleansing may identify incomplete/gaps in data required for the new Asset Management System; data may need to be manually sourced/completed for the new Asset Management System
- Data migration from the legacy current Asset Management System to the new Asset Management System; technical review of current data identifying what can be migrated electronically and what will need to be manually input/updated. This has been identified as a major problem area in previous implementations.

9.0 Project Team

9.1 The project structure is identified below;



9.2 Illustrative Project Timeline

An indicative project timeline for illustrative purposes is;

Task	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10
Workshops	█									
Configuration		█	█							
Interface Development		█	█							
Data Tasks (incl cleanse, collection, creation)			█	█						
Power User Training				█						
User Acceptance Testing					█	█	█			
User Training (Prep & Delivery)							█	█	█	
Go-live Activities									█★	
Close Support										█

A detailed implementation/delivery plan will be developed with the Property (Asset) Management vendor of choice, option 2.

9.3 Indicative Project Resources

A resource plan will be fully developed with the Property (Asset) Management vendor of choice, however indicative Service Area resources for the illustrative plan in 9.2 are;

Service Area	CBC Colleague	FTE	Period
Asset Management & Programmed Works	Paul Stepto	50%	10 months
	tbc	30%	10 months
Repairs	tbc	30%	10 months
	tbc	30%	10 months
ICT Systems Mgmt	tbc	40%	10 months
ICT Networks	tbc	50%	10 days

Note: there will be peaks & troughs in the time required for project tasks during the project lifecycle

A backfill strategy for Service Area colleagues assigned to the project will be required to ensure that they have sufficient time to complete both project and BAU tasks.

In addition, a Project Manager and Business Analyst will be required for a one-year period to support the implementation;

Project Manager	£46,000
Business Analyst	£38,000
Total	£84,000

10.0 Role Descriptions

10.1 Project Sponsor

- Project Owner
- Owner of the project vision
- Chair of Steering Meeting
- Budget Owner
- Ensure sufficient resources/colleagues are available as required/planned to complete project tasks
- Mitigation of Risks

10.2 Business Process Owner

- Owner of business process/area directly impacted by project
- Owner of project delivery for their area
- Reinforcing Sponsor/Advocate for the Project



- Regular 121 with their WSL
- Ensure sufficient resources/colleagues are available as required/planned to complete project tasks
- Removal of project obstacles and blockages in their area
- Mitigation of Risks
- Delivery of project benefit(s)

10.3 **Workstream Lead/Power User (WSL/PU)**

- Detailed functional knowledge of their business area
- Project decision making for their business area
- Completion of tasks as planned, including organisation and leadership of their project team colleagues if any
- Resolution of project issues
- Communication of project progress and activities (BPO & Colleagues)
- Change Activities
- Testing, including UAT (user acceptance testing)
- Training Needs Analysis
- User Training (Train the Trainer)
- User Coaching
- First line functional support during & post project

11.0 **Recommendation**

The recommendation by the Service Area is to approve the implementation of Option 2 Housing Asset Management to replace CBC Housings legacy current Property (Asset) Management system.

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Climate Change Impact Assessment Tool (v1.36)

Developed by Chesterfield Borough Council 2021

Chesterfield Borough Council (CBC) is taking the problem of climate change very seriously, and declared a climate emergency in July 2019, with the stated goal of becoming a carbon neutral organisation by 2030. As part of our response to climate change, the council committed to introduce climate change impact assessments for all reports where decisions are made. (Climate Change Action Plan item 34). This means that if you develop or change a policy, project, service, function, or strategy, you need to identify the impact of the activity regarding the climate. Our preferred method for doing this is by conducting a Climate Change Impact Assessment (CCIA). This is similar to a risk assessment, or an equalities impact assessment: it is a structured report showing:

- What effects our activities have on the climate (mainly through our emissions of greenhouse gasses) and what we are doing to reduce these effects
- What impacts a changing climate may have on our services and functions and what actions we will take to become more resilient and less vulnerable.

For further information on how to use this tool, see the guidance notes and video tutorials at:

<https://www.chesterfield.gov.uk/climate-change-impact-assessment-tool>

This climate change impact assessment tool has been developed by Chesterfield Borough Council (CBC) for internal use. While CBC are happy to share this tool free of charge, we make no assertions about its usefulness, reliability, or fitness for purpose. This tool is supplied "as is" with no warranty of any kind under a Creative Commons attributional, non-commercial license.

<https://creativecommons.org/licenses/by-nc/4.0>



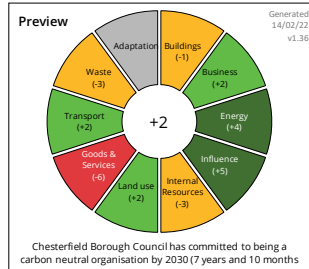
It would be helpful to us if you could send us a copy of any revised or altered version you create and let us know how you are planning to use it. This helps us to gauge the impact of our work and justify similar projects. Please send information via climate@chesterfield.gov.uk

Climate Change Impact Assessment Tool (v1.36)

Developed by Chesterfield Borough Council 2021

Report Name Housing Capital Programme 2022/23
Report date 03/12/2021
Report author Vanessa Watson
Project Notes Housing Capital Programme including new build, refurbishments, adaptations and programmed works.

Export filename *Housing Capital Programme 2022/23*.png



- Copy to clipboard
- Save to desktop
- Copy alt-text

Category	Impact	Notes / justification for score / existing work (see guidance sheet or attached notes for more information)	Score (-5 to +5)
Buildings	Building construction	Large building programme	-5
Buildings	Building use	Adding ev points, insulation etc.	+2
Buildings	Green / blue infrastructure	Small amount of landscaping / suds / habitat creation, net biodiversity gain	+2
Business	Developing green businesses	Local contactors - will include new green technologies	+2
Business	Marketable skills & training		
Business	Sustainability in business		
Energy	Local renewable generation capacity	solar panels where appropriate	+1
Energy	Reducing energy demand	good insulation, low energy light fittings heat reclamation	+2
Energy	Switching away from fossil fuels	no GCH or gas cookers	+1
Influence	Communication & engagement	PR and storytelling re energy efficiency etc	+2
Influence	Wider influence		
Influence	Working with communities	consultations and contractors community events	+2
Influence	Working with partners	improve ability to work with partners on issues like fuel poverty	+1
Internal Resources	Material / infrastructure requirement	Major internal resource use	-3
Internal Resources	Staff time requirement		
Internal Resources	Staff travel requirement		
Internal Resources	External funding		
Land use	Carbon storage	small amount of tree planting	+1
Land use	Improving biodiversity adaptation	small amount of meadow planting	+1
Land use	Natural flood management	SUDS - no net change	
Goods & Services	Food & Drink		
Goods & Services	Products	building supplies	-5
Goods & Services	Single-use plastic	packaging	-1
Goods & Services	Services		
Transport	Decarbonising vehicles		
Transport	Improving infrastructure	EV points, active travel included in design	+2
Transport	Supporting people to use active travel		
Waste	End of life disposal / recycling	Steps to recycle materials where possible	+1
Waste	Waste volume	short term waste from building projects	-4
Adaptation	Drought vulnerability		
Adaptation	Flooding vulnerability		
Adaptation	Heatwave vulnerability		
Other	Other 1		
Other	Other 2		
Other	Other 3		
Other	Other 4		

Cheat Sheet

1. We are looking at the effects of **this** decision (not our past performance, or actions that represent future decisions)
2. We are looking at the **whole impact** of the decision (regardless of geographical location or organisational boundary)
3. We are only looking at the **climate impact** - other environmental impacts, and social, economic, wellbeing measures are recorded elsewhere.
4. We need to stay **accessible**. Click on the "copy alt-text" button above and then paste the result into the alt text box for your infographic in word. [Click here for a guide](#)
5. Your report must include some explanation as well as the infographic. **If the decision will have consequences past 2030 you must say so in your report.**

[Click here to go to tutorial on adding alt text](#)

6. While there are no other specific rules for writing the summary, some of the things you may want to discuss include:

- What are the biggest costs and benefits of this activity in terms of the climate?
- Are there things that we will have to include in future iterations of this action – do you have a recommendation?
- Are there measures already included in your plan to minimise the costs and maximise benefits with respect to climate change?
- Are there other costs and benefits which are outside the scope of the CCIA? For example, does the project have high value in terms of economic or social benefit which outweighs the climate cost? Is this a valuable climate action which has a cost elsewhere?
- What are your ambitions for this activity – what is technically feasible and what do you think we should be aiming for?
- If we were to carry out the activity in the best possible way for the climate, what would that look like?
- What method(s) if any are available to monitor our climate performance on this activity? This might include internal data (electricity bills, mileage claims etc.) or an external verification process. Is this feasible? If not, why not?
- What are the constraints which stop you doing more? Time, money, expertise, political support, partner buy in, something else?

If you get stuck, contact your friendly local climate change officer

Category	Impact	Notes & examples
Buildings	Building construction	How is the building constructed? Positive impacts would include retrofitting existing buildings rather than demolition and replacement, construction using low carbon materials (e.g. low concrete, additional timber) to high standard (BREEAM [Building Research Establishment Environmental Assessment Method], Passivhaus etc.) the inclusion of high grade insulation, low carbon heating, and microgeneration technologies. Negative impacts would generally be business as usual construction techniques. This is distinct from the building use impact in that it is about the fabric of the building rather than how the building is used. If it is not clear whether an impact should be in this category or the building use category below, simply choose one, and make sure you don't report an item in both categories.
Buildings	Building use	How is the building used? Positive impacts would include encouragement of low-carbon living and travel. This could be provision of bicycle storage, water fountains, recycling bins, automatic lighting, or passive cooling etc. Negative impacts would include removal or omission of one or more of these modifications, or alterations that discourage low carbon use (removal of cycle storage for example). If it is not clear whether an impact should be in this category or the construction category above, simply choose one, and make sure you don't report an item in both categories.
Buildings	Green / blue infrastructure	This includes changes to the value of green / blue infrastructure in the built environment (excluding wider land use which is included below). Impacts may include habitat creation within a building (nesting boxes or a green roof for example) the introduction of street trees or sustainable drainage from a development. These are measures which are implemented with good building design but are not necessarily part of the building itself. Negative impacts would include habitat loss, impermeable drainage surfaces etc.
Business	Developing green businesses	Does the activity explicitly support the development of green businesses? This impact covers businesses which are focused on delivering green technologies, research, services etc. It does not simply an existing business implementing incremental changes to established processes and supply chains (which would be counted under sustainability in business below). Examples might be development of a new business installing solar panels, providing energy audits, or manufacturing EV charging points. Negative scores would reflect adverse effects on these businesses.
Business	Marketable skills & training	Does the activity provide training to individuals and businesses to improve their climate change performance, or to developing marketable green skills? For example, this might include land management, waste reduction, low carbon construction, microgeneration technologies etc. Negative effects are unlikely in this category, but could include closure of a local training centre.
Business	Sustainability in business	Does this activity support businesses in applying best practice and sustainable solutions in their existing business model and supply chains? This must be a quantifiable shift in business practice to reduce climate impact (rather than a high score simply because the business is involved in some form of low carbon technology - this would be included under the developing green businesses heading). Examples of this might be successful application to a new certification scheme (FSC, PEFC, ISO 14001 etc.) a switch to a less carbon intensive manufacturing process, successful applications to government decarbonisation schemes etc.
Energy	Local renewable generation capacity	Does the activity include changes to local capacity for renewable electricity heat generation? This might include solar PV panels, heat pumps, biomass boilers, wind turbines, micro-hydro etc. Negative effects would include decommissioning of local capacity, e.g. building on an existing solar farm.
Energy	Reducing energy demand	Does the activity change overall energy demand? This might include installation of more efficient systems, or management to allow reduced heating or lighting energy demand. A negative score would represent a net increase in heating or lighting energy demand.
Energy	Switching away from fossil fuels	Does this activity involve an increase or decrease in static fossil fuel technologies (transport is covered later). For example, replacement of an existing gas boiler with a heat pump of an equivalent rating would be a positive score. Installation of new fossil fuel systems represents a negative score in this category (even if they are more efficient than existing systems).
Influence	Communication & engagement	Does this activity increase awareness of climate change, and our actions to address climate change issues? Does it challenge climate change disinformation, and can we back up what we say with good quality published science? Conversely, is this activity embarrassing from a climate point of view? Is there a climate cost to a positive action that we are delivering for other reasons? Is this reasonable and justifiable?
Influence	Wider influence	Does this activity result in us gaining authority on a climate change issue, could we be a clear example to other local authorities, are we leading on this? A negative outcome would be us missing opportunities, failing to engage with the wider conversation, or re-inventing existing work.
Influence	Working with communities	Does this activity help build awareness, willingness, and skills in our communities to address climate change? Does it have a cost or benefit in terms of our relationships with community groups?
Influence	Working with partners	Are we taking steps in this activity to ensure that we are working with partners with similar values to ours in relation to climate change? Is this activity expanding or limiting our work with partners more generally?
Internal resources	Material / infrastructure requirement	Does this activity result in us using more or less of our existing infrastructure, supplies and council resources? Will this have an indirect impact on the climate change impact of other services? Are we taking the appropriate steps to ensure that we are using the minimum necessary resource, and that it is at the highest possible environmental standard? Is there a clear constraint stopping us from doing more?
Internal resources	Staff time requirement	Council emissions are directly influenced by the amount of time members of staff have to work on an activity - does this activity require more staff time or less? What are the indirect effects? Does this mean that another project will have more or less resources?
Internal resources	Staff travel requirement	Does this activity mean that staff will need to travel more or less? Can this be reduced? Can we modify the project to change the mode of transport (public transport, cycling, walking, remote working etc.) if not, why not?
Internal resources	External funding	Are we able to leverage additional support for the activity from external funders? Does this mean we can achieve more than we could originally? Would support for this project preclude support for something else? How can we use external funding to help us reach our climate goals?
Land use	Carbon storage	Does this project result in a net increase or decrease in land carbon storage? This is likely to be directly correlated with the amount of timber (or mature trees) on the site, but may also be affected by peat formation, wetlands, or peat use as a horticultural medium. Remember that trees take a long time to grow (l) so simply replacing a mature tree with a newly planted one would still result in a loss of carbon.
Land use	Improving biodiversity adaptation	Does this activity help or hinder the natural world's ability to cope with climate change? Are we creating, destroying, or modifying habitats? Are we joining up species rich areas or cutting that connectivity? Are there measures we could be taking to minimise the damage of our activities?
Land use	Natural flood management	Is this activity reducing or increasing the risk of flooding due to changes in land use? Rough vegetation, woodland, and artificial flood storage areas will decrease the risk, impermeable surfaces, open ground, and drainage directly into watercourses will increase it. Are there modifications we could make to the activity to improve its performance?
Goods & services	Food & Drink	Are we working to ensure that we specify lower carbon options when we buy in food and drink? Typically, we want to use food that is less land and carbon intensive to produce, process, and transport. This means we should ideally be reducing red meat and dairy consumption, and keeping supply chains as short as possible (i.e. buying locally produced food where possible). How is the food packaged? Is it wrapped in foil or plastic? Are we increasing the quantities we buy, or decreasing?
Goods & services	Products	Are we increasing overall consumption of products or decreasing them? External businesses providing products have their own carbon emissions. Is the product absolutely necessary? Does the supplier have an environmental policy? Is it better than their competitors?
Goods & services	Single-use plastic	We are committed to phasing out single use plastic where possible. Does purchase of this product increase or decrease our reliance on single use plastic? Is there an effective alternative? What does the supplier pack the product in?
Goods & services	Services	Are we increasing overall consumption of services or decreasing them? External businesses providing services have their own carbon emissions. Does this activity increase or decrease our indirect emissions created by relying on these services? Is the service absolutely necessary? Does the supplier have an environmental policy? Is it better than their competitors?
Transport	Decarbonising vehicles	Does this activity increase or decrease the use of fossil-fuelled vehicles?
Transport	Improving infrastructure	Does this activity increase or decrease the opportunities within the borough for low carbon forms of travel? This may include increased provision of paths, cycle storage and repair facilities, lighting on public rights of way etc. Conversely, does this activity make active forms of travel more difficult? Does it divert traffic, or block access, does it result in a net loss of training and facilities.
Transport	Supporting people to use active travel	Does the activity provide support for people to use active forms of travel (mainly cycling and walking). This may include training and improvements to general health and fitness. Removal of any of these services would result in a negative score.
Waste	End of life disposal / recycling	Do you expect this activity to increase or decrease the proportion of waste which is recycled? Does it increase the amount of mixing of otherwise recyclable material? Does it make recycling easier and more efficient?
Waste	Waste volume	Will this activity increase or decrease the total volume of waste?
Adaptation	Drought vulnerability	By 2050 we expect drier summers. This could mean 34% less rain, with watercourses 65% lower than the current average. How vulnerable is the activity to drought?
Adaptation	Flooding vulnerability	By 2050 we expect the biggest rainfall events to be up to 20% more intense than current extremes (peak rainfall intensity). Average winter rainfall may increase by 29% on today's averages. This means that at their highest, the flow in watercourses could be 30% greater than current extremes. How vulnerable is the activity to flooding both from rivers and surface water?
Adaptation	Heatwave vulnerability	By 2050 we expect summer daily maximum temperature may be around 6°C higher compared to average summer temperatures now. Winter daily maximum temperature could be 4°C more than the current average, with the potential for more extreme temperatures, both warmer and colder than present. How vulnerable is the activity to heatwaves?

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For publication

General Fund Capital Programme 2022/23

Meeting:	Council
Date:	23 February 2022
Cabinet portfolio:	Deputy Leader
Directorate:	Finance

1.0 Purpose of report

- 1.1 To approve the General Fund Capital Programme for the financial year 2022/23.

2.0 Recommendations

- 2.1 The updated General Fund Capital Programme expenditure and financing be approved (**Appendix A**).
- 2.2 The Town Centre Transformation project (part of the Levelling Up Fund programme) be included in the Capital Programme.

3.0 Reasons for recommendations

- 3.1 To keep Members informed about the council's current General Fund Capital Programme expenditure and financing.

4.0 Report Details

4.1 Background

- 4.1.1 This report sets out the draft General Fund Capital Programme, incorporating capital expenditure and financing arrangements for the financial years 2021/22 through 2025/26. The Capital Programme is aligned to the Capital Strategy and presents, in financial terms, the Council's plan for investment related purchasing, building and improvement of capital assets.

- 4.1.2 The council's Capital Programme is an ambitious one evidencing investment of £42.8m in 21/22 and plans for a further £42.6m from 2022/23 through 2025/26, enabling substantial regeneration to take place in and around the Borough and allowing the council to meet all necessary capital expenditure requirements to support delivery of the council's vision and priorities.
- 4.1.3 The Capital Programme for 2021/22 was approved as part of the budget setting process in February 2021. An update to the Programme was included in the budget monitoring report to the full Council on 22nd July 2021.
- 4.1.4 Due to a reduction in the level of capital receipts generated the council's Capital Programme is increasingly dependent on financing from borrowing. The revenue implications of any such borrowing are considered before schemes are included in the Capital Programme.
- 4.1.5 This report is due to be considered by Cabinet at its meeting on 22 February, 2022 where it is recommended that the report be supported and referred to Council for approval

4.2 Updated Expenditure Forecasts

- 4.2.1 **Updated Programme** - An updated Capital Programme forecast (expenditure and financing) is included at Appendix A. The Programme covers the current financial year and the following four financial years ahead. A commentary on the most significant schemes in the Programme is provided below.
- 4.2.2 **New Schemes** - the updated programme includes the following schemes that have been approved by the full Council or Cabinet and added to the Capital Programme during the year, except for the Town Centre Transformation scheme which is expected to be approved by cabinet in the forthcoming weeks:
- In October 2021 Chesterfield Borough Council secured £20m towards 2no. town centre development schemes after bidding for money from the Government's Levelling Up Fund. The funding was confirmed in the Autumn Budget and Spending Review, and will be split between two projects:
 - Stephenson Memorial Hall, £17.2m approved Dec 2021. This scheme is partly funded from the Levelling Up Fund

- Town Centre Transformation, £10.3m. This scheme is also partly funded from the Levelling Up Fund. It has been included in the Capital Programme on the proviso that a full report on the scheme will be presented to Cabinet for approval in the forthcoming weeks. The Town Centre Transformation scheme now also incorporates the Revitalising the Heart of Chesterfield – Town Centre scheme, £1.3m of which has been included in previously approved capital programmes. Full details on this amalgamation of schemes will be included in the upcoming Cabinet report.
- Staveley Town Deal CBC lead schemes, £8.5m funded by DLUHC Towns Deals grant. A full report on these schemes will be presented to Cabinet for approval on 22nd February 2022. Although CBC is acting as the accountable body for the full £25.2m programme, only those schemes where CBC are the project sponsor (DRIVE, Construction Skills Hub and Staveley 21) are to be included in the Capital Programme. All other non-CBC schemes will be accounted for outside of the General Fund Capital Programme.

4.2.3 Other fully funded schemes that have been added to the Capital Programme include:

- Green Homes Grants, an additional allocation of £465k funded by Department of Business, Energy and Industry grant.
- Badger recreation ground, £48k funded by Viridor grant.
- Brushfield recreation ground, £50k funded by Viridor grant.
- CIL capital schemes, £50k funded by a contribution from the Community Infrastructure Levy.
- Safer Streets CCTV scheme, £368k funded by Home Office grant.

4.3 Progress on Current Major Schemes

- 4.3.1 **Northern Gateway** – Construction of the Enterprise Centre is scheduled to be completed late February /early March 2022. The public realm works at Elder Way were completed during the summer of 2021.
- 4.3.2 **Waterside Basin Square Development** – Construction of One Waterside Place is scheduled to be completed by Spring 2022.

4.3.3 **HS2 Strategic Sites** – The former Chesterfield Hotel site was acquired in November 2020 and work to clear out the interior of the building has been completed. Demolition is due to take place in Spring 2022.

4.3.4 **Hollis Lane Link Road** – Construction of the new Jewson depot on Sheffield Road is almost complete and Jewson's are due to take ownership in Spring 2022.

4.3.5 **Acquisition of Leasehold Interest** – The Council completed the purchase of the Pavements shopping centre in July 2021.

4.4 Recurring Schemes

4.4.1 **Disabled Facilities Grants (DFG's)** – Derbyshire County Council (DCC), who holds the Better Care Fund, confirmed an allocation of £1.4m for the 2021/22 financial year, of which £300k will be used to fund Home Repairs Assistance Grants. In addition, the Capital Programme includes further DFG expenditure of £2.5m to be financed from allocations carried forward from previous financial years. This carry forward has arisen due to delays in the DFG processing system which are outside of the council's control and is reflected across all other districts within Derbyshire. The council is working closely with DCC to resolve the issue.

4.5 Capital Financing

4.5.1 Financing Resources – The main sources of capital finance and how they are being used to fund the current Capital Programme are shown in Appendix A and summarised below:

- **Borrowing** – capital expenditure can be financed from borrowing provided the borrowing is deemed value for money and meets the criteria set out in the Prudential Code i.e., affordable, prudent and sustainable. The current Capital Programme includes borrowing that the Council has previously approved of £36.2m. In addition, a further £4.0m of borrowing will be required in 2024/25. This is due to the ongoing challenges of identifying and realising capital receipts and the need for the council to match fund investment from other sources, primarily in the Stephenson Memorial Hall project.
- **Grants and contributions** – External funds that are either provided by the Government and ring-fenced for specific activities or secured from other sources to deliver specific projects. Grant funding, of

£38.7m, is a significant element of how the General Fund Capital Programme is resourced. Further details are set out below:

- 2021/22 - £5.9m in total including £1.8m DFG's, £796k Business Rates Growth grant, £1.5m Green Homes grants, £825k Levelling Up Fund funding, £368k Safer Streets grant, £453k Staveley Town Deal grant and a number of other grants and contributions towards play area schemes.
- 2022/23 - £9.3m in total including £2.7m Levelling Up Fund funding, £3.7m Staveley Town Deal grant and £2.8m DFG's including underspends from previous financial years.
- 2023/24 - £14.5m in total including £10.6m Levelling Up Fund funding, £3.1m Staveley Town Deal grant and £0.8m DFG's.
- 2024/25 - £7.9m in total including £5.8m Levelling Up Fund funding, £1.3m Staveley Town Deal grant and £0.8m DFG's.
- 2025/26 - £1.1m in total including £0.3m Staveley Town Deal grant and £0.8m DFG's
- **Reserves** - contributions from earmarked reserves towards vehicle and plant replacements and match funding contributions towards other grant funded schemes.

4.5.2 Capital Receipts Flexibility – the general rule is that capital receipts can only be used either to repay debt or to finance new capital expenditure. However, in the Local Government Grant Settlement 2015 the Government included a new flexibility to allow the use of capital receipts from 1st April 2016 and 31st March 2019 and then again from 1st April 2019 to 31st March 2022 to fund revenue expenditure, provided that the expenditure is on transformation projects which are designed to deliver on-going savings. The Government has indicated that this flexibility will be extended for a further three years through to 31st March 2025.

4.5.3 To take advantage of this flexibility, the full Council must first approve a strategy setting out details of any projects to be funded in this manner, the level of revenue savings expected and the impact of the use of such receipts on our prudential indicators. All spend would have to be incurred by 31st March 2025.

4.5.4 The council is currently using capital receipts flexibility to fund part of the ICT Transformation programme. A further £1.1m of capital receipts

received in 2020/21 have also been set aside to fund the council's Organisational Development (OD) programme.

Further information on the emerging OD programme can be found in the 2022/23 general Fund Revenue Budget and Medium-Term Financial Plan report.

4.5.5 Capital receipts – These are only included once potential disposals have been identified and the assets concerned are being actively marketed. When identifying potential assets for disposal, priority is given to disposing of land and property that are surplus to requirements and/or from which the council is unable to achieve a reliable and sustainable revenue stream.

The capital receipts included in the Programme at Appendix A are:

- 2021-22 – this mainly comprises the receipt in respect of land at Sheffield Road. Total forecast receipts for 2021/22 are £0.5m.
- 2022-23 – receipts of £1.6m have been assumed.
- 2023/24 – receipts of £1.5m have been assumed.
- 2024/25 – receipts of £1.5m have been assumed.
- 2025/26 – receipts of £1.5m have been assumed.

4.5.6 Capital receipts forecasts are continually changing as delays are encountered on some disposals whilst opportunities arise to accelerate others.

4.6 Net Financing Position and Revenue Implications

4.6.1 The funding surpluses / (deficits) for each of the financial years covered by the updated Capital Programme are summarised in the table below:

	2021/22	2022/23	2023/24	2024/25	2025/26
In year surplus/(deficit)	0	22	371	(393)	1,425

- 2021/22 – an in-year break even position is forecast based on a prudent level of capital receipts (£0.5m) and prudential borrowing of £36.9m.

- 2022/23 – an in- year surplus of 22k is forecast based on a prudent level of capital receipts (£1.6m).
- 2023/24 – an in- year surplus of £371k is forecast based on a prudent level of capital receipts (£1.5m).
- 2024/25 – an in-year deficit of £393k is forecast after assuming capital receipts of £1.5m and prudential borrowing of £3.3m.
- 2025/26 – an in-year surplus of £1,425m is forecast based on a prudent level of capital receipts (£1.5m).

4.6.2 All capital expenditure which is not financed through grants, capital receipts or revenue contributions will need to be financed over time by making a Minimum Revenue Provision (MRP). A MRP is a revenue cost to the General Fund budget.

4.6.3 MRP contributions generally commence from the financial year after the asset becomes operational. The additional MRP required in respect of the Stephenson Memorial Hall project will commence in 2024/25.

4.6.4 The revenue implications for the General Fund budget of any additional MRP are considered before schemes are included in the Capital Programme.

4.6.5 Further information on matters relating to the MRP can be found in the Treasury Management Strategy Report 2022/23.

4.6.6 Starts on any scheme to be included in the Capital Programme will not be made until the council's Cabinet has approved the detailed business case.

5 Alternative options

5.1 The option exists to decommission one or more of the schemes included within the proposed Capital Programme. However, this is not recommended on the basis that all align with Council Plan 2019-23 priorities and sources of funding have been identified to support delivery.

6 Implications for consideration – Council Plan

6.1 The relationship of schemes to the Council Plan priorities are considered in detail at the individual project appraisal stage.

7 Implications for consideration – Financial and value for money

7.1 The financial and value for money implications of the council’s capital Programme are considered in section 4.

8 Implications for consideration – Legal

8.1 There is a legal requirement for the Council to set a balanced budget before the start of each financial year. The recommended Capital Programme does not fetter the council’s ability to comply with this legal obligation.

9 Implications for consideration – Human resources

9.1 There are no human resource implications arising from this report.

10 Implications for consideration – Risk management

10.1 The risks relating to the overall Capital Programme are set out in the table below. For individual capital schemes the risks are considered in detail at the project appraisal stage.

Description of the Risk	Current Risk		Mitigating Action	Target Risk	
	Impact	Likelihood		Impact	Likelihood
Overspends on schemes	Medium (3)	Possible (3)	Effective planning & monitoring	Medium (3)	Unlikely (2)
Slippage on schemes	Medium (3)	Likely (4)	Regular and effective monitoring	Medium (3)	Unlikely (2)
Capital receipts – disposals delayed or unable to complete	Very High (5)	Likely (4)	Control starts on uncommitted schemes until finance in place. Include only planned disposals in resources forecast.	High (4)	Possible (3)

			Borrow internally from reserves or take out short- term prudential borrowing.		
Reductions in Government Grants	High (4)	Possible (3)	Pursue other external funding options. Look to generate capital receipts.	Medium (3)	Possible (3)
Lack of capacity to deliver several major schemes / projects at the same time	High (4)	Likely (4)	Carefully manage the number of schemes and hence risks in play at any one time.	Medium (3)	Unlikely (2)
Ongoing Covid-19 Implications – Increased material costs, increased interest rates and the risk that pre-pandemic business case assumptions may not be realised.	High (4)	Likely (4)	Ensure adequate contingency sums included within business cases. Regular and effective monitoring.	Medium (3)	Possible (3)
Exempt VAT recovery – a number of current schemes / projects have exempt VAT implications.	V. High (5)	Possible (3)	Starts on schemes delayed until VAT issues resolved. In-year monitoring.	V. High (5)	Unlikely (2)

			VAT planning for several years ahead.		
			Obtain expert external advice.		

11 Implications for consideration – Community wellbeing

11.1 Although there are no direct community wellbeing implications to consider in this report, the ability for the council to appropriately manage and fund its Capital Programme is critical to the continued delivery of the full range of council facilities and services, with many targeted at supporting community wellbeing across the borough.

12 Implications for consideration – Economy and skills

12.1 Although there are no direct economy and skills implications to consider in this report, the ability for the council to appropriately manage and fund its Capital Programme is critical to the continued delivery of the full range of council facilities and services, with many targeted at supporting the economy and the skills and employability of the borough's population.

13 Implications for consideration – Climate Change

13.1 Individual climate change impact assessments are not required for the overall Capital Programme. These are included at the individual project appraisal stage. prior to inclusion in the Capital Programme and will differ from scheme to scheme.

14 Implications for consideration – Equality and diversity

14.1 Individual equality and diversity impact assessments are not required for the overall Capital Programme. These are included at the individual project appraisal stage prior to inclusion in the Capital Programme and will differ from scheme to scheme.

Decision information

Key decision number	1081
Wards affected	All

Document information

Report author	Contact number/email
Karen Ludditt	01246 936276 Karen.ludditt@chesterfield.gov.uk
Appendices to the report	
Appendix A	Capital Programme 2022/23

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For publication

2022/23 Budget and Medium-Term Financial Plan

Meeting:	Council
Date:	23rd February 2022
Cabinet portfolio:	Leader of the Council
Directorate:	Finance

1.0 Purpose of report

1.1 To consider the General Fund revenue budget report for the financial year 2022/23 and the medium term 2023/24 to 2025/26 and to make recommendations to full Council on the budget allocations and Council Tax level.

2.0 Recommendations

2.1 Notes the updated forecast outturn for 2021/22 which presents a small surplus **(section 4.9)**.

2.2 Notes that any under spend in respect of 2021/22 is used to supplement the Budget Risk reserve **(section 4.10)**.

2.3 Approves the overall revenue budget summary for 2022/23 **(Appendix A)**.

2.4 Approves the 2022/23 Council Tax Requirement and financing **(Appendix D)**.

2.5 Increases the Council's share of Council Tax for properties in each band, **£5** increase for a Band 'D' property, in 2022/23 to **£179.89 (section 4.46)**.

2.6 Notes that all Band A to D Council Taxpayers will receive a payment of **£150.00** towards the cost of their Council Tax bills and that a discretionary amount of funding will also be available to support some Council Taxpayers living in Band E to H properties, for which the details of the scheme are yet to be finalised **(sections 4.51 and 4.52)**.

- 2.7 Approves the Local Council Tax Support scheme which remains unchanged for 2022/23 (**section 4.50**).
- 2.8 Approves the use of the capital receipts flexibility to fund the costs of the Organisational Development programme, subject to finalising the terms of the OD programme (**section 4.58**).
- 2.9 Notes the Collection Fund and the Tax Base forecasts (**sections 4.48 and 4.49**).
- 2.10 Notes the financial projections in the Medium-Term Financial Plan (MTFP) for 2023/24 to 2025/26 (**section 4.53**).
- 2.11 Approves the estimates of reserves including maintaining the General Working Balance at **£1.5m (sections 4.63- 4.65 and Appendix B)**
- 2.12 Approve the extension to the scope of the Service Redesign Reserve to support future service improvements promoted through the Organisational Development programme (**section 4.60**).
- 2.13 Notes the budget risks and sensitivity analysis (**Appendix C**) and the Chief Finance Officer's assurances (**sections 4.66 – 4.78**).

3.0 Reasons for recommendations

- 3.1 For the Council to meet the statutory requirements relating to setting the General Fund revenue budget and the level of Council Tax for 2022/23.

4.0 Report Details

This report is due to be considered by Cabinet at its meeting on 22 February, 2022 where it is recommended that the report be supported and referred to Council for approval

Background

- 4.1 This report covers the General Fund revenue budget and is one part of a suite of budget reports which together make up the Medium-Term Financial Plan (MTFP). The other budget related reports include the Housing Revenue Account (HRA) Budget, HRA Capital Programme, General Fund Capital Programme and Treasury Management reports.

- 4.2 The General Fund includes all revenue income and expenditure, including day to day running costs, financed from Council Tax, Business Rates, government grants and fees and charges. It excludes any income and costs related to council housing.
- 4.3 The MTFP has been produced against the backdrop of the ongoing Covid-19 pandemic and supports the Council in setting out new ways of working. The Council is committed to making the changes needed in response to the costs of Covid-19 and demand on local services, and to maintain the stability of services needed in extremely difficult circumstances by the careful management of the Council's finances and the strengthening of financial resilience. The ambition of the Council remains consistent in producing a robust MTFP that demonstrates financial sustainability.
- 4.4 The first draft of the MTFP was presented to Cabinet in December and at that point some elements of the budget were still to be confirmed. Several government policy announcements and decisions were still awaited that created significant uncertainty over forecasting the level of resources over the medium term. The 2022/23 budget was unbalanced at that stage.
- 4.5 As part of the Local Government Finance Settlement (LGFS), published on 7 February 2022, the Government confirmed 2022/23 grant funding. As a result, the Council has been allocated additional funding over and above the level prudently assumed within the first draft. The final Settlement has confirmed funding for one year only and has not projected indicative numbers for the remainder of the spending review period. Priority in the Settlement was 'stability in the immediate term' as the pandemic continues to bring challenges and associated financial pressures on councils. Further details of the allocations are set out later in this report.

Policy & Financial Planning Framework

- 4.6 The 2022/23 budget is based on the need to find deliverable cost reductions and additional income to set a balanced budget. The budget is aligned to the delivery of the Council Plan and the strategic principles, set out below, aim to establish a framework for aligning the revenue and capital spending proposals with the Council's strategic priorities:
- That the Council will set a budget that is balanced and sustainable over the medium term that is policy led and aligned with the Council Plan.

- That the Council's medium and long-term financial health is built on solid foundations.
- That risks are identified and managed effectively, and an adequate level of reserves maintained in line with the risks and to protect service delivery.
- That income streams from fees and charges are maximised and increased, where appropriate, based on an assessment of market conditions.
- That, where possible, efficiencies are delivered through organisational development and service transformation.

2021/22 Forecast Outturn

- 4.7 The Council approved the original budget for 2021/22 on 24 February 2021 with a forecast deficit of **£188k**. It was also agreed that the Council Tax be increased by £5 to £174.89 for a Band 'D' property.
- 4.8 The monitoring reports throughout the financial year have set out the impact the coronavirus pandemic has continued to have on the Council's financial position. Income from fees and charges, for sports centres, venues, and car parking, is forecast to be **£1.757m** lower than that forecast in the original estimates. Although the Covid19 Sales, Fees and Charges Compensation Scheme was extended until 30 June 2021, it fell significantly short of compensating for lost income. The scheme only allows for 75% of lost income to be claimed after applying a 5% deductible charge based on the approved budget for 2020/21.
- 4.9 The Council has been committed to delivering services within its approved budget and has been working collectively through budget managers to agree clear, robust, and immediate management action plans to address any adverse forecasts. Measures have included the review of non-essential spending, maximising grant opportunities, appropriate charging to other funds and general efficiencies. The latest forecast for 2021/22 shows a small surplus of **£128k**.
- 4.10 Strict budgetary control will continue to the end of the financial year and any surplus at outturn will be used to supplement the Budget Risk reserve.

Settlement Funding

- 4.11 The Local Government Finance Settlement was published on 7 February 2022 and provided further detail to the announcements made in the Spending Review 2021.
- 4.12 To prioritise certainty and stability for 2022/23, the Government has opted for another one year rather than a multiyear settlement. This is the fourth one-year settlement for councils and continues to hamper the ability of councils to undertake effective financial planning and ensure financial sustainability.
- 4.13 The announcement reflected a net increase of **£1.279m** in settlement funding over and above that assumed in the first draft of the budget. The following paragraphs set out the allocations of government funding for 2022/23 and the assumptions we have had to make for future financial years in the absence of further information.
- 4.14 Revenue Support Grant - Authorities will continue to receive Revenue Support grant (RSG) and this has been confirmed at **£458k** for 2022/23. In the absence of further information, our working assumption is that this will continue in some form for the life of the MTFP.
- 4.15 Lower Tier Service Grant - This grant was introduced in 2021/22 to provide damping to authorities with cash-terms reductions in Core Spending Power. We had assumed no further allocation for 2022/23 but this has now been confirmed at **£154k**. Nothing has been included for future financial years.
- 4.16 Service Grant - This is a new, one-off, grant for 2022/23 only and the allocation for Chesterfield has been confirmed as **£233k**. It has been provided in recognition of the vital services delivered by local government and includes funding to cover the increase in employer National Insurance Contributions. The Government has stated a clear intention for this grant to be one-off for 2022/23 but intends to work closely with local government on how to best use this funding from 2023/24 onwards. Nothing has been included for future financial years.
- 4.17 New Homes Bonus (NHB) – The scheme was first introduced in 2011/12 to help address the national housing shortage. The scheme was designed to reward those authorities that increased their housing stock either through new build or by bringing empty properties back into use. Historically, this source of funding has been relatively low for Chesterfield.
- 4.18 A consultation was launched after the 2021/22 settlement on the future of NHB and it was expected that this funding would not continue in its

current form, as such, no additional assumption for funding from this source had been included in the first draft of the budget. The Settlement has confirmed a delay to the abolition of this funding and a new allocation for the Council, of **£434k**, based on the numbers of net additional homes delivered, has been confirmed for 2022/23. The Secretary of State for Department for Levelling Up, Housing and Communities (DLUHC) has stated that the Government's response to the consultation will be published in early 2022. Nothing has been included for future financial years.

- 4.19 Council Tax Referendum Threshold - The Settlement has confirmed referendum levels for 2022/23. District Councils are permitted to increase their share of the Council Tax by the greater of up to 1.99% or £5 without triggering the need to hold a referendum. It is important to note that the Government assumes in the Core Spending Power calculation that councils will increase Council Tax at the maximum allowed level. If the Council, therefore, does not implement at the maximum level, then its spending power would be reduced going forward with no funding from government to mitigate this.

Business Rates

- 4.20 The estimate of business rates income for 2022/23 was approved by the Employment & General Committee on 24th January 2022. The estimated level of business rates income is **£36.0m** and the Council's 40% share **£14.415m**. Under the retained Business Rates system any authority whose Business Rates income is more than their initial 'baseline' funding level, as is the case for Chesterfield, will pay the balance in the form of a tariff to the Government and this is used to fund other local authorities where their Business Rates are disproportionately low. The final estimate of business rates income, after the tariff payment to the Government, is **£5.102m** for 2022/23.
- 4.21 The business rates baseline was due to be reset in 2022/23, however this has been delayed until at least 2023/24. The current business rates system allows councils to retain a proportion of the growth in the local business rates tax base, however this will be lost during any baseline resetting exercise. The proposed reset represents a significant funding risk to the Council that hinders its ability to plan over the Medium Term.
- 4.22 To help mitigate against these losses we have assumed no further growth in business rates income after the financial year 2022/23.

- 4.23 Chesterfield is a member of the Derbyshire Business Rates Pool and the MTFP assumes a return of **£300k** from the pool in all financial years.
- 4.24 The Covid-19 pandemic continues to have a significant impact on 2021/22 business rates income through revaluations, other changes to the rating list and a reduction in collection rates. Additional provision of **£849k** has been made in relation to these elements.
- 4.25 Each financial year we are required to calculate the surplus/deficit on the business rates element of the Collection Fund. Due to in-year changes in the business rates relief scheme and the timing of government announcements, a deficit of £7.05m is forecast at the end of March 2022. The Council's share is **£2.8m** and this has been included in the MTFP.
- 4.26 The Government, however, has provided compensation to local authorities to mitigate the impact of this in the form of a Section 31 grant in 2021/22 and this grant has been transferred to the business rates reserve to help reduce the deficit on the Collection Fund in 2022/23. The Business Rates reserve has also been utilised to smooth the impact on the MTFP over the next 2 financial years.
- 4.27 Markham Vale Enterprise Zone - Annual business rates generated from the Enterprise Zone can be retained by the Council for a period of 25 years after the formation of the Zone. The Council is estimated to receive **£1.9m** in 2022/23 and for all years of the MTFP. In December 2019 the Council gave approval as part of a report on Business Rates policy for Markham Vale Enterprise Zone for three key programme areas for investment: key projects delivery, economic growth activities, and skills activities; and that the funding should be particularly targeted at unlocking and accelerating key developments and sites and delivering better outcomes for local communities.

Fair Funding Review

- 4.28 There are now very strong expectations that changes to local government funding will be implemented in 2023/24. These reforms have been delayed from 2019 due to Brexit and the pandemic. A consultation on potential reforms is expected in the Spring of 2022, the scope of which is still unclear, and this was reflected in the one-year finance settlement. This means that funding levels over the medium term continue to remain speculative beyond the next financial year.

Budget 2022/23 and Updated Medium Term Plans

- 4.29 The first draft of the budget was presented to Cabinet on 14 December and the report set out gaps of **£584k** in 2022/23 rising to **£992k** in 2025/26. This section provides an update to the first draft of the budget and reflects the latest assumptions, government announcements and final settlement.
- 4.30 The budget has been constructed in accordance with the budget principles and is **balanced for the first 2 financial years** with an expectation that savings delivered through the Council's emerging Organisational Development Programme will play a key role in balancing the latter 2 financial years of the MTFP. The budget has been risk assessed and reflects the current Council Plan 2019-23 priorities.
- 4.31 The approved budget for 2021/22 included approved savings proposals for future years; these have been reviewed and Table 1 sets out the savings proposals that remain included in the 2022/23 to 2025/26 proposals. This includes savings of **£660k** in 2022/23, the most significant of which is the saving to be delivered through the ICT improvement programme. The delivery of these savings is actively monitored to ensure cashable, ongoing savings are achieved.

Table 1: Approved Savings Proposals (cumulative)

Approved Savings	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Vat cultural exemption from venues	(100)	(103)	(106)	(109)
Procurement	(116)	(118)	(120)	(122)
ICT Savings (balance)	(444)	(631)	(815)	(830)
Total	(660)	(852)	(1,041)	(1,061)

Cost Pressures

- 4.32 The first draft of the budget identified new cost pressures of **£1.6m** in 2022/23 rising to **£1.7m** by 2025/26. The details are set out in Table 2 below.

Table 2: New Cost Pressures				
Cost Pressure	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Recycling Contract	886	904	922	941
Vicar Lane Shopping Centre	142	142	142	142
Reduced Fees and Charges (Sports)	240	0	0	0
Additional Pay inflation	132	129	142	142
Removal of redundancy savings	200	300	400	500
Total Cost Pressures	1,600	1,475	1,606	1,725

4.33 Recycling Contract - Additional costs following the existing contractor entering administration and appointment of an alternative provider of this service.

4.34 Vicar Lane Shopping Centre – Reduced rental income.

4.35 Additional Pay Inflation - the original budget assumed a pay award of **1%** for 2021/22 and **2%** across all years of the MTFP. At the time of writing the report the national pay offer for 2021/22 has yet to be agreed. The additional sums reflect the impact of a potential additional pay offer of up to **1.75%** in 2021/22.

4.36 Reduced Fees and Charges - the medium-term forecast assumes that levels of expenditure and income will return to normal from 2022/23 except for sports centre income which we anticipate will take one year longer to recover.

4.37 Removal of Voluntary Redundancy Savings – the original budget included a voluntary redundancy target saving of **£200k** rising to **£500k** in 2025/26. This saving has been removed as it is unlikely to be achieved in addition to the voluntary redundancy/voluntary early retirement savings that are being delivered through the ICT improvement programme and the yet to be approved Organisation Development programme.

Other Adjustments

4.38 There are several other adjustments that have been made to the base estimate and these are set out in table 3 below:

Table 3: Other Adjustments				
Other Adjustments	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Pavements Shopping Centre (net)	(592)	(584)	(577)	(569)
Other movements @ December	115	123	(19)	(26)
Further movements	13	29	46	8
Housing Reshape (net cost) - Strategic and Statutory Housing Functions	44	45	47	48
Total	(420)	(387)	(503)	(539)

4.39 Pavements Shopping Centre – the buyout of the superior landlord’s interest in the Pavements Shopping Centre was legally completed on 7 July 2021. This will achieve a budget saving of **£723k** in 21/22. The position will change in future financial years as the saving to the Council of not having to meet the contractual annual minimum rent payment of **£963k** will be offset by the annual cost of borrowing to fund the acquisition of **c£380k**.

4.40 Other net movements- this includes the impact of changes in budget assumptions, for example on CPI/RPI rates, which inevitably change from one budget cycle to the next.

4.41 Further net movements are those budget changes which have taken place to finalise the budget and include a contribution from reserves to fund the tier 4 posts through 2023/24, updated income projections and funding assumptions.

4.42 The Housing Directorate Reshape sets out the rational and vision for reshaping the Directorate in a phased approach. It establishes a new staffing structure and ways of working that provide leadership, operational capacity to deliver cohesive proactive customer focused services. The additional cost is for the provision of key statutory functions including homelessness and private sector housing which are General Fund Services.

Savings and Efficiency Proposals

4.43 The first draft of the budget set out several new savings and efficiency proposals to address the budget gaps and these are set out below. Some of these proposals are one off and, as such, will fall out in future financial years. A one-off ICT saving, linked to bringing forward savings as part of a service re-shape in revenues and benefits service, has been removed from 2022/23 due to the additional work now being undertaken in relation to the distribution of rates reliefs and small business grants to businesses.

Table 4: Savings and Efficiency Proposals				
Proposal	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Crematorium Surplus	(110)	(55)	(55)	(55)
Local Government Boundary Review	0	(49)	(49)	(49)
Posts charged to Economic Development activity	(40)	(40)	(40)	(5)
Flexible use of capital receipts to fund business transformation	(117)	(119)	(121)	0
Economic Development Costs funded from Markham Vale Business Rates Retention Reserve	(55)	(55)	(55)	0
Review of funding for Events and Festivals	(100)	(100)	(100)	(100)
Recharging running costs of depot to HRA	(40)	(40)	(40)	(40)
Organisational Development Initial Proposals				
• Review of sports centre customer service offer	0	(30)	(30)	(30)
• Review of the provision of the Visitor Information Service	(15)	(40)	(40)	(40)
Total proposals	(477)	(528)	(530)	(319)

4.44 Further details relating to the new proposals are set out below:

- **Surplus on Crematorium** – additional fees and charges income from the crematorium and a one-off allocation from the Crematorium Reserve following a review of the adequacy of reserves.
- **Local Government Boundary Review** – reduction in costs associated with the number of councillors falling from 48 to 40 from May 2023 based on the outcome of the review.
- **Effective and appropriate charging of General Fund revenue activities** – This includes the use of Enterprise Zone funds to fund economic development activity, ensuring the Housing Revenue Account (HRA) is appropriately charged for asset use i.e., Depot and, flexible use of capital receipts to fund transformation activity. This is subject to the confirmation of the previously announced capital receipts flexibility being extended to 2024/25. £117k contribution from the Budget Risk reserve will be required in 2022/23 to offset this saving if the flexibility is not extended.

- **Organisational Development Initial Proposals**
 - **Review of the provision of the Visitor Information Service** – this proposal is informed by the draft Visitor Economy Strategy and our existing ICT improvement programme and aims to align service provision with customer needs and expectations. This proposal will be subject to further work and appropriate consultation.
 - **Review of Sports Centre customer service offer** – this proposal is aligned with the customer relationship management changes that will be made through the implementation of a new leisure management system (Gladstone) which will offer enhanced end to end customer experience.

Council Tax & Collection Fund

4.45 The overall Council Tax base for 2022/23 has been calculated and set at 29,858, an increase of just over 2% from 2021/22. This provides an additional **£79k** pa for the MTFP. The Tax Base provides an estimate of how much each £1 of Council Tax would raise and is expressed in terms of an equivalent number of Band 'D' dwellings in the borough. The Employment and General Committee approved the Tax Base on 24th January 2022 as set out in Table 5. The MTFP assumes 0.5% growth for future financial years.

Table 5: Tax Base – number of band 'D' equivalent properties				
Area	2021/22	2022/23	Increase / (Decrease)	
			No.	%
Brimington Parish	2,408.75	2,405.15	(3.60)	(0.1)
Staveley Town	4,243.38	4,378.04	134.66	3.2
Chesterfield Area	22,616.83	23,074.93	458.10	2.0
Total	29,268.96	29,858.12	589.16	2.0

4.46 To help maintain and protect current levels of service provision the budget forecasts assume a Council Tax increase of £5 in line with the referendum limit set by the Government. The referendum threshold was confirmed by government as part of the Local Government Financial Settlement. The limit for 2022/23 has been set at 1.99% but with an additional concession for district councils, which allows them to increase their Council Tax by a maximum of £5 or 1.99%, whichever is the higher.

The £5 increase is equivalent to an increase of 2.86% and would have the following impact on local taxpayers:

- For a Band 'A' property (more than half the properties in the Borough), the increase is equivalent to an extra **£3.33** per annum or **6.4** pence per week
- For a Band 'D' property, the increase is equivalent to an extra **£5.00** per annum or **9.6** pence per week

- 4.47 A £5 Council Tax increase will contribute an additional **£149k** per annum to be invested in local service provision. The Council's share of the overall Council Tax bill is approximately 10%.
- 4.48 Collection Fund Balance – The estimated year-end balance is a surplus of £600k, as reported to Cabinet on 18th January 2022. This surplus is shared amongst the major precepting authorities; the Borough's share is **£60,490** (10.08%).
- 4.49 The forecast position last financial year was for an increase in the level of arrears due to the impact of the pandemic on household's disposable income. To help spread the impact of the deficits the Government announced legislation to enable the 2020/21 deficits to be repaid over three financial years. The MTFP therefore includes the second year's share of the 2020/21 Council Tax Collection Fund deficit of **£22,383**.
- 4.50 Local Council Tax Support Scheme - Since 2013/14, the Council has operated a local scheme which requires property occupiers of working age to pay at least the first 8.5% of the Council Tax liability for their property. The 'taper', i.e., the rate at which support is withdrawn as income increases, is set at 20%. Those of pensionable age continue to receive up to 100% support. The scheme is to remain unchanged for 2022/23. The Council Tax Rebate of £150 for all properties in Bands A to D detailed in paragraph 4.51, will not be included in the calculation of disposable income for assessment of eligibility for Local Council Tax Support. The Council will continue to work with individuals and the local advice agencies to ensure that those experiencing difficulties paying their Council Tax bills will receive appropriate advice and support.
- 4.51 Council Tax Rebate - On 3 February, in response to increasing energy costs, the Government announced that properties in Bands A to D would be eligible for a **£150** payment towards their Council Tax bills in April 2022. Full details of how the payment will be administered are awaited from the Government. It is however known that payments will be made outside the council tax system and will not affect either Council Tax setting, the Local

Council Tax Support Scheme or the Collection Fund. The Government has also stated that local authorities would be refunded for the cost of the rebate, plus funding to help with the administrative costs.

- 4.52 In addition, **£144m** of funding is being provided to local authorities nationally to provide support to eligible households living in Band E- H properties. The level of the Council's allocation is yet to be confirmed.

Balancing the budget

- 4.53 Table 6 sets out the latest budget position, taking account of the original budget estimates from February 2021 and all the changes referenced in this report. The first two financial years of the MTFP are balanced but there are gaps still to be closed in years 3 and 4. It is however recognised that the yet to be finalised savings which are to be delivered through the Council's emerging Organisational Development programme will play a key role in covering these gaps.

Gap	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Existing MTFP gaps @ Feb 2021	12	292	77	181
New Cost Pressures	1,600	1,475	1,606	1,725
Other adjustments	(420)	(387)	(503)	(539)
Savings and Efficiency Proposals	(477)	(528)	(530)	(319)
Business rates reserve	749	(267)	0	0
Council Tax base and increase	(185)	(127)	(131)	(137)
Impact of LGFS	(1,279)	(458)	(458)	(458)
Budget Gaps	0	0	61	453

- 4.54 The Organisational Development (OD) Strategy has been adopted with the aim of achieving "a joined-up approach to aligning resources, working practices and performance with the strategic ambition of the Council; shaping capability and culture to enable resilient delivery of our priorities". This approach will support the development of our MTFP.
- 4.55 Work is now underway to finalise the OD Programme to give effect to the Strategy. Preliminary analysis suggests that further savings will be achievable, more significantly in the latter years of the MTFP, estimated at up to **c£800k** by 2025/26 for projects in development. It is however, only when detailed business cases have been completed that savings from these projects will be included within the MTFP.

- 4.56 It is envisaged that additional investment will be required to support the delivery of the OD Programme and further work is ongoing to identify the level and nature of resources required.
- 4.57 All project proposals will be assessed against a clear set of design principles that describe the way the Council will operate in the future, to ensure they produce any forecast savings, continue to modernise the operation of the Council, and deliver better facilities and services and outcomes for our communities.
- 4.58 Subject to confirmation by the Government, the Council intends to utilise capital receipts flexibility to part fund the OD Programme, the principles of which were approved by Council on 28th April 2021. At this stage, **£500k** will be ringfenced to fund programme support and pump priming to ensure that we have the appropriate skills and resources to deliver change. The use of £357k of this funding flexibility is proposed to be allocated against existing dedicated business transformation staff resources, who will support the delivery of the OD programme. The Council's flexible use of capital receipts to fund transformation projects will continue to be subject to development and approval of robust business cases. The business cases will need to demonstrate that: the initiative will transform services, generate future savings or reduce future costs, and the costs being funded are implementation or set up costs and not on-going operational costs. Drawdown will be subject to Cabinet approval. Further details in relation to the flexible use of capital receipts are set out in section **4.61**.
- 4.59 A separate report will be presented to a future Cabinet, setting out the approach that the Council will take to the delivery of the OD Programme, including the proposed governance arrangements, the development and design principles, the aims, objectives and forecast outcomes for the strategic delivery areas and details of the initial projects to be brought forward within the programme.
- 4.60 Service Improvements and Redesign – The OD programme is part of the process of changing the Council's approach to service delivery by focusing on the outcomes that we are seeking to achieve and undertaking the essential service redesign to ensure that these are achieved in a more effective and efficient manner. Whilst the Programme will inevitably focus on cost reduction and achieving value for money, there are other service outcomes that are equally important. The service redesign reserve was initially set up to support ICT improvements as part of the ICT programme. It is recommended that the scope of this reserve is extended

to support future service improvements promoted through the OD programme.

Flexible Use of Capital Receipts Strategy

- 4.61 As part of the November 2015 Spending Review, the Government announced that it would introduce flexibility for local authorities to use capital receipts from the sale of non-housing assets to fund the revenue costs of service reform and transformation on condition that these activities would generate ongoing savings to an authority's net service expenditure. Guidance on the use of this flexibility was issued in March 2016 which applied to the financial years 2016/17 to 2018/19. In December 2017 the Government confirmed that this flexibility would be extended for a further three years to 31st March 2022 and in December 2020 announced a possible further extension to March 2025.
- 4.62 The Government has also provided a definition of expenditure which qualifies to be funded from capital receipts. This is:

“Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners. Within this definition, it is for individual local authorities to decide whether or not a project qualifies for the flexibility.”

Reserves

- 4.63 General Fund Balance - The General Fund working balance has been set at **£1.5m**, equivalent to **c17%** of the Council's budget requirement, and has been informed by the detailed risk assessment undertaken as part of the budget process. The on-going financial risks associated with the impact of Covid19 on the Council's financial position, the business rates retention scheme and other funding sources would suggest that it imprudent to consider reducing this amount. Details of the updated assessment of financial risks and uncertainties is provided in **Appendix C**.
- 4.64 Earmarked Reserves - In addition to the General Working Balance the Council maintains several other reserves. Earmarked reserves, by their very nature, are set aside and committed for specific purposes, such as property repairs and vehicle & plant replacements.

4.65 Table 7 below shows a summary projection of the General Fund Reserves at 1 April 2022. The summary of useable reserves excludes the General Working Balance of **£1.5m**, S106 and Community Infrastructure sums.

Table 7: Updated reserves	
Type	Balance @ April 2022 £000
Budget Risk Reserve	1,355
Business Rates Reserve	4,418
Insurance Reserve/ Provision	923
Repairs and Maintenance - various	1,691
Enterprise Zone Business Rates	852
Service Redesign/ service improvement	765
Other - various	1,640
Total Reserves	11,644

Risks and Uncertainties

4.66 The budget estimates are based on the best available information but inevitably there is a degree of risk and uncertainty in some of the assumptions made. Details of the most significant risks and uncertainties are provided in **Appendix C** and set out below:

- Inflation - CPI Inflation rose to above 3% from September 2021 and the increase is expected to persist to the end of the 2021/22 financial year, driven largely by energy and goods prices. This will impact on Council budgets in the form of higher operational costs, and potentially lower income as households face 'cost of living' pressures.
- Covid-19 Pandemic - the scarring costs include increased demands on services and loss of income e.g., Business Rates and Council Tax collection.
- Revenue implications of capital schemes - a refresh of business cases relating to the council's growth agenda will be needed to assess the impact of the pandemic on pre-pandemic forecasts e.g., the financing costs of borrowing.
- The Government's Fair Funding Review (review of relative needs and resources)
- The planned Business Rates baseline reset in 2023/24
- The level and nature of Business Rates appeals/valuation changes

- Impact of the recent Levelling up White Paper and any emerging devolution framework
- Non achievement of savings plans i.e., ICT Improvement Programme and other savings action plans
- The Government's flexible use of capital receipts policy currently ends in March 2022 but is expected to be extended.
- Financing the 10-year property maintenance programme – A new Asset Management Plan with up-to-date condition survey is currently being drafted
- Fully funding the next iteration of the climate change strategy and action plan

Financial Stability and Resilience

- 4.67 The Local Government Act 2003 (section 25) requires the Chief Financial Officer (CFO) to report on the robustness of estimates and the adequacy of financial reserves when the statutory calculations to determine the Council Tax are reported. The CFO is the officer responsible for administration of the Council's financial affairs for the purposes of Section 151 of the Local Government Act 1972.
- 4.68 Robustness of estimates – subject to the risks and uncertainties highlighted elsewhere in this report and in **Appendix C**, the CFO is satisfied that the estimates are based on the best available information and that procedures are in place to ensure the estimates are accurate and reliable. Budget responsibility is devolved to service managers supported by finance colleagues. A robust approach to risk management minimises the inherent risks and uncertainties in the forecasting process.
- 4.69 The Council recognises the importance of individual and collective accountability and requires managers to actively manage and monitor their budgets throughout the financial year and to undertake any required corrective action at the earliest opportunity.
- 4.70 Levels of reserves - details of the Council's reserves are provided in **sections 4.63 – 4.65** above and in **Appendix B**. The General Fund minimum working balance is being maintained at **£1.5m** to recognise the financial risks the Council currently faces particularly in relation to Business Rates income and the Council's continuing response to the Covid19 pandemic. The updated Budget Risk and Sensitivity Analysis in **Appendix C** also supports the General Fund minimum working balance being maintained at this level.

- 4.71 Housing Revenue Account reserves – The HRA budget is set out in a separate report to this Cabinet. The working balance levels allow sufficient monies for the funding of future years' Capital Programme, the repayment of the debt, as well as an amount of **£3.4m** as being the minimum required to cover unexpected events such as falling investment income or increased costs.
- 4.72 The Council's policy on the use of reserves remains to use earmarked reserves for their intended purposes and to defray any surplus reserves for investment in the Council's priorities and/or in improvement / transformation programmes which are designed to produce on-going revenue budget savings.
- 4.73 The Council's reserves are considered adequate for 2022/23. The position in future financial years will depend on the Council's success in delivering planned budget savings and its ability to apply surpluses to maintain and bolster the levels of both earmarked and unearmarked reserves.
- 4.74 Whilst legislation requires that the CFO comments on the robustness of estimates and the adequacy of reserves, good practice requires consideration of two further matters.
- 4.75 The Chartered Institute of Public Finance and Accountancy (CIPFA) has developed a **Financial Resilience Index** which is a comparative analytical tool to support good financial management. The index illustrates a range of measures associated with financial risk including levels of reserves as a proportion of the Council's overall budget.
- 4.76 CIPFA has also produced a **Financial Management Code** to support good financial management and demonstrate a local authority's financial sustainability, giving assurance that an authority is managing its resources effectively. Compliance with this Code will help strengthen the framework that surrounds the Council's financial decision making.
- 4.77 The Code is based on a set of principles supported by specific standards and statements which are considered necessary to help councils manage their finances in the short and medium term and demonstrate financial resilience to meet unforeseen demands on services and unexpected challenges in their financial circumstances.
- 4.78 Compliance with the Code is required for 2021/22. To demonstrate the Council's compliance with the Code, an audit of our procedures was undertaken by the Head of Internal Audit in January 2021. The audit

delivered a 'Substantial' assurance rating with just one medium priority recommendation made.

Consultation

4.79 The consultation meeting with the business ratepayers' representatives took place on 2nd February 2022. Issues discussed included current business rates relief schemes, the Council's administration of Covid19 business grant schemes, planned changes to the business rates system, the Council's budget forecasts and the Council's options with regards increasing Council Tax in the coming financial year.

Other Local Council Taxes

4.80 The special items to be added to the tax in **parished areas** are:

- **Staveley Town Council** – Band 'D' tax increased by 2.5% to £101.53 (£99.05 in 2021/22); &
- **Brimington Parish Council** – Band 'D' tax increased by 2.18% to £22.92 (£22.43 in 2021/22).

4.81 Derbyshire County Council resolved on 24th January 2022 to increase its Council Tax by 3.0% to £1,424.56 for a Band 'D' Taxpayer (£1,383.07 in 2021/22).

4.82 Derbyshire's Police & Crime Commissioner set the Constabulary's precept and Council Tax on 27th January 2022 – the Band 'D' tax will be £251.60, an increase of £10 (4.1%) (£241.60 in 2021/22).

4.83 The Derbyshire Fire and Rescue Authority set its precept and Council Tax on 10th February 2022 – the Band 'D' tax will be £80.84, an increase of 1.98% (£79.27 in 2021/22).

4.84 Details of the Council Taxes for each major preceptor and by each tax band are shown in **Appendix E** (to follow)

Calculation of Expenditure

4.85 The calculation of expenditure required under Section 32 of the Local Government Finance Act 1992 is shown at **Appendix D**.

5 Alternative options

- 5.1 There are other options in terms of increasing Council Tax by a lesser amount, but this would put pressure on already stretched Council resources. The Council is facing a number of future risks and uncertainties, and these are set out in the body of the report and within **section 4.66**. This is the fourth one-year settlement for councils and continues to hamper the ability to undertake effective financial planning and ensure financial sustainability.
- 5.2 A £5 Council Tax increase will contribute an additional **£149k** per annum to be invested in local service provision. Chesterfield is a relatively low tax-base council with most properties in band A and B. Any increase in Council Tax will raise less additional revenues than higher tax-base authorities.
- 5.3 It is important to note that the Government assumes in the Core Spending Power calculation that councils will increase Council Tax at the maximum allowed level. If the Council, therefore, does not implement at the maximum level, then its spending power would be reduced going forward with no funding from Government to mitigate this.

6 Implications for consideration – Council Plan

- 6.1 In preparing the budget estimates for the coming financial year and updating the MTFP, detailed consideration has been given to the need for the Council's finances to be at levels appropriate to enable the Council to deliver in full on the priorities and objectives that it has set itself for the remaining term of the Council Plan through March 2023.
- 6.2 The preparation of sustainable and balanced budgets over the medium term is also a key activity in contributing to delivery of the third Council Plan priority 'delivering value for money services.

7 Implications for consideration – Financial and value for money

- 7.1 The report in its entirety deals with financial and value for money implications.

8 Implications for consideration – Legal

- 8.1 It is a statutory requirement under Section 33 of the Local Government Finance Act 1992 for the Council to produce a balanced budget. Before setting the level of the Council Tax the Council must have agreed a

balanced budget, differentiated by services, which is sufficient to meet estimated revenue expenditure, levies, contingencies, any deficit estimate brought forward from previous financial years, and any amounts required to be transferred between funds. The Council Tax itself must be sufficient to cover the difference between the agreed budget less government grants credited to the income and expenditure account, and any other expenditure which must be met from the Collection Fund, less any surplus (or plus any deficit) brought forward from previous financial years.

9 Implications for consideration – Human resources

9.1 There are no human resource implications to consider in this report.

10 Implications for consideration – Risk management

10.1 There are a number of significant risks inherent in any budget forecasting exercise and these risks increase as the period covered increases. The most significant budget risks have already been referenced, in summary form, at **section 4.66** and a more detailed budget risks and sensitivity analysis is included at **Appendix C**.

11 Implications for consideration – community wellbeing

11.1 Although there are no direct community wellbeing implications to consider in this report, the ability for the Council to appropriately manage its day-to-day finances and to be able to achieve a balanced budget position is critical to the continued delivery of the full range of council services that are targeted at supporting community wellbeing across the borough.

12 Implications for consideration – Economy and skills

12.1 Although there are no direct economy and skills implications to consider in this report, the ability for the Council to appropriately manage its day-to-day finances and to be able to achieve a balanced budget position is critical to the continued delivery of the full range of council services that are targeted at supporting the economy and skills and employability across the borough.

13 Implications for consideration – Climate Change

13.1 Individual climate change impact assessments are not required for the budget process. These are included as part of the decision-making processes for specific spending options.

14 Implications for consideration – Equality and diversity

- 14.1 Individual equality and diversity impact assessments are not required for the budget process. These are included as part of the decision-making processes for specific spending options.

Decision information

Key decision number	1082
Wards affected	

Document information

Report author	Contact number/email
Theresa Channell	Theresa.channell@chesterfield.gov.uk
Background documents	
These are unpublished works which have been relied on to a material extent when the report was prepared.	
<i>This must be made available to the public for up to 4 years.</i>	
Appendices to the report	
Appendix A	General Fund Revenue Budget Summary
Appendix B	Reserves & Balances
Appendix C	Budget Risks & Sensitivity Analysis
Appendix D	Section 32 Statement
Appendix E	Council Taxes – marked to follow

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GENERAL FUND REVENUE ESTIMATES SUMMARY

	2022/23	2023/24	2024/25	2025/26
	Estimate	Estimate	Estimate	Estimate
	£	£	£	£
Leader of the Council	34,050	34,440	34,240	34,700
Deputy Leader of the Council	1,220,680	1,183,210	1,161,120	1,154,960
Cabinet Member for Economic Growth	(392,540)	(416,810)	(341,820)	(313,050)
Cabinet Member for Town Centre and Visitor Economy	21,220	224,720	54,430	5,300
Cabinet Member for Health and Wellbeing	8,818,890	8,496,040	8,499,220	8,539,820
Cabinet Member for Housing (GF)	882,630	902,020	994,450	1,019,170
Cabinet Member for Governance	2,635,680	2,855,170	2,776,160	2,816,310
Cabinet Member for Business Transformation	2,705,664	2,712,161	2,718,016	2,760,723
Portfolios Total	15,926,274	15,990,951	15,895,816	16,017,933
Crematorium surplus	(275,000)	(275,000)	(275,000)	(275,000)
ICT Digital Innovation Savings Target	(825,023)	(1,022,997)	(1,216,071)	(1,240,393)
ICT Digital Innovation Savings Achieved	380,820	391,840	400,730	409,880
Balanced Budget - Savings Plans	(693,253)	(749,093)	(756,053)	(550,700)
MHCLG Covid19 Grant	0	0	0	0
MHCLG Covid19 Sales, Fees and Charges Compensation	0	0	0	0
CJRS Grant	0	0	0	0
Local Council Tax Compensation Grant	0	0	0	0
Staff vacancy / attendance allowance	(250,000)	(250,000)	(250,000)	(250,000)
Total Service Expenditure	14,263,818	14,085,701	13,799,422	14,111,721
Interest & capital charges	(2,299,165)	(1,885,252)	(1,815,201)	(1,495,902)
Contrib to/(from) Digital Innovation Reserve	0	0	0	0
Contrib to/(from) Service Improve't Reserve	(124,280)	(36,000)	0	0
Contrib to/(from) Revenue Risk Reserve	(97,020)	0	0	0
Contrib to/(from) Earmarked Reserves	(711,997)	(753,178)	(528,432)	(532,744)
Contrib to/(from) Business Rate Reserve	(1,889,465)	(394,772)	(96,828)	(64,975)
Council tax support grants to parishes	6,611	0	0	0
Contribution to Vehicle & Plant Fund	106,000	106,000	106,000	106,000
Lower Tier Services grant	(154,329)	0	0	0
Services Grant	(232,562)	0	0	0
New Homes Bonus	(439,671)	0	0	0
Bad debt provision	50,000	25,000	25,000	25,000
Other Income	(30,500)	(30,500)	(30,500)	(30,500)
Surplus/(deficit) - savings target	(0)	(0)	(60,577)	(453,807)
NET EXPENDITURE	8,447,439	11,116,999	11,398,884	11,664,793
Total Savings Target	(1,137,456)	(1,380,250)	(1,631,971)	(1,835,020)
Financed By:				
RSG	457,937	457,937	457,937	457,937
Business Rates Baseline	3,373,521	3,457,859	3,544,306	3,632,913
Settlement Funding	3,831,458	3,915,796	4,002,243	4,090,850
Retained Business Rates	1,561,523	1,261,717	1,293,260	1,325,591
Retained Business Rates Growth	166,959	156,409	160,319	164,327
Business Rates pooling	300,000	300,000	300,000	300,000
NNDR Fund Surplus/(Deficit)	(2,821,785)	0	0	0
Council Tax Fund Surplus/(Deficit)	38,107	(22,383)	0	0
Council Tax (taxbase x tax below)	5,371,177	5,505,460	5,643,062	5,784,025
TOTAL FINANCING	8,447,439	11,116,999	11,398,884	11,664,793

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MOVEMENTS ON RESERVES

Appendix B

Reserves	Purpose	B/Fwd	2021/22	B/Fwd	2022/23	B/Fwd	2023/24	B/Fwd	2024/25	B/Fwd	2025/26	B/Fwd	2026/27	B/Fwd
		1st Apr 21 £'000	In /(out) £'000	1st Apr 22 £'000	In /(out) £'000	1st Apr 23 £'000	In /(out) £'000	1st Apr 24 £'000	In /(out) £'000	1st Apr 25 £'000	In /(out) £'000	1st Apr 26 £'000	In /(out) £'000	1st Apr 27 £'000
Vehicles & Plant	Replacement fund	644	477 (731)	390	477 (550)	317	477 (550)	244	477 (550)	171	477 (550)	98	477 (550)	25
Wheeled Bins Replacement Fund	Replacement fund	87	95 (100)	82	95 (100)	77	95 (100)	72	95 (100)	67	95 (100)	62	95 (100)	57
Property Repairs	Even-out 10 year repairs programme	688	1,244 (1,200)	732	1,244 (1,200)	776	1,244 (1,200)	820	1,244 (1,200)	864	1,244 (1,200)	908	1,244 (1,200)	952
ICT Reserve	Replacement fund	514	200 (400)	314	200 (400)	114	200 (314)	0	200 (200)	0	200 (200)	0	200 (200)	0
DLO/DSO Reserve	Provision for improvements	560	- (22)	538	-	538	-	538	-	538	-	538	-	538
General	Transferred to reserves (repurposed OSD remedial provision)	0	789 (48)	741	(129)	612	(81)	531		531		531		531
Museum Exhibits	Opportunity purchases fund	25	-	25	-	25	-	25	-	25	-	25	-	25
Theatre Restoration	Improvements to theatre/WW from levy on ticket sales	105	25	130	50	180	50	230	90	320	150 (150)	320	150 (150)	320
Insurance Reserve - claims not yet reported	Self insurance element claims not yet reported	920	(150)	770	(150)	620	(150)	470		470		470		470
MMI - Insurance Reserve	To fund liability of claims unpaid due to MMI insolvency	153		153	-	153	-	153	-	153	-	153	-	153
Repaid Improvement Grants	Private sector grants clawed back from recipients	153	70 (92)	131	70 (43)	158	70 (44)	184	70 (45)	209	70 (46)	233	70 (47)	256
Planning LDF Review	Provision for cost of LDF review	66	15 0	81	15 0	96	15 -	111	15 -	126	15 (120)	21	15 -	36
Flood Restoration	Flood defence/prevention	51	- (33)	18	-	18	-	18	-	18	-	18	-	18
New Home Bonus		0	15 (15)	0	440 (440)	0	0 0	0	0 0	0	0 0	0	- -	0
Service Redesign		676	- (79)	597	- (42)	555	-	555	-	555	-	555	-	555
Business Rate Reserve		9,500	2,080 (7,162)	4,418	0 (1,889)	2,529	- (395)	2,134	- (97)	2,037	- (65)	1,972	-	1,972
Budget Risks Reserve	To cover future budget risks	1,809	0 (454)	1,355	- (122)	1,233	- 0	1,233	0	1,233	0	1,233	-	1,233
Service Improvement		300	0 (132)	168	0 (124)	44	- (36)	8	-	8	-	8	-	8
Covid19 Government Funding		0	644 (644)	0	0	0	-	0	-	0	-	0	-	0
Northern Gateway Reserve		149	-	149	- 0	149	-	149	- (149)	0	-	0	-	0
S106 Contributions		522	- 0	522	- (15)	507	- (15)	492	- (10)	482	- 0	482	- 0	482
ICT Digital Innovation		31	10 (41)	0	0 0	0	0 0	0	-	0	-	0	-	0
Enterprise Zone Business Rates		1,411	1,925 (2,484)	852	1,963 (1,561)	1,254	2,003 (1,440)	1,817	2,043 (1,460)	2,400	2,084 (1,475)	3,009	2,125 (1,500)	3,634
General Fund Working Balance	Required to prevent supplementary in year council tax increase	1,500	-	1,500	-	1,500	-	1,500	-	1,500	-	1,500	-	1,500
TOTALS		19,864	(6,198)	13,666	(2,211)	11,455	(171)	11,284	423	11,707	429	12,136	629	12,765

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KEY BUDGET RISKS & SENSITIVITY ANALYSIS 2022/23

Description	Budget Risk	Risk Assessment			Containment Actions			Progress
		Probability	Impact	Value £000'S	What	Who	When	
Achieving income targets - leisure, car parks, etc	Net expenditure falls if economy severely dips, impact of Covid19 pandemic or switch to competitors. 5% of budgets.	Med	High	315	Base budgets adjusted. Monthly budget monitoring + marketing & promotional activities.	Service Managers	Monthly	
Benefits - high spend £23.3m with complicated grant scheme.	Increase in expd with less than 100% subsidy. Failure to Comply with Regulations	Low	High	200	Regular monitoring of claims processed. Staff Training	Benefits Manager	Quarterly	
Ind & Comm. Property portfolio - reduced rent income during economic downturn and due to disposals to generate capital receipts.	Industrial & commercial £50k. Vicar Lane £100k Pavements £500k	Med	High	900	Monitor voids/ business cases. Flexible Payments for existing. Planned Disposal Programme	Estates Officer	Monthly	
Any other unforeseen significant expenditure		High	High	250	Maintain adequate working balance/ insurance fund + effective risk mgt and monitoring additional cost pressures as a result of the Covid19 Pandemic	SLT, CLT, budget holders, Accty	On-going	
Provision for Bad Debts		High	High	250	Regular monitoring level of debtors and collection rates.	Finance	On-going	
VAT - 5% exempt limit exceeded	Limit exceeded £250k un-recoverable plus excess amount.	Low	High	400	Monitoring	Deputy Chief Accountant	Monthly	
MMI – risk of insolvent run-off following recent ruling on EL claims.	'Clawback' beyond the £345k provision (£1.4m claims settled).	Low	High	100	Clawback rate currently 25%. Provision of £348k established and in line with Insurance Fund review completed in 2019/20.	CFO	On-going	
ICT Digital Innovation Savings	Failure to achieve savings	Med	Low	-	Monitor progress against targets early in 2022/23	CFO / CLT / CLT	On-going	
Balanced Budget Savings Plan	Failure to achieve savings	Med	Low	500	Monitor progress against targets early in 2022/23	CFO / SLT / CLT	On-going	
Property Maintenance - 10 year maintenance programme	Condition Survey. AMT in progress. undertaken. Potential additional requirements	High	Medium	1,500	Asset Management Strategy and Plan will inform outcome and actions need to address	Executive Director	On-going	
Achieving vacant post saving targets	15% of £250k target	Low	Med	38	Target monitoring required monthly on staff turnover	CFO/HR	Quarterly	
Localisation of council tax support	Increased take-up by pensioners or working age and full implementation of universal credit.	Med	Med	25	Monitoring claims and income so remedial action taken ASAP.	CFO	Monthly	
Potential Business Rates Reset	Impact on Growth above baseline	High	High	1,500	Business Rates Risk reserve set up to mitigate risk / Transitional arrangements likely	CFO	Awaiting consultation from Government	
Business Rates Pool	Potential changes in pooling arrangement / Declining business rates growth £300k exposure 50%	High	High	300	Business Rates Risk reserve set up to mitigate risk / Transitional arrangements likely	CFO	Quarterly	

Gen Fund Rev Budget	Total exposure			6,278	
	Allowance %	Prob	Total £000	Allow £000	Impact assessment:
Risk allowance	90%	High	2,300	2,070	High = £50k or more
	60%	Med	1,740	1,044	Med = £10k-£49k
	30%	Low	2,238	671	Low = less than £10k
Risk allowance			6,278	3,785	

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CALCULATION OF EXPENDITURE – SECTION 32 LGFA '92

	2022/23 £
Gross Expenditure – Chesterfield Borough Council	102,934,749
<u>Special Items</u>	
- Staveley Town Council Precept - (£420,307 in 21/22)	444,502
- Brimington Parish Council Precept - (£54,028 in 21/22)	<u>55,123</u>
Total Special Items	499,625
Gross Expenditure 31A (2)	103,434,374
Gross Income – Chesterfield Borough Council	(94,487,310)
Revenue Support Grant	(457,937)
Business Rates Baseline Need	(3,373,521)
Retained Non Domestic Rates Growth	(2,028,482)
Gross Income Including Use of Reserves 31A (3)	(100,347,250)
Collection Fund (Surplus)/Deficit: Council Tax	(38,107)
Non Domestic Rates	2,821,785
Council Tax Requirement 31A (4)	5,870,802
Tax base (29,268.96 in 2021/22)	29,858.12
Average Band 'D' Tax (incl. Parishes)	£196.62
Percentage Increase - (2021/22 £191.10, +2.87%)	+2.89%
C.B.C.'s Council Tax	£179.89
Percentage Increase - (2021/22 £174.89, +2.94%)	+2.86%

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For publication

Council Tax 2022/23

Meeting:	Council
Date:	23 February 2022
Cabinet portfolio:	Leader
Directorate:	Finance

1.0 Purpose of report

- 1.1 To set the Council's own Council Tax for 2022/23.
- 1.2 To set the aggregate amounts of Council Tax for 2022/23, including all of the precepting authorities, for each area/category of dwelling within the Borough in accordance with requirements of the Local Government Finance Act 1992.

2.0 Recommendations

- 2.1 That it be noted that at its meeting on 24th January 2022 the Employment and General Committee calculated the following tax base amounts for the year 2022/23 in accordance with regulation made under Section 31B of the Local Government Finance Act 1992 as:

(a) 29,858.12 being the tax base calculated for the whole Council area.

(b) For those areas to which a parish precept applies:

Staveley Town Council	4,378.04
Brimington Parish Council	2,405.15

- 2.2 That the Council approves the calculation of the Council Tax requirement for the Council's own purposes for 2022/23 (excluding parish precepts) as **£5,371,177**.
- 2.3 That the following amounts be calculated for the year 2022/23 in accordance with Sections 31 to 36 of the Act:

- (a) **£103,434,374** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act (gross expenditure) taking into account all precepts issued to it by Parish Councils;
- (b) **£100,347,250** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act (gross income including grants and the use of reserves);
- (c) **£38,107** being the surplus on the Council tax elements of the Collection Fund and **£2,821,785** being the deficit on the Business Rate elements;
- (d) **£5,870,802** being the amount by which the aggregate at 3.3(a) above exceeds the aggregate at 3.3(b) above plus 3.3(c), calculated by the Council, in accordance with Section 31A(4) of the Act, as its Council Tax requirement for the year. Please note that this is the total of the Borough's requirement of **£5,371,177** plus the total parish precepts of **£499,625**.
- (e) **£196.62** being the amount at 3.3(d) above divided by 3.1(a) above, calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).
- (f) **£499,625** being the aggregate amount of all special items (parish precepts) referred to in Section 34(1) of the Act.
- (g) **£179.89** (Band 'D' Council Tax) being the amount at 3(e) above less the result given by dividing the amount at 3(f) above by the amount at 3.1(a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept relates. The tax does not exceed the principles set by the Secretary of State for determining excessive tax increases and triggering a referendum.

Parts of the Council's area:

- (h) The following being the amounts calculated by adding the amount at 3.3(g) to the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned in 3.3(f)

divided in each case by the amount at 3.1(b), calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more items relate.

Parish	Band 'D' Tax £
Staveley	281.42
Brimington	202.81

- (i) The amounts given by multiplying the amounts at 3.3(g) and 3.3(h) by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation band

Part of the Council's area	Valuation Band							
	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Staveley Town Council	187.62	218.88	250.15	281.42	343.96	406.49	469.04	562.84
Brimington Parish Council	135.21	157.74	180.27	202.81	247.88	292.95	338.02	405.62
All other parts of the Borough	119.93	139.91	159.90	179.89	219.87	259.84	299.82	359.78

- 2.4 That it be noted that for the year 2022/23 the Derbyshire County Council, the Derbyshire Fire and Rescue Service and the Derbyshire Police & Crime Commissioner have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:

Precepting Authority	Valuation Band							
	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Derbyshire County Council	949.71	1,107.99	1,266.28	1,424.56*	1,741.13	2,057.70	2,374.27	2,849.12
Derbyshire Fire & Rescue Service	53.89	62.88	71.86	80.84	98.80	116.77	134.73	161.68
Derbyshire Police & Crime Commissioner	167.73	195.69	223.64	251.60	307.51	363.42	419.33	503.20

*The Derbyshire County Council Tax increase of 1.00% is to support the delivery of adult social care duties and responsibilities in 2022/23, equivalent to an additional £13.83 for dwellings in Council Tax Valuation Band 'D', which is included in the £1,424.56 in the table above.

- 2.5 That, having calculated the aggregate in each case of the amounts at 3.3(i) and 3.4 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of Council Tax for the year 2022/23 for each of the categories of dwellings shown below:

Part of the Council's area	Valuation Band							
	A 6/9	B 7/9	C 8/9	D 9/9	E 11/9	F 13/9	G 15/9	H 18/9
	£	£	£	£	£	£	£	£
Staveley Town Council	1,358.95	1,585.44	1,811.93	2,038.42	2,491.40	2,944.38	3,397.37	4,076.84
Brimington Parish Council	1,306.54	1,524.30	1,742.05	1,959.81	2,395.32	2,830.84	3,266.35	3,919.62
All other parts of the Borough	1,291.26	1,506.47	1,721.68	1,936.89	2,367.31	2,797.73	3,228.15	3,873.78

3.0 Reasons for recommendations

- 3.1 There is a statutory requirement for the Council to set a balanced budget and a Council Tax for each financial year. The format of the Council Tax resolution is based on the model recommended by the Chartered Institute of Public Finance and Accountancy (CIPFA).

4.0 Report Details

4.1 Background

The Councils budget is set out in the 2022/23 Budget & Medium Term Financial Plan, General Fund and Housing Capital Programmes and Treasury Management Strategy reports. The budget reports form the basis of the Council Tax recommendation in this report.

The Borough Council, as the Tax Collecting Authority, is required by the Local Government Finance Act, 1992 to set the Council Tax for its area by adding its own tax to those of the Major Precepting Authorities (in this case Derbyshire County Council, Derbyshire Fire & Rescue Service and Derbyshire Police and Crime Commissioner) and the local Precepting Authorities (in this case Staveley Town Council and Brimington Parish Council).

Under the Local Government Act 1992 the Council is required to determine whether it's relevant basic amount of council tax for a financial year is excessive. Where the increase exceeds the principles determined by the Secretary of State the authority is required to hold a council tax referendum. For 2022/23 an increase is deemed to be excessive for a shire district council if it is 2% or more above the 2021/22 level and more than £5 above the 2021/22 level.

5.0 Alternative options

- 5.1 It is within the gift of the Council to put forward alternative council tax levels for the Chesterfield Borough element of the council tax calculation.

6.0 Implications for consideration – Council Plan

- 6.1 In preparing the budget estimates for the coming financial year and updating the medium-term financial plan, detailed consideration has been given to the need for the Council's finances to be at levels appropriate to enable the Council to deliver in full on the priorities and

objectives that it has set itself for the remaining term of the Council Plan through March 2023. Consideration and approval of the council tax increase forms part of that process.

- 6.2 The preparation of sustainable and balanced budgets over the medium terms is a key activity in contributing to delivery of the third Council Plan priority 'delivering value for money services'.

7.0 Implications for consideration – Financial and value for money

- 7.1 The report in its entirety deals with financial and value for money implications.

8.0 Implications for consideration – Legal

- 8.1 The Borough Council, as the Tax Collecting Authority, is required by the Local Government Finance Act, 1992 to set the Council Tax for its area by adding its own tax to those of the Major Precepting Authorities (in this case Derbyshire County Council, Derbyshire Fire & Rescue Service and Derbyshire Police and Crime Commissioner) and the local Precepting Authorities (in this case Staveley Town Council and Brimington Parish Council).
- 8.2 Under the Local Government Act 1992 the Council is required to determine whether it's relevant basic amount of council tax for a financial year is excessive. Where the increase exceeds the principles determined by the Secretary of State the authority is required to hold a council tax referendum.

9.0 Implications for consideration – Human resources

- 9.1 There are no human resource implications to consider in this report.

10.0 Implications for consideration – Risk management

- 10.1 Risks associated with the proposed council tax increase are considered in the medium term financial plan to which this council tax increase relates.

11.0 Implications for consideration – community wellbeing

- 11.1 There are no community wellbeing implications to consider in this report.

12.0 Implications for consideration – Economy and skills

12.1 There are no economy and skills implications to consider in this report.

13.0 Implications for consideration – Climate Change

13.1 Individual climate change impact assessments are not required for the budget process. These are included as part of the decision-making processes for specific spending options.

14.0 Implications for consideration – Equality and diversity

14.1 Individual equality and diversity impact assessments are not required for the budget process. These are included as part of the decision-making processes for specific spending options.

Decision information

Key decision number	1083
Wards affected	

Document information

Report author	Contact number/email
Helen Fox	Helen.fox@chesterfield.gov.uk
Background documents These are unpublished works which have been relied on to a material extent when the report was prepared.	
<i>This must be made available to the public for up to 4 years.</i>	
Appendices to the report	

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For publication

Procurement of External Auditors

Meeting:	Council
Date:	23rd February 2022
Cabinet portfolio:	Deputy Leader
Directorate:	Finance

1.0 Purpose of report

- 1.1 To consider the method of procurement for the external audit service to cover the five consecutive financial years commencing 1st April 2023.

2.0 Recommendations

- 2.1 That the Council opts into the appointing person arrangements made by Public Sector Audit Appointments (PSAA) for the procurement and appointment of external auditors (Option2).

3.0 Reasons for recommendations

- 3.1 To consider the options and determine the arrangements for the appointment of external auditors which demonstrates the best value for money.

4.1 Background

- 4.1.1 The Council's current external auditor is Mazars and the contract was awarded from 2017/18 for a period of 5 years. The procurement was managed by Public Sector Audit Appointments Ltd (PSAA), a company who were originally established to operate the transitional arrangements following the closure of the Audit Commission. This company is owned by the Local Government Association's Improvement & Development Agency (IDeA).

- 4.1.2 The current external audit contract is due to expire at the end of 2022/23 and we are required to agree our preferred method for procuring external audit services for the following 5 financial years.
- 4.1.3 Local bodies have options to arrange their own procurement and make the appointment themselves or in conjunction with other bodies, or they can join and take advantage of the national collective scheme managed by PSAA.
- 4.1.4 The scope of the audit is specified nationally: The National Audit Office is responsible for writing the Code of Audit practice which all audit firms must follow. Not all audit firms are eligible to compete for the work and must be registered to be allowed to bid for the work. It is unlikely that small local independent firms would meet the eligibility criteria.
- 4.1.5 In the first round of procurement of external audit service in 2017, 98% of local authorities opted to procure external audit services using the PSAA procurement route.
- 4.1.6 The decision to opt in to the PSAA procurement route must be made by full Council before 11th March 2022 which is the deadline for registering an intention to opt in to the PSAA procurement arrangements.
- 4.1.7 This report is due to be considered by the Standards and Audit Committee at its meeting on 16 February, 2022 where it is recommended that the report be supported and referred to Council for approval

4.2 Options for Appointment of External Auditors

- 4.2.1 There are two options for the procurement of audit services following the end of the current contract in 2022/23.
- 4.2.2 Option 1 – to make a stand-alone appointment

To make a stand-alone appointment the Council would need to set up an Auditor Panel made up of elected and independent members and conduct its own procurement exercise.

Advantages

- It would allow the council to take full advantage of the local appointment regime and have local input to the decision

Disadvantages

- Recruitment and servicing of the Auditor panel, running the bidding exercise and negotiating the contract was estimated by the LGA at

the time of the first round of procurement in 2017, to cost around £15,000 plus on-going allowances

- The council will be unable to take advantage of reduced fees that may be available through joint or national procurement contracts
- The assessment of bids and decisions on awarding contracts will be taken by independent appointees and not solely by elected members

4.2.3 Option 2 – Opt in to PSAA national procurement

The PSAA are once again offering the opportunity for local authorities to opt into a joint national procurement exercise.

Advantages

- The costs of setting up the appointment arrangements and negotiating fees would be shared across all opt in authorities
- By offering large contract values the firms would be able to offer better rates and lower fees than are likely to result from local negotiation. A national exercise offering large contract values is likely to encourage participating firms to offer more realistic prices in what is currently a challenging market.
- Independence issues would be managed by PSAA who would have a number of contracted firms to call on.

Disadvantages

- In order for PSAA to be viable and to be placed in the strongest possible negotiating position, Councils will need to opt into the process before final contract prices are known.

4.2.4 Events since 2018 have resulted in an audit industry that is under enormous pressure and the local audit system is experiencing its share of strain and unavoidable instability as impacts cascade down to the frontline of individual audits. PSAA believe that the national scheme offers the best option for local bodies to secure the appointment of appropriately qualified auditors in the current challenging market conditions. This is a view that is shared by the Local Government Association and the Department for Levelling Up, Housing and Communities (DLUHC).

4.2.5 Option 2 'opt in' is the recommended option on the basis that it is the most efficient way to appoint the external auditor and is likely to achieve the most competitive price.

5 Alternative options

- 5.1 The auditor panel option (Option 1) is more resource intensive, will be more costly to procure and without the bulk buying power of the sector led procurement, would be likely to result in a more costly service.

6 Implications for consideration – Council Plan

- 6.1 The work carried out by the external auditor provides an independent assessment of the accounting and internal control arrangements of the authority.
- 6.2 The external auditor also provides an opinion on the value for money of the authority thereby providing an independent assessment of achievement of the third Council Plan priority of ‘delivering value for money services.

7 Implications for consideration – Financial and value for money

- 7.1 The current revenue budget includes a sum of £53,370 for external audit fees in 2021/22. The Council has benefited from a reduction in external audit fees since the start of the current contract. At the start of the current contract fee levels were £40k per annum but in the last two years have risen to reflect the increased testing requirements imposed by the National Audit Office. This level of fee increase would have occurred irrespective of the provider of the service or the chosen procurement route.

8 Implications for consideration – Legal

- 8.1 The process outlined in this report and the recommendation should ensure compliance with the Local Audit & Accountability Act 2014.
- 8.2 Regulation 19 of the Local Audit (Appointing Person) Regulations 2015 requires that a decision to opt in must be made by the whole Council.

9 Implications for consideration – Human resources

- 9.1 There are no human resource implications to consider in this report.

10 Implications for consideration – Risk management

- 10.1 The Council is required to appoint an external auditor for the accounting periods 2023/24 and going forward. If it fails to do so the Secretary of State will do so on its behalf.

11 Implications for consideration – community wellbeing

11.1 There are no community wellbeing implications to consider in this report.

12 Implications for consideration – Economy and skills

12.1 There are no economy and skills implications to consider in this report.

13 Implications for consideration – Climate Change

13.1 There are no climate change implications to consider in this report. Since the onset of Covid 19, all audits are conducted remotely so proximity of the external auditor to Chesterfield does not directly impact delivery of the service.

14 Implications for consideration – Equality and diversity

14.1 There are no equality and diversity implications to consider in this report.

Decision information

Non-Key decision number	1086
Wards affected	All

Document information

Report author	Contact number/email
Helen Fox	Helen.fox@chesterfield.gov.uk

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For publication

Council Plan Delivery Plan – 2022/23 (DL040)

Meeting:	Council
Date:	23.02.22
Cabinet portfolio:	Deputy Leader
Directorate:	Corporate
For publication	

1.0 Purpose of the report

1.1 To present for approval the Council Plan Delivery Plan for 2022/23.

2.0 Recommendations

2.1 That the Council Plan Delivery Plan for 2022/23 is approved.

2.2 That the Deputy Leader is given delegated authority to make amendments to the Delivery Plan for 2022/23 should risk assessments and changes to guidance require further amendments to be made.

3.0 Reasons for recommendations

3.1 To provide a clear statement of the delivery milestones and measures required to maintain progress on our strategic priorities for 2019 – 2023.

4.0 Report details

4.1 Background

The Council Plan for 2019 – 2023 was approved by Council in February 2019. The Council Plan defines the Council's key priorities, objectives and commitments over the four year period. The plan is aimed at providing

focus, setting out priorities that will require collected corporate effort during the period. It is not an attempt to describe every service that the Council will provide; this will be covered by service plans on an annual basis.

- 4.2 Alongside the four year Council Plan there was also a commitment to develop annual delivery plans. These plans set out the key milestones and measures required to keep the Council Plan on target for delivery.
- 4.3 A new performance management framework was also developed to accompany the Council Plan and Delivery Plans. This framework underpins the Council Plan, measures and demonstrates our success in terms of milestones, outputs, outcomes and measures and effectively reviews and challenges performance.
- 4.4 This report is due to be considered by Cabinet at its meeting on 22 February, 2022 where it is recommended that the report be supported and referred to Council for approval
- 4.5 Council Plan Delivery Plan for 2022/23

The Council Plan Delivery Plan for 2022/23 is attached at Appendix 1. This document sets out the key milestones, inputs, outputs and measures we will need to deliver during the final year of the four year Council Plan. The Delivery Plan has been produced through a series of discussions and workshops. Our evidence base includes performance information, demographic trends and forecasts and intelligence from our community engagement programme. Horizon scanning techniques were also used to consider key emerging issues including the current and potential future impact of the Covid-19 pandemic.

- 4.6 All activities will need to be frequently risk assessed against the latest Covid-19 guidance. Changes may be required to ensure safety and we may also become aware of additional challenges emerging as a result of the pandemic requiring further prioritisation activity. We are therefore seeking delegated authority for the Deputy Leader to approve further changes should these circumstances emerge.

5.0 Alternative options

5.1 None, the Council Plan, Performance Management Framework and arrangements for approving annual delivery plans were approved by Council in February 2019 and will run until April 2023.

6.0 Implications for consideration – Financial and value for money

6.1 Providing value for money services continues to be one of three priority areas – underpinning the entire plan. Milestones within the plan have been assessed alongside the budget and Medium-term financial plan. This will however be kept under review due to the ongoing uncertainty around organisational, economic and community pressures emerging from the Covid-19 pandemic.

7.0 Implications for consideration – Legal

7.1 Legal implications for all milestones are assessed on an ongoing basis.

8.0 Implications for consideration – Human resources

8.1 Milestones within the plan have been assessed alongside the human resources required. This will however be kept under review due to the ongoing uncertainty around organisational, economic and community pressures emerging from the Covid-19 pandemic.

8.2 A number of milestones and measures within the Value for Money priority area relate specifically to organisational development and investing in the Council's human resources.

9.0 Implications for consideration – Council plan

9.1 The 2022/23 Delivery Plan sets out clear milestones and measures to progress key priority areas. The plan alongside Council Plan commitments also reflect the short and medium term position and priorities emerging from the Covid-19 pandemic.

10.0 Implications for consideration – Climate change

10.1 A number of milestones and measures within the plan relate specifically to climate change, for example completion of the third year of the Climate Change action plan and developing a new plan for 2023 – 2030. As programmes and projects are developed climate change assessment will be undertaken.

11.0 Implications for consideration – Equality and diversity

11.1 Equality, diversity and social inclusion have been key considerations during the development of the Council Plan Delivery Plan for 2022/23. As programmes and projects are developed 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.

11.2 A number of specific commitments have been made within the quality of life priority which will enhance our Equality and Diversity commitments and increase our knowledge to inform future decision making and priority areas.

12.0 Implications for consideration – Risk management

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
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 the period	M	L
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, 2 and 3 delivery plans have been developed alongside the budget and medium term financial forecast to minimise this risk.	M	L

Decision information

Key decision number	1073
Wards affected	All

Document information

Report author
Donna Reddish – Service Director Corporate
Background documents
These are unpublished works which have been relied on to a material extent when the report was prepared.
None
Appendices to the report
Appendix 1 – Council Plan Delivery Plan 2022 - 23

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Council Plan 2019 – 2023: Year 4 Delivery Plan 2022/23

Our Vision:	Putting our communities first
Our Values:	<ul style="list-style-type: none"> 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
Review:	All activities will be risk assessed against the latest Covid-19 guidance. Changes may be required to ensure safety.

Priority – Making Chesterfield a thriving borough

Objectives for 2019 - 2023	<ul style="list-style-type: none"> Chesterfield Borough – A great place to live, work and visit Vibrant town centres Build a stronger business base Develop an inclusive and environmentally sustainable approach to growth
Overall Council Plan Commitments 2019/20 – 2022/23	<ul style="list-style-type: none"> Enable the completion of 1000 new homes Deliver the Northern Gateway project to provide: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> Refresh of masterplan 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 Support Peak Resort in delivering the first phase of the 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)

	<p>maintenance depot) by working closely with the landowners and partners</p> <ul style="list-style-type: none"> • 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 • Support economic recovery within our town centres with a range of events, specialist markets and public realm improvements • 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 • 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 • Enable 350 apprenticeships via the apprentice town initiative • Provide a range of opportunities for children and young people to engage with industry to prepare for future job opportunities. • Develop improved skills, education and apprenticeships programmes to engage more businesses, employees and young people entering work • Enable local businesses and employees to access a wide range of skills and education opportunities and work with the Chamber of Commerce to support businesses dealing with impacts of Covid-19 • Deliver 100% local labour clauses on eligible developments and maximise local supply chain opportunities reducing commuter and supply chain carbon emissions
Key activities for 2022/23	<ul style="list-style-type: none"> • Progress the Covid-19 economic recovery plan • Review and Refresh the Chesterfield Growth Strategy • Develop action plan for implementation of the wider Northern Gateway Vision • Open and operate new Northern Gateway Enterprise • Continue to support the delivery of Chesterfield Waterside including review of the masterplan and opening of One Waterside Place. • Deliver first phase of station masterplan including the delivery of the Station Link Road (first phase) and demolition of Chesterfield Hotel • Deliver year 1 of the visitor economy strategy and action plan • Deliver and support a programme of borough wide events • Support the development of Peak Resort and Gateway, maximising the benefit for Chesterfield's economy • Levelling Up – Commence delivery of George Stephenson Memorial Hall and Town Centre Transformation Programme

	<ul style="list-style-type: none"> • Commence the delivery of the Staveley Town Deal Investment Plan projects • Develop a strategic approach, with Derbyshire County Council, landowners and key stakeholders, for the development of the Staveley Works Corridor • Refresh the Chesterfield Skills Action Plan • Support business growth and investment through the provision of Enterprise Chesterfield, delivering Innovation Support, Business Enquiry Service and Key Account Management and Inward investment Service
Key measures for 2022/23	<ul style="list-style-type: none"> • Number of new homes in the borough • Number of new homes in the town centre • Planning applications processed within approved timescales • Planning application decisions – quality standards met • Amount of external funding accessed for Economic Growth Programme • Town centre occupancy rates • Enterprise Chesterfield occupancy and performance • Number of businesses supported • Number of business start-ups in the borough • Number of businesses supported to find accommodation • % local labour clauses • % jobs secured by local people on developments with local labour clauses • Number of businesses, learners engaged in skills programmes and external funding levied
Additional data we will be using in 2022/23 to inform decision making and priorities	<ul style="list-style-type: none"> • Unemployment rates • Number of young people not in work, education or training • Key economic Census data • Indices of multiple deprivation • Businesses supported in partnership with Chamber of Commerce as part of a resilience programme • Are You Being Served measures

Priority – Improving quality of life for local people

Objectives for 2019 - 2023	<ul style="list-style-type: none"> • Provide quality housing and improve housing conditions across the borough • Improve our environment and enhance community safety for our communities and future generations • Help our communities to improve their health and wellbeing
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	<ul style="list-style-type: none"> • Reduce inequality and provide support to vulnerable people
<p>Overall Council Plan Commitments 2019/20 – 2022/23</p>	<ul style="list-style-type: none"> • 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 • Improve access to and the quality of public spaces and parking through the completion estate improvements at Barrow Hill and Grangewood • Have developed a costed climate change action plan for Chesterfield Borough Council and Chesterfield Borough and delivered up to year three of the plan • Maintain high standards by investing in key parks, open spaces and play facilities including increasing biodiversity and carbon capture • Maintain focus on the quality of our parks and open spaces with the development of five year delivery plans for the Parks and Open Spaces Strategy and Play Strategy • Put health and wellbeing at the heart of our decision making • 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 • Develop key partnership activity to support individuals and families that are feeling the effects of material insecurities, such as food, housing, financial hardship • Continue to work with partners to tackle homelessness • Develop and support a range of partnership initiatives to reduce social isolation and improve social connectedness • 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 • Support community engagement and development activities through the allocation of 15% of the community infrastructure levy

Key activities for 2022/23

- Build upon our Covid-19 community recovery approach by embarking on the development of a social investment plan. Key initiatives include:
 - Social value in procurement
 - Localism rights
 - Community development and delivery approach
 - Community and voluntary support and funding
 - Community Infrastructure Levy neighbourhood portion review
 - Maximising benefits from community partnership arrangements including integrated care systems
- Focus on private sector housing including:
 - Bringing empty homes back into use
 - Development and implementation of private sector housing standards
- Delivering the Rough Sleeper Strategy to build on the Homelessness Covid-19 response and recovery. Working with key partners to:
 - Develop a Derbyshire wide Homelessness Strategy
 - Review supported accommodation and increase the supply of targeted accommodation units for vulnerable people with improved 'move-on' services
 - Increase focus on homelessness prevention via the Rough Sleeper action plan
 - Developing a multi-agency/ multi-disciplined team with the health sector to improve support available to rough sleepers
- Development of the Holme Hall estate improvement plan
- Complete the next phase of Council Housing refurbishment and new builds including:
 - £7.1 million refurbishment at Pullman Close – Pullman Court, Mallard Court and Leander Court
 - £7 million refurbishment of Dixon/Brierley Court, Tansley/ Birchover Court and Newland Dale
 - £1.6 million new build developments at Middlecroft - Court Place, Paisley Close, Rowsley Crescent and Wensley Way
- Deliver year 3 of the climate change plan
- Development of the new Climate Change action plan for 2023 – 2030
- Deliver the 2022/23 local democracy campaign – Climate Change theme
- Development of costed 5-year delivery plans in line with the Parks and Open Spaces Strategy and Play Strategy
- Deliver customer service improvements in Sports Centres through the introduction of new software and operational improvements
- Launch new health and wellbeing campaign showcasing health and wellbeing opportunities and volunteering

	<ul style="list-style-type: none"> • Focus on community safety including the strengthening of anti-social behaviour prevention and response, developing a domestic abuse policy and safe space refuge accommodation • Plan and deliver with the Equality and Diversity Forum four equality and diversity events • Deliver the LGBT+ research project to coincide with Census 2021 delivery and develop key actions for service improvement and engagement
Key measures for 2022/23	<ul style="list-style-type: none"> • Number of new Council homes developed • Percentage of Council Homes meeting decent homes standard • Average SAP rating for CBC properties • Number of people supported via Careline and Neighbourhoods teams • Number of homeless preventions per annum • Number and amount spent on disabled facilities grants and adaptations • Additional amount of benefits claimed due to Council support • Number of green flag rated parks and open spaces • Number of people in learn to swim programmes • Number of memberships in sports centres • Number of people engaged in health and wellbeing referrals into sports centres • Number of children engaged in local democracy and civic activity
Additional data we will be using in 2022/23 to inform decision making and priorities	<ul style="list-style-type: none"> • Census data • Indices of multiple deprivation • Health profile • Child poverty measures • Welfare and benefits data • Corporate parenting board data – care leavers • Armed Forces research project (Derbyshire Armed Forces Partnership) • Equality and Diversity public sector duty data • LGBT+ research project • Active lives survey • Sport and leisure surveys • Findings from community and voluntary engagement activity • Are You Being Served measures • STAR measures

Priority – Providing value for money services

Objectives for 2019 - 2023	<ul style="list-style-type: none"> • Become and stay financially self sufficient • Make our services easier to access, deliver savings and reduce our environmental impact through the use of technology • Improve services and customer interaction by investing in our staff
Overall Council Plan Commitments 2019/20 – 2022/23	<ul style="list-style-type: none"> • 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 value for money and social value from property portfolio, facilities, services, grants and tax collection • Revitalise our leisure and cultural provision to build confidence, provide value for money and increase health and wellbeing • Successfully manage the public private partnership services transition and maintain service standards. • Work with partners to enable more efficient use of the Council's properties and land • 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 • 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 activities for 2022/23	<ul style="list-style-type: none"> • Deliver the Council's Medium-Term Financial Strategy and actions for 2022/23 • Progress the Council's Organisational Development programme to maximise delivery of the Council Plan and key functions – establishing a medium-term plan, which will deliver improvements to the Council's capability and service delivery, while delivering efficiency savings. • Customer services transformation – developing the customer experience and accessibility strategy • New ways of working - re-thinking and modernising our services so that we become more efficient, including maximising the benefits of

	<p>the new and agile working practises that have been introduced throughout the Covid-19 pandemic</p> <ul style="list-style-type: none"> • ICT/ transformation programme - continuing to deliver the final year of our ICT Improvement Programme so that we can strengthen our ICT infrastructure, cyber security and digital skills and implement our digital platform • Asset Management Strategy – establishing both the new Asset Management Strategy and the supporting delivery plan to manage our land & property estate efficiently, effectively and in support of the delivery of the Councils vision and priorities • Through our new approach to procurement activity with procurement teams and services working collaboratively to maximise outcomes for the Council • Maximising value for money and social value via the new waste and recycling contract
Key measures for 2022/23	<ul style="list-style-type: none"> • Satisfactory opinion from external auditor re VFM conclusion • Void levels on commercial properties • IIP Scores • Number of CBC apprentices • Council tax, rent and NNDR collection rates • MyChesterfield take up • Website hits • Twitter, Facebook, LinkedIn, You Tube and Instagram numbers • Average call response times • Net promoter scores for theatres and leisure (subject to Covid-19 restrictions)
Additional data we will be using in 2022/23 to inform decision making and priorities	<ul style="list-style-type: none"> • Trend information from complaints • Service level consultation information • Employee survey • Customer service excellence data • Are You Being Served measures • STAR measures

For publication

Risk Management Strategy and Strategic Risk Register (GV10R)

Meeting:	Council
Date:	23.02.22
Cabinet portfolio:	Governance
Directorate:	Corporate
For publication	

1.0 Purpose of the report

- 1.1 To provide a report on the Risk Management activities during 2021/22 and to consider the revised Risk Management Strategy and Strategic Risk Register for 2022/23.
- 1.2 This report is due to be considered by the Standards and Audit Committee at its meeting on 16 February, 2022 where it is recommended that the report be supported and referred to Council for approval

2.0 Recommendations

- 2.1 To note the progress made on developing the Council's approach to risk management during 2021/22.
- 2.1 To approve the Risk Management Strategy for 2022/23 and Strategic Risk Register base document for 2022/23.

3.0 Reasons for recommendations

- 3.1 To provide a framework for the effective and systematic management of risk, which will ensure that risk management is embedded throughout the Council.

4.0 Report details

4.1 Risk Management Progress during 2021/22

The Corporate Leadership Team restructure moved responsibility for Corporate Risk Management from the Directorate Finance to the Directorate Corporate in December 2020 with transition taking place during 2021/22. Key changes include:

- Tier 4 restructure created focused capacity for Risk Management with the new Strategic Health, Safety and Risk Manager role (started January 2022)
- Refreshed Corporate Risk Management Group membership, meeting frequency and agenda
- Consideration of priorities for spend from the Zurich Risk Management Reserve and Risk Management budget via risk profiling and horizon scanning activities
- Revised Corporate Risk Management Group terms of reference and meeting schedule to take into account the findings of the Internal Audit Report 2019/20
- Revised Strategic Risk Register with quarterly reviews carried out during 2021/22 by the Corporate Risk Management Group and reported into the Corporate Leadership Team
- Revised Risk Management Strategy with new reporting and monitoring arrangements as recommended within the 2019/20 audit review
- Alignment of Risk Management timetabling with the development of the Council Plan and associated delivery plans and the Medium Term Financial Strategy

4.2 Risk Management Strategy

The revised Risk Management Strategy for 2022/23 is attached at Appendix 1. This strategy establishes a framework for the effective and systematic management of risk, which will ensure that risk management is embedded throughout the Council. Effective risk management will:

- Support the achievement of our Vision 'putting our communities first' and our three priorities: making Chesterfield a thriving borough, improving quality of life for local people and providing value for money services
- Provide a consistent approach to managing risk
- Inform decision making and business planning
- Protect the Council and our communities

- 4.3 Within the strategy we have provided examples of key strategic, operational and governance risks and how applying a consistent approach across the Council enables risks to be escalated where necessary and risks at all levels to be effectively identified and managed.
- 4.4 Roles and responsibilities have been clearly defined, with the Corporate Risk Management Group (accountable to the Corporate Leadership Team) being the “driving force” behind developing and implementing the Risk Management Strategy. A key principle is that risk needs to be addressed at the point at which decisions are being taken. The Risk Management Strategy and work of the Corporate Risk Management Group ensures that this principle is kept in sharp focus at all times with an emphasis on all reasonable steps being taken to ensure decision makers can fully consider the risks involved in a decision.
- 4.5 Risk identification, appetite and treatment approaches have been developed alongside clear links to other plans and activities including Emergency Planning and Business Continuity. A commitment is also made that all employees will undertake risk management training via Aspire Learning (e-learning) and that additional learning and development requirements for more in-depth issues will be identified via the Corporate Risk Management Group.
- 4.6 The Corporate Risk Management Group will develop quarterly updates for Portfolio holders and the Corporate Leadership Team to raise awareness and enable challenge of risk management activity. Standards and Audit Committee will receive a monitoring report twice per annum and Council once per annum (as part of the annual review).
- 4.7 Risk Management Strategy reviews are now co-ordinated and in sync with the development of the Council Plan and associated delivery plans and the Medium-Term Financial Strategy. This Risk Management Strategy will run for one financial year 2022/23, however the next Strategy will run for four years 2023/24 to 2026/27 to coincide with the next Council Plan. There will, however, continue to be an annual light touch review.
- 4.8 Strategic Risk Register 2022/23

The Corporate Risk Management Group have reviewed the Council's Strategic Risk Register utilising a variety of information, data and techniques including:

- The Strategic Risk Register for 2021/22

- Risks escalated via Directorate Risk Registers
- Internal Audit and External Audit reports and information
- Annual Governance Statement
- Horizon scanning to consider emerging or changing legislative, emergency planning/ business continuity, economic, environmental, technological, insurance and health and safety factors

4.9 The Strategic Risk Register summary (Appendix 2) and Strategic Risk Register (Appendix 3) are the base starting point documents for 2022/23. They are live documents and will be updated on a quarterly basis by the Corporate Risk Management Group. There are opportunities built in for escalation and further discussion and action via monitoring and management arrangements with the Corporate Leadership Team, Cabinet Portfolio Holders and Standards and Audit Committee.

5.0 Alternative options

5.1 The risk management approach detailed within the revised Risk Management Strategy responds to the recommendations identified by the 2019 Internal Audit review of the function. These recommendations had already been agreed so alternative options have not been developed.

6.0 Implications for consideration – Financial and value for money

6.1 The Council transfers funds during the year to maintain a £5k balance on the Risk Management Reserve which is managed by the Corporate Risk Management Group. This reserve can be used on priority risk management activities which contribute towards mitigating key risk areas or preparing for emerging areas of concern.

6.2 As part of our insurance contract with Zurich, £2,500 per annum is held by Zurich in a risk management reserve for us to spend on risk related products with Zurich. Previous activities have included risk management training and focused risk assessment and reviews for key areas.

6.3 Decisions on budget spend for these two small funding pots is delegated to the Corporate Risk Management Group.

7.0 Implications for consideration – Legal

7.1 A key element of the risk management process is ensuring measures are in place for legislative compliance across functions and activities. Legal

and legislative considerations has been introduced as one of the key areas for horizon scanning by the Corporate Risk Management Group to inform the Risk Management Strategy, Strategic Risk Register and Directorate Risk Registers.

8.0 Implications for consideration – Human resources

8.1 The Tier 4 restructure in July 2021 created a new role – Strategic Health, Safety and Risk Manager, which has operational responsibility for risk management. This role has now been successfully recruited to.

8.2 The membership of the Corporate Risk Management Group has been reviewed to ensure appropriate officer and member representation.

9.0 Implications for consideration – Council plan

9.1 The Risk Management Strategy and Strategic Risk Register underpin and inform the development and delivery of the Council Plan priorities.

10.0 Implications for consideration – Climate change

10.1 Climate Change has been introduced as a risk within the Strategic Risk Register, identifying a range of mitigation activity taking place across the Council and where there are further measures to be developed.

11.0 Implications for consideration – Equality and diversity

11.1 A pre-liminary equality impact assessment has been completed. No negative impacts have been identified in relation to protected characteristics.

12.0 Implications for consideration – Risk management

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
Failure to accurately identify and assess key strategic risks.	H	M	<ul style="list-style-type: none"> Corporate Risk Management Group draw on a variety of information sources and horizon scanning techniques to identify and assess existing and emerging risks 	M	L

			<ul style="list-style-type: none"> • Feed-up and feed-down opportunities from Directorate and Strategic Risk Registers • Risk management training 		
Failure to deliver on key mitigation activity for key strategic risks.	H	M	<ul style="list-style-type: none"> • Regular review at Corporate Risk Management Group • Monitoring and oversight arrangements developed with Corporate Leadership Team, Portfolio holders, Standards and Audit and Council • Internal Audits of Risk Management • Risk Management identified as a consideration for decision making reports and projects/programmes 	M	L

Decision information

Key decision number	1074
Wards affected	All

Document information

Report author
Donna Reddish – Service Director Corporate
Background documents
These are unpublished works which have been relied on to a material extent when the report was prepared.
None
Appendices to the report
Appendix 1 – Risk Management Strategy
Appendix 2 – Strategic Risk Register Summary
Appendix 3 – Strategic Risk Register



Risk Management Strategy

Owner: Risk Management Group

Date: February 2022 – February 2023

Review by: Annual update to Full Council in February

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FOREWORD

By Cllr Sharon Blank, Cabinet Member for Governance



Risk management should be embedded within the daily operations of the Council, from strategy and policy formulation through to business planning and operational processes. It also needs to be applied where the Council works in partnership with other organisations to ensure that partnership risks are identified and managed effectively.

Through understanding risks and opportunities, decision makers will be better able to evaluate the impact of particular decisions or actions. It is important that risk management does not focus upon risk avoidance, but on the identification and management of an acceptable level of risk, weighed up and balanced across a range of factors.

It is our aim to proactively identify, understand and manage the risks inherent in providing high quality services and associated with our plans, policies and strategies in order to support informed and proportionate risk taking to achieve strategic objectives and provide value for money services.

Risk management is increasingly recognised as being concerned with both the positive and negative aspects of risk; that is to say opportunities as well as threats and this strategy seeks to inform both perspectives.

EXECUTIVE SUMMARY

This strategy establishes a framework for the effective and systematic management of risk, which will ensure that risk management is embedded throughout the Council. Effective risk management will:

- Support the achievement of our Vision 'putting our communities first' and our three priorities: making Chesterfield a thriving borough, improving quality of life for local people and providing value for money services
- Provide a consistent approach to managing risk
- Inform decision making and business planning
- Protect the Council and our communities

Within the strategy we have provided examples of key strategic, operational and governance risks and how applying a consistent approach across the Council enables risks to be escalated where necessary and risks at all levels to be effectively identified and managed.

Roles and responsibilities have been clearly defined, with the Corporate Risk Management Group (accountable to the Corporate Leadership Team) being the "driving force" behind developing and implementing the Risk Management Strategy. A key principle is that risk needs to be addressed at the point at which decisions are being taken. The Risk Management Strategy and work of the Corporate Risk Management Group ensures that this principle is kept in sharp focus at all times with an emphasis on all reasonable steps being taken to ensure decision makers can fully consider the risks involved in a decision.

Risk identification, appetite and treatment approaches have been developed alongside clear links to other plans and activities including Emergency Planning and Business Continuity. A commitment is also made that all employees will undertake risk management training via Aspire Learning (e-learning) and that additional learning and development requirements for more in-depth issues will be identified via the Corporate Risk Management Group.

The Corporate Risk Management Group will develop quarterly updates for Portfolio holders and the Corporate Leadership Team to raise awareness and enable challenge of risk management activity. Standards and Audit Committee will receive a monitoring report twice per annum and Council once per annum (as part of the annual review).

SECTION 1: Introduction, purpose and aims

1.1 Introduction

The effective management of risk is an important principle for all businesses to properly address. For local authorities such as Chesterfield Borough Council, managing risk is a key element of our Corporate Governance responsibilities. This risk management strategy seeks to promote the identification, assessment and response to key risks that may adversely impact upon the achievement of the Council's stated aims and objectives. It also seeks to maximise the rewards that can be gained through effectively managing risk.

Risk Management is not new; the Council has been doing it effectively for many years. However, to comply with the Corporate Governance requirements the Council must ensure that its procedures are sufficiently formalised and reviewed at regular intervals to identify areas for improvement. This strategy has been updated to clarify the arrangements for managing risk and to further embed Risk Management within the thinking of all Council employees, Officers and Members.

1.2 Purpose

The purpose of this Risk Management Strategy is to establish a framework for the effective and systematic management of risk, which will ensure that risk management is embedded throughout the Council and makes a real contribution to the achievement of the Council's vision and priorities as described in the Council Plan. The objectives of the strategy are to:

- Define what risk management is about and what drives risk management within the Council
- Set out the benefits of risk management and our strategic approach
- Outline how the strategy will be implemented
- Identify relevant roles and responsibilities for risk management within the Council

Effective risk management will require an iterative process of identification, analysis and prioritisation, action, monitoring and reporting of material risk. The processes required to deliver these objectives will need to ensure:

- A clear vision, priorities and values identified via the Council Plan and delivery plans and feeding into business planning and project management via the organisational development approach
- Requirement to analyse, prioritise, respond to and monitor material and significant risks including effective reporting and challenge
- Specification of key risk management roles and responsibilities
- Specification of guidance and support arrangements to assist officers in their consideration of risk
- Facilitation of shared organisational intelligence and learning

1.3 Risk management strategy aims

The following risk management aims have been identified:

- Ensure that risk management is an integral part of corporate and service planning, decision making and project management
- Enables the Council to deliver its priorities and services economically, efficiently, and effectively
- Protect the Council's position when entering into new partnerships and/or evaluating existing partnerships.
- Align risk management and performance management to drive improvement and achieve better outcomes
- Guard against impropriety, malpractice, waste and poor value for money
- That appropriate training and guidance is available to officers and members
- Ensure compliance with legislation, such as that covering the environment, health and safety, employment practice, equalities and human rights
- Increase awareness and visibility of different types risk including financial, reputational, environmental, technological, health and safety etc.
- Exploring opportunities and options such as new collaborations, approaches, emerging practices
- To have a performance framework that continues to allow managers to proactively track performance and assess and mitigate risk

We recognise that it is not always possible, nor desirable, to eliminate risk entirely. However, visibility of these areas is essential, so that the Council can explore external options, such as insurance.



SECTION 2: Scope and definitions

2.1 Strategy scope

Risk includes anything which may prevent the Council from achieving its vision, priorities and service delivery and risk management is the process of identifying what can go wrong and then seeking to mitigate the risk and/or could be an opportunity and seeking to trying to take advantage of it. Risks will be managed through a series of activities including:

- Strategic risk tolerance through the application of our risk scoring mechanism within the strategic risk register, strategies, plans, emergency planning / business continuity and decision making
- At an operational level via service risk registers, business continuity, service and project delivery and effective performance management arrangements
- Good corporate governance provisions as provided by the Standards and Audit Committee's terms of reference
- Incorporated into the Council's Annual Governance Statement
- Examination of the strategic and insurable risks to identify risk reduction measures via the Risk Management Group
- Provide risk assessment evidence for decision making processes via inclusion within committee reports
- Maintain documented procedures, toolkits and guidance for use across the Council by application of the risk register process and user advice
- Provide officers with suitable information and training to enable them to perform their duty (Risk Management Group).
- Make all partners, providers and contractors aware of the Council's expectations on risk, both generally as set out in the Risk Management Strategy, and where necessary, in particular areas of service delivery

2.2 Key definitions

Risk – A threat that an event or action will adversely affect the Council's ability to achieve its vision, priorities, perform its duties or meet expectations of its stakeholders.

Risk management - Risk is unavoidable, organisations must manage risk in a way that can be justified to a level which is tolerable and as a result, risk is the chance that an event will occur that will impact upon the organisation's objectives. It is measured in terms of consequence and likelihood.

A glossary of risk management terms and definitions is attached at Appendix 2.

Section 3: The benefits of risk management

3.1 Why we want to and need to undertake risk management

Risk management will, by adding to the business planning and performance management processes, strengthen the ability of the Council to achieve its vision and priorities and enhance the value of the services we provide.

The Chartered Institute of Public Finance and Accountancy (CIPFA)/ Society of Local Authority Chief Executives (SOLACE) framework on Strategic Governance requires the Council to make a public assurance statement annually, on amongst other areas, the Council's Risk Management Strategy, process and framework. The framework requires the Council to establish and maintain a systematic strategy, framework and processes for managing risk.

3.2 Benefits of risk management

Successful application of risk management has many organisational benefits including:

- Achievement of the Council's vision and priorities
- A consistent approach to the way risks are managed throughout the Council
- Improved informed decision making – risks reported and considered within Council decision making
- Becoming less risk averse in innovation
- Improved business planning through a risk based decision making processes
- A focus on outcomes not processes
- Improved performance (accountability and prioritisation) - feeds into performance management framework
- Better governance - and demonstration of it to stakeholders
- Protecting the Council and our communities

3.3 Risk management within decision making

Effective risk management should be applied within all decision making processes at an *appropriate scale*. The risk management approach should encompass all types of risks and the table below may aid in the identification of risks to the Council.

Sources of risk	Risk examples
STRATEGIC	
Infrastructure	Functioning of transport, communications and infrastructure. Impact of storms, floods, pollution.
Legislative and Regulatory	Effects of the change in Central Government policies, UK or EU legislation, local and National changes in manifestos. Exposure to regulators (auditors/inspectors).
Social Factors	Effects of changes in demographic profiles (age, race, social makeup etc.) affecting delivery of objectives. Crime statistics and trends. Numbers of children/vulnerable adults 'at risk'.
Technological	Capacity to deal with (ICT) changes and innovation, product reliability, developments, systems integration etc. Current or proposed technology partners.
Competition and Markets	Cost and quality affecting delivery of service or ability to deliver value for money. Competition for service users (leisure, car parks etc). Success or failure in securing funding.
Stakeholder related factors	Satisfaction of the Council's taxpayers, Central Government and other stakeholders.
Political	Local or national political issues that may impact on the Council meeting its objectives.
Economic	Affecting the ability of the Council to achieve its commitments.
Environmental	Environmental impact from Council, stakeholder activities (e.g. pollution, energy efficiency, recycling, emissions, contaminated land etc). Traffic problems and congestion.
OPERATIONAL (Internal influences)	
Finance	Associated with accounting and reporting, internal financial delegation and control, managing revenue and capital resources, funding taxation and pensions.
Human Resources	Recruiting and retaining appropriate staff and applying and developing skills in accordance with corporate objectives, employment policies, health and safety.
Contracts and Partnership	Failure of contractors to deliver services or products to the agreed cost and specification. Procurement, contract and life cycle management, legacy. Partnership arrangements, roles and responsibilities.
Tangible Assets	Safety and maintenance of buildings and physical assets i.e. plant and equipment, ICT equipment and control.
Environmental	Pollution, noise, licensing, energy efficiency of day-to-day activities.
Processes	Compliance, assurance, project management, performance management, revenue and benefits systems, parking systems etc.
Legal	Relating to potential breaches of legislation and prosecutions.
Physical	Related to physical damage, security, accident prevention and health and safety.
Professional Judgement and Activities	Risks inherent in professional work, designing buildings, assessing needs (children and adults).

Sources of risk	Risk examples
CORPORATE GOVERNANCE	
Integrity	Fraud and corruption, accountability, transparency, legality of transactions and transactions and limit of authority.
Leadership	Reputation, authority, democratic changes, trust and branding.
Policy and Strategy	Clarity of policies, communication. Policy Planning and monitoring and managing performance.
Data and information for decision making	Data protection, data reliability and data processing. Control of data and information. E-government and service delivery.
Risk Management	Incident reporting and investigation, risk analysis or measurement, evaluation and monitoring. Taking advantage of opportunities.

3.4 A consistent approach

A consistent approach from the top to the bottom of the Council enables risks to be escalated up where necessary and strategic risks to be effectively identified and managed. In practice, risks within the Council exist at many different levels (e.g., high level strategic risks to lower level everyday service based risks). For the purpose of this strategy, risks are split into two levels as follows:

Strategic Risk Register – the strategic, high level council risks related specifically to the achievement of the Councils vision, priorities and purpose

Operational Risks – service based risks that may prevent individual service aims and objectives being met (and therefore impact upon the attainment of corporate priorities). Given the changing landscape of local government the importance of projects and partnerships are ever increasing, so a more specific and tailored risk management approach is required.

The Council's risk matrix and scores are attached at Appendix 1.

Section 4: Roles and responsibilities

4.1 In cases of operational risk, risk management will follow existing service management arrangements. Corporate risks will be managed at Senior Officer Level. The Corporate Risk Management Group will be accountable to the Corporate Leadership Team and will be the “driving force” behind developing

and implementing the Council's Risk Management Strategy. The Corporate Risk Management Group Terms of Reference are attached at Appendix 3.

4.2 Risk needs to be addressed at the point at which decisions are being taken. Where Members and Officers are asked to make decisions, they should be advised of the risks associated with recommendations being made. The Council needs to be able to demonstrate that it took reasonable steps to consider the risks involved in a decision. Risks must be addressed within Committee reports. In order to ensure the successful implementation of the strategy, roles and responsibilities have been reviewed and are updated in the following table:

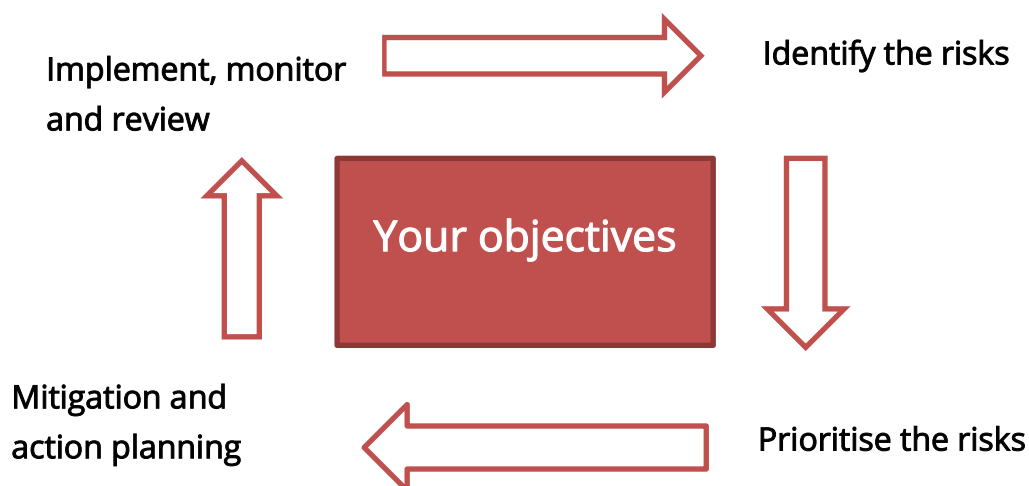
Group	Roles & Responsibilities
Full Council	<ul style="list-style-type: none"> • Formal approval and adoption of the Risk Management Strategy • Approve the Strategic Risk Register (annually) • Receive a half yearly monitoring report • Contribute to the identification of strategic risks
Standards & Audit Committee	<ul style="list-style-type: none"> • To review the effectiveness of the Risk Management arrangements • To review and endorse the Risk Management Strategy prior to Council consideration • To receive and review half yearly monitoring reports • Receive reports including the annual statement of Internal Control/external audit reports/effectiveness of internal audit • Contribute to the identification of strategic risks
Cabinet and committees	<ul style="list-style-type: none"> • To ensure that risk management is a key consideration in decision making reports • Contribute to the identification of strategic risks
Corporate Leadership Team	<ul style="list-style-type: none"> • Overall responsibility for implementing the risk management framework and embedding risk management throughout the Council • Address strategic issues that cannot be addressed within service budgets or risk management fund of an extreme or high assessment • To ensure that risk management is a key consideration in decision making • Receive and challenge quarterly updates from the Corporate Risk Management Group • Contribute to the identification of strategic risks and co-ordinate Directorate risk registers
Portfolio holders	<ul style="list-style-type: none"> • Receive and challenge quarterly updates from the Corporate Risk Management Group • Contribute to the identification of strategic risks

Group	Roles & Responsibilities
Corporate Risk Management Group (CRMG)	<ul style="list-style-type: none"> • Overall responsibility for ensuring that processes are in place to effectively manage risks within the Council • Increase awareness of risk management across the Council • Develop the Risk Management Strategy, Strategic Risk Register and monitoring reports • Horizon scanning and identification of emerging risk areas • Identify and commission task and finish groups where appropriate • Review Directorate risk registers • Review Insurance claims analysis in order to identify ways of reducing or eliminating future claims • Identify good practice and share learning • Approve the use of the Risk Management budget and training days • Arranging and providing risk management training as appropriate
Service Managers (Tier 4)	<ul style="list-style-type: none"> • Ensure that risk management is incorporated into service plans and project plans • Ensure regular review of Service Risk Registers (every 3 months) • Review risk treatment schedules as identified by the line managers and team leaders • Review risk action plans and ensure they are implemented • Contribute towards the identification and management of operational risks for their service • Ensure that risks which have been identified are addressed and mitigated and that any high risks are addressed urgently • To provide annual assurance on the effectiveness of controls in place to identify and mitigate risks within their service through the annual service planning process • To maintain awareness of and promote effective risk management techniques (incl. awareness of the strategy and policy) to all relevant staff • Ensure that risk issues are highlighted in decision making reports
Line Managers and team leaders	<ul style="list-style-type: none"> • Identify and analyse risks • Undertake assessments at service level • Evaluate risk/perform risk assessment • Prepare risk treatment schedule and action plans • Support the development of service, directorate and strategic risk registers

Group	Roles & Responsibilities
All employees	<ul style="list-style-type: none"> • Manage risk effectively in their job and report opportunities and risks to their service manager • Participate in risk assessment and action planning where appropriate • Adhere to Council policies and procedures • Attend training and development sessions as appropriate
Project managers	<ul style="list-style-type: none"> • Project leaders have a responsibility to ensure that the risks associated with their projects are identified, recorded and regularly reviewed as part of the project management process • Risk to be a key part of project applications and decisions
Internal Audit	<ul style="list-style-type: none"> • Audit the risk management process • Assess the adequacy of the mechanisms for identifying, analysing and mitigating key risks • Provide assurance to senior officers and Members on the effectiveness of controls • Use the strategic risk register to drive the Internal Audit Plan to ensure resources are used on the areas of highest risk and where the need for assurance is greatest

Section 5: Risk Management Process

5.1 The risk management process is the same for the management of both strategic and operational risks. The process comprises of the following four basic steps; these are indicated in the diagram below and should be driven by the Council's objectives.



Risk identification and risk appetite

At the strategic level, risks may be addressed by a variety of means. These include and having identified a risk there are four basic choices about how to deal with it – the 4T's:

Treat the risk (i.e. do something about it)

Tolerate the risk – (i.e. accept it as it is)

Transfer the risk – (i.e. pass it to someone else, for example insurance)

Terminate the risk – (i.e. cease the activity that gives rise to the risk)

Risk Treatment

The most important part of the risk process is the resulting decisions and actions, and this will become an increasing focus of the Council. Risk analysis will identify actions required as well as target deadlines. However, overall responsibility for progress falls to the risk owner.

There are four basic ways of treating an opportunity, which are:

Enhance – seek to increase the likelihood and/or the impact of the opportunity in order to maximise the benefit;

Ignore – minor opportunities can be ignored by adopting a reactive approach without taking any explicit actions;

Share – seek a partner/stakeholder able to manage the opportunity, which can maximise the likelihood of it happening and increase the potential benefits;

Exploit – seek to make the opportunity definitely happen by adopting aggressive measures to ensure the benefits from the opportunity are realised.

Where risk control or reduction is required, focus should be given to both the impact and the likelihood of the risk. All actions should be taken within the context of the likely cost of the actions required to reduce the risk. The anticipated level of risk the Council is prepared to accept taking into account the implementation of the actions identified is shown as the Target Risk. This Target Risk will vary depending upon the risk appetite.

Section 6: Links to emergency planning and business continuity

- 6.1 There is a key link between risk management, emergency planning and business continuity which is vital to their success. While linked they are however different.

Risk management is about trying to identify and manage those risks which are more than likely to occur and where the impact on the Council's objectives can be critical or even catastrophic.

Business continuity management is about trying to identify and put in place measures to protect the priority functions against catastrophic risks that can stop the organisation in its tracks. There are some areas of overlap e.g. where the I.T infrastructure is not robust then this will feature as part of the organisation risk assessment and also be factored into the business continuity plans. Further information about business continuity and our plans is available via aspire intranet.

Emergency planning is about managing those incidents that can impact on the community (in some cases they could also be a business continuity issue) e.g. a plane crash is an emergency, it becomes a continuity event if it crashes on the office. Further information about emergency planning and our plans is available via aspire intranet.

Section 7: Communication and training

- 7.1 The latest version of the Risk Management Strategy will be available via aspire intranet and key messages will also be included in the managers e-bulletin to enable cascade via team meetings.
- 7.2 Risk management should be a regular item at Directorate Management Team meetings and team meetings to ensure that all employees can contribute to risk management and that risk can be managed at the most appropriate level.
- 7.3 Risk management training is mandatory for all employees and is delivered via Aspire learning. Additional more in-depth modules and in some cases external courses will also be available where appropriate. The Corporate Risk Management Group can make recommendations around additional learning and development requirements to ensure officers are sufficiently confident to

undertake the process of risk identification, controls and monitoring within their service areas.

Section 8: Monitoring and review

- 8.1 The Corporate Risk Management Group will develop quarterly updates for Portfolio holders and the Corporate Leadership Team to raise awareness and enable challenge of risk management activity.
- 8.2 Standards and Audit Committee will receive a monitoring report twice per annum and Council once per annum (as part of the annual review).

Appendix 1 – Risk Matrix

A Risk Matrix is used to assess risks in terms of their likelihood of occurring and the impact they could have. The scores for each factor (likelihood and impact) are plotted on a matrix (see below) to identify those that require management action i.e. focus on the 'red' area. The objective is to devise mitigating actions that will reduce the risk and ideally move the assessment into a safer area of the matrix (green or amber).

Total Risk Score = Likelihood x Impact. Rating: 0-8 **Green**, 9-14 **Amber**, 15+ **Red**

Risk Likelihood

Score 1 – Highly unlikely	Score 2 – Unlikely	Score 3 – Possible	Score 4 – Likely	Score 5 – Very Likely
Previous experience at this or other similar organisations make this outcome highly unlikely to occur.	Previous experience discounts this risk as being unlikely to occur but other organisations have experienced problems.	The Council has in the past experienced problems but not in the past three years.	The Council has experienced problems within the past three years.	The Council is currently experiencing problems or expects to within the next 12 months.

Risk Impact

Risk Impact	Score 1 – Negligible	Score 2 – Low	Score 3 – Medium	Score 4 – High	Score 5 – Very High
Priorities	No impact on the delivery of the Council's priorities.	It may cost more or delay in delivery of one of the Council's priorities	A number of Council priorities would be delayed or not delivered	The majority of Council priorities would be delayed or not delivered	Unable to deliver all Council priorities
Financial	Less than £5k	Less than £25k	Less than £100k	Less than £500k	More than £500k
Service	No disruption	Some temporary disruption of activities in one service area.	Regular disruption to activities in one of more service areas.	Severe service disruption or regular disruption affecting more than one service.	Severe disruption to the activities of all Council services.
Information	None	Minor – no personal details compromised	Isolated, personal details compromised	Across several services – personal details compromised	Severe personal details compromised
Public engagement and reputation	No loss of trust with the council and no media attention.	Some loss of confidence and trust with some local media attention.	A general loss of confidence and trust and adverse media coverage.	Major loss of trust and confidence and adverse national media coverage.	Severe loss of trust and confidence and adverse extensive media coverage – national

Risk scoring matrix

Likelihood	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
	Impact					

Appendix 2 – Glossary

Risk	Risk can be defined as a threat that an event or action will adversely affect the Council's ability to achieve its objectives, perform its duties or meet expectations of its stakeholders.
Hazard	Anything that has the potential to cause harm.
Risk Management	Risk is unavoidable, organisations' must manage risk in a way that can be justified to a level which is tolerable and as a result, risk is the chance that an event will occur that will impact upon the organisation's objectives. It is measured in terms of consequence and likelihood.
Assessing risks	The approach and process used to prioritise and determine the likelihood of risks occurring and their potential impact on the achievement of the Council's objectives.
Contingency	An action or arrangement that can be put in place to minimise the impact of a risk if it should occur.
Control (control measures)	Any action, procedure or operation undertaken to either contain a risk to an acceptable level, or to reduce the likelihood.
Corporate Governance	Set of internal controls, processes, policies, affecting the way the Council is directed, administered or controlled.
Service risk	Significant operational risks which affect the day-to-day activities of the council.
Identifying risks	The process by which events that could affect the achievement of the Council's objectives, are drawn out and listed.
Risk Prioritisation	Risk prioritisation is the process used to evaluate the hazard/ risk and to determine whether precautions are adequate or more should be done. The risk is compared against predetermined acceptable levels of risk.

Impact	The effect that a risk would have if it occurs.
Issue	An event or concern that has occurred or is taking place and needs to be addressed (as opposed to a risk which has not yet, or might not, occur).
Consequence	A measure of the impact that the predicted harm, loss or damage would have on the people, property or objectives affected.
Likelihood	A measure of the probability that the predicted harm, loss or damage will occur
Risk Treatment	The action(s) taken to remove or reduce risks
Key Risk Driver	Describes the type of risk and what the value of that potential risk is likely to be.
Raw Risk	Worst case scenario – without intervention
Current risk	Current assessment of risk having considered controls already in place to mitigate the risk
Target risk	The best position the Council can get to when all mitigating measures are applied.
Managing and controlling risks	Developing and putting in place actions and control measures to treat or manage a risk.
Control	The control of risk involves taking steps to reduce the risk from occurring such as application of policies or procedures.
Mitigation (Plan)	A strategy that reduces risk by lowering the likelihood of a risk event occurring or reducing the impact of the risk should it occur.
Objective	Something to work towards – goal.
Operational risk	Risks arising from the day to day issues that the Council might face as it delivers its services.
Overall risk score	The score used to prioritise risks – impact multiplied by likelihood.
Risk Assessment	Analysis undertaken by management when planning a new process or changing an existing procedure to identify risks that may occur, their potential impact and likelihood of occurrence. It will also identify the controls needed to control the risk and who is responsible for this.
Risk Register	A risk register is a log of risks of all kinds that threaten an organisation's success in achieving its objectives. It is a dynamic living document which is populated through the organisation's risk assessment and evaluation process. The risk register enables risks to be quantified and ranked. It provides a structure for collating information about risks.

Appendix 3 - Risk Management Group

Terms of reference

Purpose

Strategic oversight of the Council's risk management arrangements including the development of the risk management strategy, strategic risk register and key monitoring and challenge reports. Horizon scanning for key organisational, reputational, legal, financial and operational risks including the regular review of Directorate risk registers and emerging issues.

Responsibilities

1. To develop, adapt and maintain the Council's Risk Management Strategy as the formal framework for the identification and management of strategic and operational risks.
2. To develop, review, monitor and challenge the Council's Strategic Risk Register ensuring key risks are identified and effectively mitigated and managed.
3. To review, monitor and challenge Directorate Risk Registers, providing a two way flow of information and development in support of the Strategic Risk Register and ensuring a 'One Council, One Team' approach to risk management.
4. Horizon scanning for new and emerging risk management concerns and opportunities across a broad range of areas including legal, financial, legislative, operational, insurance and partnerships to feed into the Risk Management Strategy and Risk Registers.
5. To provide assurance to Standards and Audit Committee and Full Council that effective risk management arrangements are in place and are improving via twice yearly reports.
6. To provide assurance to Cabinet Portfolio holders and Corporate Leadership team with quarterly update reports.
7. To develop and progress task and finish groups on specific areas of interest e.g. major projects, governance, training etc.

Meeting arrangements

Quarterly Risk Management Group meetings with the opportunity for additional task and finish groups.

The meetings will be chaired and administrated by the Health, Safety and Risk Team within the Directorate Corporate.

Membership

Cabinet Portfolio – Governance (Chair)
 Executive Director (Senior Leadership Team Sponsor)
 Service Director – Corporate
 Service Director – Digital, HR and Customer Services
 Service Director – Economic Growth
 Service Director – Finance
 Service Director – Housing
 Service Director – Leisure, Culture and Community Wellbeing
 Strategic Health, Safety and Risk Manager
 Head of Internal Audit
 Regulatory Law Manager and Monitoring Officer
 Senior Emergency Planning Officer
 Insurance lead

Appropriate substitutes can be arranged but all areas should be represented

Timetable

Meeting	Activity	Timescale
Risk Management Group	<ul style="list-style-type: none"> • Risk Management Strategy • Strategic Risk Register • Directorate Risk Registers • Horizon Scanning • Start to feed into Annual Governance Statement 	January
Corporate Leadership Team	<ul style="list-style-type: none"> • Quarterly Risk Management report • Risk Management Strategy 	January



(Quarterly report also available to Cabinet portfolio holders for information)	<ul style="list-style-type: none"> • Strategic Risk Register • 	
Finance and Performance Board (on route to S&A and Council)	<ul style="list-style-type: none"> • Risk management update • Risk Management Strategy • Strategic Risk Register 	February
Standards and Audit Committee	<ul style="list-style-type: none"> • Risk Management update • Risk Management Strategy • Strategic Risk Register 	February
Council	<ul style="list-style-type: none"> • Risk Management update • Risk Management Strategy • Strategic Risk Register 	February – coincide with Council Plan and MTFP
Risk Management Group	<ul style="list-style-type: none"> • Strategic Risk Register • Directorate Risk Registers • Horizon Scanning 	April
Corporate Leadership Team (Quarterly report also available to Cabinet portfolio holders for information)	Quarterly Risk Management report	April



Risk Management Group	<ul style="list-style-type: none">• Strategic Risk Register• Directorate Risk Registers • Horizon Scanning	July
Risk Management Group	<ul style="list-style-type: none">• Strategic Risk Register• Directorate Risk Registers• Horizon Scanning	September
Corporate Leadership Team (Quarterly report also available to Cabinet portfolio holders for information)	<ul style="list-style-type: none">• Quarterly Risk Management report• Strategic Risk Register	September
Finance and Performance Board (on route to S&A and Council)	<ul style="list-style-type: none">• Risk management update• Strategic Risk Register	September
Standards and Audit Committee	<ul style="list-style-type: none">• Risk Management update• Strategic Risk Register	October
Council	<ul style="list-style-type: none">• Risk Management update• Strategic Risk Register	October
Risk Management Group	<ul style="list-style-type: none">• Strategic Risk Register• Directorate Risk Registers• Key regeneration schemes• Horizon Scanning	November



<p>Corporate Leadership Team</p> <p>(Quarterly report also available to Cabinet portfolio holders for information)</p>	<ul style="list-style-type: none">• Quarterly Risk Management report• Strategic Risk Register	<p>November</p>
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Strategic Risk Register 2022/23 Summary

Risk scoring matrix

Likelihood	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
	Impact					

Strategic Risk Register Summary

Ref	Risk	Current risk rating	Target risk rating
SR1	Financial Sustainability	15	12
SR2	Project management	15	10
SR3	Capacity to deliver	16	9
SR4	ICT transformation programme	12	9
SR5	Emergency planning and business continuity	12	9
SR6	Health and Safety	12	6
SR7	Information assurance / governance	16	12
SR8	Procurement and contract management	12	8
SR9	Council housing provision	12	9
SR10	Safeguarding children and vulnerable adults	12	8
SR11	Non-housing property maintenance	16	12
SR12	Climate Change	16	12
SR13	Changes to local government structures	15	9
SR14	EU Exit	9	6
SR15	Covid-19	20	15

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Strategic Risk Register 2022/23

Risk ref	Risk description and impact	Existing controls to mitigate the risk	Current risk rating			Further mitigating action identified and dates for completion	Target risk rating			Risk lead
			Likelihood	Impact	Risk rating		Likelihood	Impact	Risk rating	
SR1	<p>Financial sustainability Budget pressures, increased income volatility and uncertainty around local government finance. Significant pressures include:</p> <ul style="list-style-type: none"> Potential changes around government policy e.g. business rates (retention, growth and appeals), new homes bonus and fair funding Cost pressures e.g. pensions, pay inflation, pay policy decisions, real living wage, interest rate charges, service charges, energy prices etc. Concerns around inflation affecting key income streams – council tax, rent etc. Asset management and capital programme e.g. fall in capital receipts, reduced rental income, increasing borrowing required to fund capital programme, ten year maintenance plan for buildings Income streams – volatile market conditions Additional spend pressures & reduced income generation opportunities due to Covid19 pandemic <p>Potential impact</p> <ul style="list-style-type: none"> Re-assessment of range and scope of services currently provided and of Council Plan priorities to reduce costs Review of the asset management plan Short-term use of reserves Critical external audit inspection/ audit reports Damage to Council's reputation Loss of confidence from elected members and the public Negative impact on staff morale 	<ul style="list-style-type: none"> Five year medium term financial plan in place – reviewed on a quarterly basis MTFP includes prudent assumptions re: income levels and challenges Budget monitoring and reporting (to Finance and Performance Board, Scrutiny, Cabinet, Council) Internal audit controls and reporting Capital strategy and asset management plan Monthly budget monitoring Expenditure and vacancy control procedures SLT/CLT monitoring of progress in delivering Action Plan for achievement of savings to address future years deficits Monthly monitoring of impact of pandemic on current & future year financial position 	3	5	15	<ul style="list-style-type: none"> Horizon scanning activities to inform quarterly review of the MTFP – Identifying emerging pressures and opportunities Assessment of implications of external pressures as further details become available – feeding into MTFP and updating assumptions Responding to key Government consultation activity and lobbying where necessary for fair and improved funding settlements including new burdens Delivery of the 2022/23 savings plan and income targets Ensuring that all external funding opportunities to mitigate the impact of the pandemic are identified and maximised 	3	4	12	TC
SR2	<p>Project management Effective project and programme management to deliver key activities and change agenda.</p> <ul style="list-style-type: none"> Lack of effective project management approach, tools and governance leads to ineffective planning and delivery of key activities and change agendas. Insufficient planning or having no plan at all to support delivery of key activities and change agendas can lead to lack of output delivery, Inadequate resources being available and overspend of budgets. Lack of effective project management will undermine effective performance management and monitoring of key activities and change <p>Potential impact</p> <ul style="list-style-type: none"> Unplanned expenditure of resources and budget leads to stresses on staff and services and creates budget pressures. Activities and change are not delivered to the required outputs/outcome. Diminishing Political support due to the failure to deliver on promised activities and change by Officers. Reputational damage both within and outside of the Council due to output delivery failure and deadlines not being achieved. Failure to deliver the ambitions of the Council Plan 	<ul style="list-style-type: none"> In April 2021 Joint Cabinet and Employment and General Committee approved a new Corporate Project Management Framework and supporting resource to ensure implementation over the next two years Recruitment to key posts has now been completed Boards developed to oversee significant programmes e.g. ICT improvement programme, Staveley Town Deal, Heart of Chesterfield 	3	5	15	<ul style="list-style-type: none"> Full implementation of the Corporate Project Management Framework due in 2022/23 This will provide a robust and pragmatic approach, tools and governance to support effective delivery of key activities and change 	2	5	10	RON

Risk ref	Risk description and impact	Existing controls to mitigate the risk	Current risk rating			Further mitigating action identified and dates for completion	Target risk rating			Risk lead
			Likelihood	Impact	Risk rating		Likelihood	Impact	Risk rating	
SR3	<p>Capacity to deliver Ensuring that we have the right skills and capacity to deliver the council's priorities and core services.</p> <ul style="list-style-type: none"> Workload demands exceed capacity Loss of key people within the organisation e.g. loss of corporate memory and key skills Lack of training - due to for example budgetary pressures No effective succession planning Difficulties in recruitment and retention of key skills / staff <p>Potential impact</p> <ul style="list-style-type: none"> Inability to deliver services to the desired standard or projects effectively Performance suffers due to low morale & job fears Increased sickness (stress related) Impact on staff health & well being Financial e.g. severance costs arrangements 	<ul style="list-style-type: none"> Fortnightly review and prioritisation of the activity required during Covid-19 pandemic Effective corporate vacancy control processes are in place. The Council's People Plan has been developed and is progressing well HR Business Partners have worked alongside service managers to develop effective performance, development and succession plans. Employee Assistance Programme implemented Webinar training sessions provided to managers to support them with agile working Centralised training budget is in place and prioritised so that essential training is provided and desirable training is supported where budget allows. Tier 4 restructure implemented to improve capacity and resilience 	4	4	16	<ul style="list-style-type: none"> Complete the implementation of organisational development principles across the Council during 2022/23 Continued delivery and development of the People Plan 2019 – 2023 Incorporating the learning from IIP 2022 into the development of the new People Plan 	3	3	9	RON
SR4	<p>ICT Transformation Programme</p> <ul style="list-style-type: none"> Lack of resources and expertise to develop the infrastructure and manage the technology life cycle Ad-hoc development and flawed project documentation Reliance on external expertise and resources <p>Potential impact</p> <ul style="list-style-type: none"> Inefficient & expensive services Poor service outcomes Additional Project delays and costs 	<ul style="list-style-type: none"> In-house ICT team – key recruitment to strengthen expertise within the Council ICT improvement programme developed and approved Delivery monitored via ICT Improvement Board Engagement of Overview and Scrutiny Salesforce platform procured, with core elements new implemented including the MyChesterfield digital account – enabling access to a range of CBC services online 	3	4	12	<ul style="list-style-type: none"> Embed into Corporate Project Management Framework Training and development plans implemented, ensuring knowledge, skills and competency is maintained Regular review and adjustment of programme priorities to meet Covid-19 requirements, ensuring resources are focused on key needs Next phases of the programme are currently being developed 	3	3	9	RON
SR5	<p>Emergency Planning and Business Continuity Ensuring that we are able to respond effectively to unexpected events, minimising any damage caused and keeping services running. Risks include inadequate or untested plans to respond to extreme events e.g. severe weather, pandemic etc.</p> <p>Potential impact</p> <ul style="list-style-type: none"> Loss of damage to life or property Financial (loss of revenue / additional costs) Disruption to service Damage to reputation 	<ul style="list-style-type: none"> Strong Emergency Planning and Business Continuity partnership arrangements in place with DCC Active member of the Local Resilience Forum Staff trained and experienced for strategic and tactical roles Robust Emergency Plan and Business Continuity Plan in place Key plans updated and available via resilience direct Regularly updated key contacts and out of hours document Flooding and severe weather plans updated Test exercises undertaken Snow Wardens scheme continuing 	3	4	12	<ul style="list-style-type: none"> 6 monthly cyber security desk top exercises Key exercises throughout the year on specific emergencies Maintain Emergency Planning and Business Continuity documents update cycles Continued engagement with Derbyshire LRF – ensuring training of staff is up to date New Emergency Planning Liaison Officer – handovers and training taking place. 	3	3	9	DR

Risk ref	Risk description and impact	Existing controls to mitigate the risk	Current risk rating			Further mitigating action identified and dates for completion	Target risk rating			Risk lead
			Likelihood	Impact	Risk rating		Likelihood	Impact	Risk rating	
		<ul style="list-style-type: none"> ICT improvement programme approved, which will improve ICT controls Cyber security assessment completed 								
SR6	<p>Health and Safety Protecting the Public & Staff (Health & Safety) - to ensure that we have systems in place to reduce the risk of accidents occurring and their severity.</p> <ul style="list-style-type: none"> Failure to manage the health & safety risk of the Council's undertakings Lack of training Budget pressures Ageing infrastructure Lack of awareness and understanding of duties and responsibilities. <p>Potential impact</p> <ul style="list-style-type: none"> Death or injury Damage to property or the environment Litigation or prosecutions Financial - claims and increasing insurance premiums Damage to reputation 	<ul style="list-style-type: none"> Health and safety Committee with Service Director H&S reports. Corporate H&S policy and procedures reviewed regularly Health and Safety key element of management and staff team meetings Health and Safety key feature of personal development plans and reviews H&S plans for services Risk assessments and safe systems of work Aspire learning – range of H&S learning and development (some mandatory) and access to a range of external courses Control of contractors' procedures established and implemented through learning CDM Policy and learning programme Asbestos Policy and surveys Internal and External H&S audits to support Programme of fire risk assessments and action planning. Internal audit review of areas for improvement. Council wide SHE system to capture issues. Health and Safety forum to drive health and safety improvements 	3	4	12	<ul style="list-style-type: none"> New Strategic Health, Safety and Risk Managing starting in 2022 – capacity increase for this core function Health and Safety review scheduled for 2022/23 – looking at policy and procedures, learning and development, resources and developing improvement areas Enhanced utilisation of technology to support H&S development across the organisation. Ongoing programme. Integration of salesforce across services will support this programme e.g. embedding staff caution list etc. 	2	3	6	DR
SR7	<p>Information Assurance / Governance Protection from internet facing assets and data security – to comply with the statutory and other requirements to ensure that the data we hold is held securely.</p> <ul style="list-style-type: none"> Lack of cyber security controls Failure to patch ICT systems ICT systems which are unsupported Lack of cyber security knowledge Data breach <p>Potential impact</p> <ul style="list-style-type: none"> Service disruption Data exchange with Government departments restricted ICT network suffers breach or attack Reputational damage Financial loss Information Commissioner sanctions 	<ul style="list-style-type: none"> PSN compliance achieved Monitoring in place ICT health check commissioned annually ICT health check mitigation plan in place ICT improvement programme includes information assurance / security as a key pillar Increased knowledge, skills and competence of staff Information Assurance framework developed Information assurance policies and procedures reviewed Mandatory training in place Data Protection Officer appointed Information Rights officer appointed Data protection Impact Assessments built into project governance framework 	4	4	16	<ul style="list-style-type: none"> ICT improvement programme delivery Full engagement in annual health checks and improvement plans Cyber security desktop exercises Horizon scanning activities and responding to key consultations Engaging with Information commissioner best practice and learning and development opportunities 	4	3	12	RON / GR

Risk ref	Risk description and impact	Existing controls to mitigate the risk	Current risk rating			Further mitigating action identified and dates for completion	Target risk rating			Risk lead
			Likelihood	Impact	Risk rating		Likelihood	Impact	Risk rating	
SR8	<p>Procurement and Contract Management Ensuring that contracts are procured properly and deliver value for money. Risks include failure to comply with procurement and contract management legislation.</p> <p>Potential impact</p> <ul style="list-style-type: none"> Financial impact (valuable funding is used for rectification costs) Increase in staff resource to defend the challenge Potential litigation and fines being procured Reduced value for money Discouraged providers may not tender for the contract in the future - potentially reducing the portfolio of providers 	<ul style="list-style-type: none"> Experienced in-house procurement team recruited Procurement policy and documentation regularly reviewed Procurement portal developed and imbedded Review of procurement data and data cleanse completed Dedicated procurement & legal team to support where necessary on contract management Scheme of delegation and guidance available, registers and online information Staff training completed 	3	4	12	<ul style="list-style-type: none"> Implementation of category management within the new service Continuing delivery against newly developed procurement strategy Ongoing training and development of staff in new procurement processes Regular internal audits being implemented 	2	4	8	RON
SR9	<p>Council Housing Provision The provision of Social Housing - ensuring that the Council is able to support delivery of social housing and that there is a sustainable 40 year business plan for the Housing Revenue Account. Key risk factors include:</p> <ul style="list-style-type: none"> Legislative change Introduction of a new regulatory framework for LA Housing providers Building Safety Bill Changes to definition of decent homes Housing White paper Changes to the rent setting formula Changes to local housing allowance Increasing inflation rates Increased interest rates <p>Potential impacts</p> <ul style="list-style-type: none"> Reduced resources within the Housing Revenue Account business plan due to additional interest payments due to extra borrowing requirements, falling rent collection rates and increased void rent loss Increase in Right-to-Buy sales loss of stock and inability to replace the stock which is sold due to reduced resources. Risk of being required to repay retained Right to Buy 1-4-1 receipts to Government Increased administrative burden in implementing new policies. Increased costs of meeting Building safety bill and revised decent homes standard 	<ul style="list-style-type: none"> Effective Business Planning to model the implications of changes Effective housing operational management & policy framework to collect rents, manage voids and sustain tenancies Effective cost management of operational services repairs and housing management services Effective customer engagement Quarterly assessment of Right to Buy receipt spend integrated into Quarterly Capital programme review Implementation of integrated housing management system 	3	4	12	<ul style="list-style-type: none"> Annual review of the HRA Business Plan Quarterly review of the Housing Capital Programme. Assessment of borrowing approach, including the debt repayment policy Stock conditioning survey Review of repairs and maintenance standards and lifecycles of building components & asset performance Covid 19 Recovery action plan Reshaping Housing Service to deliver a more effective frontline housing management service to tenants 	3	3	9	LC
SR10	<p>Safeguarding children and vulnerable adults Safeguarding Children and Vulnerable Adults - the ability to fulfil our moral and legal obligations to ensure a duty of care for children and vulnerable adults across our services and facilities. Risks include inadequate policies, procedures, learning and development partnership working to safeguard children and vulnerable adults living in our communities, using our services and to protect the council, its staff, elected members and volunteers.</p> <p>Potential impacts</p> <ul style="list-style-type: none"> Negative impact on the well-being of children and vulnerable adults Reputation damage Public expectations / reaction 	<ul style="list-style-type: none"> Senior Leadership Team/ Corporate Leadership Team Safeguarding lead roles identified Safeguarding group established to develop effective response, audit and share best practice Strong dialogue and engagement with key partners on Derby and Derbyshire Safeguarding children partnership and Derbyshire safeguarding adults board ' member of the Derbyshire districts subgroup 	3	4	12	<ul style="list-style-type: none"> Keeping up to date with legislative changes, policy changes and best practice Monitoring trends and horizon scanning via Derbyshire districts group and CBC group Maintaining annual section 11 audits and improvements 3 yearly Internal audits – 2021/22 audit gave substantial assurance 	2	4	8	DR

Risk ref	Risk description and impact	Existing controls to mitigate the risk	Current risk rating			Further mitigating action identified and dates for completion	Target risk rating			Risk lead
			Likelihood	Impact	Risk rating		Likelihood	Impact	Risk rating	
	<ul style="list-style-type: none"> Loss of Trust Loss of Member confidence Loss of staff morale Critical external inspection / investigation 	<ul style="list-style-type: none"> Policies and procedures are up to date Learning and development arrangements in place for members and staff Annual audit / self-assessment Regular internal audits Effective partnerships with community and voluntary sector Organising welfare checks where concerns identified Full engagement with VARM processes 				<ul style="list-style-type: none"> Review of safeguarding leads following Tier 4 restructure completion 				
SR11	<p>Non-housing property maintenance The Council owns and manages a significant portfolio of non-housing properties used for a variety of purposes including CBC operational buildings and a large commercially let portfolio. This requires a planned and fully funded maintenance programme.</p> <p>Potential impact</p> <ul style="list-style-type: none"> Service disruption if buildings are not safe and well maintained Service disruption for commercial tenants if buildings are not safe and well maintained Loss of rental income and additional costs Large costs of repair and maintenance Health and Safety risks Reputational damage Legal disputes 	<ul style="list-style-type: none"> Internal audit report completed – identifying improvements required Condition survey of buildings is underway - Progress during 2021 was directly affected by the Covid-19 pandemic response. Work is in progress to draw the current tranche of 10-year maintenance reports together, to assess the current position, gaps for future requirements and associated costs. However, additional resource is required to enable this detailed and extensive piece of work to be completed within the necessary timescales. This will be allocated on an urgent basis and timescales for completion reviewed. 	4	4	16	<ul style="list-style-type: none"> The Asset Management Group has identified this as a priority risk The Executive Director will be taking a report with both financial and non-financial recommendations to the appropriate Boards/Committee to establish agreed plans and appropriate resources to mitigate this risk once all of the appropriate information becomes available. 	3	4	12	AM / NJ
SR12	<p>Climate Change Ongoing global warming leading to higher sea levels and extreme climate conditions.</p> <p>Potential impact</p> <ul style="list-style-type: none"> Potential changes around government policy and targets Cost pressures e.g. adapting to new requirements and opportunities Resource capacity – increasing area of focus impacting all council activities Failing to reach key climate change targets Asset management – property portfolio carbon neutrality challenges Place leadership challenges around climate change education and engagement with communities Environmental changes leading to more frequent extreme weather occurrences 	<ul style="list-style-type: none"> Council declared a climate emergency Climate Change Action Plan 2020 – 2023 developed and is currently being delivered Key targets established – CBC to be carbon neutral by 2030 and Chesterfield Borough by 2050 £100k per annum earmarked for climate change action plan funding Full time Climate Change Officer appointed Regular performance updates to Cabinet and Overview and Scrutiny Challenge Strong Climate Change partnership established with DCC and district councils to maximise climate change actions via Vision Derbyshire Community engagement with key local and regional groups Local democracy programme focusing on Climate Change to educate and engage children and young people Climate Action Now campaign developed to educate and engage communities 	4	4	16	<ul style="list-style-type: none"> Key pieces of work are being commissioned and delivered in 2022 to inform the next Climate Change Action Plan Are You Being Served survey used to benchmark community engagement – inform next Climate Change Action Plan Key partnerships including Vision Derbyshire and Local Authority energy partnership utilised to maximise Derbyshire wide benefit Horizon scanning activities to plan reviews Regular Overview and scrutiny engagement 	4	3	12	DR

Risk ref	Risk description and impact	Existing controls to mitigate the risk	Current risk rating			Further mitigating action identified and dates for completion	Target risk rating			Risk lead
			Likelihood	Impact	Risk rating		Likelihood	Impact	Risk rating	
		<ul style="list-style-type: none"> Range of activities including sustainable business award category and workshops with Destination Chesterfield 								
SR13	<p>Changes to Local Government structures Levelling Up White Paper sets Government's policy position re: Levelling Up, devolution and local government re-organisation. This may be a voluntary position or mandated. This follows on from a raft of local government re-organisation activity following the Cities and Devolution Act 2015.</p> <p>Potential impact</p> <ul style="list-style-type: none"> More complicated landscape for governance and service delivery with potential for combined authorities, mayoral combined authorities, unitary authorities White Paper states that there is a case for wholesale local government reform but this should be locally led not top down 	<ul style="list-style-type: none"> Developed a research and discussion paper identifying the key issues Following national LGR activity Membership of key sector support organisations – LGA, EMCs, DCN Developed with the support of PWC viable alternative to unitarisation – Vision Derbyshire – a collaborative approach for the county council and districts Case for change developed and submitted to Government Vision Derbyshire pilots have been completed Several authorities formally signed up to Vision Derbyshire delivery phase which includes a resource package and governance arrangements CBC officially signed up to Vision Derbyshire participation in October 2021 	3	5	15	<ul style="list-style-type: none"> Continue to update research and maintain discussions with political and officer senior leadership Analysis of Levelling Up White Paper and its implications Analysis of impact of 'County Deal' Continue to work constructively with Derbyshire and other districts via Vision Derbyshire Continue to engage Derby City and other potential partners where appropriate Dialogue with Government regarding the case for change as a viable alternative to unitarisation Implementation of Governance arrangements and resourcing for Vision Derbyshire. 	3	3	9	DR
SR14	<p>EU Exit Responding to issues post EU exit transition period 31.12.20. This will include changes to the way in which the UK works with the EU will potentially create difficulties for the Council, businesses and residents</p> <p>Potential Impact</p> <ul style="list-style-type: none"> Legislative changes across functions and services Employment law changes Communications challenges in supporting residents and business community Potential impact medium term financial plan Potential community cohesion impacts Potential challenges with availability of supplies 	<ul style="list-style-type: none"> Full engagement with Local Resilience Forum post EU exit planning activities Responding to latest government guidance within strategy, policy and service development and changes Supporting national, regional and local communications to provide information as part of the ongoing changes Review of potential supply challenges and mitigation where possible 	3	3	9	<ul style="list-style-type: none"> Arrangements to step up Local Resilience Forum activity as necessary Continue to monitor and evaluate impact on functions, services, staff and essential supplies Continued internal communications Continued support of national communications campaign 	2	3	6	CD
SR15	<p>COVID-19 During the Covid-19 pandemic - the ability to fulfil our moral and legal obligations to ensure a duty of care for employees, contractors, visitors and service users across our services and facilities. The ability to respond effectively to unexpected events, minimising any losses caused and keeping services running.</p> <p>Potential impact</p> <ul style="list-style-type: none"> Risk of serious ill-health or death to employees, contractors, visitors and service users. Increased workloads stressful to staff and detrimental to mental wellbeing. 	<ul style="list-style-type: none"> Emergency plan in place Emergency planning liaison officer and deputy emergency planning liaison officer in place. Management teams trained in resilience, emergency planning and business continuity. Campaigns to support central government, NHS and partner agency key messaging Advice and documentation available on Resilience website 	5	4	20	<ul style="list-style-type: none"> Ongoing comprehensive and timely response to Government announcements Engagement in Local Resilience Forum activity Engagement in Government support activity including special briefings and regular Cabinet Communications calls Maximising funding available for communities and CBC via Covid-19 support schemes 	5	3	15	AM / CD

Risk ref	Risk description and impact	Existing controls to mitigate the risk	Current risk rating			Further mitigating action identified and dates for completion	Target risk rating			Risk lead
			Likelihood	Impact	Risk rating		Likelihood	Impact	Risk rating	
Page 239	<ul style="list-style-type: none"> Lockdown of some Council premises and services disrupting service continuity. Financial (loss of revenue / additional costs) Damage to reputation 	<ul style="list-style-type: none"> Advice available from central government and DCC Three task and finish groups established to co-ordinate management and response to pandemic Corporate guidance and risk assessments regularly updated for teams to implement and maintain Covid-19 secure services Weekly e-bulletins introduced for managers and members to cascade vital messages Covid-19 hub developed on website – community and business help and support and via aspire intranet for management and employee support and information Workplace layouts and arrangements re-designed to reduce capacity and ensure social distancing can be maintained Test and trace arrangements in place at all council premises 								

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For publication

Parks and Open Spaces Strategy 2022 – 2030 (L000)

Meeting:	Council
Date:	23 February 2022
Cabinet portfolio:	Health and Wellbeing
Directorate:	Leisure, Culture and Community Wellbeing
For publication	

1.0 Purpose of the report

- 1.1 To seek Council approval of the Chesterfield Parks and Open Spaces Strategy, 2022 – 2030.

2.0 Recommendations

- 2.1 That a new Parks and Open Spaces Strategy be approved and adopted for the period 2022 through 2030.
- 2.2 That the Service Director for Leisure, Culture and Community Wellbeing be invited to develop a five-year costed delivery plan, in consultation with the Cabinet Member for Health and Wellbeing, to give effect to the Strategy's aims and objectives and for this delivery plan to be presented for approval at future meetings of the Cabinet and full Council.

3.0 Reason for recommendations

- 3.1 The Council requires a robust needs assessment and evidence base relating to green space to meet statutory planning requirements within the Local Plan Framework, and the parks and open spaces strategy supports this.

- 3.2 Having a modern and relevant Parks and Open Spaces Strategy will enable the Council to strategically plan and prioritise resources across the Borough, and to work appropriately with developers and other stakeholders.
- 3.3 The effective management of our parks and open spaces will continue to support the Borough in being a great destination; and a healthy and active place to live and work.

4.0 Report details

Background

- 4.1 The Parks and Open Spaces Strategy establishes an understanding and ambition for the borough until 2030. A robust evidence base has been drawn from national policies and initiatives, local consultation and analysis of existing parks and open space provision. This has enabled the development of local standards and policies, which provide a framework for this strategy. The updated strategy, following consultation, is attached at Appendix A, parts 1 and 2.
- 4.2 The draft Parks and Open Spaces Strategy was considered at the Cabinet meeting on 6 July 2021 where it was resolved that the draft strategy be approved for wider consultation.

Consultation on the Draft Parks and Open Spaces Strategy 2022 - 2030

- 4.3 The consultation programme for the draft Parks and Open Spaces Strategy took place between August and October 2021. This programme, in addition to ongoing internal officer engagement, included:
- An online survey for members of the public to respond.
 - A session with the Enterprise and Wellbeing Scrutiny Committee.
 - An online survey for stakeholder groups such as 'Friends' groups and Sports Clubs to respond.
 - A presentation and online survey for the Council's Equalities and Diversity Group.

- 4.4 Initially the consultation was held over a four-week period; this was subsequently extended to six weeks to enable further engagement of stakeholders in the consultation process.
- 4.5 Fifty responses to the online consultation were received. The comments and responses are set out in Appendix B.
- 4.6 The consultation with Enterprise and Wellbeing Scrutiny Committee enabled further discussion and consideration of key issues, the feedback is set out in Appendix C.
- 4.7 Feedback from the consultation was positive and supportive of the strategy including its key themes and direction of travel.
- 4.8 Due to the overall positive and supportive nature of the feedback there have been no significant changes to the strategy following the consultation.
- 4.9 The vision has been simplified and the aims have been updated to more overtly set out the priority to reduce inequality in areas of highest deprivation. Clarity has also been provided over the development and use of local standards and policies to provide a framework for prioritisation and resource allocation for management and improvement.
- 4.10 Other amendments in relation to the structure of document have been made in response to the feedback received. This includes for example, the inclusion of an executive summary to help capture for the reader the key areas of the strategy.

Parks and Open Spaces Strategy 2022 - 2030

- 4.11 The updated vision, aims and themes for the strategy, that will set the framework for the development of the five-year costed delivery plan, are set out in the paragraphs below. The final version of the strategy is attached at Appendix A, parts 1 and 2.
- 4.12 The vision for the parks and open spaces across the borough is:

'For every park and open space to offer a high quality and fulfilling experience; supporting biodiversity, promoting health, well-being and enjoyment, and improving the quality of life for residents and visitors to the borough.'

4.13 The aims of the strategy are:

- To provide clear and transparent guidance and priorities for improving parks and open spaces.
- To reduce inequality in those areas of highest deprivation according to the index multiple deprivation by providing good quality and accessible parks and open spaces.
- To enhance local leadership and commitment to improving and investing in parks and open spaces.
- To provide high quality evidence to underpin and support funding bids to improve parks and open spaces including community engagement opportunities.
- To feed into and maximise visibility within the Council's key strategy documents the Council Plan and Local Plan.
- To enhance our contribution to key agenda's including the climate emergency, nature recovery, improving accessibility and responding the borough's challenging health and wellbeing profile.
- To support negotiation with developers for 'planning gain and support' for open space investment / provision across the Borough.
- To develop parks and open spaces using local standards, evidence base and policies to provide a framework for prioritisation and resource allocation for management and improvement.

4.14 The key themes that set the delivery context for the strategy are focussed on:

- Using a clear approach for investment in parks and open spaces
- Using our resources effectively and sustainably
- Increasing the use of our parks and open spaces
- Engaging with our community and partners effectively

4.15 The updated and refreshed strategy will become the key document guiding the Council's management of and investment in its parks and open spaces until 2030. By adopting this strategy, the Council will have:

- Clear and transparent guidance and priorities for improving its parks and open spaces, to meet the needs of community in providing open space in the borough, setting the context for the development of a five-year costed delivery plan.
- Evidence of local leadership on and commitment to parks and open spaces, to underpin bids for funding their development.

- Clear co-ordination with the Council Plan and the adopted Local Plan.
- An evidence base and local standards to underpin the negotiation of 'planning gain' for open space investment / provision across the Borough.

4.16 This report is due to be considered by Cabinet at its meeting on 22 February, 2022 where it is recommended that the report be supported and referred to Council for approval.

5.0 Alternative options

5.1 The alternative option would have been to not develop a parks and open spaces strategy and subsequent 5-year costed delivery plan and continue with current arrangements whereby the Council Plan provides the broad strategic framework and activities are guided by different team service plans.

5.2 The preferred option, as covered in this report, supports both the strategic need and operational delivery requirements to maintain high standards by investing in key parks, open spaces and play facilities including increasing biodiversity and carbon capture whilst maintaining resident satisfaction with parks and open spaces.

5.3 The preferred option will support the Council to target resources effectively and efficiently through using the clear framework that the parks and open spaces strategy provides.

6.0 Implications for consideration – Financial and value for money

6.1 No specific financial implications have been identified from the consultation on the strategy.

6.2 To maintain the quality and the desired levels of positive customer experience across our parks and open space, the Council, in addition to its general fund resource support, will continue its highly successful approach to securing additional external funding to enable the progressive development of the Councils parks and open spaces through the strategy. This includes:

- Council funding: capital and revenue funding allocated to deliver facilities and improvements within the Council's ownership
- CIL and Section 106 developer contributions
- Grant funding for example - Landfill Tax Credits

6.3 In the last five years the Council has enabled the investment of £1.6m in parks and open space infrastructure, in addition to the services core general fund resource allocation which is currently £2.1m per annum.

7.0 Implications for consideration – Legal

7.1 The Council is required to meet statutory planning requirements including compliance with the NPPF as part of its Local Plan. A robust parks and open space evidence base has been used in the development of the strategy and as a result will support such compliance.

7.2 Planning development for the borough and associated decisions require robust strategic needs and evidence being in place in event of challenge this strategy will support this.

8.0 Implications for consideration – Human resources

8.1 The Environmental Services section has recently completed a service redesign which has considered at its heart how the alignment of the street scene and green spaces teams can become more focussed on service delivery through the priorities as outlined in the strategy.

9.0 Implications for consideration – Council plan

9.1 The parks and open spaces strategy positively contributes to the following council plan objectives:

- Improving quality of life for local people.
- Improving our environment and enhancing community safety for all our communities and future generations.
- Helping our communities to improve their health and wellbeing.

9.2 Access to good quality, well-maintained public spaces can help to improve both physical and mental health by encouraging people to walk more, play sport, or simply to enjoy a green and natural environment. We will, through this strategy encourage the use of parks and green spaces by all sections of our community. Open space, as we have seen through the

Covid-19 pandemic, has played and continues to play an integral role in supporting the wellbeing of communities.

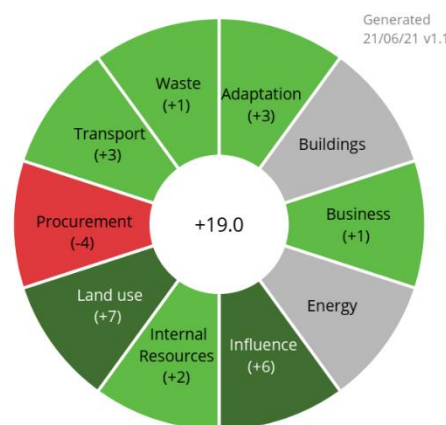
9.3 We will through the strategy continue to work with partners to maximise the benefits to physical and mental health conditions as part of a 'natural environment health service'. The council through working with valued partners, will continue to develop opportunities for using green social prescribing to better support and improve mental and physical health and wellbeing.

9.4 Providing good quality open space also supports the Councils wider ambitions regarding making Chesterfield a thriving borough by actively contributing to making Chesterfield a great place to live, work and visit.

10.0 Implications for consideration - Climate change

10.1 The impact of the Parks and Open Spaces Strategy is defined by the Council's Climate Change Impact Assessment Decision Making Tool and a summary image of the assessment is included below at 10.2.

10.2



CBC has committed to being a carbon neutral organisation by 2030 (8 years and 6 months away).

10.3 Our parks and open spaces make a significant contribution to our commitment to become a net carbon neutral council by 2030 and borough by 2050. This includes maximising sustainable principles at all our facilities and in the way we manage and maintain our parks and open spaces; but also, in seeking to enhance biodiversity. We have an overarching duty to consider the protection and enhancement of biodiversity and the natural environment. In the management,

maintenance and development of open space biodiversity is a key theme that this strategy supports.

10.4 Through the strategy and the operational delivery plans that will support it, the service will build climate adaptability into the maintenance of Chesterfields parks and open spaces thus enabling these areas to play an important role in reducing the borough’s carbon and environmental footprint.

10.5 A full Climate Change Impact Assessment is attached at Appendix D.

11.0 Implications for consideration – Equality and diversity

11.1 The Equality Impact Assessment is attached at Appendix E. No negative impacts for groups with protected characteristics have been identified.

12.0 Implications for consideration – Risk management

12.1 Risk matrix

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
Strategy not adopted	High	Low	The strategy has been developed to fully reflect the challenges of land use and open space development. It has been informed by a varied evidence base and as such it supports the Council vision and council plan objectives. A full consultation programme has been undertaken to ensure local input and engagement to reflect local need.	Medium	Low
Insufficient resources available to deliver the Parks	High	Medium	The Council will continue to maximise its use of internal resource and will compliment this by	Medium	Low

and Open Spaces Strategy 2022 – 2030.			continuing its highly successful approach of attracting external funding, in parallel with council funding sources, where appropriate, to support the delivery of the strategy. Following adoption of the strategy a five-year costed delivery plan will be produced.		
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Decision information

Key decision number	1033
Wards affected	ALL

Document information

Report author	
Ian Waller – Service Director - Leisure Culture and Community Wellbeing John Ramsey – Principal Green Space Officer Strategic	
Appendices to the report	
Appendix A Part 1	Draft Parks and Open Spaces Strategy 2022 – 2030
Appendix A part 2	Evidence Base
Appendix B	General Online Consultation Comments
Appendix C	Enterprise and Wellbeing Scrutiny Panel Comments
Appendix D	Climate Change Impact Assessment
Appendix E	Equalities Impact Assessment

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Parks and Open Spaces Strategy 2022-2030

Owner: Service Director - Leisure, Culture and Wellbeing

Date: January 2022

Review by: January 2030

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	Appendix A Evidence base	

FOREWORD

By Cllr Jill Mannion Brunt, Cabinet Member for Health and Wellbeing



Chesterfield is not your typical market town and not your typical borough. It is perfectly located at the heart of England and well connected via the United Kingdom's road and rail network; it affords residents a great quality of life, being on the doorstep of the stunning Peak District National Park and a place with high quality, affordable housing. Although benefiting from key developments and growth in recent years, the legacy of declining industries has contributed to high levels of deprivation and significant health and wellbeing challenges in some parts of the borough.

The parks and open spaces within our borough are an important element of what makes Chesterfield an attractive place to live, work and visit. They have an essential role to play in improving the health, wellbeing and quality of life for our communities as well as attracting visitors from far and wide. As seen during the 2020 – 2021 Covid-19 pandemic our parks and open spaces offered a real lifeline to many residents and enabled them to continue to access free exercise and wellbeing opportunities when many other options were unavailable to them.

Now more than ever our green spaces should be protected, enhanced, and cherished for generations to come. Good quality, accessible open spaces provide sporting and recreational facilities, green lungs for communities to breathe and contribute to a vibrant economy, encouraging higher quality and more sustainable economic development. Through increasing biodiversity and enabling sustainable landscapes they also make a crucial contribution to reducing the impact of Climate Change and help us to work towards our Climate Change targets of a net carbon neutral council by 2030 and borough by 2050.

For our open space network to be fully utilised, it is important to recognise our community's needs. Several issues are key to the success of this strategy including improving the quality and accessibility of provision and maximising opportunities to engage communities to create a shared ownership and pride for our parks and open spaces.

Executive Summary

Our Vision for parks and open spaces

'For every park and open space to offer a high quality and fulfilling experience; supporting biodiversity, promoting health, well-being and enjoyment, and improving the quality of life for residents and visitors to the borough.'

Our Parks and Open Spaces Strategy establishes an understanding and ambition for the borough until 2030. A robust evidence base has been drawn from national policies and initiatives, local consultation and analysis of existing parks and open space provision. This has enabled the development of local standards and policies, which provide a framework for this strategy.

The parks and open spaces within our borough are an important part of what makes Chesterfield an attractive place to live, work and visit and their value to communities has been reinforced through the Covid-19 pandemic. Parks will be a powerful part of our recovery from the pandemic helping to create stronger, more connected, healthier communities.

The Parks and Open Spaces Strategy is key to guiding the Council's protection and investment in parks and open spaces and providing a platform for increased community engagement. The aims of the strategy are:

- to provide clear and transparent guidance and priorities for improving parks and open spaces
- to reduce inequality in those areas of highest deprivation according to the index multiple deprivation by providing good quality and accessible parks and open spaces
- to enhance local leadership and commitment to improving and investing in parks and open spaces
- to provide high quality evidence to underpin and support funding bids to improve parks and open spaces including community engagement opportunities
- to feed into and maximise visibility within the Council's key strategy documents the Council Plan and Local Plan
- to enhance our contribution to key agenda's including the climate emergency, nature recovery, improving accessibility and responding the borough's challenging health and wellbeing profile
- to support negotiation with developers for 'planning gain and support' for open space investment / provision across the Borough

- to develop parks and open spaces using local standards, evidence base and policies to provide a framework for prioritisation and resource allocation for management and improvement

Informed by audits and consultation and linking into key strategic documents and priorities, a series of **Parks and Open Space Strategy Themes** have been developed. These themes, which incorporate core objectives, will be used to guide the development of the delivery plan and the specific activities that will be implemented to achieve the vision, reflecting the needs and aspirations of communities in Chesterfield.

- 1. Using a clear approach for investment in parks and open spaces**
- 2. Using our resources effectively and sustainably**
- 3. Increasing the use of our parks and open spaces**
- 4. Engaging with our community and partners effectively**

This strategy sets out local standards and policies which the Council will use to focus resources where they are most needed and where they will have the greatest impact for the future. It sets out the framework within which we will seek to engage with partners, communities and funders in order to maximise resource allocation both in terms of quality of provision and outcomes. The parks and open spaces strategy will also influence the authorities' approach to levelling up and will inform the allocation and prioritisation of resources across a range of opportunities.

Through this strategy the Council will support the delivery of good quality, accessible open spaces that provide; sporting and recreational facilities, green lungs for communities and contribute to higher quality and more sustainable economic development. In addition, through increasing biodiversity and enabling sustainable landscapes they also make a crucial contribution to reducing the impact of Climate Change and help us to work towards our Climate Change targets of a net carbon neutral council by 2030 and borough by 2050.

The development of the Strategy has been informed by extensive consultation with residents and stakeholder groups. The results of the survey demonstrate the high regard in which our parks and open spaces are held and will be used to inform our action and work plans. The strategy will inform collective decision making about parks and open space opportunities and enable resources to be utilised in an efficient and effective manner.

The Parks and Open Spaces Strategy is a framework and guide for the development of our parks and open spaces over the next ten years. We will develop a five-year costed delivery plan to set out the key activities to be progressed; this will be sufficiently flexible to reflect upon local need as well evolving challenges and strategic priorities.

Delivery of the parks and open spaces strategy will be the responsibility of Chesterfield Borough Council; however, we will continue to work with partners and engage with local communities to maximise the delivery opportunities of this strategy.

SECTION 1: Introduction

1.1 Background

Parks and other open spaces play a big part in what makes Chesterfield Borough an attractive place to live, work and visit. They are places for everyone to enjoy and encourage and promote healthy lifestyles as well as providing much needed places to meet family and friends and relax. Good quality open space can also enhance our economy by providing employment opportunities in a number of sectors including leisure and tourism.

This strategy sets out a range of local standards, against which assessments of our parks and open spaces will be undertaken. This approach will enable us to focus resources where they are most needed and where they will have the greatest impact for the future. It sets out the approach within which we will seek to engage with funders, partners and communities in order to maximise resource allocation both in terms of quality of provision and outcomes such as reducing health inequalities.

Our previous Parks and Open Spaces Strategy was launched in 2014 and has been a catalyst for wide ranging improvements in the quality of parks and open spaces but also led to a significant increase in community engagement. Since the launch of the strategy, over twenty Friends of Parks groups have been supported and encouraged by the Council and play a significant role in securing external funding to drive improvements and attracting more people to use their local park. Key collaborative improvements include:

- Reducing the impact of climate change via our extensive tree planting scheme and careful development of our landscaping and maintenance schemes
- Developing a comprehensive resource pack and officer support to enable new Friends of groups to form and existing groups to flourish
- Chesterfield in Bloom is firmly established with thousands of residents through schools, local businesses, community groups and as private individuals taking part in this campaign to green our borough. The Council has achieved gold standard four years in a row up to 2020
- Holding five prestigious Green Flag awards - Queen's Park, Holme Brook Valley Park, Eastwood Park, Pools Brook Country Park and the Crematorium

- Completed the restoration of our Grade II* listed Queen's Park's western boundary with sympathetic fencing and extensive landscaping works
- Provision of a new 3G artificial sports pitch at Queen's Park, enabling a variety of sport and recreation
- Refurbished play spaces with challenging and innovative play equipment and also introduced outdoor gyms, multi-use games areas and skate parks
- Increased events and activities in our parks by working with a range of partners for example Stand Road Bonfire Night, County Cricket, Gala Days and Chesterfield Pride
- Developed masterplans and management plans for our key parks to maximise quality, engagement and biodiversity. This includes several areas of the borough being declared as local nature reserves and tracts of woodland are now being actively managed and made more accessible
- Effective management of a range of semi-natural spaces under the DEFRA high-level stewardship scheme

In the light of all these improvements and achievements, public satisfaction with local parks and open spaces in Chesterfield Borough remains high with 83% of residents being very satisfied or satisfied with provision (based on 2019/20 Local Government Association Are You Being Served survey methodology).

1.2 Strategy scope

The Parks and Open Spaces Strategy covers the whole borough of Chesterfield and includes all publicly owned parks and open spaces. Allotments, sports pitches and play areas are referred to throughout the strategy however there are separate strategies for these specific open spaces.

Parks and open spaces over 0.2 hectares or more across a range of typologies are included within the strategy. This equates to over 592 hectares of publicly owned parks and open spaces. The largest category of provision is natural and semi-natural spaces which accounts for 313 hectares. This is predominantly due to the two country parks within the borough (Holmebrook and Poolsbrook) which account for over 130 hectares of provision.

1.3 Strategy aims

The Parks and Open Spaces Strategy is key to guiding the Council's protection and investment in parks and open spaces and providing a platform for increased community engagement. The aims of the strategy are:

- to provide clear and transparent guidance and priorities for improving parks and open spaces
- to reduce inequality in those areas of highest deprivation according to the index of multiple deprivation by providing good quality and accessible parks and open spaces
- to enhance local leadership and commitment to improving and investing in parks and open spaces
- to provide high quality evidence to underpin and support funding bids to improve parks and open spaces including community engagement opportunities
- to feed into and maximise visibility within the Council's key strategy documents the Council Plan and Local Plan
- to enhance our contribution to key agenda's including the climate emergency, nature recovery, improving accessibility and responding the borough's challenging health and wellbeing profile
- to support negotiation with developers for 'planning gain and support' for open space investment / provision across the Borough
- to develop parks and open spaces using local standards, evidence base and policies to provide a framework for prioritisation and resource allocation for management and improvement

1.4 The Council's role

Local authorities are advocates and custodians of parks and open spaces. They can:

- Improve, maintain and review existing parks and open spaces
- Provide new, high-quality parks and open space
- Increase green infrastructure within public spaces
- Improve transport links, pathways and other means of access to parks and open spaces
- Provide imaginative routes linking areas of parks and open space for active travel

This strategy and the resultant delivery plan will embed our commitment to the effective management of our parks and open spaces within the borough and recognises the importance to our communities and our economy. The Parks and Open Spaces Strategy contributes significantly to the Council's vision

'Putting our communities first' and our Council Plan delivery across the three priority areas:

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

SECTION 2: The impact of parks and open spaces

2.1 Why are parks and open spaces so important?

The quality of our parks and open spaces can make a significant contribution to the quality of life and health and wellbeing for residents. They provide places to meet, exercise and play but also places to learn about nature or just enjoy a pleasant environment. They are venues for affordable recreation and provide opportunities for young people to undertake creative play and 'hang out'. A spacious green environment can also boost the image of an area, helping to attract inward investment, visitors, and residents alike, whilst key sites are often the focus of civic pride, for example Queen's Park.

Having a strategic approach to parks and open spaces provision can help us to maximise the benefits of parks and open spaces for the whole community. This includes integrating provision into the Council Plan, Health and Wellbeing Strategy and a range of other key plans and strategies. Ensuring that parks and open spaces are a key consideration in our Local Plan is paramount to ensure that planning policies, masterplans, new developments, negotiations and decision making all consider the importance of parks and open spaces provision.

Understanding national policy levers, as well as the purpose and contents of local policies and strategies is critical to address provision of sufficient access to parks and open space and its longer-term sustainability. Local documents should reflect how parks and open space is integral to meeting health and wider priorities and support the protection and enhancement of them.

Now more than ever we can look at parks and open space with a deeper understanding of the wider determinants of health, of which both the built and the natural environment are fundamental pillars. Broadly, it is thought that parks and open space is linked to health and wellbeing in several ways:

- Improving access to parks and open space promotes healthy behaviours including engaging in physical activity and active travel
- Improving social contacts and giving people a sense of familiarity and belonging

- Providing opportunities to develop new skills and capabilities – particularly for young people, there is emerging evidence that spending time in parks and open space is associated with a range of benefits including improved motor skills, better academic performance and increased concentration
- Parks and open spaces including pocket parks, street trees, green walls and roof gardens in urban areas can also help to mediate potential harms posed by exposure to air pollution, the urban heat island effect, mitigate excessive noise and reduce flood risk.
- We are living in a time of real challenge, facing intertwined nature, climate and health emergencies that are having devastating, global impacts. But there are still ways to make positive changes. Restoring nature can help tackle the climate crisis and improve human health too. Nature Recovery Networks - joined-up, nature-rich spaces of all sizes, across all areas are the key. These networks can help to ensure nature's recovery across at least 30% of our land and sea by 2030.

For all these reasons, improving access to quality parks and open space has the potential to improve health outcomes for the whole population. However, this is particularly true for disadvantaged communities, who appear to accrue an even greater health benefit from living in a greener environment. This means that parks and open space also can be an important tool in the ambition to increase healthy life expectancy and improve health and wellbeing outcomes for our communities.

2.2 Benefits of Open Space

2.2.1 Health benefits

A range of academic and community studies have identified clear links between parks and open spaces and improved health and wellbeing. Recent findings include:

- A clear link between green living environments and improved mortality rates in particular for cardiovascular linked mortality
- Increased self-assessed perceptions of good health and wellbeing
- A reduction in the physical and psychological markers of stress, anxiety, and depression
- Improved parental and birth outcomes including more favourable birth weights

- People living near quality parks and open spaces are more likely to meet the national physical activity recommendations, have positive mental health outcomes and are less likely to struggle with weight management
- Improved immune systems
- Positive associations between a greener living environment and improved mental health outcomes for children and young people including emotional wellbeing, reduced stress and improved resilience

Mental health is an area of sharp focus where parks and open spaces can make a significant positive contribution. The physical health, social and economic consequences of poor mental health are substantial. Compared to the general population, people with poor mental health are more likely to have physical health conditions, a lower life expectancy, higher rates of health risk factors such as smoking, alcohol and drug misuse, and are more likely to experience social / economic inequalities such as isolation, unemployment and homelessness or poor housing. Poor mental health is estimated to have an economic and social cost of £105 billion a year in England, with treatment costs expected to double in the next 20 years. In addition to these costs there are incalculable costs to individuals, families, and communities due to lost potential and limited life chances.

2.2.2 Social benefits

The social benefits of parks and open spaces have also been a key area for study with a range of benefits identified including:

- The creation of opportunities for social connectedness – taking part in events, activities or just taking time to relax with friends and family
- Children’s play is a key reason for many people to visit parks and open spaces. The importance of play for a child’s development is well documented but there are often challenges around access including concerns about poor facilities, safety and anti-social behaviour
- Passive recreation is also a key social benefit. This can include walking dogs, watching your children play, viewing wildlife, looking at views, reading or resting. Passive recreation is often far more important to individuals lives than active recreation
- Active Recreation – organised sport, children’s play, music, and a range of events. It is estimated nationally that up to 16% of park users will visit for active recreation alone and this accounts for 7.5 million visitors to parks and open spaces each year

- Equality and diversity– different groups have different requirements and expectations of parks and open spaces such as accessible features, opportunities for reflection and worship or celebration of key dates.
- Park and Open Spaces as Educational Resources. The benefits to children have included sensory perception, children’s behaviour, outdoor learning opportunities, different patterns of play.

2.2.3 Environmental and climate change benefits

A range of environmental benefits have also been identified alongside significant opportunities for reducing the impact of climate change:

- Opportunities to enhance screening to reduce noise and absorb pollutants
- Provide diverse wildlife habitats and contact people with nature close to their homes, schools and places of work. These include local nature reserves, areas of natural and semi-natural green space, allotments and river corridors
- Provide opportunities for active travel to reduce car journeys
- Enable specific climate change focused initiatives including tree planting, improving biodiversity and developing sustainable solutions to landscaping and management
- Providing receptor sites and opportunities to improve a range of habitats

2.3 The value of parks and open spaces

Local Government is a major advocate and custodian of parks and open spaces, but the sector faces huge challenges in terms of the funding and maintenance of existing parks and open spaces, let alone the creation of further provision. It is important that in these strained times parks and open spaces are recognised for their broader social, economic, health and environmental benefits and not just viewed as a financial liability. This needs to form part of all investment and divestment decisions around parks and open spaces provision.

The value of parks and open spaces can be quantified by a monetary value for instance the value of the land, the income opportunities or the cost of maintenance but we are advocating those qualitative measures including social, economic, health and environmental benefits are also effectively considered to improve decision making. There is also an increasing body of evidence that demonstrates a positive relationship between the provision of parks and open

space with improvements to community wellbeing and reduced costs for public services including central and local government provision, NHS, Police and Fire and Rescue services:

- Natural England estimate that £2.1 billion per year could be saved in health costs if everyone in England had good access to parks and open space, due to increased physical activity in those spaces. This is primarily through improved mental health outcomes and people meeting physical activity guidelines
- A welfare gains of £1.2 billion per annum is found for people undertaking one or more 'active' visits (30 minutes, moderate intensity activity daily) to parks and open spaces. This includes £760 million in avoidable medical costs
- A number of city based and regional studies have also quantified the savings potential through better health outcomes linked to opens spaces for example £580 million in London, £192 million in Birmingham or £18 million for Wales costal paths
- Some studies have estimated the annual benefit to society of parks and open spaces for instance £600 million in Birmingham and some have shown the link between £1 spent on parks and open spaces to pounds saved in health costs - £34 in Sheffield
- Proximity to parks and open spaces has also been shown to attract a premium in terms of house prices and area desirability

2.4 Inequalities in parks and open space access

Studies have been undertaken nationally to suggest that there are disparities between the quality and quantity of parks and spaces in different areas and indeed differences in the ways and frequency that communities use and engage with them. This can include:

- Generally lower levels of high-quality parks and open spaces areas with higher deprivation levels
- There is a link between poorer access to high quality parks and open spaces and poorer health and wellbeing outcomes
- People in areas with higher deprivation levels are already more likely to have poorer health and wellbeing outcomes so unequal provision can further compound this issue.
- Studies indicate that all communities benefit from parks and open spaces but there is a disproportionate positive impact for communities with higher

- Deprivation levels Analysis of Monitor of Engagement with the Natural Environment (MENE) survey data across multiple years found that infrequent users of parks and open space tend to be – people who are female, older, in poor health, of lower socioeconomic status, with a physical disability, ethnic minorities, people living in deprived areas, those with less local access to parks and open space and people living further from the coast.

Section 3.0: Barriers to the use of parks and open space

3.1 National evidence and research identifies a range of barriers which may contribute to reasons why some groups are less likely to use parks and open spaces than others. These can include physical barriers, social and cultural barriers or even perception and awareness of opportunities. Barriers identified include:

- Proximity to parks and open space near to home. MENE data shows that two-thirds of visits to parks and open space are within two miles of home.
- Physical obstacles – lack of or poorly maintained road or path networks or challenging topography.
- Transport – lack of public transport options, safe walking or cycling routes or the cost of parking on site.
- Lack of facilities – toilets, benches, cafes.
- Accessibility for example accessible access for people with mobility challenges, seats, accessible toilets, and suitable parking.
- Social experiences – being out in a natural setting is not part of social expectations or background, discomfort over perceptions of what is seen as ‘appropriate’ behaviour in such spaces, feeling unwelcome or out of place.
- Experiences or perceptions of anti-social behaviour, hate crime, vandalism, litter, poor maintenance, poor lighting.
- Limited awareness of provision and how to access.
- Experience and confidence in accessing provision.
- Competing time pressures and interests - MENE survey data indicated that 36% of respondents were either “too busy at work” or “too busy at home” to engage with parks and open spaces and a further 21% just weren’t interested.

3.2 Good practice guidelines developed by CABE (Commission for Architecture and the Built Environment) to encourage engagement with parks and open space:

- Provide opportunities for ongoing and meaningful consultation with communities to understand the barriers that are preventing them from using parks and open spaces and to collaborate to identify solutions to reduce barriers.

- Utilising inclusive design principles that make it easy and attractive for people to use parks and open spaces and that maximise benefits for the community.
- Undertake bespoke work to engage harder to reach communities to identify activities and actions which could increase their engagement with parks and open spaces.
- A combined approach which delivers physical improvements to parks and open spaces, seeks to reduce barriers to access and promotes social engagement and participation.
- Careful planning and evaluation of proposals and decisions that consider the holistic value of parks and open spaces.

This strategy will seek to address barriers through the development of a five-year costed delivery plan informed by the CABI guidelines. Chesterfield Borough Council like most local authorities face significant challenges in terms of the funding and maintenance of existing provision and investment in new provision. We actively pursue external grant opportunities for improvements and have been very successful in drawing down significant funding to enhance existing provision and to support new provision. There may be occasions however, where match funding is required, or we have been unable to secure external funding for key schemes. In these circumstances it may be necessary to consider the disposal of surplus low-quality open space provision to support the maintenance and enhancement of the remainder of our parks and open spaces network.

Section 4: Evidence base and Local standards – Refer to Appendix A

4.1 Evidence base

A huge range of data underpins the development of our Parks and Open Spaces Strategy. The evidence base, set out Appendix A, is important in setting local standards for the type, location, quantity, quality and accessibility of parks and open spaces, helping to identify levels of provision and to define key priorities for investment. We have produced a comprehensive evidence base document that sets out national, regional, and local information which has guided the development of a set of local standards that will be adopted through this strategy.

4.2 Parks and Open Spaces assessment

In 2018 the Council undertook a series of audits to establish the quantity, accessibility, quality of parks and open spaces in the borough and more importantly how the value and contribution that these spaces make to the quality of life for residents. There is localised recognition that there needs to be continued improvements to parks and open spaces within the borough. However, despite the enthusiasm to do so, these continued improvements cannot be achieved all at once and actions need to be organised, prioritised, resourced and adequately funded.

The parks and open spaces assessment and audit scores help us to identify key priorities by enabling:

- Clear policies for protection linked to prescribed and identified sites.
- Developing specific recommendations by area where there are opportunities to improve quality, value and accessibility of green spaces.
- A shared understanding through custodianship of the areas to be retained and protected.
- The use of adopted standards in the Local Plan for the amount of open space to highlight areas where there is potentially a surplus.
- Determined what additional resources are required to build on existing good practice.

The parks and open spaces assessment and audit were undertaken in several key stages including:

- Analysis areas
- Auditing local provision
- Development of local standards for quality and value
- Quality and value assessments
- Development of travel and accessibility standards
- Travel and accessibility catchment assessment

Further details of the methodology used and how scores and values were awarded is contained within our evidence base, but the key findings are detailed below.

4.3 Overview of open space typologies

There is over 592 hectares of publicly accessible parks and open spaces within Chesterfield Borough. The largest contributor to provision is natural and semi-natural parks and open space (313 hectares). This is predominantly due to the two country parks (an equivalent to 130 hectares) being categorised within the typology. The table below gives an overview of provision:

Table 1 – Overview of open space typologies

Open space typology	Number of sites	Total amount (hectares)
Park and gardens	20	111
Natural & semi-natural parks and open space	33	313
Amenity parks and open space	95	93
Space / provision for children & young people	92	5
Allotments	33	40
Cemeteries/churchyards	10	30
Green corridors	4	n/a
Total	287	592

4.4 Local standards for quality and value

Each type of open space receives separate quality and value scores. This also allows for application of a high and low quality/value matrix to further help determine prioritisation of investment and to identify sites that may be surplus within and to a particular open space typology.

Quality and value are fundamentally different and can be unrelated. For example, a high-quality space may be inaccessible and, thus, be of little value; whereas a rundown (poor quality) space may be the only one in an area and thus be immensely valuable. As a result, quality and value are also treated separately in terms of scoring. Table 2 sets out the thresholds for quality and value assessments.

To determine whether sites are high or low quality (as recommended by guidance); the results of the site assessments are colour-coded against a baseline threshold (high being green and low being red). The primary aim of applying a threshold is to identify sites where investment and/or improvements may be required. It can also be used to set an aspirational quality standard to be achieved in the future and to inform decisions around the need to further protect sites from future development.

For example, a park would be expected to feature a greater presence and variety of ancillary facilities (e.g., seating, bins, paths, play equipment, landscaping, etc.) in comparison to an amenity greenspace or other type of open space.

For each typology a different set or weighting for each criterion of quality is used. This is in order to better reflect the different roles and uses of each open space type. Consequently, a different threshold level is set for each open space typology.

For value, there is no national guidance on the setting of thresholds. The 20% threshold applied is derived from our experience and knowledge in assessing the perceived value of sites.

A high valued site is one deemed to be well used and offering visual, social, physical and mental benefits. Value is also a more subjective measure than assessing the physical quality of provision. Therefore, a conservative blanket threshold of 20% is set. Whilst 20% may initially seem low it is a relative score. If a site meets more than one criterion for value, it will score greater than 20%. Consequently, it is deemed to be of higher value.

Table 2 Quality and value thresholds by typology

Typology	Quality threshold	Value threshold
Parks and gardens	55%	20%
Natural and semi-natural greenspace	40%	20%
Amenity greenspace	60%	20%
Space / provision for children and young people	60%	20%
Allotments	50%	20%
Cemeteries/churchyards	60%	20%
Green corridors	60%	20%

4.5 Quality assessments and scores

There is generally a good level of quality across open space sites. The evidence base demonstrates that over three quarters (77%) of sites score above the quality threshold. Parks, allotments, green corridors and cemeteries have a high proportion of sites that rate above the quality thresholds. The table below gives an overview of quality.

Table 3 – Quality scores for assessed open space typologies

Typology	Threshold	Scores %			Number of sites	
		Lowest score	Average score	Highest score	Below threshold	Above threshold
Park and gardens	55%	44%	61%	86%	4	16
Natural & semi-natural parks and open space	40%	29%	51%	96%	11	22
Amenity parks and open space	60%	33%	65%	87%	26	69
Space / provision for children & young people	60%	50%	67%	91%	23	69
Allotments	50%	36%	58%	73%	1	32
Cemeteries/churchyards	60%	56%	68%	87%	2	8
Green corridors	60%	61%	71%	84%	0	4
TOTAL					67	220

4.6 Value assessments and scores

Value assessments have also been undertaken. Nearly all sites (94%) are assessed as being above the threshold for value, reflecting the role and importance of parks and open space provision to local communities and environments. Provision for children and young people is the only typology to have any sites to rate below the value threshold. This reflects for those sites a general lack of quality equipment.

A high value site is considered to be one that is well used by the local community, well maintained (with a balance for conservation), provides a safe environment and has features of interest, for example, good quality play equipment and landscaping. Sites that provide for a cross section of users and have a multi-functional use are considered a higher value than those offering limited functions and viewed as unattractive. The table below gives an overview of value:

Table 4 – Value scores for assessed open space typologies

Typology	Threshold	Scores %			Number of sites	
		Lowest score	Average score	Highest score	Below threshold	Above threshold
Park and gardens	20%	39%	51%	90%	0	20
Natural & semi-natural parks and open space		26%	41%	68%	0	33
Amenity parks and open space		15%	32%	60%	6	89
Space / provision for children & young people		15%	63%	91%	11	81
Allotments		9%	28%	56%	1	32
Cemeteries/churchyards		32%	60%	81%	0	10
Green corridors		31%	49%	83%	0	4
TOTAL						18

4.7 Parks and open spaces community survey

A parks and open spaces community survey was undertaken by consultants in 2018/19 with 671 respondents taking the opportunity to tell us more about their needs and aspirations for parks and open spaces within the borough. A summary of the consultation report is available within the evidence base but some key messages from the survey include:

- 65% of respondents visit a park or public garden at least once a week

- The majority of respondents use non-vehicular modes of transport including walking, running and cycling to access provision in particular parks (77%), amenity greenspace (62%) and outdoor networks (57%)
- For other types of provision including play areas, country parks and cemeteries the weighting towards vehicle use is higher
- For most types of provision people are willing to travel for around 15 minutes but this increases for certain types of provision including country parks and local nature reserves where the majority of people would be happy to travel for 30 minutes
- In general, respondents consider the amount of provision to be quite satisfactory for most types of provision, similarly with quality
- The factors which would make the biggest difference in terms of increasing the use of parks and open spaces include improved cleanliness, better maintenance and improvements to paths, benches, shelters etc and the attractiveness of sites with landscaping, floral displays etc.

4.8 In addition to the main survey 236 children took the opportunity to engage in a specific child focused survey in 2018/19. The key findings include:

- 81% like to visit parks, 66% play areas and 63% nature areas
- The most common reason for visiting these types of open space is to play (81%), meet with friends (61%), to exercise (51%) and to visit with family (46%)
- When asked about what would make parks and open spaces better the most popular answers were making them cleaner and tidier (65%) and more play equipment (64%)

The parks and open spaces community survey found that the most common mode of travel to access open spaces is by non-vehicle methods e.g. walking, running cycling. The most common time willing to be travelled to access provision is 15 minutes. A 15-minute walk is the equivalent to 1.2 kilometres and this radius has been used to map the access to key provision types. For some types of provision – driving is a key method of transport e.g. for country parks and local nature reserves this has also been considered within the audits. The mapping and gap analysis is available within the evidence base.

4.9 Local standards for quantity and travel distance

Standards for the quantity of differing parks and open space typologies consider surpluses and deficiencies in provision on the basis of quantitative, qualitative analysis and any consultation undertaken.

The location, accessibility, and quality of parks and open space is also important in ensuring that the areas are well used and appropriate to the needs of the Chesterfield community. Setting distance thresholds for each type of open space for all areas is not easy to achieve, as many factors will influence travel times. The figures are based on generic average travel times. The Local Plan standards provide guidance that help to identify gaps that will be used to inform developer and Council Delivery plans.

In developing and applying standards of provision, it is important to note that:

- National standards of recommended provision have been used for comparative purposes (Fields in Trust Beyond the Six Acre Standard and Accessible Natural Parks and Open Space Standard)
- Existing standards of provision relate to the current level of provision of a specific typology
- Recommended standards of provision are based on local assessment and analysis but may be the same as a national recommended standard if appropriate, and specifically where current levels of provision do not meet a nationally recommended standard as a minimum. Equally, the future recommended standard may be the existing provision, if it is particularly high, and to lose it would significantly change the natural character of the area.

It is not appropriate to set local standards in the same way for each typology; this is because the majority of people access different types of provision in different ways, for example, walking to a park or children's play area, driving to an outdoor sports facility. In addition, the way in which people choose to access different types of provision may be influenced by locational factors, for example, a high-quality park may be within cycling or driving, but not walking distance. With this in mind, we have developed a set of standards below for each typology. There is generally a good level of provision regarding quantity and travel across most open space typologies.

Table 5 – Adopted standards for open space typologies

	Quantity standard	Travel and accessibility standard
Parks and gardens	1.06 hectares per 1000 population	1.2km or 15-minute walk time
Natural and semi-natural	3 hectares per 1000 population	1.2km or 15-minute walk time or 30-minute drive time
Amenity greenspace	0.68 hectares per 1000 population	1.2km or 15-minute walk time
Children and young people	0.27 hectares per 1000 population	1.2km or 15-minute walk time
Allotments	0.39 hectares per 1000 population	1.2km or 15-minute walk time

Section 5: Our vision and key themes

5.1 Our Vision for parks and open spaces:

'For every park and open space to offer a high quality and fulfilling experience; supporting biodiversity, promoting health, well-being and enjoyment, and improving the quality of life for residents and visitors to the borough.'

Aims of the strategy

The Parks and Open Spaces Strategy is key to guiding the Council's protection and investment in parks and open spaces and providing a platform for increased community engagement. The aims of the strategy are:

- to provide clear and transparent guidance and priorities for improving parks and open spaces
- to reduce inequality in those areas of highest deprivation according to the index multiple deprivation by providing good quality and accessible parks and open spaces
- to enhance local leadership and commitment to improving and investing in parks and open spaces
- to provide high quality evidence to underpin and support funding bids to improve parks and open spaces including community engagement opportunities
- to feed into and maximise visibility within the Council's key strategy documents the Council Plan and Local Plan
- to enhance our contribution to key agenda's including the climate emergency, nature recovery, improving accessibility and responding the borough's challenging health and wellbeing profile
- to support negotiation with developers for 'planning gain and support' for open space investment / provision across the Borough
- to develop parks and open spaces using local standards, evidence base and policies to provide a framework for prioritisation and resource allocation for management and improvement

5.2 Themes

Chesterfield Borough Council wishes to protect and preserve public open space. We want to ensure that development proposals and local improvement

work take all reasonable steps to avoid harm to the amenity, heritage, biodiversity and recreational value of existing open space.

We have identified four key themes for the parks and open spaces strategy, each with core objectives:

- 1. Using a clear approach for investment in parks and open spaces**
- 2. Using our resources effectively and sustainably**
- 3. Increasing the use of our parks and open spaces**
- 4. Engaging with our community and partners effectively**

The sections below capture the core objectives for each theme and set out the range of activities that will be developed and delivered under each of these themes.

5.3 Theme 1. Using a clear approach for investment in parks and open spaces

- Identify key investment priorities by assessing parks and open spaces against an adopted local assessment framework
- Improve the quality of parks and open spaces in line with the identified investment priorities, maximising the use of internal and external resources
- Seek to prioritise the reinvestment of income raised through the parks and open spaces assets, into the maintenance and development of those assets
- Review through our local standards the Parks, Open Space and Play provision across the Borough.

Investment in Open Spaces

We will explore and co-ordinate all investment opportunities in our parks and open spaces including for example Heritage Lottery Funding, Sport England, Landfill Tax Credits. We will continue, where appropriate, to seek funding through the planning process e.g., Section 106 and Community Infrastructure Levy, for open space provision in relation to new development and off-site contributions.

We will develop a five-year costed delivery plan to determine those spaces in need of investment to improve their quality. We will use our evidence base and audits to inform where investment should be directed. These will be linked to, and driven by, gaps in provision and areas of social and economic deprivation.

We recognise that our parks and open spaces require investment and nurturing. We will maximise the use of the Councils general fund revenue budgets and actively seek opportunities to generate income and secure

funding for the improvement and regeneration of our parks and open spaces, in partnership with key stakeholders and external agencies.

Protection of parks and open spaces

The Council wishes to protect and preserve public open space by ensuring that assets are not transferred out of the Council's ownership. There may be exceptional circumstances with lease arrangements or where alternative suitable provision can be made if provision is lost through development. We want to ensure that development proposals and local improvement works take all reasonable steps to avoid harm to the amenity, heritage, biodiversity and recreational value of existing open space.

Quality and access at strategic and multi-functional sites

Through this strategy and the evidence-based assessments we will highlight sites that have real potential to reduce gaps in provision. We will also assess sites across the borough with a multi-functional role which provide the opportunity to serve the wider borough. We are seeking to ensure that quality and access at these types of sites is good, and we will be exploring options to enhance provision given their important role across the borough. Such sites play a multifunctional role with regard to nature recovery and biodiversity net gain, environmental services and climate change. These sites include:

Destination parks – these parks serve local communities but also attract a large number of visitors from within and outside of the borough. They are of substantial size and often of historic importance. They provide a wide range of attractions and facilities.

Community parks - these parks serve a key local need, but which are of sufficient size to accommodate a reasonable range of attractions and facilities. There are 19 sites that are considered as Community parks or have the potential to be community parks with some investment.

Natural/semi-natural green space - these sites are primarily 'natural' in appearance, of significant size, listed in the Derbyshire Wildlife Trust register of sites of importance for nature conservation and managed for wildlife but accessible for informal recreation.

Table 6 – Strategic and multifunctional Parks and Open Spaces

Destination Parks	
Holmebrook Valley Park	Pools Brook Country Park
Queen’s Park and Annexe	
Community Parks	
Brearley Park	Eastwood Park
Hady Playing Field	Highfield Park
Loundsley Green	Rother Rec
Stand Road Park	Tapton Park
Inkerman Playing Fields	Ringwood Park
Whitecotes Playing Field	Badger Recreation Ground
Thistle Park	Inkersall Green Playing Fields
King George V Playing Fields	Langer Lane Recreation Ground
Manor Road Recreation Ground	Station Road Recreation Ground
Somersall Park	
Natural/Semi Natural Green Space	
Brearley Wetland LNR	Norbriggs Flash LNR
Blue Bank Pool LNR	Phipps Open Holes
Westwood	Troughbrook Wood
Cobnar Wood	Wheeldon Mill Plantation
McGregors Pond	Rother Wetland
Chesterfield Canal	

Review of play provision stock

The quality of play provision has been highlighted as an area of concern within the parks and open spaces audit and community survey. A significantly greater percentage of respondents to the survey were dissatisfied with the quality of play provision when compared to other types of parks and open spaces. Enhancing the stock is a challenge due the demands of refurbishing and improving stock on a regular basis and the capital investment required.

We will develop a five-year costed delivery plan through our parks and open space strategy. The plan will provide the framework for a long-term strategic view to be taken to ensure we have a robust and affordable range of play opportunities across the Borough. In developing the plan consideration will be given to providing more natural play opportunities through creative landscaping. This will be in response to the higher proportion of survey respondents who cited preferring natural play opportunities as opposed to traditional play equipment.

5.4 Theme 2. Using our resources effectively and sustainably

- Maximise income and external funding opportunities
- Explore the potential to dispose of or make alternative use of low value and low-quality open space in line with the assessment against the local standards
- Review parks management and maintenance regimes to realise efficiencies and maximise climate change benefit

Maximise income and external funding

We will ensure that income generating and external funding opportunities - including for example Heritage Lottery Funding, Sport England, Landfill Tax Credits are fully explored and appropriately used to positively contribute to achieving the aims of the parks and open spaces strategy.

Dealing with Surpluses and Deficiencies in Open Space

We will ensure that where surplus land exists (where typologies exceed the standards for local communities), modification to the land to address other typology shortfalls within the locality will be considered prior to consideration for disposal where practicable. We will seek to address deficiencies in open space (where typologies do not meet the standards for local communities) by applying for external funding sources and consideration of gain through the planning system.

Adoption and Liability of New Open Spaces

Through seeking to address shortfalls in the Parks and Open Spaces, the Council will reduce its financial liability by actively promoting the transfer to third party organisations e.g., management bodies on new development sites. Where the Council does accept the asset transfer appropriate levels of revenue funding will be agreed in advance and the quality standards identified in the Parks and Open Spaces Strategy should be met, where possible, prior to transfer.

Management and Maintenance

The Council recognises the importance of high-quality management and maintenance of open spaces and will seek to ensure that the quality standards identified in the Parks and Open Spaces Strategy are met. We will continually review how we manage our provision to ensure it provides a high-quality service that is sustainable and accessible. Specifications, procedures and protocols will be developed in order to effectively manage open space.

Climate change and biodiversity

Our parks and open spaces make a significant contribution to our commitment to become a net carbon neutral council by 2030 and borough by 2050. This includes maximising sustainable principles at all our facilities and in the way we manage and maintain our parks and open spaces but also in seeking to increase biodiversity. We have an overarching duty to consider the protection and enhancement of biodiversity and the natural environment. In the management, maintenance and development of open space biodiversity will be a priority. Parks and open spaces can serve as receptor sites for biodiversity net gain from new development sites (off-setting).

Long term climate forecasts (Climate UK), indicate a likelihood of higher average temperatures and more seasonal extremes. This might include a decrease in summer rainfall and an increase in heat waves, and/or an increase in 'flash' rainfall resulting in more flooding, higher sea levels and waterlogged soils. There is therefore a need to build climate adaptability into the maintenance of Chesterfields parks, open spaces.

This will in turn impact on the selection of species for planting, choosing specimens that are resilient to climatic changes. There is potential to improve and promote the environmental sustainability of parks and open spaces and associated buildings and operations, for example, using low emission machinery/vehicles where possible. Chesterfields parks and open spaces can play an important role in reducing the borough's carbon and environmental footprint through for example recycling and composting of parks waste, encouraging local food growing and encouraging cycling, walking and public transport use where appropriate.

Improving the management of the habitats at sites can also help to manage the effects of climate change. For example, the planting of more trees and the restoration of grassland areas can not only lead to the sequestration of more carbon but can also mitigate against flooding events and improve habitat connectivity for species that are most affected by climate change such as birds and bees. We are reviewing our sites to identify opportunities for nature-based solutions, allowing us to mitigate against and adapt to our changing climate, as well as make improvements for both wildlife and people.

5.5 Theme 3. Increasing the use of our parks and open spaces

- Develop a diverse and attractive programme of events and healthy activities in partnership
- Promote open space benefits for health, learning and wildlife
- Encourage responsible use of sites and take effective action with partners to combat anti-social behaviour

Health and Wellbeing

Relaxing or participating in active exercise in a park or green space is an effective way to tackle poor health in an urban area. Access to good-quality, well-maintained public spaces can help to improve both physical and mental health by encouraging us to walk more, to play sport, or simply to enjoy a green and natural environment. We will encourage the use of parks and green spaces for a culture of physical activity by all sections of our community.

We will seek to ensure that our parks and open spaces can be beneficial for a range of physical and mental health condition priorities as part of a preventative 'natural health service'. Linking deprived communities and people with health-related issues to parks and open spaces is more important than ever. The council has a supporting public health leadership role, working with valued partners and we will work with our partners to create a joined-up approach using green social prescribing to better support and improve the mental health and wellbeing of local communities through use and development of green space, by supporting people to feel confident and encouraging them to become active participants in the natural world.

Equality and Diversity

The Council is committed to promoting equality and diversity in the provision and management of open space including improvements to parks and open space facilities. This commitment recognises not only our legal requirements under legislation, but also our drive to ensure we make all reasonable adjustments to ensure that our facilities are accessible for our communities.

Crime and anti-social behaviour

We will work with our partners and use a multi-agency approach to tackle crime and anti-social behaviour and improve social cohesion in our parks and open spaces.

Signage and Interpretation

We will ensure that where there is an identified need, appropriate signs and interpretation boards are in place for our parks open spaces. Signage should be fit for purpose and positioned to avoid impairing amenity and creating visual clutter.

Marketing and Promotion

We will continue and seek to improve marketing of open space across the Borough including to fully exploit its value for education, health promotion, improved liveability of neighbourhoods and accessibility via public transport, cycling or walking.

5.6 Theme 4. Engaging with our community and partners effectively

- Increase engagement with key partners and user groups
- Develop volunteering opportunities in parks
- Seek to promote a local river and tree stewardship scheme in partnership
- Support sports clubs and other groups to move to self-management of facilities
- Work with planning and developers to enhance and develop parks and open spaces

Community Engagement and Volunteering

The Council recognises the many valuable benefits that volunteering can bring to individuals, communities and in improving our parks and open spaces. We will continue to encourage and support volunteering in its many forms including Friends of Groups (FrOGs), tenants and residents' associations and the Chesterfield in Bloom committee. In committing to providing and extending the range of volunteering opportunities within the open spaces work programme, the Council has provided technical support and advice to community and voluntary groups that are working on projects which support the delivery of the Parks and Open Spaces Strategy.

We have developed a pack of information to support Friends groups and their activities. We will hold an annual meeting with FrOGS to give advice and support and to enable networking.

Consultation

We will consult with residents, users and community groups, where reasonable, on proposals for development of or changes to parks and open spaces, to ensure community expectations are met in delivering and managing open space and in order to set good examples to other providers.

Partnership Working

We will continue to work in partnership with the public, private and voluntary sectors including providing advice and support and acting as a critical friend in order to manage and enhance our parks and open spaces across the borough more effectively.

Strategic Growth Sites

Known development sites provide an opportunity to establish a more detailed level of clarity in terms of the open space provision requirements as a result of each development. Across the borough there are several planned developments and allocated sites for housing. These developments are at different stages, some have live planning applications, some are allocated, and others are at an initial identification stage.

Developers of all new housing within the borough will be required to contribute to on or off-site open space provision in accordance with the council's adopted standards. On-site provision will be made where appropriate or off-site contributions to additional or improved open space will be sought where we are able to secure it by S106 planning obligation or Community Infrastructure Levy. The recommended quantity provision standards for the borough are applied in order to determine the need for open space provision as part of the development scenarios.

Section 6: Delivery plan, monitoring and review

6.1 Delivery plan

We will develop a five-year costed delivery plan setting out a range of activities to support the delivery of the strategy through the key themes. Key features of the delivery plan will include estimated investment costs to achieve the council's vision for parks and open spaces, taking into account the detailed analysis of parks and open spaces against the local standards established within this strategy.

Delivery of the parks and open spaces strategy will ultimately be the responsibility of Chesterfield Borough Council; however, we will continue to work in partnership where possible and engage with local communities to maximise delivery of the strategy.

6.2 Monitoring and review

The development of a delivery plan will be a key tool to manage, control and report on progress. Progress against the delivery plan will be monitored and challenged in line with the Council's performance management framework. This will also include the opportunity to make any amendments to the delivery plan in response to emerging needs and challenges. Key performance information will also be monitored and challenged during the plan period including satisfaction and usage data, quality and value score updates.



Parks and Open Spaces Strategy Evidence base Appendix A

Section 1: National Context

At a national level the key policy and guidance documents that underpin this strategy and set out clear expectations for local authorities to take a strategic approach to green space are:

- The Natural Environment White Paper (NEWP)
- The Biodiversity Strategy for England (BSE)
- The Localism Act, 2011
- The National Planning Policy Framework (NPPF)
- Making Space for Nature (MSN)
- Natural England's Green Infrastructure Guidance (GIG)
- DEFRA's Green Infrastructure Partnership (GIP)
- Communities and Local Government Committee: Public Park – Seventh Report Session (2016 – 2017)
- Government Response to the Communities and Local Government Select Committee Report: The Future of Public Parks (2017)

The Natural Environment White Paper (NEWP)

The NEWP (2011) states the government's view that the quality of the natural environment is in decline, highly fragmented and unable to respond to the pressures that will follow from climate change. The NEWP is based largely on the concept of "ecosystem services" and the benefits that society gains from natural resources and functional natural systems – benefits such as food and water, fertile soils and clean air. It concludes that many ecosystems are in decline and therefore the benefits society derives from them are also in decline. As a result, it argues for the creation and maintenance of a "resilient ecological network across England". It also refers to urban green infrastructure as completing "the links in our national ecological network" and "one of the most effective tools available to us in managing environmental risks such as flooding and heat waves".

The White Paper introduced several new policy initiatives, including:

- Local Nature Partnerships, intended to work at a strategic scale for a better natural environment
- Nature Improvement Areas intended to enhance and reconnect nature on a significant scale
- Biodiversity offsets, designed to deliver biodiversity benefits for losses through compensatory habitat expansion or restoration elsewhere
- A Green Infrastructure (GI) Partnership designed to support the development of GI in England

The Biodiversity Strategy for England (BSE)

The BSE, Biodiversity 2020: A Strategy for England's Wildlife and Ecosystem Services, sets out how the Government intends to implement international and EU commitments. It aims to reduce the environmental pressures created by development by "taking a strategic approach to planning for nature" and by retaining "the protection and improvement of the natural environment as core objectives of the planning system".

National Planning Policy Framework (2018)

The NPPF sets out the planning policies for England. It details how these are expected to be applied to the planning system and provides a framework to produce distinct local and neighbourhood plans, reflecting the needs and priorities of local communities.

It states that the purpose of the planning system is to contribute to the achievement of sustainable development. It establishes that the planning system needs to focus on three themes of sustainable development: economic, social, and environmental. A presumption in favour of sustainable development is a key aspect for any plan-making and decision-taking processes. In relation to plan-making the NPPF sets out that Local Plans should meet objectively assessed needs.

Under paragraph 96 of the NPPF, it is set out that planning policies should be based on robust and up-to-date assessments of the needs for open space, sports and recreation facilities and opportunities for new provision. Specific needs and quantitative and qualitative deficiencies and surpluses in local areas should also be identified. This information should be used to inform what provision is required in an area.

As a prerequisite paragraph 97 of the NPPF states that existing open space, sports, and recreation sites, including playing fields, should not be built on unless:

- An assessment has been undertaken, which has clearly shown the site to be surplus to requirements; or
- The loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location; or
- The development is for alternative sports and recreational provision, the needs for which clearly outweigh the loss

Communities and Local Government Committee: Public parks - Seventh Report of Session (2016–17)

Discusses in detail the three key questions on the inquiry into public parks: why parks matter, what challenges are facing the parks sector, and how we can secure a sustainable future for parks. A summary of the three themes is set out below:

Why do parks matter?

Clear evidence of the high usage and role of parks in serving a wide range of users including children and young people is strongly discussed. Furthermore, the many benefits of parks are recognised including:

- Physical and mental health and wellbeing
- Active travel
- Community cohesion and identity
- Biodiversity and access to nature
- Local economy and growth
- Climate change and the environment

Whilst the diverse role of parks is widely acknowledged as indisputable, the focus on parks as physical assets and operational costs can overlook the benefits provided. There is a need for assessment of parks to be more nuanced in a way which values it in terms of health and wellbeing, amenity, and leisure.

What challenges are facing the parks sector?

A number of demands and trends are impacting on the management, maintenance and use of parks across the country. These include:

- Competing demands and tensions between parks users
- Funding reductions
- Health and safety
- Access to revenue and capital funding
- Unequal distribution of parks and green spaces
- Planning policy
- Green infrastructure

How can we secure a sustainable future for parks?

No one size fits all solution is recognised. However, it is highlighted that local authorities are best placed to make decisions appropriate to their local circumstances. Other key considerations include:

- The role of the community
- Innovation and alternative approaches
- A statutory duty to provide and maintain parks
- Coordination and leadership

Government Response to the Communities and Local Government Select Committee Report: The Future of Public Parks (2017)

The document examines the inquiry conducted by Communities and Local Government Select Committee (in July 2016) on the future of public parks. It builds upon the previous themes of why do parks matter, what challenges is the sector facing and can a sustainable future be secured.

In total 17 recommendations were made with each being considered by the Parks Minister as part of the formal Government response. A summary of some of the more relevant recommendations to local authorities are provided below:

- Recommendation Three: As part of developing their exclusive use and charging policies for parks and open spaces, local authorities should work collaboratively with relevant groups of park users to identify the range of ways in which they can contribute to their parks.
- Recommendation Four: Local authorities should encourage and support the development of friends' group forums, and work with them in a coordinated way to ensure that needs are properly assessed, and resources are prioritised and targeted appropriately.
- Recommendation Seven: Local Plans should take a whole-place approach recognising the importance of parks and green spaces to existing and new communities.
- Recommendation Thirteen: Cross-departmental group should encourage and facilitate the evaluation and benchmarking of emerging models for parks management, and the sharing of best practice.
- Recommendation Fourteen: guidance for local authorities that they should work collaboratively with Health and Wellbeing Boards (and others) to prepare joint strategies.

Promoting Healthy Communities

Open space is a vitally important component of sustainable development and is covered in the NPPF objective of Promoting Health Communities. It requires planning authorities:

- To create a shared vision with communities of the residential environment and facilities they wish to see.
- To deliver the social, recreational, and cultural facilities and services the community needs.

- To base their planning policies on “robust and up to date assessments of the needs for parks and open space, sports and recreation facilities and opportunities for new provision, “in effect, what was known until recently as a “PPG17 assessment” or “green space strategy;”
- To protect and enhance public rights of way and access.

It provides highly specific guidance:

- Existing park and open space, sports and recreational buildings and land, including playing fields, should not be built on unless:
- An assessment has been undertaken which has clearly shown the open space, buildings, or land to be surplus to requirements; or
- The loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location; or
- The development is for alternative sports and recreational provision, the needs for which clearly outweigh the loss.

Protecting Green Belt Land

The NPPF states unequivocally that “the fundamental aim of Green Belt policy is to prevent urban sprawl by keeping land permanently open” and requires planning authorities to:

“... plan positively to enhance the beneficial use of the Green Belt, such as looking for opportunities to provide access; to provide opportunities for outdoor sport and recreation; to retain and enhance landscapes, visual amenity and biodiversity; or to improve damaged and derelict land”.

It also states that the construction of buildings in the Green Belt is inappropriate, although it also highlights a number of exceptions to this general rule. They include the

“... provision of appropriate facilities for outdoor sports, outdoor recreation and for cemeteries, as long as it preserves the openness of the Green Belt and does not conflict with the purposes of providing land within it”.

Conserving and Enhancing the Natural Environment

The NPPF suggests that the planning system should help conserve and enhance the natural environment by:

- Protecting and enhancing valued landscapes, geological conservation interests and soils.
- Recognising the wider benefits of ecosystem services.

- Minimising impacts on biodiversity and providing net gains in biodiversity where possible, contributing to the Government’s commitment to halt the overall decline in biodiversity, including by establishing coherent ecological networks that are more resilient to current and future pressures.
- Preventing both new and existing development from contributing to or being put at unacceptable risk from, or being adversely affected by unacceptable levels of soil, air, water or noise pollution or land instability; and
- Remediating and mitigating despoiled, degraded, derelict, contaminated and unstable land, where appropriate.

Provision Standards

The Framework entitled “Using a proportionate evidence base”, requires that planning authorities,

“... set out their policy on local standards in the Local Plan ...they should assess the likely cumulative impacts on development in the area of all existing and proposed local standards, supplementary planning documents and policies that support the development plan, when added to nationally required standards.”

Implicitly, therefore, the NPPF continues the approach set out in the former PPG17 of requiring councils to adopt locally determined standards for open space, sport and recreation provision, a key outcome of this revised parks and open spaces strategy.

Making Space for Nature (MSN)

MSN also highlights the decline in biodiversity and fragmentation of wildlife habitats, resulting in a reduction in the benefits that ecosystems deliver. It suggests that the overall aim for England’s ecological networks should be to ensure that

“Compared to the situation in 2000, biodiversity is enhanced and the diversity, functioning and resilience of ecosystems re-established in a network of spaces for nature that can sustain these levels into the future, even given continuing environmental change and human pressures.”

Natural England’s Green Infrastructure Guidance (GIG)

Natural England has been promoting the concept of green infrastructure (GI) for some years. However, its initial attempts concentrated on trying to persuade local authorities to adopt its Accessible Natural Parks and open space Standard (ANGSt) which set out an aspiration that everyone should be able to access a range of green spaces of different sizes within fixed maximum distances from their home. ANGSt had two main failings. First, it ignored the requirement in the former PPG17 that

provision standards for open space should be locally determined; and second, it was simply unachievable in many areas. GI thinking has now moved on to focus more on the planned use of natural systems and processes (ecosystems) than what was ultimately an arbitrarily determined set of standards.

DEFRA's Green Infrastructure Partnership (GIP)

This is reflected in the work of the Green Infrastructure Partnership, which fulfils a commitment in the Natural Environment Green Paper, it brings together a wide range of organisations with a remit of:

Finding ways to provide green infrastructure in towns, cities, and rural areas.

Address barriers that might prevent this progress.

Develop and evidence base on the condition of England's green infrastructure and how it meets the needs of communities.

Demonstrate the many benefits that green infrastructure can bring.

Look into how communities, planners and decision-makers can best be supported in designing and developing green infrastructure; and

Help people to quantify the costs and benefits of investing in green infrastructure and make the case for green infrastructure projects.

The Partnership defines GI as "a planned network of green spaces and other environmental features including street trees, gardens, green roofs, community forests, parks, rivers, canals and wetlands". It has gone on to commission research on six broad topics:

- How to design and retrofit GI.
- How to plan GI for ecosystem services.
- How to work with communities.
- How to implement GI at the local level.
- How to value and make the case for GI; and
- How to ensure that people have the skills and knowledge to deliver improved GI

Countryside & Rights of Way (CROW) Act (2000) and Natural Environment & Rural Communities Act (2006)

Both the Acts refer to GI by recognising the need for strategic and open access, Local Access Forums and the duty of public bodies to have regard for biodiversity.

The Biodiversity Strategy for England, Biodiversity 2020: A Strategy for England's Wildlife and Ecosystem Services (2011)

Builds on the Natural Environment White Paper and Lawton report and the role planning and development has in taking “a strategic approach to planning for nature”. It sets out the Government’s objectives and main actions to halt the loss of biodiversity by 2020 and to ensure the intrinsic value and benefits associated with biodiversity are fully recognised by society. The emphasis is very much about planning for biodiversity at a landscape scale.

Section 2: Local Context

Open Space Assessment – October 2018

The Council commissioned an Open Space Assessment prepared by Knight Kavanagh and Page. The assessment provides detail with regard to what open space provision exists in the area, its condition, distribution and overall quality. This study was intended to assist in the Councils process of preparing a new Local Plan for the area and a Strategy for Parks and Open Spaces. As part of this, it has reviewed the evidence base which will help to inform better understanding of the community needs and priorities for investment. The recommendations and priorities take into consideration the findings of the assessment report as well as population distribution, health and deprivation levels and planned growth.

The study also gives guidance on the consideration of potential disposal sites in areas found to have sufficient open space.

Chesterfield Local Plan 2018 - 2033

Sets out a strategy for development across the borough until 2033. It identifies which broad areas are suitable for development.

It also established a presumption against the loss of open space, play provision and sports facilities unless certain criteria are met. In broad terms it seeks to maintain and enhance existing provision in the Borough unless there is clear evidence of a surplus. This was formulated in the absence of an up to date evidence base on open space, outdoor sports and recreation. The Examination Inspector stated a need for further evidence to be prepared as a matter of urgency.

As part of the Councils preparation for a new Local Plan it is concurrently reviewing its land holdings to help inform future decision-making policy. Local Plan Policies that relate directly to open space are set out below.

CLP15 Green Infrastructure

Chesterfield borough's green infrastructure network will be recognised at all levels of the planning and development process with the aim of protecting enhancing, linking, and managing the network, and creating new green infrastructure where necessary. Development proposals should demonstrate that they will not adversely affect, or result in the loss of, green infrastructure, unless suitable mitigation measures or compensatory provision are provided.

Development proposals should, where relevant:

- a) not conflict with the aim and purposes of the Green Belt (as set out in the NPPF); and
- b) not harm the character and function of the Green Wedges and Strategic Gaps; and
- c) enhance connectivity between, and public access to, green infrastructure; and
- d) (i) protect and enhance access to the multi-user trails network as shown on the Policies Map; and (ii) increase the opportunities for cycling, walking and horse riding; and
- e) enhance the multi-functionality of the Borough's formal and informal parks and open spaces; and
- f) protect or enhance Landscape Character; and
- g) increase tree cover in suitable locations in the borough to enhance landscape character, amenity, and air quality; and
- h) where new green infrastructure is proposed, there must be clear funding and delivery mechanisms in place for its long-term management and maintenance, prior to the development commencing.

Where necessary and appropriate development will be expected to make a contribution through planning obligations or CIL towards the establishment, enhancement and on-going management of green infrastructure by contributing to the development of a strategic green infrastructure network within Chesterfield Borough.

CLP16 Biodiversity, Geodiversity, and the Ecological Network

The council will expect development proposals to:

- protect, enhance and contribute to the management of the borough's ecological network of habitats, protected and priority species and sites of international, national and local importance (statutory and non-statutory), including sites that meet the criteria for selection as a local wildlife site or priority habitat; and
- avoid or minimise adverse impacts on biodiversity and geodiversity; and

- provide a net measurable gain in biodiversity.

CLP17 Open Space, Play Provision, Sports Facilities and Allotments

Where proposed development would result in a need for new open space and outdoor sports facilities and/or exacerbate existing deficiencies in provision, development must contribute to public open space, sports facilities and play provision in accordance with the council's adopted standards as set out in Appendix B of the Local Plan and in line with the following requirements:

- a) on-site in a suitable location taking account of accessibility wherever possible; or
- b) where on site provision is not feasible or suitable, as a financial contribution to the creation of a new facility off-site or the upgrading and improvement of an existing facility, secured by planning obligation or CIL; or
- c) where new public open space is to be provided on site, as multifunctional, fit for purpose space that supports local community's health and wellbeing and activity levels and the ecological network.

Contributions to off-site provision will be secured through CIL and/or S106 agreements as appropriate.

On-site provision will be incorporated into development proposals with suitable management and maintenance arrangements secured through S106 agreements. Planning permission will not be granted for development which would have a negative impact on, or result in the loss of, open space, play provision and/or sports facilities unless:

- a) the site is clearly surplus to requirements and the land is not needed or is not suitable to meet a deficiency in a different type of open space provision; or
- b) equivalent or better alternative open space provision in terms of quantity, quality and accessibility will be provided on a replacement site; or
- c) the development is for alternative sports and/or recreational provision, the benefits of which clearly outweigh the loss of the current or former use.

Deprivation factors

The latest indices of multiple deprivation figures, health profile, official labour market statistics (NOMIS) and child poverty statistics indicate that despite extensive investment to grow Chesterfield's economy, our communities are still struggling to access the proceeds of growth due to a variety of factors including poor health, caring responsibilities and poor educational and skills attainment.

Key issues include:

- Estimated 5600 children in poverty
- Ranked 86th worst out of 317 local authorities for overall indices of multiple deprivation, 64th income, 40th employment, 13th health,
- Life expectancy 9.8 years lower for people in the most deprived areas of Chesterfield compared to the least deprived
- Over 1000 people presenting as homeless each year

Our Lives, Our Health - Derbyshire Health and Wellbeing Strategy 2018-2023

Vision and Priorities for Derbyshire

The Health and Wellbeing Strategy 2018 outlines five priority areas on which the Health and Wellbeing Board will focus activity over the coming years.

Our priorities are to:

- Enable people in Derbyshire to live healthy lives
- Work to lower levels of air pollution
- Build mental health and wellbeing across the life course
- Support our vulnerable populations to live in well-planned and healthy homes
- Strengthen opportunities for quality employment and lifelong learning

In Derbyshire, 20.9% of the population is physically inactive, similar to the England average of 22.2%. However, the prevalence of overweight and obesity in both adults and young children is significantly higher than the national average. Only 40.4% of babies in Derbyshire are breastfed for at least 6 weeks, compared to an England average of 44.4%. Further, only half of 15-year olds eat 5 portions or more of fruit and vegetables per day, rising to 57.8% in adults.

The 'Towards an Active Derbyshire' strategy seeks cultural transformation that makes Derbyshire more active through providing co-ordinated choice, motivation, and support for physical activity. Delivery of the strategy is a partnership between a wide range of stakeholders – led by Active Derbyshire – that focuses on reducing physical inactivity in women and girls, young people and those living in more deprived communities. Delivery will be through a wide range of initiatives for example encouraging active travel and supporting the development of local opportunities to be active.

Joint Strategic Needs Assessment

Draws together information in order to forecast the main health and wellbeing needs of Derbyshire people over the next 15 years. It provides a snapshot of the current health and wellbeing of residents. The JSNA supports re-design of services to ensure demand is met and health inequalities are identified in order to set a framework across services and agencies. A series of reports are provided to help provide profiles to some of the key areas to be addressed.

Chesterfield Borough Council Plan 2019 - 2023

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.

Section 3: Parks and Open Space Audits – our methodology

Analysis area and population

The whole of the Chesterfield Borough area is used for the purposes of mapping and initial audit analysis. The assessment splits Chesterfield into 22 analysis areas in order to provide a more detailed level of analysis and to help inform future requirements and any future parks and open space recommendations.

The 22 analysis areas are intended to reflect the recognisable places of the different areas of Chesterfield. These relate to the 19 Wards across Chesterfield. They also reflect known barriers to movement such as major roads (e.g. A61, A619 and A617), railways (e.g. Midland Main Line) and waterways (e.g. Chesterfield Canal and River Doe Lea). The map below shows the 22 analysis areas.

Figure 1 Analysis areas



Chesterfield is estimated to have a population of 104,440 (need to mark Office of national statistics and year – latest is 104,600 - 2019). This is used throughout the strategy to help calculate the current provision levels in hectares per 1,000 population. i.e. area of open space (in hectares) per 1000 people (head of population).

Population figures for each of the 22 analysis areas are set out in the table below. ONS Mid-Year 2016 figures at a Lower Super Output level are initially utilised. These are then allocated to reflect the number of residential dwellings located within one of the 22 analysis areas.

Analysis areas with estimated populations.

Analysis area	Estimated population
Barrow Hill	1,388
Boythorpe & Birdholme	12,715
Brimington & Hollingwood	9,851
Brimington Common	1,410
Brockwell, Ashgate & Loundsley Green	14,960
Duckmanton	1,067
Dunston, Newbold, Stonegravels & Whittington Moor	16,231
Hady & Spital	3,961
Hasland	7,416
Holme Hall & Holmebrook Valley Park	5,474
Mastin Moor	1,718
Middlecroft & Inkersall	7,462
New Whittington	4,385
North of Dunston	12
Old Whittington	4,108
Poolsbrook	1,037
South of Unstone	149
Staveley	3,028
Tapton & Waterside	1,529
Town Centre	544
Walton & Brookside South	5,498
Woodthorpe	497

Set out below is the methodology the Council used when assessing its parks and open spaces.

Auditing local provision

The assessments focussed on those sites that are publicly accessible (i.e. generally private sites or land, which people cannot access, are not included). The exception is for allotments which are not open to the general public, but which are used by members of the community. Sites are initially identified using existing mapping data from previous and related studies.

In accordance with best practice recommendations, a size threshold of 0.2 hectares is applied to the inclusion of some typologies within the study. Sites of a smaller size, particularly for the typologies of amenity parks and open space and natural and semi-natural parks and open space tend to have a different role. Often this is for visual purposes (e.g. small incremental grassed areas such as highway verges) and is therefore considered as offering less recreational use in comparison to other forms of open space. Subsequently sites below 0.2 hectares for these typologies are not audited.

Each site is classified based on its primary open space purpose, so that each type of space is counted only once. However, the multi-functional role and use of some types of open space is acknowledged. A total of 283 sites are identified and included within the study. The audit, and the report, utilise the following typologies in accordance with best practice:

- Parks and Gardens
- Natural and Semi natural green space
- Amenity parks and open space
- Provision for Children and young people
- Allotments
- Cemeteries/churchyards
- Green Corridors

All information relating to each open space is collated into a database.

Quality and value

Each type of open space (included within the sample audit) receives separate quality and value scores.

Quality and value are fundamentally different and can be unrelated. For example, a high-quality space may be inaccessible and, thus, be of little value; whereas a rundown (poor quality) space may be the only one in an area and thus be immensely valuable. As a result, quality and value are also treated separately in terms of scoring.

Analysis of quality

Data collated from site visits is initially based upon those derived from the Green Flag Award scheme (a national standard for parks and green spaces in England and Wales, operated by Keep Britain Tidy). This is utilised to calculate a quality score for each site visited. Scores in

the database are presented as percentage figures. The quality criteria used for the open space assessments carried out for all open space typologies are summarised below:

- Physical access, e.g. public transport links, directional signposts,
- Personal security, e.g. site is overlooked, natural surveillance
- Access-social, e.g. appropriate minimum entrance widths
- Parking, e.g. availability, specific, disabled parking
- Information signage, e.g. presence of up to date site information, notice boards
- Equipment and facilities, e.g. adequacy and condition of provision such as seats, benches, bins, toilets
- Site problems, e.g. presence of vandalism, graffiti
- Healthy, safe and secure, e.g. fencing, gates, staff on site
- Maintenance and cleanliness, e.g. condition of general landscape & features
- Groups that the site meets the needs of, e.g. elderly, young people

Within the databases the criteria are weighted to reflect their level of importance to each different open space typology. For example, a greater presence and variety of ancillary facilities (e.g. seating, bins, paths, play equipment, landscaping, etc.) and their management is expected at a park than in comparison to an amenity parks and open space or other type of open space. This is intended to reflect the general role and use of each open space type.

Analysis of value

Site visit data plus desk-based research is calculated to provide value scores for each site identified. Value is defined in best practice guidance in relation to the following three issues:

- Context of the site i.e. its accessibility, scarcity value and historic value.
- Level and type of use.
- The wider benefits it generates for people, biodiversity, and the wider environment.

In addition, the NPPF refers to attributes to value such as beauty and attractiveness of a site, its recreational value, historic and cultural value and its tranquillity and richness of wildlife. These elements are all considered as part of the value scoring:

- Level of use (observations only), e.g., evidence of different user types (e.g. dog walkers, joggers, children) throughout day, located near school and/or community facility
- Context of site in relation to other open spaces and proximity to housing
- Structural and landscape benefits, e.g., well located, high quality defining the identity/ area
- Ecological benefits, e.g., supports/promotes biodiversity and wildlife habitats
- Educational benefits, e.g., provides learning opportunities on nature/historic landscapes
- Social inclusion and health benefits, e.g., promotes civic pride, community ownership and a sense of belonging; helping to promote physical and mental well-being
- Cultural and heritage benefits, e.g., historic elements/links (e.g. listed building, statues) and high-profile symbols of local area

- Amenity benefits and a sense of place, e.g., attractive places that are safe and well maintained; helping to create specific neighbourhoods and landmarks
- Economic benefits, e.g., enhances property values, promotes economic activity, and attracts people from near and far

Quality and value thresholds

To determine whether sites are high or low quality (as recommended by guidance); the results of the site assessments are colour-coded against a baseline threshold (high being green and low being red). The primary aim of applying a threshold is to identify sites where investment and/or improvements may be required. It can also be used to set an aspirational quality standard to be achieved in the future and to inform decisions around the need to further protect sites from future development (particularly when applied with its respective value score in a matrix format).

The only national benchmark available for quality of parks and open spaces is the 66% pass rate for Green Flag. However, the Green Flag pass rate is not appropriate for every open space typology as it is designed to represent a sufficiently high standard of provision.

For example, a park would be expected to feature a greater presence and variety of ancillary facilities (e.g. seating, bins, paths, play equipment, landscaping, etc.) in comparison to an amenity parks and open space or other type of open space.

Furthermore, the 66% threshold for Green Flag is not appropriate as a different scoring mechanism is used (albeit the criteria for this study is derived from the categories used as part of Green Flag).

For each typology a different set or weighting for each criterion of quality is used. This is in order to better reflect the different roles and uses of each open space type. Consequently, a different threshold level is set for each open space typology.

In order to distinguish between higher and lower quality sites, the quality thresholds are set to reflect the average scores for each typology within the Borough. For example, the average of the 95 amenity parks and open space sites to receive a score is 64%. Consequently, the quality threshold is set at 60% (setting the threshold at 65% only provides a limited number of sites below the threshold and which does not reflect known sites of a lower quality). In our experience this works as an effective initial method to reflect local levels of provision and their variability.

Quality and Value thresholds by typology

Typology	Quality threshold	Value threshold
Parks and gardens	55%	20%
Natural and semi-natural parks and open space	40%	20%
Amenity parks and open space	60%	20%
Provision for children and young people	60%	20%
Allotments	50%	20%
Cemeteries/churchyards	60%	20%
Green corridors	60%	20%

For value, there is no national guidance on the setting of thresholds. The 20% threshold applied is derived from our experience and knowledge in assessing the perceived value of sites.

A high valued site is one deemed to be well used and offering visual, social, physical, and mental benefits. Value is also a more subjective measure than assessing the physical quality of provision. Therefore, a conservative blanket threshold of 20% is set. Whilst 20% may initially seem low - it is a relative score. One designed to reflect those sites that meet more than one aspect of the criteria used for assessing value (as detailed earlier). If a site meets more than one criterion for value it will score greater than 20%. Consequently, it is deemed to be of higher value.

Identifying local need

In the spring and early summer of 2018, the council undertook a consultation exercise to identify local need for open space provision. This was carried out via a combination of face-to-face meetings, surveys, and telephone interviews. An online community survey and a survey for children to complete were also hosted. These were promoted by the Council with 671 community survey responses and 236 children's survey responses being received.

The purpose of the surveys was to gather views of the public and highlight their opinions regarding the accessibility, amount, and quality of open spaces in Chesterfield. It helps to statistically support the audit assessment findings in relation to quality, quantity, and access of provision. This in turn helps to inform any future actions and recommendations for parks and open spaces in the borough.

The findings of the consultations are used, reviewed, and interpreted to further support the results of the quality and value assessment.

Travel and Access catchments

Accessibility catchments for different types of provision are a tool to identify communities currently not served by existing facilities. It is recognised that factors that underpin catchment areas vary from person to person, day to day and hour to hour. For the purposes of this process, this problem is overcome by accepting the concept of 'effective catchments', defined as the distance that would be travelled by the majority of users.

Catchment areas are overlaid on the mapping of sites to help identify potential gaps in provision. In effect these are circular 'as the crow flies' areas (radial catchments). They do not simulate actual walking distances based on pedestrian routes or barriers to movement. However, significant barriers to movement are also mapped to help recognise instances where access to open space provision may be restricted. The use of radial catchment areas is a common and accepted method to identify potential gaps in provision (as set out in best practice such as FIT and Companion Guidance to PPG17).

Results of the community survey have been used to set initial accessibility catchments. These are presented in Table 5 and are applied to help inform potential deficiencies in each form of open space provision.

No catchments are set for the typologies of cemeteries. It is difficult to assess such typologies against catchment areas due to their nature and usage. For cemeteries, provision should be determined by demand for burial space.

Travel and Access catchments from respondents

Open space type		Accessibility catchment	Equivalent radial distance
Parks & Gardens		15-minute walk time	1,200m
		30-minute drive time to country parks	n/a
Natural & Semi-natural Parks and open space		15-minute walk time	1,200m
		30-minute drive time	n/a
Amenity Parks and open space		15-minute walk time	1,200m
Play areas & provision for young people	Children's play	15-minute walk time	1,200m
	Youth provision	15-minute walk time	1,200m
Allotments		15-minute walk time	1,200m
		15-minute drive time	n/a

Section 4: Open Space Assessment – audit results and analysis

Parks and gardens

This typology often covers urban parks and formal gardens (including designed landscapes), which provide accessible high-quality opportunities for informal recreation and community events. Country park sites may also provide opportunities and functions often associated with parks and should therefore be recognised within a parks section.

There are 20 sites classified as parks and gardens. This is an equivalent of over 111 hectares. No site size threshold has been applied and, as such, all known sites are included within the typology.

Parks overview

Analysis area	Parks and gardens		
	Number	Size (ha)	Current provision (ha per 1,000 population)
Chesterfield	20	111.19	1.06

The largest site and biggest contributor to provision is Tapton Park (16.2 hectares). This is followed by Somersall Park (15.2 hectares). Other significant providers are Ringwood Park (9.8 hectares), Highfield Park (9.5 hectares) and Queens Park (8.7 hectares)

Fields In Trust (FIT) suggests 0.80 hectares per 1,000 population as a guideline quantity standard. Overall, Chesterfield has a current provision level of 1.06 hectares per 1,000 population which sufficiently surpasses the FIT suggested standard.

Country parks can be considered to offer a dual role. Sites predominantly provide opportunities linked with natural greenspace but also offer many features associated with parks provision. However, to ensure no double counting of sites they are classified within natural and semi-natural greenspace but recognised within the parks and gardens typology.

If the sites were to be included within the quantity of parks provision, due to their dual role, the current levels of provision would greatly increase. The provision levels for parks and gardens would still exceed the FIT suggested standard.

Parks overview (including country parks)

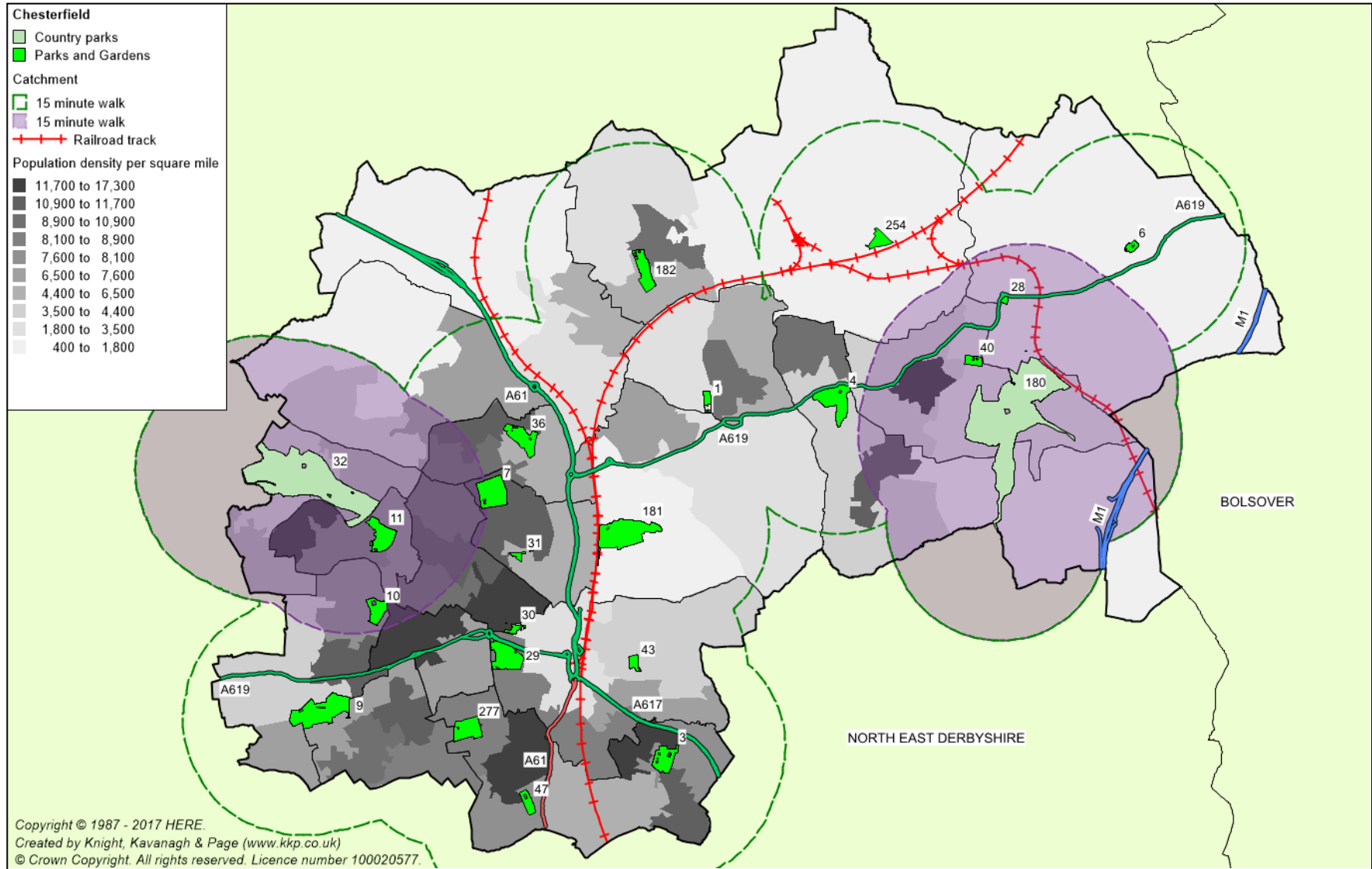
Analysis area	Parks and gardens (inc country parks)		
	Number	Size (ha)	Current provision (ha per 1,000 population)
Chesterfield	22	241.01	2.31

Respondents to the community survey were asked how satisfied they are with how much open space exists in the area. No issue with regard to availability of parks is highlighted. Nearly half of respondents (45%) rate being quite satisfied with the how much parks provision exists. A further 27% state they are very satisfied. Further supporting the existing amount of provision is the smaller percentage of respondents that are either quite dissatisfied (9%) or very dissatisfied (8%).

The community survey found the most common mode of travel to access a park is by non-vehicle methods (e.g. walking, running etc). Over three quarters of respondents (77%) state they access a park by non-vehicle means. This is followed by 16% of respondents that identify accessing park provision via private car. A further 4% state accessing via cycling. The most common times willing to be travelled by survey respondents is up to 15 minutes (30%). This is closely followed by those willing to travel up to 10 minutes (26%). On this basis, a 15-minute walk (equivalent to 1,200m) has been applied to all parks to reflect the most popular walk time. The map below shows the catchment mapping. Country parks are also shown to reflect the dual role such forms of provision provide. Only a 15-minute walk time to the country parks is shown as the 30-minute drive time applied to country parks covers the whole of Chesterfield as well as surrounding local authorities. For this reason, the drive time catchment is not shown in the mapping.

Parks and gardens mapped against 15-minute walk time catchment

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Key to sites mapped

Site ID	Site name	Quality score	Value score
1	Thistle Recreation Ground (Eastwood Rec)	60.3%	45.7%
3	Eastwood Park	80.4%	85.7%
4	Ringwood Park	62.7%	61.0%
6	Wickins Place Doorstep Green	59.9%	45.7%
7	Highfield Park	58.9%	50.5%
9	Somersall Park	72.0%	56.2%
10	Wasps Nest (Inkerman Playing Field)	54.7%	53.3%
11	Loundsley Green Park	43.9%	49.5%
28	Staveley Memorial Gardens	49.3%	43.8%
29	Queen's Park	82.3%	94.3%
30	Shentall Gardens	58.7%	41.9%
31	Abercrombie Community Park	55.0%	39.0%
36	Stand Road Recreation Ground	67.7%	61.9%
40	King George V Park	58.0%	60.0%
43	Valley Road Recreation Ground/Spital Park	49.9%	45.7%
47	Langerfield Park	54.8%	56.2%
181	Tapton Park	68.3%	52.4%
182	Brearley Park & Wetlands	56.9%	61.0%
254	Station Road Recreation Ground	58.0%	57.1%
277	Boythorpe Park	53.1%	52.4%

Some gaps in the 15-minute walk time catchment are initially highlighted to a few areas of the Borough including;

- Barrow Hill
- Brimington Common
- Ducknanton
- Mastin Moor
- North of Dunston
- Old Whittington
- South of Unstone
- Woodthorpe

In most instances these appear to be areas of low population density. In addition, the identified barriers to movement are likely to further impact on access to provision in areas such as Woodthorpe, Brimington and Hollingwood, Middlecroft and Inkersall.

Respondents to the community survey were asked how satisfied they are with how close open space in the area is. No issue with regard to ‘closeness’ of parks is highlighted. Nearly half of respondents (47%) rate being very satisfied with the how close parks provision is. A further 38% state they are quite satisfied. Further supporting the existing amount of provision is the smaller percentage of respondents that are either quite dissatisfied (4%) or very dissatisfied (3%).

To determine whether sites are high or low quality (as recommended by best practice); scores from site assessments are colour-coded against a baseline threshold (high being green and low being red). The table overleaf summarises the results of the quality assessment for parks. A threshold of 55% is applied in order to identify high and low quality. Further explanation of how the quality scores and thresholds are derived can be found in Part 2 (Methodology).

Quality ratings for parks

Analysis area	Scores (%)			Spread	No. of sites	
	Lowest score	Average score	Highest score		Low <55%	High ≥55%
Chesterfield	44%	61%	86%	42%	4	16

Over three quarters of parks provision (80%) is rated as being above the quality threshold. There are only four sites to rate below the quality threshold. It is worth acknowledging that most of the sites only just score below the quality threshold of 55%.

The four sites to rate below the threshold are:

- Langerfield Park (54.8%)
- Staveley Memorial Gardens (51.4%)
- Spital Park (49.9%)
- Loundsley Green Park (43.9%)

No specific quality issues are observed at the sites. The sites should not necessarily be considered as poor quality as scoring is a relative concept. The ratings therefore tell us that these four sites, in comparison to other park sites, are not considered as being of a similar level of quality.

There are 18 sites to rate above the threshold. The highest scoring sites are:

- Queen’s Park (85.8%)
- Eastwood Park (80.4%)
- Somersall Park (72.0%)

- Tapton Park (68.3%)
- Stand Road Recreation Ground (67.7%)

The sites are generally identified as containing a range of ancillary features and facilities including play equipment (for a wide range of ages), sporting opportunities (i.e. football, cricket), wildlife promotion and other facilities such as toilets, café, and car parking. There are also active Friends Groups providing additional benefits to the quality and use of the site. In general, the overall appearance and maintenance at the sites is observed as excellent. The quality of the sites is reflective of Queens Park and Eastwood Park achieving Green Flag Award status.

Most respondents to the community survey are generally satisfied with the quality of parks provision. Over a third of respondents' rate quality as quite satisfactory (40%) with a further 19% rating provision as very satisfactory. There is a small proportion of respondents that are either quite dissatisfied (16%) or very dissatisfied (12%) with quality of parks.

Green Flag

The Green Flag Award scheme is licensed and managed by Keep Britain Tidy. It provides national standards for parks and greenspaces across England and Wales. Public service agreements identified by the Department for Communities and Local Government (DCLG) highlight the importance placed on Green Flag status as an indicator of high quality. This in turn impacts upon the way parks and gardens are managed and maintained.

A survey by improvement charity GreenSpace highlights that parks with a Green Flag Award provide more satisfaction to members of the public compared to those without it. Its survey of 16,000 park users found that more than 90% of Green Flag Award park visitors were very satisfied or satisfied with their chosen site, compared to 65% of visitors to non-Green Flag parks.

There are six sites in Chesterfield identified as achieving Green Flag Award status (2019/20). Two of these are identified as park sites. The Green Flag Award sites are:

- Eastwood Park
- Queen's Park

Other non-park Green Flag Award sites are:

- Chesterfield Crematorium
- Chesterfield Canal
- Holmebrook Valley Country Park
- Poolsbrook Country Park

To be successfully awarded a Green Flag, sites must be considered to be maintained and managed to a high standard. The work of both the Council maintenance team and the Friends of Groups located at sites are important to their continuing achievement.

To determine whether sites are high or low value the scores from the site assessments have been colour-coded against a baseline threshold (high being green and low being red). The table below summarises the results of the value assessment for parks. A threshold of 20% is applied in order to identify high and low value.

Value scores for parks

Analysis area	Scores (%)			Spread	No. of sites	
	Lowest score	Average score	Highest score		Low <20%	High ≥20%
Chesterfield	39%	51%	90%	51%	0	20

All 20 sites score above the threshold for value. The four Green Flag Award sites are the highest rating parks for value:

- Queen’s Park (94.3%)
- Eastwood Park (85.7%)
- Brearley Park (61.0%)
- Stand Road Recreation Ground (57.1%)

This is likely in part to reflect the high quality of such sites but also their role in facilitating a range of educational, social and well-being benefits.

All parks provide opportunities for a range of users and demonstrate the high social inclusion, health benefits and sense of place that parks can offer. One of the key aspects of the value placed on parks provision is their ability to function as a multipurpose form of open space provision.

Parks provide opportunities for local communities and individuals to socialise and undertake a range of different activities, such as exercise, dog walking and taking children to the play area. Furthermore, parks can have ecological value, providing habitats for a variety of wildlife. Taking all this into account, parks and gardens are recognised as being heavily integrated into people’s everyday lives.

Natural and semi natural greenspace

The natural and semi-natural greenspace typology can include woodland and scrub, grassland, heath or moor, wetlands, wastelands, and bare rock habitats and commons. Such sites are often associated with providing wildlife conservation, biodiversity and environmental education and awareness.

In total, 33 sites are identified as natural and semi-natural greenspace, totalling nearly 314 hectares of provision. A minimum site size threshold of 0.2 hectares has been applied. Sites smaller than this are assumed to be of less or only limited recreational value to residents. However, they may still make a wider contribution to local areas, in relation to quality of life and health and wellbeing.

Natural and semi-natural greenspace overview

Analysis area	Natural and semi-natural		
	Number	Size (ha)	Current provision (ha per 1,000 population)
Chesterfield	33	313.80	3.00

The biggest contributor to natural and semi-natural provision is Poolsbrook Country Park at 73 hectares. Other noticeably large sites include Holmebrook Valley Country Park (57 hectares), Norbriggs Flash at 37 hectares, Netherthorpe Flash (29 hectares), West Wood (24 hectares) and Cobnar Wood (19 hectares)

Fields In Trust (FIT) suggests 1.80 hectares per 1,000 population as a guideline quantity standard for natural and semi-natural provision. Overall, Chesterfield has a current provision level of 3.00 hectares per 1,000 population. This sufficiently surpasses the FIT suggested standard.

It is important to recognise that other forms of open space such as parks and amenity greenspace may also provide opportunities and activities associated with natural and semi-natural greenspace.

Respondents to the community survey were asked how satisfied they are with how much open space exists in the area. No issue with regard to availability of nature reserves, commons or woodlands is highlighted. Over two fifths of respondents (42%) rate being quite satisfied with how much natural provision exists. A further 25% state they are very satisfied. Further supporting the existing amount of provision is the smaller percentage of respondents that are either quite dissatisfied (10%) or very dissatisfied (4%).

A slightly greater proportion of respondents (47%) rate being quite satisfied with how much country parks provision exists. A further 28% state they are very satisfied. Further supporting the existing amount of provision is the smaller percentage of respondents that are either quite dissatisfied (6%) or very dissatisfied (3%).

Three sites identified as being designated as Local Nature Reserves (LNRs). These are:

- Bluebank Woods
- Brearley Wetlands
- Norbriggs Flash

All three are recognised for their habitats and wildlife promotion. A brief summary of each site is set out below.

Types of designation

Designation	Description
Bluebank Woods	An unusual feature is the oxbow pools created when the River Rother was straightened as part of the railway development. A variety of wildlife can be seen including voles, kingfishers, grass snakes etc.
Brearley Wetlands	Habitats on site include wet grasslands, hedgerows, and scrub. Specifics such as invertebrates and migrating birds may be seen.
Norbriggs Flash	Mosaic of species rich grassland, open water, surrounding reed beds and marginal aquatic vegetation. Site is important for wintering wading birds and wildfowl.

The community survey found the most common mode of travel to access a nature reserve, common or woodland is by private car (55%). This is followed by non-vehicle means (32%). A similar trend is also demonstrated for country parks; with 65% of respondents stating they access provision via private car.

The most common time willing to be travelled by respondents to access a nature reserve, common or woodland is up to 30 minutes (32%); followed by 15 minutes (22%). A similar trend is also demonstrated for country parks; with 36% of respondents stating they would travel up to 30 minutes.

On this basis, a 15-minute walk time and 30-minute drive time have been applied to natural and semi-natural greenspaces across Chesterfield. The map below shows the walk time catchment applied. A 30-minute drive time covers the whole of Chesterfield as well as surrounding local authorities. For this reason, it is not shown in the mapping.

Key to sites mapped

Site ID	Site name	Quality score	Value score
13	Rother Recreation Ground & Washlands	64.6%	49.5%
15	Haddon Place	43.4%	42.1%
16	Land Adjacent to Bevan Drive	36.4%	38.9%
17	West Wood	54.5%	36.8%
18	Plover Wood	33.3%	37.9%
19	Wheeldonmill Planation	48.5%	33.7%
20	Norbriggs Flash	62.0%	55.8%
21	Cobnar Wood	39.4%	36.8%
22	Hady Plantation	29.3%	37.9%
23	Bluebank Wood	61.3%	50.5%
24	McGregor's Pond	55.9%	49.5%
25	Wakeley Recreation Ground	34.3%	33.7%
32	Holmebrook Valley Country Park	95.6%	58.9%
120	Campbell Drive Plantation	47.5%	35.8%
148	Sycamore Avenue	53.5%	35.8%
154	Off Langley Close	59.3%	30.5%
160	Tansley Drive Woodland	65.7%	50.5%
167	Gorsey Knowe	55.2%	37.9%
171	Riverside Park	63.6%	44.2%
175	Walton Plantation	54.5%	36.8%
177	Barlow Brook	36.4%	33.7%
179	Smeckley Wood Close	39.4%	34.7%
180	Poolsbrook Country Park	84.8%	68.4%
183	Land Adjacent Pear Tree Close	32.3%	26.3%
185	Troughbrook Wood	32.3%	41.1%
186	Pullman Close Plantation	41.4%	38.9%
187	Staveley Town Basin	52.5%	47.4%
265	Hasland Corridor	52.5%	33.7%
270	Land off Private Drive	30.3%	29.5%
272	Netherthorpe Flash	38.4%	38.9%
275	Purbeck Avenue/Penine Way	66.0%	40.0%
289	Brearley Wetland	53.5%	45.3%
325	Spital Park Woods	51.5%	37.9%

Gaps in the 15-minute walk time catchment are initially highlighted to a few areas of the Borough including;

- Barrow Hill
- Duckmanton
- Dunston, Newbold, Stonegravels and Whittington Moor
- New Whittington
- Walton and Brookside South

In most instances these appear to be areas of low population density. In addition, the identified barriers to movement are likely to further impact on access to provision in areas such as Duckmanton, South of Unstone and Woodthorpe.

Respondents to the community survey were asked how satisfied they are with how close open space in the area is. No issue with regard to ‘closeness’ of natural sites is highlighted; 42% of respondents rate being quite satisfied with how close natural provision is. A further 30% state they are very satisfied. Further supporting the existing amount of provision is the smaller percentage of respondents that are either quite dissatisfied (8%) or very dissatisfied (3%).

Similarly, 44% of respondents rate being quite satisfied with how close country parks provision is. A further 31% state they are very satisfied. Further supporting the existing amount of provision is the smaller percentage of respondents that are either quite dissatisfied (7%) or very dissatisfied (2%).

To determine whether sites are high or low quality (as recommended by the Companion Guidance) scores from the site assessments are colour-coded against a baseline threshold (high being green and low being red). The table below summarises the results of the quality assessment for natural and semi-natural greenspace. A threshold of 40% is applied in order to identify high and low quality.

Quality ratings for natural and semi-natural greenspace

Analysis area	Scores (%)			Spread	No. of sites	
	Lowest score	Average score	Highest score		Low <40%	High ≥40%
Chesterfield	29%	51%	96%	66%	11	22

Natural and semi-natural greenspace has a lower quality threshold than some other open space typologies such as parks. This is in order to reflect the wide-ranging characteristics of provision. For instance, some natural and semi-natural sites are intentionally without ancillary facilities as they focus on wildlife habitats whilst others are more centred on recreational use.

Of the natural and semi-natural provision assessed, a total of 22 sites (66%) rate above the threshold set for quality. There are 11 sites which rate below the quality threshold applied.

The lowest scoring sites are:

- Hady Plantation (29.3%)
- Land off Private Drive (30.3%)
- Land adjacent Pear Tree Close (32.3%)
- Troughbrook Wood (32.3%)
- Plover Wood (33.3%)

Sites scoring below the threshold for quality tend to lack basic ancillary features such as benches and bins. However, as previously mentioned, this can be due to their primary role as forms of habitat provision. However, they mainly score below the threshold due to an appearance of a lack of maintenance (narrow/overgrown pathways) which impacts on their access and usage.

Most sites scoring above the threshold are observed as being more attractive due to the perceived higher levels of maintenance and cleanliness as well as the recreational uses on offer.

The highest scoring sites are:

- Holmebrook Valley Country Park (95.6%)
- Poolsbrook Country Park (84.6%)
- Tansley Drive Woodland (69.7%)
- Norbriggs Flash (67.0%)
- Purbeck Avenue/Pennine Way (66.0%)
- Bluebank Wood (65.3%)

These sites are observed as having better maintained pathways, appropriate boundary fencing as well as good signage. All the above sites score well for overall maintenance and cleanliness, drainage, and pathways.

Holmebrook Valley Country Park is the highest scoring site. It is noted as containing a range of features and ancillary facilities (e.g. café, car parking, play equipment, sports provision etc). The sites high score is likely a reflection of its offer; as well as its status as a Green Flag Award site.

Quality of natural provision for most respondents to the community survey is generally satisfactory. Over half of respondents (51%) rate being quite satisfied with quality of nature reserves with a further 23% being very satisfied. Respondents also rate quality of country parks positively; with 50% rating quality as quite satisfactory and 25% rating it as very satisfactory.

Green Flag

There are six sites in Chesterfield identified as achieving Green Flag Award status (2019/20). Two of these are identified as natural and semi-natural sites:

- Holmebrook Valley Country Park
- Poolsbrook Country Park

Other non-natural Green Flag Award sites are:

- Chesterfield Crematorium
- Chesterfield Canal
- Eastwood Park
- Queen's Park

To determine whether sites are high or low value (as recommended by the Companion Guidance) scores from site assessments have been colour-coded against a baseline threshold (high being green and low being red). The table below summarises the results of the value assessment for natural and semi-natural greenspace. A threshold of 20% is applied in order to identify high and low value.

Value scores for natural and semi-natural greenspace

Analysis area	Scores (%)			Spread	No. of sites	
	Lowest score	Average score	Highest score		Low <20%	High ≥20%
Chesterfield	26%	41%	68%	42%	0	33

All of the assessed natural and semi-natural greenspace sites rate above the value threshold. The sites to rate the highest for value are:

- Poolsbrook Country Park (68.4%)
- Holmebrook Valley Country Park (58.9%)
- Norbriggs Flash (55.8%)
- Bluebank Wood (50.5%)
- Tansley Drive Woodland (50.5%)
- Rother Recreation Ground & Washlands (49.5%)
- Mc Gregor's Pond (49.5%)

Excluding McGregor's Pond, the other sites listed above are also some of the highest scoring sites for quality. The high quality and value score for such sites is reflective of their role and importance to the local area.

Norbriggs Flash and Bluebank Wood are both designated as LNR's. The former features an interpretation board about the site's history and species; which adds to its onsite educational value. The other LNR site, Brearley Wetland, also rates highly for value with 45.3%. Rother Recreation Ground & Washlands scores highly for value. This is partly due to wide pathways and a cycle path enabling a range of users including wheelchair users to access the site. It also has small football goals on the grass area. Together these elements enhance the sites social, sport and recreation value.

Sites rating above the value threshold often demonstrate the added benefit natural and semi-natural greenspaces can provide especially in terms of contributing to flora and fauna promotion and habitat opportunities. There are only three natural sites with a LNR designation in place. This demonstrates the role and importance such sites provide especially in terms of natural provision. Prominent sites of this type can even act as a destination, attracting users from outside the local area.

Amenity greenspace

This is defined as sites offering opportunities for informal activities close to home or work or enhancement of the appearance of residential or other areas. It includes informal recreation spaces, housing green spaces, village greens and other incidental space.

There are 95 amenity greenspace sites in Chesterfield equivalent to over 93 hectares of provision. Sites are most often found within areas of housing and function as informal recreation space or open space providing a visual amenity. A number of recreation grounds and playing fields are also classified as amenity greenspace.

Amenity greenspace overview

Analysis area	Natural and semi-natural		
	Number	Size (ha)	Current provision (ha per 1,000 population)
Chesterfield	95	93.31	0.89

A large proportion of provision may be considered as being smaller grassed areas or roadside verges. However, there is some variation of sites within this typology. For example, the smallest site is Land adjacent to Arklow Close at 0.18 hectares whilst the largest site is Hasland Hall Playing Fields at over 4.96 hectares. Larger recreation grounds and playing fields serve a different purpose to smaller grassed areas and verges; often providing an extended range of opportunities for recreational and sporting activities due to their size.

It is important to recognise the role of the Playing Pitch Strategy (PPS) with regard to such sites. Some playing fields and recreation grounds included within the Open Space Assessment will also be included within a PPS. These sites are covered by the Open Space Assessment to reflect the multi-functional role of such forms of provision.

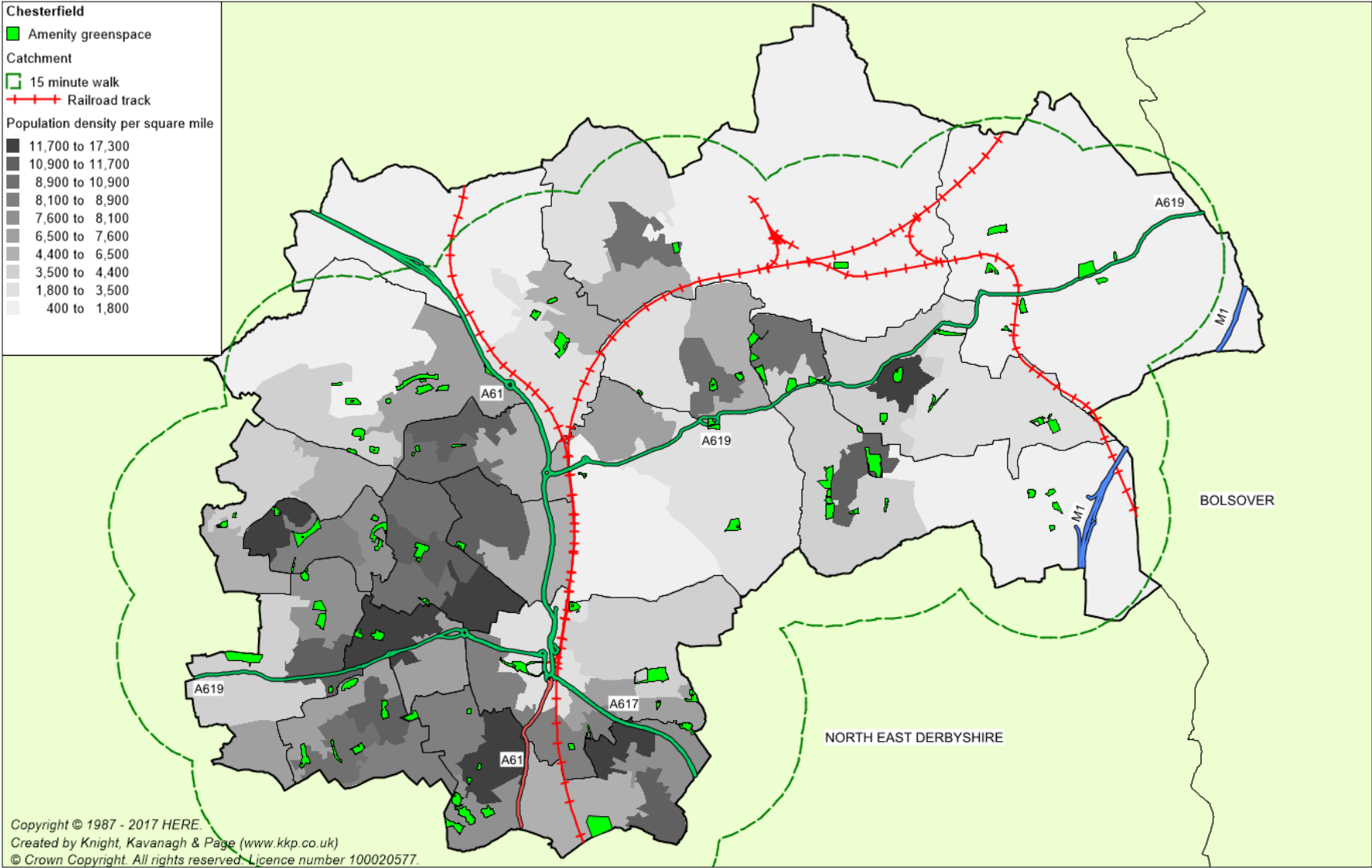
Fields In Trust (FIT) suggests 0.60 hectares per 1,000 population as a guideline quantity standard. Overall, Chesterfield has a current provision level of 0.89 hectares per 1,000 population which sufficiently surpasses the FIT suggested standard.

Respondents to the community survey were asked how satisfied they are with how much open space exists in the area. Just over a third of respondents (37%) rate being quite satisfied with the how much amenity greenspace provision exists. A further 15% state they are very satisfied. Further supporting the existing amount of provision is the smaller percentage of respondents that are either quite dissatisfied (10%) or very dissatisfied (3%).

The community survey found the most common mode of travel to access an amenity greenspace is by non-vehicle methods (i.e. walking, running etc.). Nearly two thirds of respondents (62%) state they access an amenity greenspace by non-vehicle means. This is followed by 20% of respondents that identify accessing amenity greenspace provision via private car.

The most common times willing to be travelled by survey respondents is up to 10 minutes (23%) and up to 15 minutes (22%). A further 16% state they would travel up to 30 minutes. On this basis, a 15-minute walk (equivalent to 1,200m) has been applied to all amenity greenspace to reflect a significant proportion of respondents will walk up to 15 minutes. This is shown in map below.

Amenity greenspace mapped against 15-minute catchment



Key to sites mapped

Site ID	Site name	Quality score	Value score
2	Badger Recreation Ground	66.3%	33.0%
5	Inkersall Green Playing Field	81.8%	52.1%
8	Hady Playing Field	65.8%	39.4%
34	Hartington Recreation Ground	61.0%	40.4%
35	Hilltop Road	59.9%	36.2%
37	BRSA Sports Ground, Station Road	50.8%	26.6%
38	Off Alpine Grove	63.1%	34.0%
41	Poolsbrook Recreation Ground	66.9%	41.5%
44	Manor Road Recreation Ground	79.1%	59.6%
51	Pearsons Recreation Ground	77.0%	41.5%
52	Netherleigh Road	87.2%	48.9%
53	Chester Street Recreation Ground (The Monkey Park)	67.4%	43.6%
114	Kendal Road Recreation Ground	59.4%	29.8%
115	Church Street	78.6%	44.7%
116	Wensley Way	59.0%	23.4%
117	Edinburgh Road	80.2%	46.8%
118	Poolsbrook Road	55.6%	40.4%
119	Newbridge Lane	65.8%	33.0%
121	Brushfield Recreation Ground	65.2%	48.9%
122	Markham Road Open Space	33.2%	22.3%
123	Bellmont Drive	75.9%	35.1%
124	The Pingles	74.3%	35.1%
125	Netherthorpe Recreation Ground	65.2%	35.1%
126	Land to West of St Philips Drive	63.1%	31.9%
127	Land at Cherry Tree Grove	67.4%	36.2%
128	Off Ravensdale Close	66.3%	38.3%
129	Peak View Road	65.8%	35.1%
130	Princess Street	67.0%	34.0%
131	Sheldon Road	65.8%	47.9%
132	Coniston Road and Rydal Close	74.3%	40.4%
133	Circular Road	71.3%	35.1%
134	Rockley Close	65.8%	35.1%
135	Moston Walk	66.3%	42.6%
136	Kirkstone Road	71.1%	46.8%

Site ID	Site name	Quality score	Value score
137	Hall Road	71.7%	39.4%
138	Cuttholme Road	70.6%	30.9%
139	Roecar Close Open Space	59.4%	28.7%
140	Woolgrove AGS	64.2%	37.2%
141	Land South of Coniston Road	60.4%	34.0%
142	Land Adjacent Kirkstone Road	59.9%	27.7%
143	Damon Drive	56.2%	36.2%
144	Thirlmere Road	73.8%	36.2%
145	Windermere Road	65.8%	34.0%
146	Somersby Avenue	64.7%	46.8%
147	Wingerworth Way Open Space	65.2%	34.0%
149	Land Adjacent Salisbury Avenue	67.4%	39.4%
150	Healthy Living Centre Open Space	64.2%	29.8%
151	Pevensey Green	80.2%	62.8%
152	Land Adjacent Newbold Road	77.0%	35.1%
153	Land South of Rydal Crescent	61.5%	34.0%
155	Haddon Close	69.5%	29.8%
156	Summerskill Green	75.0%	52.1%
157	Greenways	55.1%	23.4%
158	Elm Street	40.6%	21.3%
161	Gypsy Lane Amenity Area	43.3%	26.6%
162	Dovedale Avenue	57.8%	35.1%
163	Cottage Close	54.6%	28.7%
164	Spire Walk	63.6%	52.1%
165	Haddon Close 2 Amenity Space	69.0%	43.6%
166	Harehill Road	65.1%	34.0%
169	Lockoford Amenity Greenspace	68.6%	37.2%
170	St David's Rise	65.8%	36.2%
172	Barnes Road	65.2%	33.0%
173	Spital Lane Recreation Ground	61.0%	33.0%
197	Cavendish Place	59.9%	35.1%
209	North of Brookfield Avenue	56.2%	27.7%
219	Land Adjacent Stubbing Road	73.8%	42.6%
226	Land off Kingsley Avenue	66.8%	42.6%
227	Land Adjacent Baines Wood Close	54.6%	28.7%
233	Land North of Albert Street North	72.7%	31.9%
240	Land Adjacent Grindlow Avenue	64.2%	40.4%

Site ID	Site name	Quality score	Value score
245	Glencoe Way	61.0%	33.0%
248	Land Adjacent B6039	75.9%	26.6%
249	Land adjacent to Arklow Close	68.5%	31.9%
251	Norbriggs Playing Field	71.7%	34.0%
252	Hassop Road Amenity Space	75.6%	43.6%
255	Albert Road Amenity Greenspace	52.4%	35.1%
258	Pennine Way Amenity Greenspace	69.0%	36.2%
259	Loundsley Green Road Amenity Space	67.9%	47.9%
260	Brushfield Road Amenity Greenspace	66.8%	36.2%
263	Walton Dam Pitches North	50.1%	30.9%
267	Heathcote Drive	77.0%	40.4%
269	Crow Lane Amenity Space	72.0%	52.1%
271	Westwood Drive Amenity Space	62.0%	39.4%
273	East Crescent North	50.3%	29.8%
274	East Crescent West	67.9%	35.1%
283	Madin Drive/Bradshaw Road	62.6%	39.4%
284	Kinder Road	63.1%	34.0%
285	Madin Drive/Jarvis Place	55.6%	34.0%
286	Maple Street	50.3%	23.4%
287	Land South of Maple Street	71.7%	33.0%
288	Land North of Sycamore Road	47.1%	20.2%
326	Hasland Hall Playing Fields	48.7%	45.7%
328	Norbriggs Road	48.1%	24.5%
332	Brampton Rec	44.4%	28.7%
333	Boythorpe AGS*		

Mapping demonstrates a good distribution of amenity greenspace provision across the area; the majority of areas with a higher population density are being served by a catchment of an amenity greenspace. However, gaps in the 15-minute walk time catchments are initially highlighted to a few areas of the Borough; most noticeably Barrow Hill and South of Unstone.

In addition, the identified barriers to movement are likely to further impact on access to provision in areas such as Barrow Hill and Woodthorpe. The Strategy will explore in more detail the potential gaps in provision on an analysis area basis.

Respondents to the community survey were asked how satisfied they are with how close open space in the area is. Over a third (37%) rate being quite satisfied with how close amenity greenspace provision is. A further 22% state they are very satisfied. Further supporting the existing amount of provision is the smaller percentage of respondents that are either quite dissatisfied (5%) or very dissatisfied (2%).

To determine whether sites are high or low quality (as recommended by the Companion Guidance); the scores from site assessments have been colour-coded against a baseline threshold (high being green and low being red). The table below summarises the results of the quality assessment for amenity greenspaces. A threshold of 60% is applied in order to identify high and low quality.

Quality ratings for amenity greenspace

Analysis area	Scores (%)			Spread	No. of sites	
	Lowest score	Average score	Highest score		Low <60%	High ≥60%
Chesterfield	33%	65%	87%	57%	26	69

A total of 73% of assessed amenity greenspace sites rate above the threshold for quality.

The highest scoring sites for are:

- Netherleigh Road (aka Manor Fields) (87.2%)
- Inkersall Green Playing Field (81.8%)
- Pevensey Green (80.2%)
- Edinburgh Road (80.2%)

The sites are observed as having high standards of maintenance and cleanliness, resulting in a good overall appearance. In addition, they provide sufficient security levels, bins, signage and pathways.

Netherleigh Road is the highest scoring site. It has a noticeboard, appropriate fencing and a good supply of benches and bins. It is well used especially by dog walkers. This site is managed by volunteers at the Manor Fields Association.

Similarly, Pevensey Green is maintained by the Friends of Pevensey Green. The site is observed as very neat and well-maintained with benches and bins. Despite this, consultation with the Group identify that the site is plagued by dog fouling and occasional vandalism. The site seems well used by locals and dog walkers.

Edinburgh Road and Inkersall Green Playing Field benefit from play areas which add to their quality and value. The latter also has a MUGA. Edinburgh Road also has a noticeboard about upcoming events; evidencing a level of community involvement and use.

Larger amenity greenspace sites such as recreation grounds and playing fields often lend themselves to greater sporting and recreational opportunities such as football. These opportunities as well as other added features on site, such as good quality play areas, provide increased reasons for people to visit such provision. Consequently, the quality of such sites is often to a higher standard. Of the sites highlighted as a recreation ground or playing field, 11 out of the 13 (85%) are rated as being above the quality threshold.

Some of the lowest scoring amenity greenspace sites are:

- Markham Road Open Space (33.2%)
- Elm Street (40.6%)
- Gypsy Lane Amenity Area (43.3%)
- Land North of Sycamore Road (47.1%)
- Hasland Hall Playing Fields (48.7%)

These sites all lack ancillary features such as bins and benches. They mainly score low due to a generally poorer level of appearance and perceived maintenance. For example, Hasland Hall Playing Fields has damaged fencing and very long grass. It has no specific paths but does seem reasonably used by dog walkers and contains a spacious grass area with a running track and rounders area.

Markham Road Open Space is observed as poorly maintained with overgrown grassed areas and unkept paths. The paths are narrow in parts with evidence of misuse (i.e. broken glass). Similarly, Elm Street is observed as having overgrown grass and thorns encroaching onto the pathways as well as appearing to be generally less well maintained.

Most respondents to the community survey are generally satisfied with the quality of amenity greenspace provision. Over a third of respondents' rate quality as quite satisfactory (37%) with a further 12% rating provision as very satisfactory. There is a small proportion of respondents that are either quite dissatisfied (7%) or very dissatisfied (4%) with the quality of amenity greenspace.

To determine whether sites are high or low value (as recommended by the Companion Guidance) site assessments scores are colour-coded against a baseline threshold (high being green and low being red). The table below summarises the results. A threshold of 20% is applied in order to identify high and low value.

Value ratings for amenity greenspace

Analysis area	Scores (%)			Spread	No. of sites	
	Lowest score	Average score	Highest score		Low <20%	High ≥20%
Chesterfield	15%	32%	60%	45%	6	89

Nearly all amenity greenspaces (94%) rate above the threshold for value. The highest scoring sites are:

- Manor Road Recreation Ground (59.6%)
- Pevensey Green (57.4%)
- Inkersall Green Playing Field (52.1%)
- Spire Walk (52.1%)
- Summerskill Green (52.1%)
- Crow Lane (52.1%)

These sites scoring high for value also score high for quality. They all appear well used, providing social and health benefits with suitable ancillary facilities to enable a wider range of people to use. Manor Road Recreation Ground and Inkersall Green Playing Field contain football goals, enhancing sport and recreation opportunities. Crow Lane and Spire Walk also feature play provision; further added to their appeal and social interaction benefits.

There are six sites to rate below the value threshold. These include:

- Land North of Sycamore Road (14.9%)
- Elm Street (16.0%)

- Markham Road Open Space (17.0%)
- Greenways (18.1%)
- Maple Street (18.1%)
- Wensley Way (18.1%)

The sites are all observed as being poorly maintained with a lack of pathways and other ancillary facilities. There is perceived to be little use of these sites. All six also rate below the threshold for quality.

Amenity greenspace should be recognised for its multi-purpose function, offering opportunities for a variety of leisure and recreational activities. It can often accommodate informal recreational activity such as casual play and dog walking. Many sites are likely to offer a dual function and are amenity resources for residents as well as being visually pleasing. These attributes add to the quality, accessibility, and visibility of amenity greenspace. Combined with the presence of facilities (e.g. benches, landscaping, and trees) this means that the better-quality sites are likely to be more respected and valued by the local community.

Provision for children and young people

This type of provision includes areas designated primarily for play and social interaction involving children and young people, such as equipped play areas, ball courts, skateboard areas and teenage shelters.

Provision for children is deemed to be sites consisting of formal equipped play facilities typically associated with play areas. This is usually perceived to be for children under 12 years of age. Provision for young people can also include equipped sites that provide more robust equipment catering to older age ranges. It can include facilities such as skate parks, BMX, basketball courts, youth shelters and Multi-Use Games Areas (MUGAs).

A total of 81 sites are identified in Chesterfield as provision for children and young people. This combines to create a total of more than five hectares. No site size threshold has been applied and as such all known provision is identified and included within the audit.

Provision for children and young people overview

Analysis area	Provision for children and young people		
	Number	Size (ha)	Current provision (ha per 1,000 population)
Chesterfield	81	5.17	0.05

Fields In Trust (FIT) suggests 0.25 hectares per 1,000 population as a guideline quantity standard. Overall, Chesterfield has a current provision level of 0.05 hectares per 1,000 population based on equipped play areas. However, there are instances where the surrounding open space of the site in which the play provision is located will also contribute to the play offer. If such sites are also included in the calculation, then a total of 37.17 hectares is identified; an equivalent to 0.36 hectares per 1,000 population.

There are a number of sites providing specific provision catering for older age ranges. In total there are seven sites recognised as offering substantial provision such as skate parks for older ages. These include:

- Eastwood Park
- Wickins Place
- Loundsley Green
- Stand Road
- Chesterfield Skate Park
- Brearley Park
- Station Road (Barrow Hill)

Respondents to the community survey were asked how satisfied they are with how much open space exists in the area. A quarter (25%) rate being quite satisfied with how many play areas for young people exists. A further 11% state they are very satisfied. However, a combined 26% state they are quite dissatisfied (13%) or very dissatisfied (13%).

For teenage provision, a total of 57% of respondents had no opinion. A slightly greater proportion of respondent's rate being quite dissatisfied (10%) or very dissatisfied (7%) compared to those that are quite satisfied (9%) or very satisfied (6%).

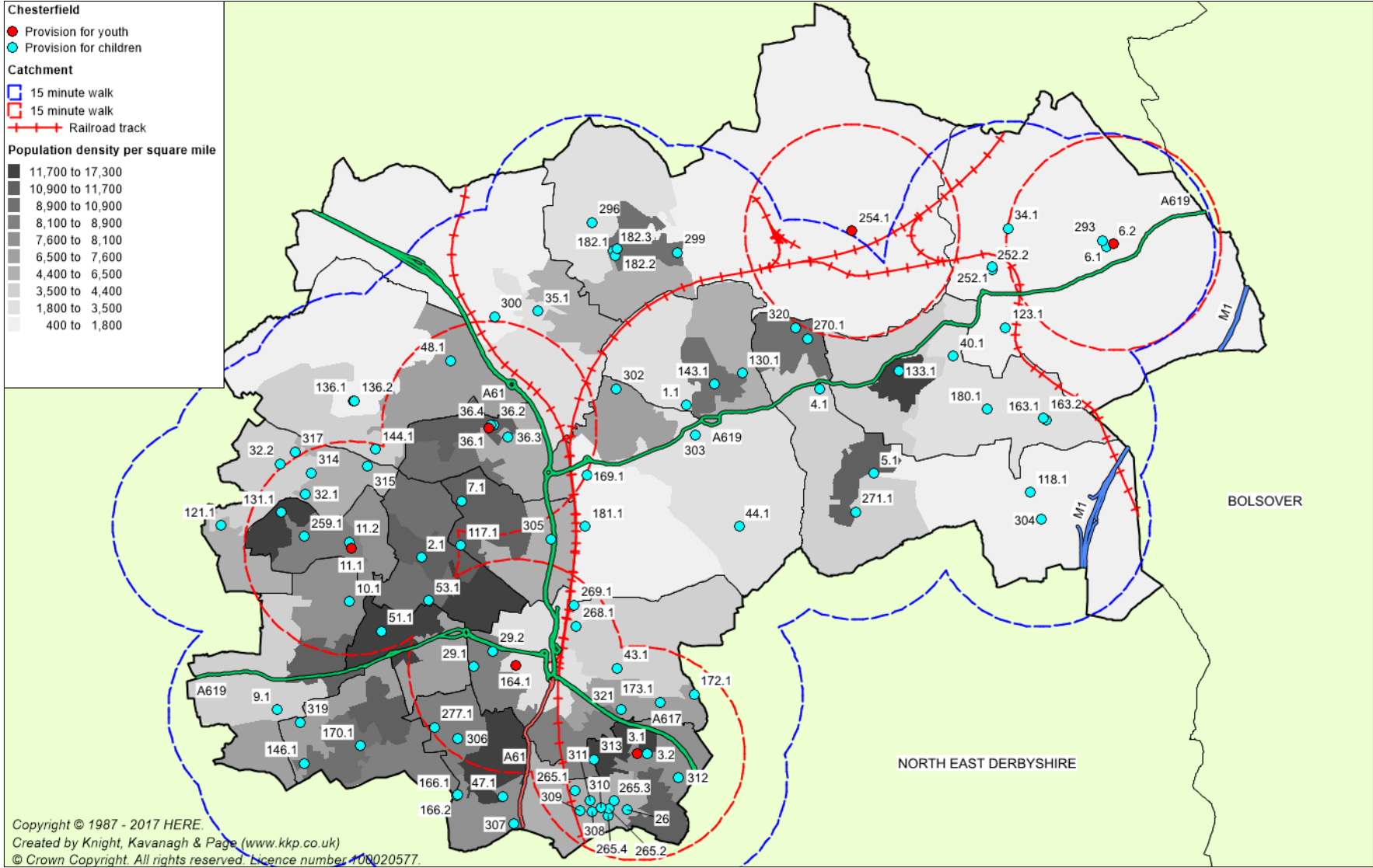
The community survey found that the most common mode of travel to access play areas for children is by non-vehicle methods (i.e. walking, running etc).

Nearly half of respondents (49%) state they access a play area by non-vehicle means. This is followed by 18% of respondents that identify accessing play areas for children via private car.

The most common times willing to be travelled by survey respondents is up to 15 minutes (20%) and up to 10 minutes (19%). On this basis, a 15-minute walk has been applied to all play areas for children to reflect the most popular walk time.

Respondents to the survey also highlight that for provision catering for older ages (i.e. teenagers), the most popular mode of travel to access such provision is by non-vehicle means (12%) followed by private car (10%). The most common times to travel in order to access provision for teenagers are 15 minutes (9%), 30 minutes (8%) and 10 minutes (6%). Consequently, a 15-minute walk time to provision for teenagers is applied to the mapping to reflect the average travel time from respondents. This is shown in the map below.

Provision for children and young people mapped against catchments



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A single quality and value score are attributed at sites where more than one form of play provision is identified.

Key to sites mapped

Site ID	Site name	Quality score	Value score
1.1	Thistle Park	76.8%	78.2%
2.1	Badger Play Area	61.8%	50.9%
3.1	Eastwood Park Play Area	88.6%	81.8%
3.2	Eastwood Park MUGA		
4.1	Ringwood Park	69.3%	72.7%
5.1	Inkersall Green	80.4%	89.1%
6.1	Wickins Place 2	62.7%	81.8%
6.2	Wickins Place 1		
7.1	Highfield Park play area and MUGA	62.4%	87.3%
9.1	Somersall Park Play Area	55.6%	74.5%
10.1	Wasps Nest	66.7%	83.6%
11.1	Loundsley Green skate park and MUGA	70.9%	85.5%
11.2	Loundsley Green play area		
26	Kirby Close Play Area	67.6%	16.4%
29.1	Queens Park Play Area	80.1%	89.1%
29.2	Queens Park Play Area 2		
32.1	Holmebrook Valley Park Play Area 1	66.7%	87.3%
32.2	Holmebrook Valley Park Play Area 2	89.9%	83.6%
34.1	Hartington Recreation Ground	62.1%	49.1%
35.1	Hilltop Road Play Area	81.4%	80.0%
36.1	Stand Road Skate Park	80.1%	87.3%
36.2	Stand Road Play Area		
36.4	Stand Road MUGA		
36.3	Stand Road Play Area 2	73.5%	85.5%
40.1	King George V Play Area	60.8%	74.5%
43.1	Valley Road	61.1%	74.5%
44.1	Manor Road Recreation Ground Play Area	81.7%	85.5%
47.1	Langerfield Park MUGA	80.4%	89.1%
48.1	Chesterfield Panthers Rugby Club MUGA	76.5%	85.5%
51.1	Pearsons Recreation Ground Play Area	52.9%	20.0%

Site ID	Site name	Quality score	Value score
53.1	Chester Street Recreation Ground Play Area	69.3%	81.8%
117.1	Edinburgh Road Play Area	91.2%	90.9%
118.1	Poolsbrook Road Play Area	54.9%	78.2%
121.1	Brushfield Recreation Ground	66.7%	83.6%
123.1	Bellmont Drive Play Area	69.6%	83.6%
130.1	Princess Street Play Area	54.2%	50.9%
131.1	Sheldon Road Play Area	54.2%	70.9%
133.1	Circular Road Play Area	68.3%	87.3%
136.1	Kirkstone Road Play Area	63.7%	81.8%
136.2	Kirkstone Road Play Area MUGA		
143.1	Damon Drive Play Area	67.6%	72.7%
144.1	Thirlmere Road Play Area	56.9%	80.0%
146.1	Stanford Way Play Area	88.2%	83.6%
163.1	Cottage Close Play Area 1	64.7%	81.8%
163.2	Cottage Close Play Area 2	56.9%	74.5%
164.1	Chesterfield Skate Park	62.4%	80.0%
166.1	Harehill Road Play Area	71.9%	85.5%
166.2	Harehill Road MUGA		
169.1	Lockoford Play Area	57.8%	38.2%
170.1	St Davids Rise Play Area	53.9%	41.8%
172.1	Barnes Road Play Area	67.6%	70.9%
173.1	Spital Lane Play Area	80.7%	70.9%
180.1	Poolsbrook Country Park	85.3%	72.7%
181.1	Tapton Park Play Area	53.6%	69.1%
182.1	Brearley Park Play Area	81.0%	78.2%
182.2	Brearley Park Skate Park		
182.3	Brearley Park MUGA		
252.1	Hassop Road	69.0%	87.3%
252.2	Hassop Road MUGA		
254.1	Station Road (Barrow Hill) play area and MUGA	70.6%	90.9%
259.1	Carsington Way	73.2%	72.7%
265.1	Knighton Close Play Area	74.8%	16.4%
265.2	Oadby Drive 1	61.8%	16.4%
265.3	Seagrave Drive	59.2%	34.5%
265.4	Harcourt Close	60.8%	69.1%

Site ID	Site name	Quality score	Value score
268.1	Wain Avenue	55.9%	36.4%
269.1	Crow Lane MUGA	66.3%	89.1%
270.1	Private Drive Play Area	80.4%	85.5%
271.1	Westwood Drive	51.3%	23.6%
277.1	Whitecotes Playing Field Play Area	71.6%	81.8%
293	Howells Place	51.6%	21.8%
296	Coupland Close	54.9%	43.6%
299	Devonshire Avenue Play Area	53.9%	70.9%
300	Holland Road	59.2%	72.7%
302	Windmill Way	75.5%	72.7%
303	Nethercroft LAP (Lark's Rise)	59.8%	40.0%
304	West Crescent Play Area	82.4%	90.9%
305	Canal Wharf Play area and MUGA	68.3%	83.6%
306	Whitecotes Park Play Area	58.8%	21.8%
307	Staunton Close	58.8%	20.0%
308	Bradgate Croft	64.7%	16.4%
309	Oadby Drive 3	65.4%	16.4%
310	Oadby Drive 2	69.9%	16.4%
311	Rempstone Drive	68.6%	61.8%
312	Heather Vale Road Play Area	76.5%	74.5%
313	Durley Chine	67.0%	50.9%
314	Parkside View	65.7%	18.2%
315	Stoops Close	50.3%	18.2%
317	Priestfield Gardens	62.7%	67.3%
319	Foxbrook Drive	58.8%	14.5%
320	Juniper Close	62.7%	20.0%
321	Rose Garth Close	55.9%	18.2%

Gaps in the 15-minute walk time catchments are initially highlighted to a few areas of the Borough; most noticeably Barrow Hill and South of Unstone.

There several gaps in provision catering for older age ranges. This is particularly noticeable to the eastern areas of the Borough.

In addition, the identified barriers to movement are likely to further impact on access to provision in areas such as Brockwell, Ashgate and Loundsley Green and Woodthorpe. There is generally a good spread of play provision across the area.

Greater population density areas are shown to be served by some form of play provision.

Respondents to the community survey were asked how satisfied they are with how close open space is in the area. Over a quarter of respondents (26%) rate being very satisfied with the how close play areas for young children is. A further 29% state they are quite satisfied. Further supporting the existing amount of provision is the smaller percentage of respondents that are either quite dissatisfied (6%) or very dissatisfied (4%).

Similar to responses for quantity, most (59%) had no opinion regarding teenage provision. There are 10% of respondents very satisfied and 11% as quite satisfied with the closeness of teenage provision. This is compared to those respondents which rate being either quite dissatisfied (6%) or very dissatisfied (5%). The results are likely a reflection to the role and use of such provision to older aged respondents.

In order to determine whether sites are high or low quality (as recommended by guidance); the scores from the site assessments have been colour-coded against a baseline threshold (high being green and low being red). The table below summarises the results of the quality assessment for play provision for children and young people. A threshold of 60% is applied in order to identify high and low quality.

Quality ratings for provision for children and young people

Analysis area	Scores (%)			Spread	No. of sites	
	Lowest score	Average score	Highest score		Low <60%	High ≥60%
Chesterfield	50%	67%	91%	41%	23	69

Overall, 75% of play sites rate above the quality threshold. There are however 23 sites which rate below the threshold.

Of the 23 sites to rate below the threshold, 18 are considered to be akin to localised areas of play (LAPs). These are generally small forms of play provision with often a limited range of equipment.

This links to a wider trend with observations from the site visit audit highlighting a number of sites with a lack of equipment. There are 25 sites noted as having a lack of equipment. In some instances, sites contain a single piece of equipment such as a springy or static play piece. Not all sites noted as having a lack of equipment rate below the quality threshold. However, the range and diversity of equipment at a site influences its quality and potential level of use. Consequently, sites with a limited scope of equipment are more likely to rate lower for quality and value.

In addition, site visit observations also highlight a tired and dated appearance at some play sites. There are 16 play sites with audit comments signalling the play equipment or the site in general to appear old and dated. For example, across the stock there are several sites which have old safety tile surfaces (the surface of choice for most play sites now tends to be wet pore or similar). Given the age of some of these surfaces, shrinkage and gapping is highlighted at several sites. These can present potential trip hazards.

Some of the lower scoring sites for quality are:

- Stoops Close (50.3%)
- Westwood Drive (51.3%)
- Howells Place (51.6%)
- Pearsons Recreation Ground Play Area (52.9%)

The example sites (above) are all identified as containing single pieces of play equipment. This is generally perceived as being of poor quality. In addition, surface quality, ancillary features (e.g. bins and seating) and site cleanliness all score low.

The majority of sites do however rate above the threshold. Some of the highest scoring sites include:

- Edinburgh Road Play Area (91.2%)
- Holmebrook Valley Park Play Area 2 (89.9%)
- Eastwood Park Play Area (88.6%)
- Poolsbrook Country Park (87.3%)

These sites are all noted as having a good range and imaginative forms of equipment catering for different ages. In addition, the equipment is in great condition as are the other features on site such as seating and bins. Sites such

as Eastwood and Poolsbrook contain outdoor gym equipment which further adds to their offer and appeal. The former also has a relatively new skate park facility.

Proportionally the larger play sites tend to score higher for quality. This is often due to a wider variety of equipment being present which caters towards a greater range of age groups. Such sites are also likely to be linked with additional ancillary facilities such as car parking, toilets, and refreshments.

Most respondents to the community survey are slightly negative with the quality of play areas for children. A total of 20% view quality as very dissatisfactory with a further 15% rating provision as quite dissatisfactory. There is a smaller proportion of respondents that are either quite satisfied (22%) or very satisfied (9%). The responses for teenage provision are more mixed. There are 6% quite dissatisfied and 8% very dissatisfied. Conversely, there are 10% of respondents who are quite satisfied and 5% very satisfied. More than half of respondents (61%) have no opinion.

To determine whether sites are high or low value (as recommended by the Companion Guidance) site assessment scores are colour-coded against a baseline threshold (high being green and low being red). The table overleaf summarises the results of the value assessment for children and young people. A threshold of 20% is applied in order to identify high and low value.

Value ratings for provision for children and young people

Analysis area	Scores (%)			Spread	No. of sites	
	Lowest score	Average score	Highest score		Low <20%	High ≥20%
Chesterfield	15%	63%	91%	76%	11	81

Nearly all play sites (88%) rate above the threshold for value. This demonstrates the important role play provision provides in allowing children to play but also the contribution sites make in terms of giving children and young people safe places to learn, for physical and mental activity, to socialise with others and in creating aesthetically pleasing local environments.

There are 11 sites to rate below the threshold for value. These are all identified as being sites containing only a single piece of equipment. Three of these sites also rate below the threshold for quality:

- Foxbrook Drive (14.5%)
- Stoops Close (18.2%)
- Rose Garth Close (18.2%)

High valued sites tend to reflect the size and amount as well as range of provision present. This often means sites are more popular and well used. Diverse equipment caters to a greater range of ages. Furthermore, such sites often provide added value in terms of healthy, active lifestyles, social inclusion and interaction between individuals whilst also adding to developmental and educational benefits.

Sites scoring particularly high for value tend to reflect the size and amount/range and role of equipment present on site. Some of the highest scoring sites for value are:

- Poolsbrook Country Park (90.9%)
- Station Road (Barrow Hill) (90.9%)
- West Crescent Play Area (90.9%)
- Crow Lane (89.1%)
- Inkersall Green (89.1%)
- Langerfield Park (89.1%)
- Queens Park (89.1%)

The three highest scoring sites for value are all observed as containing a variety of equipment. For example, Poolsbrook Country Park has a range of equipment including outdoor gym equipment; Station Road (Barrow Hill) features play equipment, a MUGA and a youth shelter; West Crescent Play Area has an extensive amount of equipment including a number of educational play panels with different languages.

Diverse equipment to cater for a range of ages is also essential. More specifically, provision such as skate park facilities and MUGAs are highly valued forms of play. Sites containing such forms of provision often tend to rate higher for value.

It is also important to recognise the benefits of play in terms of healthy, active lifestyles, social inclusion, and interaction between children plus its developmental and educational value. The importance of play and of children's rights to play in their local communities is essential.

Allotments

Allotments are a typology which covers open spaces that provide opportunities for those people who wish to do so to grow their own produce as part of the long-term promotion of sustainability, health, and social interaction. This includes provision such as allotments, community gardens and city farms.

There are 33 sites classified as allotments in Chesterfield, equating to over 40 hectares.

Distribution of allotment sites by analysis area

Analysis area	Provision for Allotments		
	Number	Size (ha)	Current provision (ha per 1,000 population)
Chesterfield	33	40.35	0.39

The largest forms of allotment provision are Grove Allotments at 3.49 hectares and Highfield Allotments at 3.27 hectares.

The National Society of Allotment and Leisure Gardeners (NSALG) suggests a national standard of 20 allotments per 1,000 households (20 per 2,000 people based on two people per house or one per 100 people). This equates to 0.25 hectares per 1,000 populations based on an average plot-size of 250 square metres (0.025 hectares per plot).

As a whole, Chesterfield, based on its current population (104,440) meets the NSALG standard. Using this suggested standard, the minimum amount of allotment provision is 26 hectares. Existing provision of 40 hectares therefore meets this guideline.

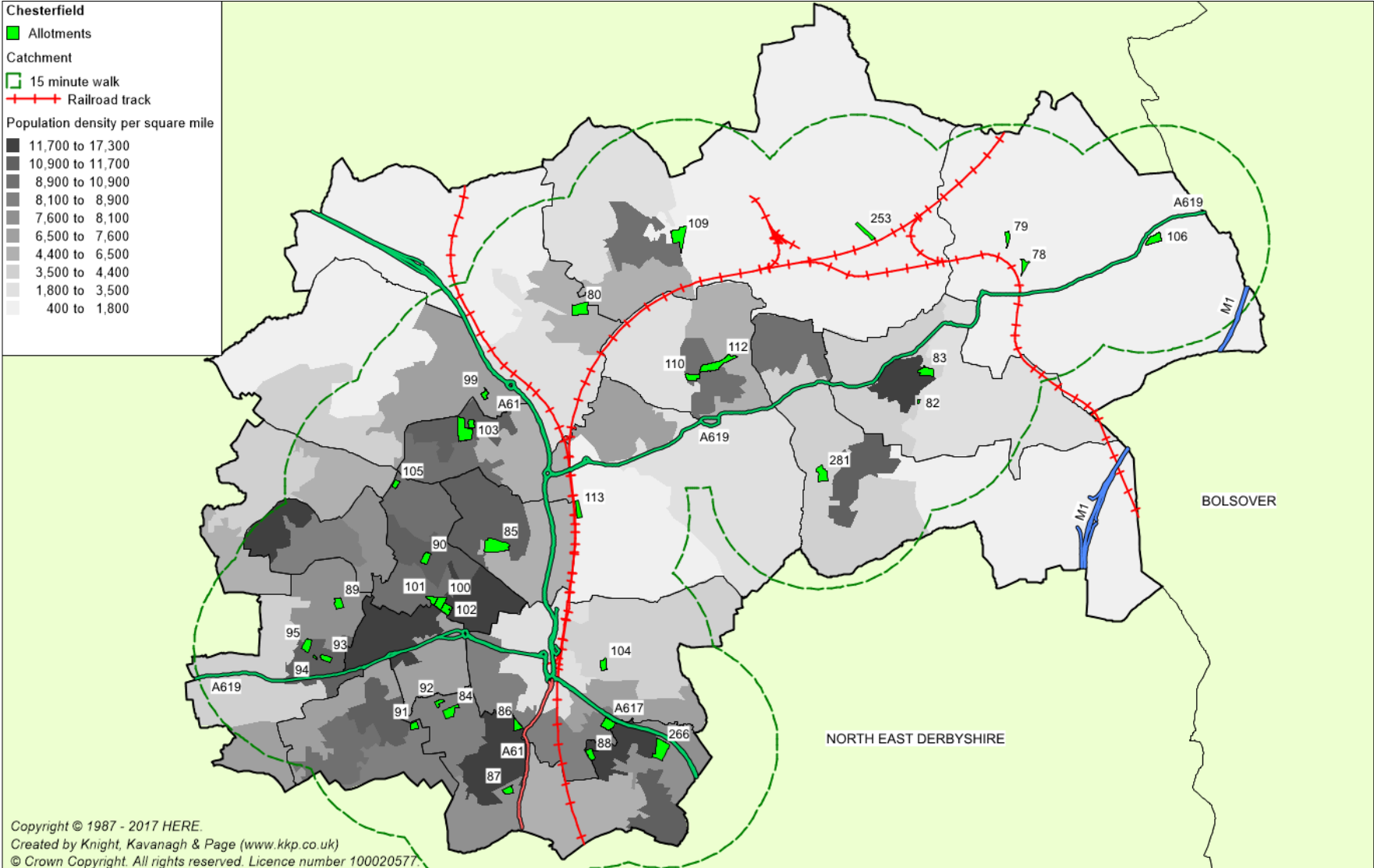
Respondents to the community survey were asked how satisfied they are with how much open space exists in the area. Just over half of respondents (50%) had no opinion on this. Excluding this, a greater proportion of respondents (16%) are neither satisfied nor dissatisfied with how much allotments exists. There are 18% of respondents that state being quite satisfied with how much provision exist. A further 8% state they are very satisfied. Further supporting the existing amount of provision is the smaller percentage of respondents that are either

quite dissatisfied (6%) or very dissatisfied (2%). The low response figures are reflective of the niche use of allotments to the wider public.

The community survey found the most common modes of travel to access an allotment is by non-vehicle methods (i.e. walking, running etc) (16%) and by private car (13%).

The most common times willing to be travelled by survey respondents is up to 10 minutes (11%) and up to 15 minutes (14%). On this basis, a 15-minute walk time (equivalent to 1,200m) and drive time have been applied to all allotments to reflect the most popular mode and travel times. This is shown in the map below.

Allotments mapped against 15-minute walk time catchment



Key to sites mapped

Site ID	Site name	Quality Score	Value score
78	Bellhouse Allotments	56.7%	25.6%
79	Hartington Allotments	54.4%	26.7%
80	Old Whittington Allotments	53.3%	27.8%
82	Calver Crescent Allotments	54.4%	25.6%
83	Middlecroft Allotments	60.0%	31.1%
84	Boythorpe Allotments	56.7%	27.8%
85	Highfield Allotments	57.8%	22.2%
86	St Augustine's Allotments	61.1%	27.8%
87	Hunloke Community Gardens	62.2%	48.9%
88	Storforth Lane Terrace Allotments	55.6%	28.9%
89	Ashgate Allotments	63.3%	28.9%
90	Brockwell Allotments	58.9%	24.4%
91	Off Hunloke Avenue Allotments	56.7%	23.3%
92	Rufford Close Allotments	60.0%	33.3%
93	Off Rhodesia Road Allotments	58.9%	22.2%
94	Quarry Lane Allotments	51.1%	21.1%
95	Old Road Allotments	65.6%	23.3%
99	Avenue Road Allotments (St John's Road)	58.9%	32.2%
100	Goldwell No 1 Allotments	65.6%	30.0%
101	Goldwell No 2 Allotments	67.8%	41.1%
102	Fairplay Community Garden	61.1%	26.7%
103	Grove Allotments (Stand Road)	57.8%	27.8%
104	Hady Hill Allotments	52.2%	25.6%
105	Littlemoor Allotments	58.9%	24.4%
106	Mastin Moor Community Garden	73.3%	55.6%
107	Penmore Allotments (Penmore Lane)	58.9%	30.0%
109	New Whittington Allotments	51.1%	27.8%
110	Coronation Road Allotments	61.1%	26.7%
112	King Street Allotments	61.1%	32.2%
113	Swaddale Allotments	35.6%	8.9%
253	Barrow Hill Allotments (Station Road)	51.1%	25.6%
266	Ashfield Road Allotments	68.9%	33.3%
281	Inkersall Allotments	53.3%	32.2%

The map above shows the distribution of allotment sites across the area against the 15-minute walk time catchment. A 15-minute drive time covers the whole of Chesterfield as well as some neighbouring local authorities. For this reason, it is not mapped.

Mapping demonstrates a good distribution of allotments provision across the area; most areas with a higher population density are being served by a catchment of an allotment. However, gaps in the 15-minute walk time catchments are initially highlighted to a few areas of the Borough including:

- Barrow Hill
- Duckmanton
- Holme Hall and Holmebrook Valley Park
- North of Dunston
- Poolsbrook
- South of Unstone

In addition, the identified barriers to movement are likely to further impact on access to provision in areas such as Mastin Moor and Walton and Brookside South. The Strategy will explore in more detail the potential gaps in provision on an analysis area basis.

Respondents to the community survey were asked how satisfied they are with how close open space in the area is. Nearly half of respondents (46%) had no opinion. No issue with regard to 'closeness' of parks is highlighted; a fifth (20%) rate being quite satisfied with a further 14% state they are very satisfied. Further supporting the existing availability of provision is the smaller percentage of respondents that are either quite dissatisfied (4%) or very dissatisfied (1%).

Allotment associations are responsible for the day to day management of the sites. Many of the sites operate a waiting list due to the popularity and demand for plots.

To determine whether sites are high or low quality (as recommended by the Companion Guidance) site assessments scores are colour-coded against a baseline threshold (high being green and low being red). The table below summarises the results of the quality assessment for allotments. A threshold of 50% is applied in order to identify high and low quality. Further explanation of how the quality scores and threshold are derived can be found in Part 2 (Methodology).

Quality ratings for allotments

Analysis area	Scores (%)			Spread	No. of sites	
	Lowest score	Average score	Highest score		Low <50%	High ≥50%
Chesterfield	36%	58%	73%	37%	1	32

Only one site rates below the quality threshold. Swaddale Allotments appears to not be in use. The site was overgrown and not accessible at the time of the visit. This site has now been earmarked for housing in the local plan.

Overall, quality of provision is very good with nearly all identified sites rating above the threshold for quality. The highest scoring sites are:

- Mastin Moor Community Garden (73.3%)
- Ashfield Road Allotments (68.9%)
- Goldwell No 2 Allotments (67.8%)
- Goldwell No 1 Allotments (65.6%)
- Old Road Allotments (65.6%)

All five sites have good personal security, signage and excellent boundary fencing. Mastin Moor Community Garden has the additional benefit of seating and bins. Furthermore, all the sites are observed as being well maintained containing neat plots and good pathways.

It is also important to recognise the Rufford Close Allotment site is a previous East Midlands In Bloom competition winner. The site was recognised for its organisation and tidiness.

Most respondents to the community survey (49%) had no opinion to the quality of allotments. Of those that did, 20% rate quality as quite satisfactory with a further 11% rating it as very satisfactory. There is a small proportion of respondents that are either quite dissatisfied (2%) or very dissatisfied (2%) with quality of allotments.

To determine whether sites are high or low value (as recommended by the Companion Guidance) site assessment scores are colour-coded against a baseline threshold (high being green and low being red). The table below

summarises the results of the value assessment for allotments. A threshold of 20% is applied in order to identify high and low value.

Value ratings for allotments

Analysis area	Scores (%)			Spread	No. of sites	
	Lowest score	Average score	Highest score		Low <20%	High ≥20%
	Chesterfield	9%	29%		56%	47%

Nearly all assessed allotment sites rate above the threshold for value. This is a reflection of the associated social inclusion and health benefits, amenity value and the sense of place offered by such forms of provision. Swaddale Allotments is the only site to rate below the value threshold. The site appears to not be in use as it was overgrown and not accessible at the time of the visit.

The highest scoring sites for value are Mastin Moor Community Garden (56%) and Hunloke Community Garden (49%). Both are very well maintained. Unusually both sites can be accessed by the public; as opposed to only being used by allotment holders. This further adds to their role and benefit to the local communities.

Other sites also offer additional social value. For example, Goldwell No. 2 Allotments is highlighted as having two raised beds and a sensory garden for disabled users. In addition, a plot on the site is used by the Oak Springs charity as part of a rehabilitation programme.

Avenue Road Allotments is also identified as having a plot that been converted to a communal plot for growing space; enhancing the sites social and community value.

There is high ecological and biodiversity value at Goldwell No. 2 Allotments. The site is teeming with wildlife and attracts a lot of wildlife including dragonflies, newts, bees, and bats. There is a pond on site too, some rare weeds and wildlife encouragement is an ongoing project. In the future, the association would like to have schools visiting and to be shown the pond as this concept would be very beneficial.

The value of allotments is further demonstrated by the existence of waiting lists at sites signalling continued demand for provision.

Cemeteries and closed church yards

Cemeteries and churchyards include areas for quiet contemplation and burial of the dead. Sites can often be linked to the promotion of wildlife conservation and biodiversity.

There are 10 sites classified as cemeteries/churchyards, equating to nearly 30 hectares of provision. No site size threshold has been applied and as such all identified provision is included within the audit.

Distribution of cemeteries and churchyards

Analysis area	Cemeteries/churchyards	
	Number of sites	Size (ha)
Chesterfield	10	29.50

The largest contributor to burial provision in the area is Chesterfield and District Crematorium (6.35 hectares). This followed by Boythorpe Cemetery at 5.37 hectares.

There are four sites operated by CBC:

- Brimington Cemetery
- Boythorpe Cemetery
- Spital Cemetery
- Staveley Cemetery

Several closed churchyards are also maintained by the Council.

The Chesterfield and District Crematorium is managed by a Joint Crematorium Committee as it is jointly owned by Chesterfield Borough Council and Bolsover and North East Derbyshire Councils.

Respondents to the community survey were asked how satisfied they are with how much open space exists in the area. No issue with regard to the quantity of cemeteries is highlighted. A quarter of respondents (25%) rate being quite satisfied with a further 13% stating they are very satisfied. Further supporting

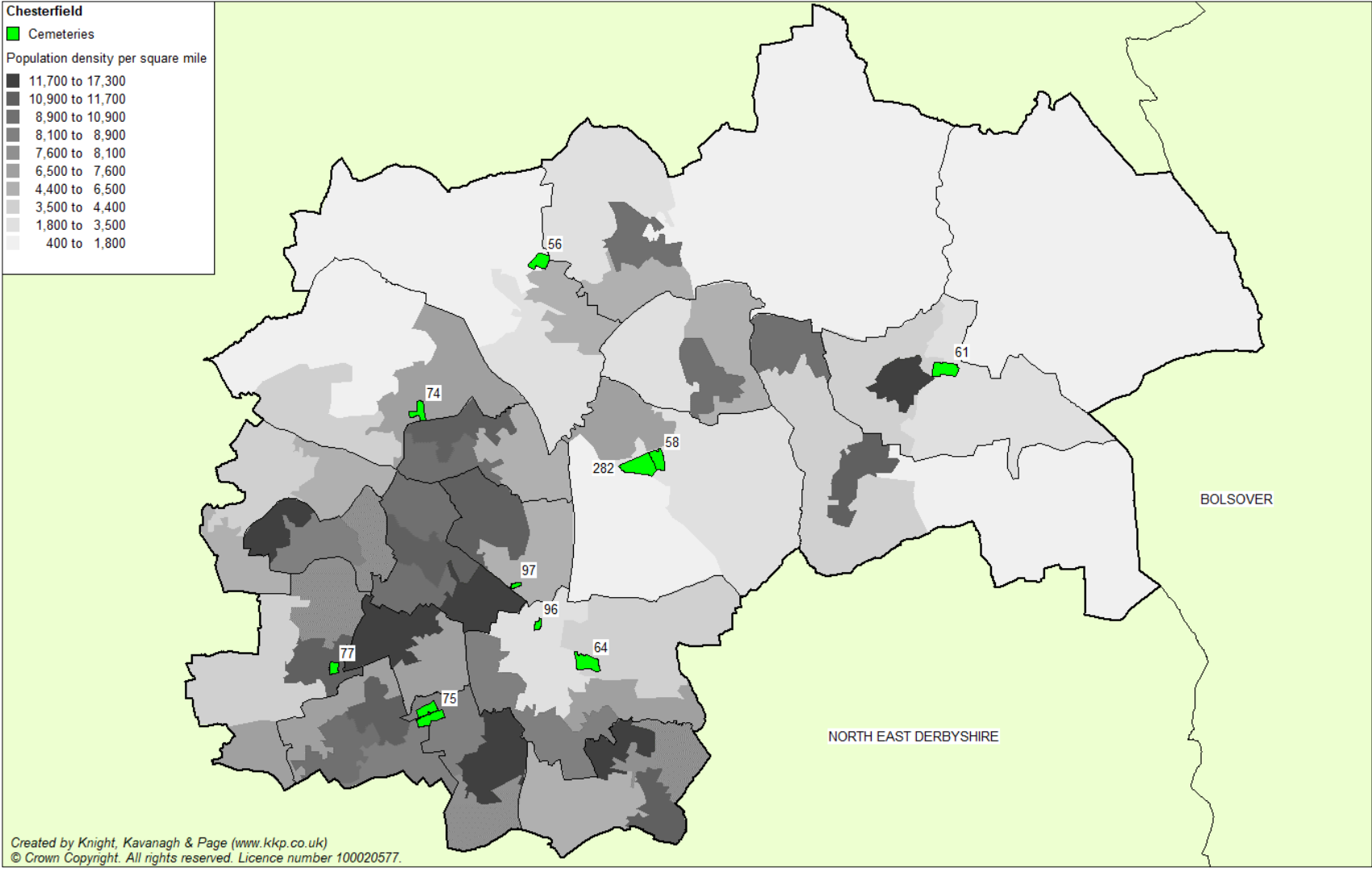
the existing amount of provision is the smaller percentage of respondents that are either quite dissatisfied (2%) or very dissatisfied (1%). There are 39% of respondents who have no opinion to provision of cemeteries.

No accessibility standard is set for this typology and there is no realistic requirement to set such standards. Provision should be based on burial demand.

The map below shows cemeteries and churchyards mapped against analysis areas.

Cemetery sites mapped

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Key to sites mapped

Site ID	Site name	Quality Score	Value Score
56	St Bartholomew's Church Old Whittington Closed Churchyards	59.6%	47.8%
58	Brimington Cemetery	66.1%	70.0%
61	Staveley Cemetery	68.5%	76.7%
64	Spital Cemetery	65.4%	63.3%
74	St John's Newbold	55.5%	32.2%
75	Boythorpe Cemetery	70.6%	77.8%
77	St Thomas' Church Brampton	76.6%	62.2%
96	St Mary and All Saints Church	64.0%	43.3%
282	Chesterfield and District Crematorium	86.6%	81.1%
97	Holy Trinity Church	62.6%	47.8%

In terms of provision, mapping demonstrates a fairly balanced distribution across the area. As noted earlier, the need for additional cemetery provision should be driven by the requirement for burial demand and capacity.

Respondents to the community survey were asked how satisfied they are with how close open space in the area is. No issue with regard to 'closeness' of cemeteries is highlighted. A fifth of respondents (25%) state being quite satisfied with a further 16% being very satisfied with how close cemeteries provision is. Further supporting the existing amount of provision is the smaller percentage of respondents that are quite dissatisfied (1%) or very dissatisfied (1%).

To determine whether sites are high or low quality (as recommended by the Companion Guidance) site assessments scores are colour-coded against a baseline threshold (high being green and low being red). The table below summarises the results of the quality assessment for cemeteries. A threshold of 60% is applied in order to identify high and low quality. Further explanation of how the quality scores and threshold are derived can be found in Part 2 (Methodology).

Quality ratings for cemeteries

Analysis area	Scores (%)			Spread	No. of sites	
	Lowest score	Average score	Highest score		Low <60%	High ≥60%
Chesterfield	56%	68%	87%	31%	2	8

The majority of cemeteries and churchyards in Chesterfield (80%) rate above the threshold set for quality; suggesting a reasonably high standard of quality.

Chesterfield and District Crematorium, in Brimington, is the highest scoring site for quality with a score of 87%. It scores significantly higher than the other sites. It is observed as being well-maintained with accessible paths and ancillary features such as seating, car parking (Including disabled parking bays) and toilet facilities. It also has excellent signage, directional signposts, and a map of the large site. Furthermore, it has a child burial area, garden of remembrance as well as a woodland walk; all add to the quality of the site as well as the aesthetic value and health benefits. Its high quality is represented by it being a Green Flag Award site.

Boythorpe Cemetery (71%) also scores well above the threshold for quality. The site is observed as containing excellent, flat, wide paths, being tidy and containing lots of seating. It also seems very well used by locals as a cut through and for plot holders accessing the allotments adjacent to the cemetery.

The only two sites to rate below the quality threshold are:

- St Bartholomew's Church Old Whittington Closed Churchyards (59.6%)
- St John's Newbold (56%)

It should be noted that St Bartholomew's Church Old Whittington Closed Churchyards scores just below the threshold of 60%. There are no major issues highlighted but the site scores lower for paths and general maintenance. It is observed that paths are mostly fine but are uneven in parts. In addition, there are several tilted gravestones. However, the site does have seating, some car parking and litter bins.

St John's Newbold is observed as being well maintained overall. It only just scores below the threshold (56%). The site, in comparison to others, has no car parking or seating but it does benefit from good pathways and bins.

Most respondents (40%) have no opinion on this. The rest of the respondents to the community survey are generally satisfied with the quality of provision. Over a fifth of respondents' rate quality as quite satisfactory (26%) with a further 11% rating provision as very satisfactory. There is a small proportion of respondents that are either quite dissatisfied (3%) or very dissatisfied (2%) with quality of cemeteries.

To determine whether sites are high or low value (as recommended by the Companion Guidance) site assessment scores are colour-coded against a baseline threshold (high being green and low being red). The table below summarises the results of the value assessment for cemeteries. A threshold of 20% is applied in order to identify high and low value.

Value ratings for cemeteries

Analysis area	Scores (%)			Spread	No. of sites	
	Lowest score	Average score	Highest score		Low <20%	High ≥20%
Chesterfield	32%	60%	81%	49%	0	10

All identified cemeteries and churchyards are assessed as being of high value, reflecting their role within local communities. In addition, the cultural/heritage value of sites and the sense of place they provide for local people is acknowledged in the assessment scoring. High scoring sites for value offer visually attractive landscape benefits and opportunities to serve an important function for a local community. As well as providing burial space, cemeteries and churchyards can often offer important low impact recreational benefits to the local area (e.g. walking, habitat provision, wildlife watching).

Chesterfield and District Crematorium (81%) scores the highest for value. It is a well-used Green Flag Award site. In addition to its 'traditional' function the site also has added ecological and biodiversity value with lots of trees, blossoms, a pond, and woodland walk.

Similarly, the other four main cemetery sites all rate highly for value. This reflects their role and use to the local communities they serve.

Green Corridors

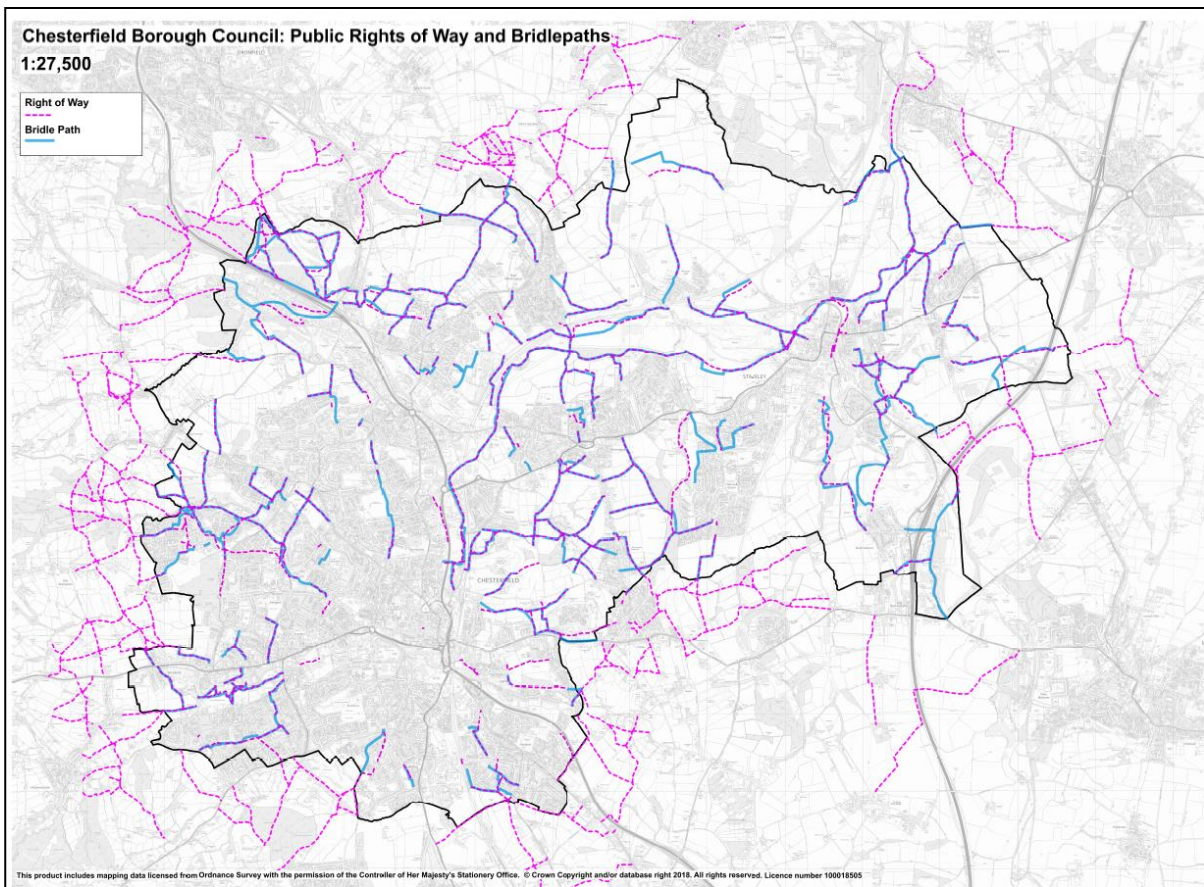
The green corridors typology includes sites that offer opportunities for walking, cycling or horse riding, whether for leisure purposes or travel and opportunities for wildlife migration.

There are four forms of green corridor provision identified across Chesterfield.

- Chesterfield Canal
- Holme Brook Valley Trail
- Hipper Valley Trail
- Trans Pennine Trail and Cuckoo Way

It is acknowledged that there are other forms of provision in Chesterfield which are likely to contribute to green corridors such as public rights of way (PROW). However, the focus of this study is on those main forms of provision.

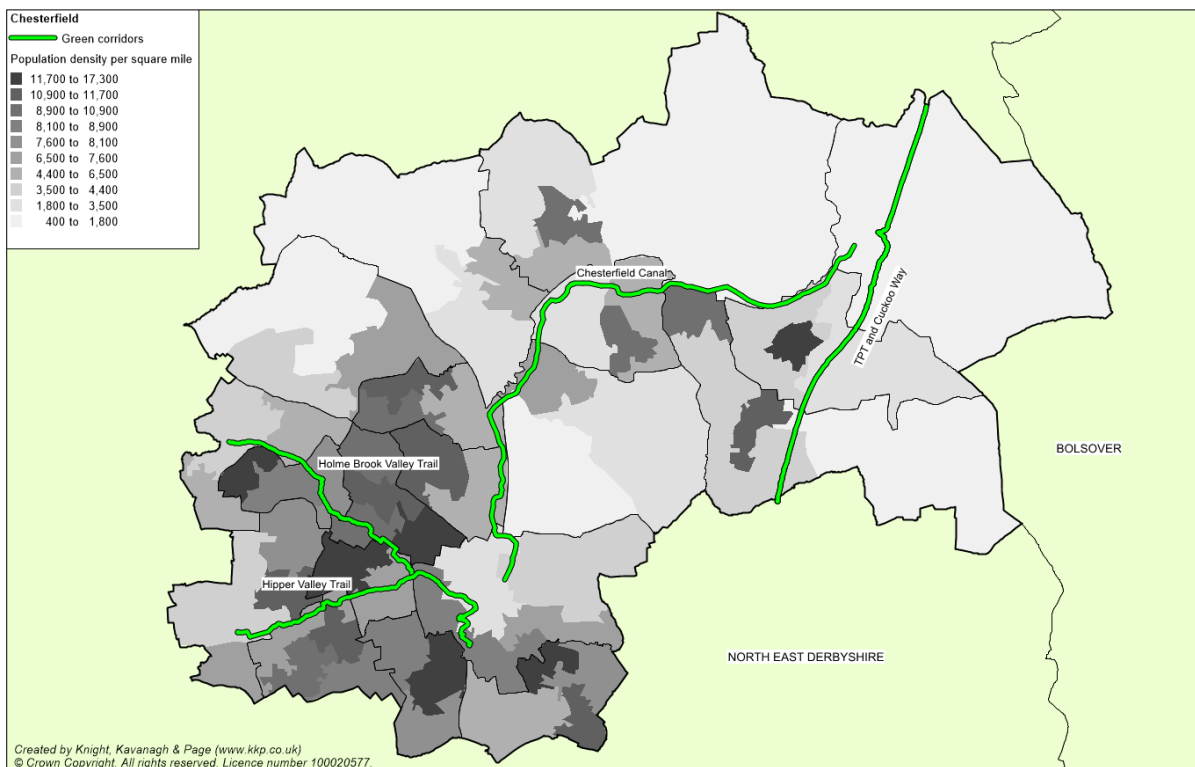
Public rights of way and bridle paths in Chesterfield



Respondents to the community survey were asked how satisfied they are with how much open space exists in the area. No issue with regard to availability of outdoor networks is highlighted. Nearly half of respondents (43%) rate being quite satisfied with the how much provision exists. A further 20% state they are very satisfied. Further supporting the existing amount of provision is the smaller percentage of respondents that are either quite dissatisfied (10%) or very dissatisfied (5%).

It is difficult to assess green corridors against catchment areas due to their linear nature and usage. The map below shows green corridors mapped in the area.

Green corridors mapped



Key to sites mapped

Site ID	Site name	Quality score	Value Score
327	Chesterfield Canal	84.2%	83.3%
329	Holme Brook Valley Trail	61.4%	31.1%
330	Hipper Valley Trail	64.9%	31.1%
331	Trans Pennine Trail and Cuckoo Way	74.9%	48.9%

Respondents to the community survey were asked how satisfied they are with how close open space in the area is. No issue with regard to 'closeness' of green corridors is highlighted. Two fifths (41%) rate being quite satisfied with the how close green corridors provision is. A further 27% state they are very satisfied. Further supporting the existing amount of provision is the smaller percentage of respondents that are quite dissatisfied (7%) or very dissatisfied (4%).

To determine whether sites are high or low quality (as recommended by the Companion Guidance) site assessments scores are colour-coded against a baseline threshold (high being green and low being red). A threshold of 60% is applied in order to identify high and low quality.

Quality ratings for green corridors

Analysis area	Scores (%)			Spread	No. of sites	
	Lowest score	Average score	Highest score		Low	High
					<60%	≥60%
Chesterfield	61%	71%	84%	23%	0	4

All four green corridors rate above the threshold for quality. No particular issues are identified. Observations do note that the main sign for the Hipper Valley Trail (in Somersall Park) could do with being refreshed.

Chesterfield canal rates above the threshold for quality. It scores highly for accessibility, signage/information as well as being generally well kept and maintained. Its high quality is represented by it being a Green Flag Award winner (2019/20).

Most respondents to the community survey are generally satisfied with the quality of outdoor networks provision. Over two fifths of respondents' rate quality as quite satisfactory (43%) with a further 17% rating provision as very satisfactory. There is a small proportion of respondents that are quite dissatisfied (9%) or very dissatisfied (5%) with quality.

To determine whether sites are high or low value (as recommended by the Companion Guidance) site assessment scores are colour-coded against a baseline threshold (high being green and low being red). A threshold of 20% is applied in order to identify high and low value.

Value ratings for green corridors

Analysis area	Scores (%)			Spread	No. of sites	
	Lowest score	Average score	Highest score		Low	High
					<20%	≥20%
Chesterfield	31%	49%	83%	-	0	4

All four green corridors rate above the threshold for value. It is important to highlight that the green corridors serve as an important link between different open space sites. A summary of the connections each green corridor provides is set out below:

Connecting open space sites to green corridors

Green corridor	Other connecting open space sites
Chesterfield Canal	Staveley Town Basin, BRSA Sports Ground, Bluebank Wood
Holme Brook Valley Trail	Holme Brook Valley Country Park, Loundsley Green Park, Purbeck Avenue/Pennine Way, Chester Street Recreation Ground, Goldwell Allotments, Queens Park
Hipper Valley Trail	Somersall Park/Walton Park, Walton Dam, Queens Park, Spire Walk,
Trans Pennine Trail and Cuckoo Way	Pullman Close Plantation, Poolsbrook Country Park, Haddon Close Amenity

Chesterfield canal rates highest for value. It provides many recreational and learning opportunities. The Tapton Lock visitors centre offers additional educational and social benefits. Further adding to its value are the range of events which take place throughout the year.

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Appendix B – General Online Survey Results

Parks and Open Spaces Strategy Questionnaire Report, October 2021

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1. Summary

Questionnaire format: Web/online
Responses: 50 Total
Date range: 7th September 2021 – 12th October 2021

2. Introduction

Participants were asked to take a few moments to read the proposed Parks and Open Spaces Strategy which has been developed based on previous consultation activity and best practise examples before completing the questionnaire.

We asked for feedback on the draft Strategy which includes four key objectives for the parks and open spaces, each with underpinning actions.

3. Questionnaire results

Please indicate how important you think the actions within the proposed objectives are.

Objective 1: A clear strategy for investment in parks and open spaces										
	Very important		Fairly important		Neutral		Not very important		Not at all important	
	No.	%	No.	%	No.	%	No.	%	No.	%
Identify key investment priorities	30	63.8%	11	23.4%	5	10.6%	0	0%	1	2.1%
Improve the quality of parks and open spaces at key sites	44	89.8%	3	6.1%	1	2.0%	0	0%	1	2.0%

Any other comments or suggestions about objective 1:
<ul style="list-style-type: none"> As a nation we are supposed to be promoting exercise and healthy eating and exercise amongst children, and yet our play parks are currently very neglected, or were totally removed like our local one There should be more regular consultation and dialogue with local partners, friends groups and sporting clubs that operate within the Borough sites, encouraging and assisting more self-management. Strategies should be constantly reviewed in respect of new house building. Every house will be full of families who need space to breathe, play, keep fit, walk dogs. You can't use up park space to build houses on Many parks appear to be run down and neglected. The parks are then padlocked and removed and not replaced. This impacts on the children, parents and grandparents in the community. Examples include Stanford Way park in Walton and St David's Rise Add coffee, tea where possible and seating As a parent of three children and a dog owner I feel this is so important. We visit parks almost every day. I do believe the children's play areas are lacking interesting and challenging equipment. Often missing equipment and poorly maintained equipment With focus on making parks and open spaces safer for young children. I have taken my two year old son to several parks in Chesterfield with uneven ground, rusty play equipment etc. and this needs to be dealt with. Little parks in Walton need improving, near Stanford Way and top of Foljambe Avenue (currently padlocked up) What is meant by key sites - all sites are important Quality should be improved at all sites and not just selected key sites. How is "key" to be defined? Whilst I agree regarding key sites, I also feel very strongly that smaller parks e.g. the one on my estate Nether Croft Road, Brimington, should not be overlooked. It hasn't been updated since it was built and is now, in my opinion, dangerous. Vital we have a clear strategy so that investment and commitment can be undertaken. Continue to support and advise local friends groups. The [redacted] welcome the council's recognition that parks and open spaces require investment and nurturing and that the council will actively seek funding and income generation opportunities. We then read Appendix A the evidence base, and would like to provide a response to that: The [redacted] read with interest the evidence base enclosed in the consultation pack.

- Given the high levels of voluntary work and the collaboration between the [REDACTED], it is gratifying to read that Holmebrook Valley Park is the highest scoring site (95.6%) for quality, measured as being more attractive due the perceived high levels of maintenance and cleanliness as well as the recreational uses on offer. [REDACTED] are keen to ensure that level of public satisfaction continues, but are concerned about the impact of covid/lockdown and a reduced budget will have on maintenance and provision of equipment.
- The Council asserts that " play sites... allow children to play but also... giving them safe places to learn, for physical and mental activity, to socialise with others and in creating aesthetically pleasing local environments." [REDACTED] a large mosaic art work, created by local schoolchildren and which has been placed beside the play area and cafe to successfully enhance that area. Yet the play area itself is deteriorating for lack of maintenance. Equipment is half removed or tied up with tape, suggesting a lack of 'official' care for the area and encouraging vandalism and anti-social behaviour, as evidenced by the increased litter in the area.
- HVP has two play areas - yet it does not rate as a high scoring site for value, (the 7 highest ranking sites include Poolsbrook Country Park, Queens Park and Inkersall Green). This indicates that the amount/range and role of equipment currently present on site are not extensive or varied enough. Poolsbrook Country Park is cited as having a range of equipment including outdoor gym equipment [REDACTED] that Holmebrook Valley Park also has outdoor gym equipment and previously had a range of play equipment, including two areas which have been taken out of commission and removed. Holmebrook Valley Park is closer to a greater population than Poolsbrook, (87.3% value for catchment as against 72.7% value for Poolsbrook) yet it is clearly ranked much lower by the Council for facilities and maintenance of infrastructure [REDACTED] [REDACTED] for funding allocation than it currently attracts, so that levels of maintenance and replacement equipment reflects the high visitor use of the park.

Objective 2: Using our resources effectively and sustainably

	Very important		Fairly important		Neutral		Not very important		Not at all important	
	No.	%	No.	%	No.	%	No.	%	No.	%
Rationalise play area provision	15	31.9%	15	31.9%	7	14.9%	3	6.4%	7	14.9%
Maximise income and external funding opportunities	27	57.4%	10	21.3%	3	6.4%	7	14.9%	0	0%
Explore the potential to dispose of or make alternative use of low value and low-quality open space in areas of over provision	5	10.9%	11	23.9%	15	32.6%	7	15.2%	8	17.4%
Review parks management and maintenance regimes to realise efficiencies and maximise climate change benefit	22	47.8%	13	28.3%	7	15.2%	1	2.2%	3	6.5%

Any other comments or suggestions about objective 2:

- Your grounds team do an amazing job given shortages and anti social behaviour. By all means review but give them a well deserved pat on the back. There will always be a developer willing to take the space off you but look at sub-letting land to community groups.
- Do not remove or 'rationalise' any more parks
- There are a few - a few - places where an intended provision is not 'working' and is difficult to maintain, without much apparent benefit. With consultation, economies might be made, but this should go alongside a desire to maximise green spaces of every kind.
- Groups, clubs that use borough facilities should be encouraged and assisted to reduce and share the burden of maintenance of all provisions by providing guidance, equipment and training. Examples, some grass areas could be maintained by groups, litter picking etc.
- Worrying section containing ambiguous language like 'rationalise'. There is no such thing as over provision of open space. Best to renovate and repurpose unused office/ industrial spaces.
- Trial using an adventure playground design. This requires less investment in expensive fixed slides and other fittings.
- I do not think parks should be closed. Open space is at a premium and it is sad to see land sold to developers.
- Massive improvements need to be made on the maintenance of play equipment. Also rubbish collections in some areas don't seem to be adequate. Maybe promote local litter picks? Involve local schools, brownies? Maybe involve local football teams that play on pitches.
- Rationalise play area provision? Sounds like an excuse to close and remove some. Low value? The report states "A high value site is considered to be one that is well used by the local community, well maintained (with a balance for conservation).
- Wildflower planting would be needed if maintenance is reduced to control the nettles
- Let areas re-wild naturally
- Maximising the stream of external funding opportunities is vital. It's essential the council invests in the voluntary sector to support the likes of 'friends of groups' across the borough. When friends of groups and the voluntary sector are supported they can achieve.
- The concern that low value / low quality open space remains a green space is important

Objective 3: Increase the use of our parks and open spaces

	Very important		Fairly important		Neutral		Not very important		Not at all important	
	No.	%	No.	%	No.	%	No.	%	No.	%
Develop a diverse and attractive programme of events and healthy activities in partnership	25	52.1%	16	33.3%	4	8.3%	2	4.2%	1	2.1%
Promote open space benefits for health, learning and wildlife	34	70.8%	12	25.0%	1	2.1%	0	0%	1	2.1%
Encourage responsible use of sites and take effective action with partners to combat anti-social behaviour	43	89.6%	2	4.2%	3	6.3%	0	0%	0	0%

Any other comments or suggestions about objective 3:

- This summer's events were fantastic, keep it up please
- I am associated with the Whitecotes group, and appreciate hugely the formal and informal spaces there; we noticed at Holmebrook Valley a replica of the destroyed object at Whitecotes. Any chance of another repair/replacement?
- To help reduce the anti social behaviour by Hasland community football club in Eastwood Park, Hasland, as certain groups from Hasland community football club set up their goal areas so they are kicking balls towards the houses on the Calow Lane side of the park
- The more the park / open space is used the less likely the occurrence of vandalism and anti social behaviour.
- What provision is there for teenagers, to engage them and prevent potential anti social behaviour?
- Our local park (Somersall) is great and our children love the play equipment there but it is regularly covered in rubbish, including empty cans and broken glass left by people. It's getting to the point that I worry about their safety if they fall over etc.
- I firmly believe exercising outdoors is beneficial to health. Maybe encourage fitness instructors to run outdoor classes? More cycle path links? When our children's play areas are on grass surfaces in the colder months they become really muddy.
- Does dog poo count as anti social behaviour? Better signage about consequences of not cleaning up after your dog and more dog poo bins?
- The summer play activities were an excellent use of resources and should be continued in future years
- It's essential we make our parks and green spaces as welcoming and as attractive as possible. Communications are needed to ensure residents understand what is happening in places. It's essential the council do things with real people in communities when planning.
- [REDACTED] agree with the range of benefits which our parks and open spaces bring to people's health and social lives in addition to the environmental benefits of rich and varied habitats and wildlife. [REDACTED] seek ways to enhance and improve the experience of visitors to the park, and this year we have secured funding for an artwork which has improved the terrace area and made the space a more pleasant one in which to sit at the tables and benches outside the cafe.

Objective 4: Engage with our community and partners effectively

	Very important		Fairly important		Neutral		Not very important		Not at all important	
	No.	%	No.	%	No.	%	No.	%	No.	%
Increase engagement with key partners and user groups	22	47.8%	21	45.7%	1	2.2%	1	2.2%	1	2.2%
Develop volunteering opportunities in parks	21	45.7%	14	30.4%	10	21.7%	0	0%	1	2.2%
Seek to promote a local river and tree stewardship scheme in partnership	20	44.4%	14	31.1%	10	22.2%	1	2.2%	0	0%
Support sports clubs and other groups to move to day-to-day management and maintenance of facilities	13	28.3%	15	32.6%	11	23.9%	4	8.7%	3	6.5%

Any other comments or suggestions about objective 4:

- Why should clubs manage maintenance of your council sites?
- We could make much more of the 'middle and lower Hipper'. The Robinson site is still appalling. The stretch east of Boythorpe Road needs more attention, but it is good to see the skateboard area in use again.
- Maintenance should be properly funded and carried out by the council
- Our councils should be responsible not private clubs.
- Asking sports clubs to take over management of facilities will surely lead to closures in poorer areas.
- Encourage sports clubs by all means but they need to be responsible; football groups at Holmebrook have an awful tendency to leave a lot of litter behind
- The parks are public facilities for everyone on an equal basis and are not for "sports clubs and other groups" to manage or maintain. They are an important public facility and should be managed and maintained by the borough council for the benefit of all residents.
- "Seek to promote a local river and tree stewardship scheme in partnership" in partnership with whom?
- Brushcutter training/licences for volunteers and free hire of equipment and PPE for volunteer groups who are trained. Work more closely with DCRT / Derbyshire Wildlife Trust
- Support to the voluntary sector is vital. If the council invested this via a specific officer the return on investment would be ten fold.
- If sports clubs are to oversee the management of facilities the financial implications need to be considered as is the monitoring of this. It could be problematic

Do you have any other suggestions or comments to make about the proposed strategy?

- Keep us all in the loop. Would be great to be on a focus group or whatever as part of a strategic long term plan. Us, as a football club, would love our own venue and have approached private landowners with ideas. They are not very forth coming
- Write it in everyday English so you aren't disguising what you actually mean
- We are well blessed with 'parks' of one sort and another. Long may it continue.
- Get Hasland Community Football Club to pay to train on Eastwood Park, Hasland and contribute to the maintenance, as in wet weather they still come and turn the green area and football pitch into mud and paying users get told not to use the football pitch
- Whilst the council should carry out routine maintenance it should empower Friends groups etc. to provide additional facilities and activities and provide funds to help attract larger grants
- The strategy looks reasonable and achievable, setting unrealistic aims is self-defeating. In the challenging times ahead maximum effective use of all resources, council and private, needs to be a continuous focus point.
- Queen's Park needs more benches on west side near play areas. Also need more litter bins on west side. Could there be an outside gym area in Queen's Park please.
- Needs to be high priority given current mental and physical health needs.
- The Borough Council owns Cobnar Wood, this is a very pleasant area but is blighted by anti social activities like motorcycles and mountain bikes, also it is being increasingly used to exercise dangerous dogs and hunting dogs.
- Important to protect biodiversity and ensure that climate and biodiversity is the number one priority. Ban balloon releases and sky lanterns on council owned land. Only allow plastic free events to take place within parks.

- This is not an easy questionnaire for a member of the public to fill in, even having read the documents which most people will not have time for. It would be better to have context before the questions and phrase them in a simpler style.
- Yes, playgrounds for children and families are so important. It seems to fall to communities to have to replace them which is a shame. They are often closed with no replacement. I am a health care professional working with children locally and see fitness levels decreased
- Continue to support all Friends of Groups and encourage them to 'set up' as they are a real benefit to their local public green spaces
- Keep doing the excellent job being done, I have the pleasure of walking in several borough parks regularly
- I feel that huge improvement is key to improve the health of the community. For people to want to spend time outside we need to have areas which appeal. I feel in Chesterfield we have lots of beautiful areas which appeal to adults.
- There are a number of really well used, valued play spaces within the borough which have not had the investment to maintain them. Holmebrook play area near the pavilion has been largely out of use for the past six months
- As our local park is of huge importance to myself and my family, I'm glad to see provisions put in place to improve and secure their future. Somersall park has many diverse areas and so various wildlife inhabit the park. Recent play area improvement has been very welcome
- Lack of outdoor play facilities in Walton is concerning and is not represented correctly in council documentation. Four parks are listed in Walton, however, two have had their equipment removed and another has been permanently closed. The park in Stanford Way is the only one left
- If funding is limited, it is important that quality of open spaces is maintained across our town, and not restricted to specific areas.
- Sign up all parks to Fields in Trust and Green Flag Community Award
- I would like to see more capacity in the green spaces team. A specific officer to support the 'friends of groups' and to tap into external funding would be an amazing use of funds. You could monitor the outcomes of this over a three year period to see if it would pay for the officer time.
- Plant more trees like oak. Make more parks around the borough on current wasteland to drive up nearby land value.
- Ensure that play spaces are maintained and if they need replacing that there is the support to enable this to happen and no area loses their play space . I would have liked the area to the rear of the Queen's park sports centre included in the list of spaces
- [REDACTED] note that the strategy's policy statement acknowledges the significant role played by the Friends of Parks groups. The statement also reflects that in 2019/20, public satisfaction with local parks and open spaces was high, with 83% of residents reporting they were satisfied or very satisfied with provision. However, it must be noted that this survey was completed pre-covid, before the ensuing effect of staffing cut backs and redeployment which has clearly impacted on parks and local spaces e.g. maintenance programmes. Therefore, [REDACTED] are particularly interested in how priorities for improving and investing in parks and open spaces will be determined in future.
- Strategy aims: [REDACTED] agree in principle with the Strategy's aims, but would seek further clarification on the last aim "to develop a hierarchy of parks and open spaces with a framework for prioritisation and resource allocation for management and improvement".
- The Council's role: [REDACTED] are pleased to know that the Council sees itself as an advocate and custodian of parks and open spaces. [REDACTED] look forward to continuing to work with the Council to support reviews, maintenance and improvements to existing parks and open spaces, and in particular [REDACTED]. We welcome the opportunity to meet park staff

regularly and regard our role as acting as intermediary between the public and the parks team as important and valuable.

- Vision and key themes [REDACTED] welcome the following priorities in particular:
 - the recognition of the need to review play area provision,
 - to develop a diverse and attractive programme of events and healthy activities,
 - to encourage responsible use of sites and take effective action with partners to combat anti social behaviour ,
 - to increase engagement with key partners and
 - to develop volunteering opportunities.
- Key priorities: [REDACTED] are pleased to note that the Council has highlighted the quality of play provision as an area of concern and are interested in the proposal to "develop a 5 year plan which identifies those sites for which investment is required. The plan will provide the framework for a long term strategic view to be taken to ensure we have a robust and affordable range of play opportunities across the borough. In developing this plan consideration will be given to providing more natural play through creative landscaping. This will be in response to the higher proportion of survey respondents who cited preferring natural play opportunities as opposed to traditional play equipment."
- [REDACTED] could not find reference to this survey and do not agree that most park users would prefer 'creative landscaping' over play equipment. Therefore we would like to request clarification about this point. Feedback from our own members and the public have continually highlighted the need to upgrade [REDACTED] existing 'traditional' play equipment and to replace that which has been recently taken out of action. Families visit [REDACTED] and other parks for the play equipment which cannot be provided in domestic gardens or on countryside walks. This means the need for slides, swings, seesaws, zip wires and climbing frames is paramount - more so than grass slopes, carved tree trunks and 'stepping stones' of tree stumps. This is a topic which generates a great deal of correspondence from members of the public to our email address and to the Facebook group.
- In conclusion, [REDACTED] hope that this response to the consultation is useful for future planning. [REDACTED] greatly value the park and its contribution to the physical and mental wellbeing of the population as well as providing wildlife habitats encouraging biodiversity. We spend time and energy fulfilling our aim of working with the council to enhance visitor experience to the park. Over time, the FHVP members have contributed a great deal to improve and enhance the park. We therefore request that the council recognises the importance of Holmebrook Valley Park when it is making decisions about funding and resource allocations.

4. Social Media

Summary of social media impressions/engagements/engagement rate etc

- Impressions - the amount of times our content is displayed. One person could have multiple impressions for a single piece of content.
- Engagement - the amount of comments, likes, post clicks and shares our content gets

Social media platform	Impressions	Engagements	Engagement rate
Facebook	7247	219	3.02%
Twitter	1573	23	1.46%
LinkedIn	244	10	4.09%
Instagram	84	3	3.57%
Total	9148	255	2.79%

5. Equality monitoring

Q1 What is your gender?

Q15: What is your gender?		
	No. of respondents	Percentage of respondents
Male	12	31.6%
Female	25	65.8%
Prefer not to say	1	2.6%
Base number	38	

Q2 Is your gender identity the same gender you were assigned at birth?

Is your gender identity the same gender you were assigned at birth?		
	No. of respondents	Percentage of respondents
Yes	39	100%
No	0	0%
Prefer not to say	0	0%
Base number	39	

Q3 How old are you?

Q16: How old are you?		
	No. of respondents	Percentage of respondents
Under 16 years	0	0%
16 to 24 years	1	2.6%
25 to 34 years	2	5.1%
35 to 44 years	11	28.2%
45 to 54 years	7	17.9%
55 to 64 years	1	2.6%
65 to 74 years	10	25.6%
75 years and over	3	7.7%
Prefer not to say	4	10.3%
Base Number	39	

Q4 Do you consider yourself to have a disability?

Q17: Do you consider yourself to have a disability?		
	No. of respondents	Percentage of respondents
No	32	82.1%
Yes	5	12.8%
Prefer not to say	2	5.1%
Base number	39	

Q5 What is your ethnicity?

Q18: What is your ethnicity?		
	No. of respondents	Percentage of respondents
White British	35	89.7%
Black or Black British	0	0%
Asian or Asian British	0	0%
Mixed ethnic group	1	2.6%
Any other ethnic group	1	2.6%
Prefer not to say	2	5.1%
Base number	39	

Appendix C – Enterprise and Wellbeing Scrutiny Panel

Parks and Open Spaces Strategy Questionnaire

Objective 1: A clear strategy for investment in parks and open spaces

Identify key investment priorities

Improve the quality of parks and open spaces at key sites

Any comments or suggestions about objective 1:

- There needs to be good signposting between the council and user groups for grants etc as sometimes there are funding opportunities that cannot be accessed by the council or vice versa.
- A defined budget for parks and open spaces is needed to determine maintenance programmes and to enable direct re-investment.

Objective 2: Using our resources effectively and sustainably

Rationalise play area provision

Maximise income and external funding opportunities

Explore the potential to dispose of or make alternative use of low value and low-quality open space in areas of over provision

Review parks management and maintenance regimes to realise efficiencies and maximise climate change benefit

Any comments or suggestions about objective 2:

- We understand that it may be difficult to maintain everything we have now to a high standard. We accept that it may be better to maintain the open space and keep the areas green rather than investing in play areas. We feel we should encourage natural play in our green open spaces which would be more cost effective than maintaining equipment. A sound investment would be to run programmes that show children the wonderful opportunities for fun, activity, imagination and education when using adapted natural play. In an ideal situation, we don't want to lose any green spaces and ensure that everyone has space that is accessible to them, even for people without vehicles.
- Some areas could be left wild in order to reduce maintenance costs and the use of tree schemes would be very positive
- We accept that there are some examples of open space that could be used for building ie for housing

Objective 3: Increase the use of our parks and open spaces

Develop a diverse and attractive programme of events and healthy activities in partnership

Promote open space benefits for health, learning and wildlife

Encourage responsible use of sites and take effective action with partners to combat anti-social behaviour

Any comments or suggestions about objective 3:

- The programme of activities that took place over the summer was excellent and should be continued using a diverse range of locations across the borough

Objective 4: Engage with our community and partners effectively

Increase engagement with key partners and user groups

Develop volunteering opportunities in parks

Seek to promote a local river and tree stewardship scheme in partnership

Support sports clubs and other groups to move to day-to-day management and maintenance of facilities

Any comments or suggestions about objective 4:

- Remove the word “key” when describing partners. All partners are important.
- Friends of and Community groups need terms of reference that ensure the whole community is involved in discussions about the park, particularly when agreeing developments. It is vital that all points of view are heard and considered. This will also encourage new interest in growing the number of members participating in the work of Friends of, or Community Groups.
- Schools have been engaged in the past to get involved with various schemes and this needs to be maximised which encourages local children to take ownership of the parks and spaces.
- Lots of questions arose surrounding groups, and management and maintenance of facilities, referred back to John. Some concerns were raised regarding what the benefits to the clubs would be, how it would be monitored from a H&S and liability perspective, whether it could be sustained over the long term, reduced maintenance costs for the council but potentially also reduced income, as fees would need to be adjusted accordingly.

Do you have any other suggestions or comments to make about the proposed strategy?

- This needs to be a corporate strategy that cuts across the parks teams, maintenance, economic growth and others, fosters cross-department working and collaboration and involves regular communication so that investment and development opportunities are maximised.
- If we want to encourage more use of parks then we need to recognise that it is an experience for the whole family. Children don't visit parks on their own any more so parents need to be catered for too.

Parks and Open Space Strategy 2022 – 2030 – Climate Change Impact Assessment

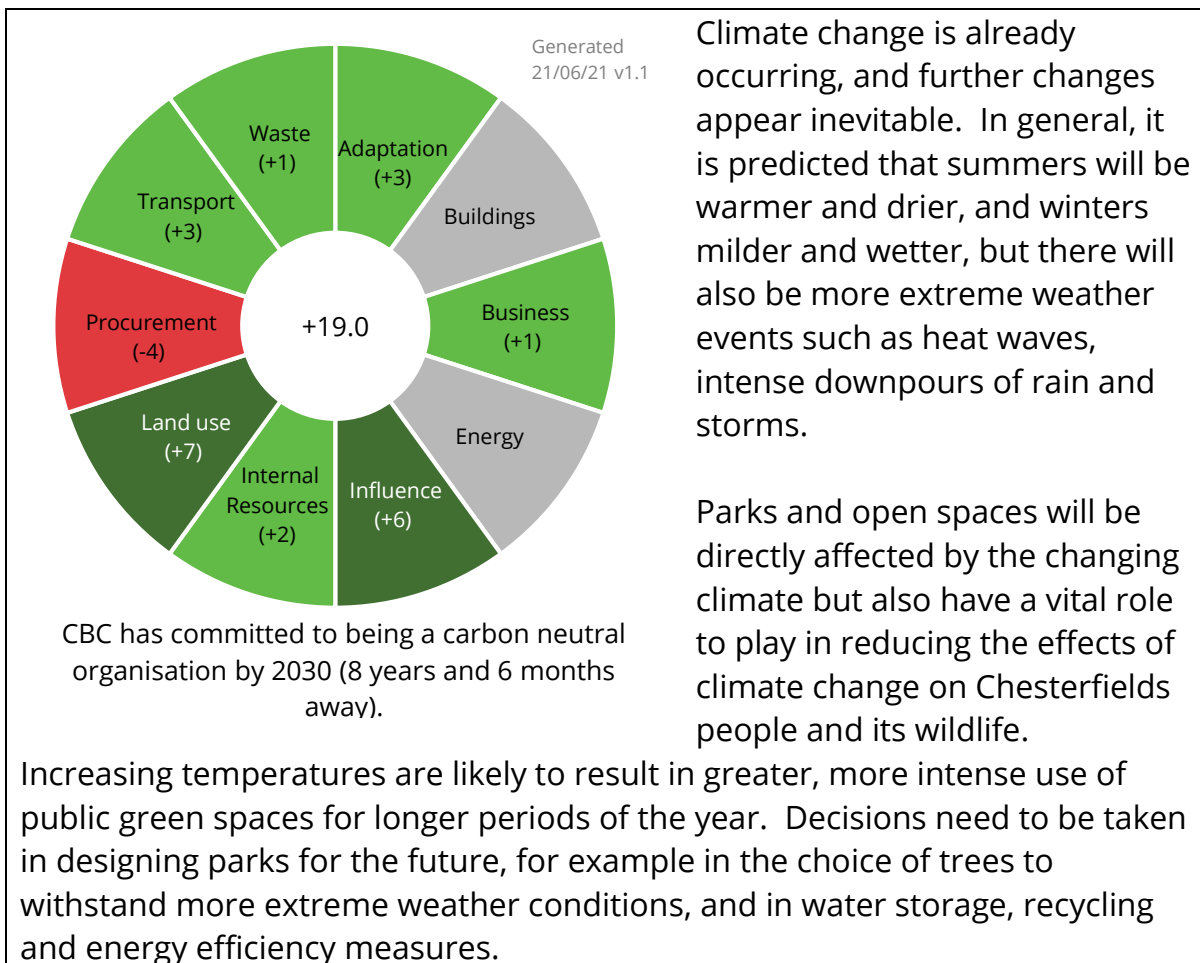
The Parks and Open Spaces Strategy covers multiple climate change sensitivities, and which results in both positive and negative effects. A summary of the estimated results is available in Table 1.

Table 1. Rationale of adopting the Parks and Open Spaces Strategy and its impacts for Climate Change.

Category	Rationale summary
Adaptation	<p>We can support and encourage water storage by allotment associations and community gardens.</p> <p>Our tree planting programmes will help to reduce flooding peak (not a NFM scheme, but catchment will become more wooded)</p> <p>Tree planting can reduce heatwave vulnerability and can have a cooling effect.</p> <p>Changing our mowing regimes can help to capture more carbon and have a cooling effect.</p>
Buildings	<p>The design of any new buildings in parks and open space on existing or growth sites can incorporate measures to reduce energy consumption, utilise materials sourced locally and consider the inclusion of grey water storage.</p>
Business	<p>By working with a range of partners such as Friends groups and volunteers we can influence the way they work, procure things, and raise awareness of the need to tackle climate change in our communities through events, activities and projects</p> <p>By ensuring that any businesses that operate from our premises i.e. café follow best practice</p>
Energy	
Influence	<p>We can promote good practice by sharing stories of our own successes with other partners and support them with advice</p> <p>We can influence a range of partners including voluntary groups, tree wardens, Derbyshire Wildlife Trust, Derbyshire County Council and Don Catchment Rivers Trust in the work we do on our parks and open spaces e.g. DCC on the cycle network.</p>
Internal Resources	
Land Use	<p>By undertaking more tree planting on urban sites, we can meet identified deficiencies in semi natural open space.</p>

	On semi natural open space, we can also modify the land by implementing scrapes to increase water carrying capacity to prevent flooding and help with nature recovery.
Procurement	There is likely to be an increase in spending on sundry items for tree planting programmes for example on tree shelters, weedkiller, tools etc.
Transport	Through the strategy we can promote active travel on our own land and also the wider network of footpaths and cycleways to support a reduction in carbon emissions.
Waste	Try to minimise our waste materials by promoting recycling schemes at some of our venues and ensuring that the most sustainable option is used where possible. We are adapting our formal planting areas to reduce the amount of green waste by using more permanent plant types that require less pruning. Some green waste can be recycled but there are haulage considerations to be taken account of.

Report



Chesterfields Parks and Open Spaces Strategy will be central to the way parks and open spaces adapt to climate change, including their role in capturing and storing water after heavy rainfall, preventing localised flooding. Parks and open spaces provide an important cooling effect.

Key benefits that we can realise through our Parks and Open Spaces Strategy to reduce our climatic impacts are:

- promote healthier living, providing spaces for physical activity and relaxation
- cool the town and absorb stormwater to lessen the impacts of climate change
- filter pollutants to improve air and water quality
- make access improvements to our footpaths and cycleways to make them clean, comfortable, and more attractive to encourage walking and cycling,
- store carbon in soils and woodlands
- create better quality and better-connected habitats to improve biodiversity and ecological resilience

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Chesterfield Borough Council Equality Impact Assessment - Full Assessment Form

<i>Title of the policy, project, service, function or strategy:</i>		Parks and Open Spaces Strategy 2022 - 2030
<i>Service Area:</i>	Leisure, Culture and Community Wellbeing	
<i>Section:</i>	Environmental Services	
<i>Lead Officer:</i>	John Ramsey	
<i>Date of assessment:</i>	May 2021	
<i>Is the policy, project, service, function or strategy:</i>		
<i>Existing</i>	Yes	
<i>Changed</i>	Yes	
<i>New / Proposed</i>	No	

Section 1 – Clear aims and objectives

1. What is the aim of the policy, project, service, function or strategy?

By adopting this strategy, the Council will have:

- clear and transparent guidance and priorities for improving its parks and open spaces, to meet the needs of community attitudes and expectations in providing green space in the borough;
- evidence of local leadership on and commitment to parks and open spaces, to underpin bids for funding for their improvement;
- clear links to and co-ordination with the councils Council Plan and the adopted Local Plan;
- evidence and policies to underpin the negotiation of 'planning gain' for open space provision in association with new development;
- a developed hierarchy of parks and green spaces, with a framework for prioritisation and resource allocation for management and improvement with the basis for the development of investment-backed annual action plans
- improved accessibility to Chesterfields parks and open spaces.

2. Who is intended to benefit from the policy and how?
 All residents of and visitors to Chesterfield.

3. What outcomes do you want to achieve?
 Clarity for local residents and specific interest groups on the Councils vision and strategic direction for the provision, management and improvement of green spaces across the Borough.

Section 2 – What is the impact?

4. Summary of anticipated impacts. *Please tick at least one option per protected characteristic. Think about barriers people may experience in accessing services, how the policy is likely to affect the promotion of equality, knowledge of customer experiences to date. You may need to think about sub-groups within categories eg. older people, younger people, people with hearing impairment etc.*

	Positive impact	Negative impact	No disproportionate impact
Age	Yes	<input type="checkbox"/>	<input type="checkbox"/>
Disability and long-term conditions	Yes	<input type="checkbox"/>	<input type="checkbox"/>
Gender and gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	Yes
Marriage and civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	Yes
Pregnant women and people on parental leave	<input type="checkbox"/>	<input type="checkbox"/>	Yes
Sexual orientation	<input type="checkbox"/>	<input type="checkbox"/>	Yes
Ethnicity	<input type="checkbox"/>	<input type="checkbox"/>	Yes
Religion and belief	<input type="checkbox"/>	<input type="checkbox"/>	Yes

Section 3 – Recommendations and monitoring

If you have answered that the policy, project, service, function or strategy could potentially have a negative impact on any of the above characteristics then a full EIA will be required.

5. Should a full EIA be completed for this policy, project, service, function or strategy

A brief description of how the proposal has been developed to take into consideration protected groups, outcomes of consultation etc.

No disproportionate negative impact has been identified for any group with a protected characteristic. We consulted with the Chesterfield Equalities and Diversity Forum on the draft strategy and its themes.

Section 4 – Knowledge management and publication

Please note the draft EIA should be reviewed by the appropriate Service Manager and the Policy Service **before** WBR, Lead Member, Cabinet, Council reports are produced.

Reviewed by Head of Service/Service Manager	Name:	John Ramsey
	Date:	28/05/2021
Reviewed by Policy Service	Name:	Donna Reddish
	Date:	28.06.21
Final version of the EIA sent to Policy Service	Yes	
Decision information sent to Policy Service	Yes	

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For publication

Play Strategy 2022 - 2030 (L000)

Meeting:	Council
Date:	23 February 2022
Cabinet portfolio:	Health and Wellbeing
Directorate:	Leisure, Culture and Community Wellbeing
For publication	

1.0 Purpose of the report

1.1 To seek Council approval of the Chesterfield Play Strategy, 2022 - 2030.

2.0 Recommendations

2.1 That a new Play Strategy be approved and adopted for the period 2022 through 2030.

2.2 That the Service Director for Leisure, Culture and Community Wellbeing be invited to develop a five-year costed delivery plan, in consultation with the Cabinet Member for Health and Wellbeing, to give effect to the Strategy's aims and objectives and for this delivery plan to be presented for approval at future meetings of the Cabinet and full Council.

3.0 Reason for recommendations

3.1 It is a priority for the Council to have a modern and relevant Play Strategy that reflects recent assessments and national, regional and local initiatives. This will enable the Council to strategically plan and prioritise resources across the Borough, and to work appropriately with developers and other stakeholders.

3.2 The effective management of our play spaces will continue to support the Borough in being a great destination; and a healthy and active place to live and work.

4.0 Report details

Background

- 4.1 The Play Strategy establishes an understanding and ambition for children and young people's play in the borough from 2022 until 2030. A robust evidence base has been drawn from national policies and initiatives, local consultation and analysis of existing play provision. This has enabled the development of local standards and assessment criteria, which in turn have provided the framework for this strategy. The updated strategy, following consultation, is attached at Appendix A, parts 1 and 2.
- 4.2 The draft Play Strategy was considered at the Cabinet meeting on 6 July 2021 where it was resolved that the draft strategy be approved for wider consultation.

Consultation on the Play Strategy 2022 – 2030

- 4.3 The consultation programme for the draft Play Strategy took place between August and October 2021. This programme, in addition to ongoing internal officer engagement, included:
- An online survey for members of the public to respond.
 - A session with Enterprise and Wellbeing Scrutiny Committee.
 - An online survey for stakeholder groups such as 'Friends' groups and Sports Clubs to respond.
 - A presentation and online survey for the Councils Equalities and Diversity Group.
- 4.4 Initially the consultation was held over a four-week period, this was subsequently extended to six weeks to enable further engagement of stakeholders in the consultation process.
- 4.5 Fifty-five responses to the online consultation were received. The comments and responses are set out in Appendix B.
- 4.6 The consultation with Enterprise and Wellbeing Scrutiny Committee enabled further discussion and consideration of the key issues, the feedback is set out in Appendix C.

- 4.7 Comments from both the online survey and the Enterprise and Wellbeing Scrutiny panel did highlight the need to improve ongoing maintenance of play spaces. It was a particular concern of some respondents that whilst the play offer was good, maintenance did not meet expectation. This feedback will be reviewed in detail by the service, and incorporated as part of the development of the delivery plan.
- 4.8 Feedback from the consultation was positive and supportive of the strategy itself, including its key themes and direction of travel. As a result there have been no significant changes to the strategy following the consultation.
- 4.9 It is proposed that, given the close link between the parks and open space strategy and the play strategy, the duration of the play strategy is aligned to the parks and open spaces strategy. Both strategies would therefore cover the period from 2022 until 2030.
- 4.10 The aims have also been updated to more overtly set out the priority to reduce inequality in areas of highest deprivation.
- 4.11 Other amendments in relation to the structure of document have been made in response to the feedback received. This includes for example, the inclusion of an executive summary to help capture for the reader the key areas of the strategy.

Play Strategy 2022 - 2030

- 4.12 The vision, updated aims and themes for the strategy, that will set the framework for the development of the five-year costed delivery plan, are set out in the paragraphs below. The final version of the strategy is attached at Appendix A, parts 1 and 2.
- 4.13 The vision for play across the borough is:
- ‘For every play space to be a destination, by creating a variety of sustainable play experiences that offer children and young people of all ages and abilities accessible, quality, challenging and fun opportunities for play.’
- 4.14 The aims of the strategy are:

- To increase play experiences for children, young people and families.
- To reduce inequality in those areas of highest deprivation according to the index multiple deprivation by providing good quality and accessible play experiences.
- To raise the standard, quality and experience of play opportunities across Chesterfield borough.
- To widen the concept of play and enable innovation.
- To improve play accessibility for our children, young people and diverse communities.
- To facilitate play experiences that are inclusive and accessible to all children and young people.
- To ensure that play experiences are properly resourced and sustainable.

4.15 The key themes that set the delivery context for the strategy are focussed on:

- Raising awareness of play
- Raising the quality of play
- Improving the range and accessibility of play
- Informal and natural play opportunities
- Maximising resources to improve and develop play
- Strategic Management and Growth Sites

4.16 The updated and refreshed strategy will become the key document guiding the Council's management of and investment in play experiences until 2030. By adopting this strategy, the Council will have:

- Clear and transparent guidance and priorities for improving play experiences across the borough, setting the context for the development of a five-year costed delivery plan.
- Evidence of local leadership on and commitment to play to underpin bids for funding play development.
- Clear co-ordination with the Council Plan and the adopted Local Plan.
- Improved accessibility to play opportunities and experiences.

- An evidence base and local standards to underpin the negotiation of 'planning gain' for the creation of appropriate play experiences across the Borough.

4.17 This report is due to be considered by Cabinet at its meeting on 22 February, 2022 where it is recommended that the report be supported and referred to Council for approval.

5.0 Alternative options

5.1 The alternative option would have been to not develop a play strategy and subsequent five-year costed delivery plan and continue with current arrangements whereby the Council Plan provides the broad strategic framework and activities are guided by different team service plans.

5.2 The preferred option, as covered in this report, supports both the strategic need and operational delivery requirements to maintain high standards through management and investment in play experiences.

5.3 The preferred option will support the Council to target resources effectively and efficiently through using the clear framework that the play strategy provides.

6.0 Implications for consideration – Financial and value for money

6.1 No specific financial implications have been identified from the consultation on the strategy.

6.2 To maintain the quality and the desired levels of positive customer experience across our play spaces the Council, in addition to its general fund resource will continue its highly successful approach to securing external funding to enable the progressive development of the Council's play spaces and experiences through the strategy. This includes:

- Council funding: capital and revenue funding allocated to deliver facilities and improvements within the Council's ownership
- CIL and Section 106 developer contributions
- Grant funding for example - Landfill Tax Credits

6.3 In the last five years the Council has enabled the investment of over £770,000 in play infrastructure in addition to the Parks and Open Space

services core general fund resource allocation which is currently £2.1m per annum.

7.0 Implications for consideration – Legal

- 7.1 Article 31 of the UN Convention on the rights of the child states; ‘Parties recognise the right of the child to rest and leisure, to engage in play and recreational activities appropriate to the age of the child and to participate freely in cultural life and the arts.’ ‘Parties shall respect and promote the right of the child to participate fully in cultural and artistic life and shall encourage the provision of appropriate and equal opportunities for cultural, artistic, recreational and leisure activity.’
- 7.2 The Council recognises the importance of play to children and young people and the strategy will enable the enhancement and development of play experiences.

8.0 Implications for consideration – Human resources

- 8.1 The Environmental Services section has recently completed a service redesign which has considered at its heart how the alignment of the street scene and green spaces teams can become more focussed on service delivery through the priorities as outlined in the strategy.
- 8.2 The service redesign will support improvements in the way in which ongoing maintenance of play spaces is achieved, bringing with it a sharper focus on the responsiveness to undertake repairs.

9.0 Implications for consideration – Council plan

- 9.1 The play strategy positively contributes to the following council plan objectives:
- Improving quality of life for local people.
 - Improving our environment and enhance community safety for all our communities and future generations.
 - Helping our communities to improve their health and wellbeing.
- 9.2 Being active through play can make a unique contribution to children’s health, wellbeing and holistic development, which cannot be obtained from more structured forms of physical activity or formal sport. Anyone can take part in play, there is little or no cost to the participant and does

not need high skill levels to specifically engage. This along with the natural creativity and flexibility of play makes it an important part of a child / young person's development. The Play Strategy will seek to positively contribute to this.

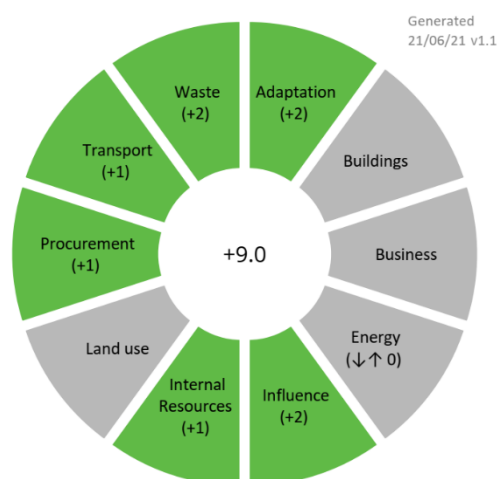
9.3 Outdoor play opportunities can also be beneficial to mental health and wellbeing by providing important opportunities to interact with nature and other people. The Council will through the strategy continue to work with partners to maximise the benefits to physical and mental health through play.

9.4 Providing good quality play opportunities will support the Council's wider ambitions regarding making Chesterfield a thriving borough by actively contributing to making Chesterfield A great place to live, work and visit.

10.0 Implications for consideration - Climate change

10.1 The impact of the Play Strategy is defined by the Council's Climate Change Impact Assessment Decision Making Tool and a summary image of the assessment is included below at para. 10.2.

10.2



CBC has committed to being a carbon neutral organisation by 2030 (8 years and 6 months away).

10.3 Opportunities exist within our open space to explore the inclusion of natural play settings. Existing features can be utilised such as woodlands, streams, slopes and fallen wood. These opportunities need to be measured against the risk of engagement but equally the approach needs to reflect the positive outcomes from such engagement. By adapting play

spaces to include natural elements through the strategy we could further influence the design of play spaces to take account of these less traditional options and opportunities for play which will have a positive impact on Climate Change.

10.4 Through the strategy our procurement processes will include further requirements on suppliers to use materials that are more sympathetic to the environment. For example, the types of paint used and where and how those materials are sourced and transported to and from.

10.5 A full Climate Change Impact Assessment is attached at Appendix D.

11.0 Implications for consideration - Equality and diversity

11.1 The Equality Impact Assessment is attached at Appendix E. No negative impacts for groups with protected characteristics have been identified.

12.0 Implications for consideration - Risk Management

12.1 Risk matrix

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
Strategy not adopted	High	Low	The strategy has been developed to fully reflect the challenges of land use and play development. It has been informed by a varied evidence base and as such it supports the Council vision and council plan objectives. A full consultation programme has been undertaken to ensure local input and engagement to reflect need.	Medium	Low
Insufficient resources available to deliver the	High	Medium	The Council will continue to maximise its use of internal resource and will compliment this by	Medium	Low

Play Strategy 2022 – 2030.			continuing its highly successful approach of attracting external funding, in parallel with council funding sources, where appropriate, to support the delivery of the strategy. Following adoption of the strategy a five-year costed delivery plan will be produced.		
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Decision information

Key decision number	1034
Wards affected	ALL

Document information

Report author	
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Appendices to the report	
Appendix A Part 1	Draft Play Strategy 2022 – 2030
Appendix A Part 2	Evidence base
Appendix B	General Online Consultation Comments
Appendix C	Enterprise and Wellbeing Scrutiny Panel Comments
Appendix D	Climate Change Impact Assessment
Appendix E	Equalities Impact Assessment

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Play Strategy

2022 - 2030

Owner: Service Director - Leisure, Culture and Wellbeing

Date: January 2022

Review by: January 2030

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FOREWORD

By Cllr Jill Mannion Brunt, Cabinet Member for Health and Wellbeing



Chesterfield Borough Council has a proud history of supporting play experiences across the borough. Despite the financial challenges faced by local authorities we have continued to invest in our play spaces as we recognised the value to our communities.

Play forms a vital part of a child's growth and development, not just their physical development but their social and cognitive development too. Children play in many ways and at many different times and places. For children and young people, play is more than just 'letting-off steam', it is what they do in their own time, for their own reasons.

In preparing this strategy, we have asked many children and young people and their parents and carers what barriers they face in accessing play spaces. We aim to reduce these barriers over the coming years with an emphasis on supporting those most in need, including children with disabilities and children in areas of deprivation with less life opportunities.

Our aim is to provide all children living and visiting Chesterfield access to good quality play experiences. The challenge in respect of play areas and play spaces is to make sure they deliver a good experience for their users. Children want play spaces they can enjoy and have fun safely. Adults want play spaces where children can develop physical and decision-making skills that will help them in all parts of their lives. This strategy sets out the Council's commitment to making that a reality.

Executive Summary

Our vision for play in Chesterfield

“For every play space to be a destination, by creating a variety of sustainable play experiences that offer children and young people of all ages and abilities accessible, quality, challenging and fun opportunities for play.”

Our Play Strategy establishes an understanding and ambition for Children’s play in the borough from 2022 until 2030. A robust evidence base has been drawn from national policies and initiatives, local consultation and analysis of existing play provision. This has enabled the development of local standards and assessment criteria, which in turn have provided the framework for this strategy.

Children are active participants in building their own understanding of the world around them. They mostly do this by experimenting, observing and participating with other children and adults through play. Children gain direct benefits to their physical health, mental health, wellbeing, risk awareness, social skills and holistic development through playing. Play areas are part of the necessary infrastructure for healthy communities and contribute to cohesive communities when children’s play is welcomed and respected. For these reasons, the Council is committed to improving the quality and experience of play opportunities across Chesterfield borough.

The aims for this strategy are:

- To increase play experiences for children, young people and families
- To reduce inequality in those areas of highest deprivation according to the index multiple deprivation by providing good quality and accessible play experiences
- To raise the standard, quality and experience of play opportunities across Chesterfield borough
- To widen the concept of play and enable innovation
- To improve play accessibility for our children, young people and diverse communities
- To facilitate play experiences that are inclusive and accessible to all children and young people
- To ensure that play experiences are properly resourced and sustainable

Informed by audits and consultation and linking into key strategic documents and priorities, a series of **Play Strategy Themes** have been developed. These set out the core objectives for the Play Strategy to develop and implement the needs and aspirations of children and young people in Chesterfield and will be the reference point for the delivery plan that is developed following the adoption of this strategy.

Theme 1 - Raising awareness of play

Theme 2 - Raising the quality of play

Theme 3 - Improving the range and accessibility of play

Theme 4 - Informal and natural play opportunities

Theme 5 - Maximising resources to improve and develop play

Theme 6 - Strategic Management and Growth Sites

This Play Strategy includes an evaluation and assessment of the quality, quantity and accessibility of current play provision within Chesterfield borough. This analysis has enabled the development of a set of local standards to guide the development of play provision and help to determine where future investment should be directed. This strategy will link in with the authorities' approach to levelling up, informing the allocation and prioritisation of wider resources. The strategy sets a framework to enable collective decision making about play opportunities and enable resources to be utilised in an efficient and effective manner.

Following on from the strategy a costed five-year delivery plan will be developed setting out a range of activities to support the delivery of the key themes. Delivery of the play strategy will be the responsibility of Chesterfield Borough Council; however, we will continue to work with partners and engage with local communities including children and young people to maximise the delivery of this strategy.

SECTION 1: Introduction

1.1 Background

In order to be able to set out a plan to maintain and develop excellent play spaces we need to understand our current provision, its strengths and its limitations including the amount, location, quality and different types of play space. We must also be aware of the planning context so that new developments can have suitable facilities to help build new communities. The latest guidance and best practice will also be key in helping us to target resources in the locations most needing them.

Our Play Strategy establishes an understanding and ambition for Children's play in the borough from 2022 until 2030. A robust evidence base for the strategy has been drawn from national policies and initiatives, local consultation and analysis of existing play provision.

We recognise that children and young people are the experts on play, and they often show great ingenuity in playing in many different and sometimes challenging circumstances. Throughout the development of this strategy, we have listened to children, young people, parents, carers and the wider community to find out what is important to them in play provision and what the barriers are. We are making a commitment to continue this approach with consultation being a key part of any future refurbishment or development project.

1.2 Strategy scope

The Play Strategy aims to provide high quality play experiences for children and young people aged 0 – 19 years. The strategy sets out a direction of travel as to how we might develop further informal play opportunities in public open space in general. The strategy will also provide guidance on the standards for play provision, which we will encourage other play area developers to adopt. The scope of the strategy goes beyond traditional 'fixed equipped' play areas e.g. slides and swings in fenced off areas. Instead 'play spaces' that embrace the natural landscape and create diversity in play are considered within the role of the strategy, enabling and facilitating free choice for play in the wider park environment. Play experience is geared towards 'free play' i.e., freely available, free of charge and free to choose.

We also recognise that the play children engage in at home, school and commercial venues is important to their development, but these play

experiences are not under the control of the Council and are therefore not included within the scope of this strategy.

To inform the strategy a robust evidence base has been produced to assess the quantity, quality and accessibility to freely reachable play spaces.

1.3 **Strategy aims**

The Play Strategy, includes an evaluation of the current quality, quantity and accessibility of play provision within Chesterfield borough, set out in the evidence base at Appendix A. This evidence gathering has been used to develop a set of local standards and assessment criteria which will provide a guide towards investment proposals for future play provision.

The aims of the strategy are:

- To increase play experiences for children, young people and families
- To reduce inequality in those areas of highest deprivation according to the index multiple deprivations by providing good quality and accessible play experiences
- To raise the standard, quality and experience of play opportunities across Chesterfield borough
- To widen the concept of play and enable innovation
- To improve play accessibility for our children, young people and diverse communities
- To facilitate play experiences that are inclusive and accessible to all children and young people
- To ensure that play experiences are properly resourced and sustainable

SECTION 2: The impact of play

2.1 Why is play important?

The United Nations Convention on the Rights of the Child, adopted by the United Nations in 1989, spells out the basic human rights to which every child, everywhere, is entitled. The Convention sets out several statements called articles. These are the rights of all children and young people up to the age of 18. These include Article 31, the right to engage in play and recreational activities. Children all have a natural desire to play. They play because it is fun, and it makes them happy. When children play, they can be who they want to be and play how they want to play.

2.2 What is play?

Play is what children choose to do in their free time, it can and does happen anywhere. Children's play needs are diverse and so too are people's definition of what play is or is not. In order to set a framework for delivering and developing play experiences in the borough, we define play as:

'What children and young people do when they follow their own ideas and interests, in the own way, and for their own reasons.'

Play can take place in many different places; from designated play areas to green open spaces, woods, the streets where children live and on the way to places where children go.

2.3 The benefits of play

Research shows that play has many benefits for children, families and the wider community, as well as improving health and quality of life, as illustrated in the diagram below:



Play England’s ‘A world without play’ considers the effects of a lack of play on children’s lives. It highlights ‘the importance of play, particularly outdoor play, for increasing levels of physical activity, alongside other positive influences on a child’s well-being’, such as opportunities to understand and respect the natural world.

2.4 Inactivity in children

Current national guidance (UK Active) recommends that children over 5 years old should engage in at least 60 minutes of moderate to vigorous activity every day. Children under 5 that are able to walk unaided should be physically active for at least 3 hours spread throughout the day. The UK Active’s study found that across England, only 24% of girls and 32% of boys aged between 2 years old and 15 years old were meeting these recommendations and this is having a significant impact on children’s health. 19.5% of children in Year 6 within

Chesterfield are classified as obese. This is not significantly different from the England average (20%). However, there are some areas of the borough where this figure is above 35%. These tend to correlate with areas with higher levels of deprivation and poorer health profiles.

2.5 **Play and health and wellbeing**

Physically active play can make unique contributions to children's health, wellbeing, and holistic development, which cannot be obtained from more structured forms of physical activity or formal sport. Anyone can take part in it, there is no cost, low skill entry level, no specific rules, no specific equipment and no uniform.

Research supports the assertion that physical activity is vital for children's learning and for their physical wellbeing. However, recent research has shown that activity levels in the UK, along with those in much of the developed world, are falling and that only half of 7-year-olds in the UK achieve an hour's physical activity a day. Research from *Designed to Move: A Physical Activity Action Agenda* shows that from 1961 to 2005, levels of physical activity in the UK dropped by 20% and if current trends continue, will reduce by more than 35% by 2030.

In addition to the positive effects physical activity can have on mental well-being. Outdoor play experiences can also be beneficial to mental health and well-being by providing important opportunities to interact with nature. The positive effect interaction with nature has on our mental well-being has been well documented. Spending time in green environments whether combined with physical activity or for passive relaxation is said to have restorative qualities which help the human body recover from the demands of modern everyday life.

Children with easy access to nature are more able to cope with a stressful life than those in urban habitats lacking green space. It can improve cognitive function and has been shown to improve a child's ability to direct their attention. This re-iterates the importance of outdoor play provisions, especially in more urban areas, and their potential to provide a link between children and nature.

SECTION 3: Barriers to play

3.1 **Barriers to Play**

There are several common barriers identified through a wealth of national research, which can prevent or reduce children and young people from playing outdoors.

Disability, ethnicity and faith – Inaccessible play facilities and concerns about the behaviour of other people using facilities can create social and physical barriers to the enjoyment of disabled children’s right to play. A recent national survey of 1,000 parents of disabled children demonstrated how their children were often excluded from play opportunities. Parks and playgrounds were the least user-friendly, with few facilities for disabled children and young people. Research has also indicated that ethnicity and faith can be a factor in reduced access to play to a range of factors again due to concerns about the behaviour of other users of facilities and community cohesion.

Traffic – a survey commissioned in 2013 by Play England, Play Wales, Play Scotland and Playboard Northern Ireland, found that over 53% of parents and carers had concerns about traffic. This is an issue that consistently appears high on the list of factors restricting outdoor play. The growing dominance of the car in residential streets, along with concerns about road safety, restricts the space and opportunity for children and young people to engage in active outdoor play and can affect a child’s ability to reach a play space independently by walking or cycling. Studies show dramatic decreases in children’s independent mobility, a major factor in their access to play opportunities.

Negative attitudes and behaviour - children and young people themselves can be a cause of concern in the community. Children are often told to stop playing in the streets or area near their home. There can be a perception that children congregating in groups is threatening but many children do this for their own sense of security. Social barriers such as fear can lead to people linking children and young people socialising in public space with anti-social behaviour. These types of negative attitudes towards children have led to the banning of activities that appeal to younger people, such as ball games and skateboarding in community spaces.

Outcomes focussed on play provision – the replacement of free, self-directed play, with an increase in prescribed educational activities or childcare outcomes restricts children’s opportunities for playing. The role of free play in physical social and cognitive wellbeing has been ‘overlooked’ in many areas and much play provision has become outcome orientated. Play has therefore become an ‘unaffordable luxury’ in modern society, pushed aside to make way for organised activities that are more educational. In organised activities, children do not have the opportunity to direct their own play and create their own boundaries.

Reduction in free time – there are competing demands on children’s time, and so time to play freely is limited. Added to that, many parents are faced with time pressures of their own, which can impact on how children are transported to play areas, especially children living in more isolated areas. This contributes to children having a more sedentary lifestyle, as they turn to games consoles and social media in replacement of active, outdoor play.

Parental anxiety – perceived dangers and parental fears can reduce the amount of time children spend in outdoor open space. Building confidence in the use of our parks and open spaces for safe play is vital.

Section 4: Evidence base and local standards – Refer to Appendix A

4.1 Play Space Assessments

In 2018 the Council undertook a series of audits to establish the quantity, accessibility, quality, condition of play spaces and, arguably more importantly, to understand the value and contribution that these play spaces make to the quality of life for children, young people and their parents and carers.

4.2 Quantity assessment and local standard

The quantity assessment considers the number and different types of freely accessible play opportunities currently provided within Chesterfield. The table below gives an overview of existing provision in each ward under the following definitions:

LAPS – Local Area for Play – single play item

LEAPS – Local Equipped Area For Play – a minimum of five play types i.e. sliding and swinging e.g. Princess Street, Chester Street Wharf Lane

NEAPS – Neighbourhood Equipped Area For Play – to include for Kindergarten play, Multi Use Games Areas and Skate Parks e.g. Stand Road Park, Eastwood Park and Brearley Park

Table 1 – Play provision by ward

Ward	LAPS	LEAPS	NEAPS	Total
Barrow Hill and New Whittington	1	1	2	4
Brimington North	0	2	1	3
Brimington South	3	2	0	5
Brockwell	0	2	0	2
Dunston	0	2	0	2
Hasland	7	3	1	11
Holmebrook	0	1	0	1
Hollingwood, Inkersall and Duckmanton	2	4	1	7
Linacre	6	1	1	8
Loundsley Green	0	2	1	3
Lowgates	1	3	1	5
Middlecroft and Poolsbrook	1	2	2	5
Moor	0	0	1	1
Old Whittington	1	2	0	3
Rother	1	2	1	4

St Helens	0	2	1	3
St Leonards	2	4	1	7
Walton	2	2	0	4
West	0	2	0	2

The purpose of the quantity assessment is to establish the type, range and location of current freely available play facilities and opportunities. There are currently 81 equipped play spaces within the borough equating to 5.17 hectares. Informal open space in a parent site in which a play space is located will also contribute to the play offer resulting in a total of 37.17 hectares; equivalent to 0.37 hectares per 1,000 population.). The Fields In Trust (FIT) standard suggests 0.25 hectares per 1,000 population as a guideline quantity standard.

There is a good spread of provision across the borough. All areas with a greater population density are within walking distance of a form of play provision.

The table below outlines the adopted Local Plan quantity standards for play space in Chesterfield.

Table 2 – adopted standard for play space provision

Typology	Explanation	Recommended quantity standard (Ha per 1,000 population)
Space / provision for children and young people	All equipped play provision including informal amenity greenspaces (below two ha) which host a play site	0.27

4.3 Quality and Value / Contribution Assessment

The quality and value / contribution assessments included assessments of the equipped play within Chesterfield using results obtained as part of an independent play assessment. These took into consideration a range of contribution factors including site safety, accessibility, levels of deprivation, proximity to a nearby play space and the wider environment.

4.4 Quality and Value / Contribution thresholds

To determine whether sites are high or low quality (as recommended by guidance); the results of the site assessments are colour-coded against a baseline threshold (high being green and low being red). The primary aim of

applying a threshold is to identify sites where investment and/or improvements may be required. It can also be used to set an aspirational quality standard to be achieved in the future and to inform decisions around the need to further protect sites from future development (particularly when applied with its respective value score in a matrix format).

To distinguish between higher and lower quality sites, the quality thresholds are set to reflect the average scores for each typology within the Borough; The quality threshold has been set at 60%.

For value, there is no national guidance on the setting of thresholds. The 20% threshold applied is derived from our experience and knowledge in assessing the perceived value of sites. A high valued site is one deemed to be well used and offering visual, social, physical and mental benefits. Value/Contribution is also a more subjective measure than assessing the physical quality of provision. Therefore, a conservative blanket threshold of 20% is set. Whilst 20% may initially seem low it is a relative score. One designed to reflect those sites that meet more than one aspect of the criteria used for assessing value (as detailed earlier). If a site meets more than one criterion for value, it will score greater than 20%. Consequently, it is deemed to be of higher value.

Table 3 - Quality and Value/Contribution thresholds

Typology	Quality threshold	Value/Contribution threshold
Space / provision for children and young people	60%	20%

Table 4 - Summary of Quality scores for all play types

Typology	Threshold	Scores %			Number of sites	
		Lowest score	Average score	Highest score	Below threshold	Above threshold
Space / provision for children & young people	60%	50%	67%	91%	23	58

A greater proportion of play sites (71%) rate above the threshold for quality. Lower quality scoring sites tends to reflect a lack in and/or range of equipment and/or its general condition.

Of the 23 sites to rate below the threshold, 18 are considered to be akin to localised areas of play (LAPs). These are generally small forms of play provision with often a limited range of equipment. Some of these sites that score low in the assessment may not be able to increase their scores due to site constraints, such as the site not being physically large enough to have a wider range of play equipment installed upon it, or the topography of the site.

In order to mitigate this limitation with LAP's, the introduction of Community Infrastructure Levy for Chesterfield within the local plan policies, set out the Councils preference, where conditions allow, to consider new or improved play provision across a locality rather than looking to provide a specific LAP within the development area.

Table 5 - Summary of Value/Contribution scores for all play types

Typology	Threshold	Scores %			Number of sites	
		Lowest score	Average score	Highest score	Below threshold	Above threshold
Space / provision for children & young people	20%	15%	63%	91%	20	61

The majority of play provision (76%) rates above the threshold for value; reflecting the social, healthy and developmental benefits play space provision can provide

4.5 Accessibility Assessment and local standard

This is an assessment of accessibility to equipped play spaces including an assessment of inclusiveness and barriers that prevent children and young people from enjoying play.

Access to play provision has been established through applying the classification of play spaces and distance thresholds in the play strategy audit, through National Planning Policy Framework (PPG17 Companion Guide) audit findings and GIS mapping which have contributed to ward profiles.

Accessibility catchments for play space are a tool to identify communities currently not served by existing facilities. It is recognised that factors that underpin catchment areas vary from person to person, day to day and hour to hour. For the purposes of the audits carried out in Appendix A, the concept of

'effective catchments', defined as the distance that would be travelled by the majority of users, has been used.

It is recognised that the PPG17 target for accessibility is to use the Fields in Trust median accessibility standard, which is defined in terms of walking distances from home to play areas:

- Local Areas of Play (**LAPs**): accompanied walking distance **100m** (1-3 minutes' walk)
- Local Equipped Areas of Play (**LEAPs**): walking distance **400m** (5 minutes' walk)
- Neighbourhood Equipped Areas of Play (**NEAPs**): walking distance **1,000m** (15 minutes' walk)

In acknowledging the difficulty in achieving this FIT standard, especially in urban areas, the PPG17 study proposes that open spaces used for other purposes be opened to play and that existing areas offer a greater variety of play opportunities where space allows. This policy requires a local solution, as play provision for older children and young people is often considered to disturb other uses of open space and those living adjacent.

In order to establish the level of provision, and quality of service, Table 6 sets out the adopted standard for play space accessibility catchments. Use of this standard will enable Chesterfield to measure performance against nationally recognised benchmark criteria. The map at the end of this section shows the catchment mapping when the equivalent radial distance of 1200m is applied.

Results of the community survey have informed the adopted local plan standards for accessibility catchments. This is presented in table below and is applied to help inform potential deficiencies in play space provision. This standard has been adopted by the council for any new developments as they arise.

Table 6 - adopted standard for play space accessibility catchments

Open space type		Accessibility catchment	Equivalent radial distance
Space / Play areas & provision for young people	Children's play	15-minute walk time	1,200m
	Youth provision	15-minute walk time	1,200m

Local play spaces and facilities with a catchment area of 1200 metres — the aim is to provide an equipped play area within a residential area, where a play area is no more than 1200 metres from home.

Neighbourhood spaces and facilities to include youth provision with a catchment area of 1200 metres - large, equipped destination play areas primarily for children of all ages providing a mixture of facilities which may include wheeled facilities, kick-about areas or multi use games areas.

Accessibility catchment areas are overlaid on the mapping of sites to help identify potential gaps in provision for each analysis area. In effect these are circular 'as the crow flies' areas (radial catchments). They do not simulate actual walking distances based on pedestrian routes or barriers to movement (a costly method). However, significant barriers to movement are also mapped to help recognise instances where access to open space provision may be restricted.

4.6 Condition Survey

In seeking to develop a full picture of play sites, they were also assessed against their age and current condition, levels of anti-social behaviour, independent insurance inspection reports and compliance with current standards.

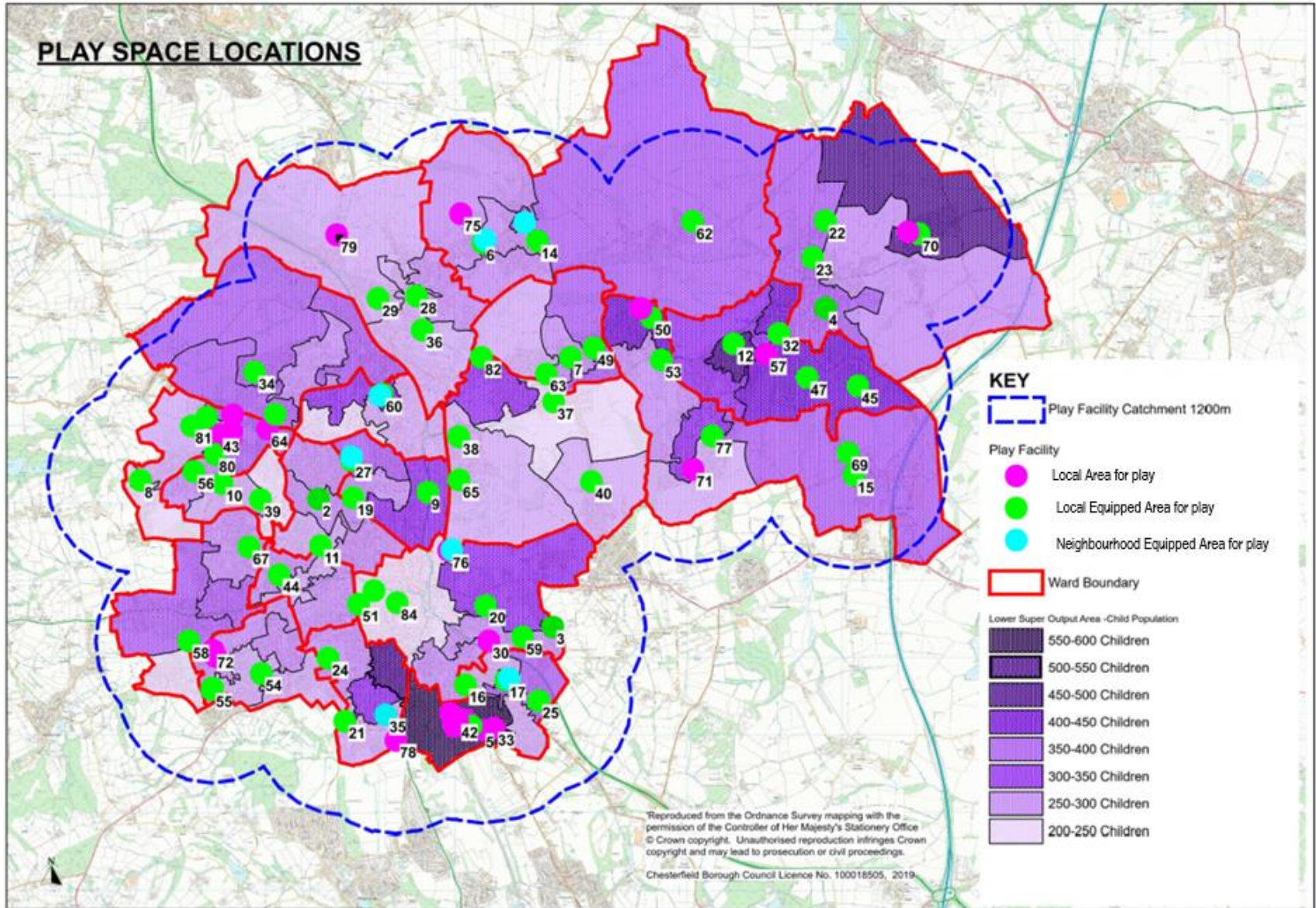
4.7 Consultation – Open Space Assessment Community Survey

Respondents were asked what types of open and play space they like to visit. The most common type of open space to visit is parks with 81%. Other forms of open space they like to visit are play areas (66%), nature areas (63%), small, grassed areas near home (49%) and sports pitches (38%).

The most common reason for visiting these types of open space is to play (81%). Meeting with friends (61%), exercising (51%) and to visit with family (46%) are commonly also cited reasons for visiting.

Respondents were asked what type of play provision they prefer to visit, formal and/or informal play spaces. There is an even split between formal and informal with a slightly higher proportion of respondents preferring more natural play opportunities (52%).

Respondents were asked what would make open spaces near them better. The most popular answers include sites to be clean and tidy (65%) and for more play equipment (64%). Respondents were asked what deters you from using your local play space. The most popular answers were stranger danger (55.80%), not age appropriate (45.2%), high volumes of traffic (41.6%) and older children/adults (31.5%).



4.8 Equality Act 2010 - policy statement

When assessing our play spaces, we will ensure accessibility to and within the site, with reasonable adjustments made where practicable. A quality assessment of the equipment will be carried out to ensure inclusion and signage and safety information will be shown pictorially. For new provision it is written into procurement tenders to ensure appropriate aspects of the Act are implemented both for play equipment provision, access to and from the sites, signage and seating.

4.9 Priorities for improvement and investment

By using the scores and data obtained from a range of sources to include the findings of the site assessments (refer to evidence base **Appendix A**) and mapping, an assessment can be made about how play space provision currently meets the needs of the children and young people of Chesterfield and how to plan for future needs.

The result from this work now enables the Council:

- To carry out a more detailed analysis of play across Chesterfield against the full range of local standards established in this strategy.
- To identify priorities for investment and development.
- To identify the need for developer contributions to fund the enhancement of existing provision within the vicinity of a proposed development.

The more detailed analysis of the play provision will include using a quality / value matrix tool (**see below and included in appendix A**) and the contribution scores to review each of the sites, this will enable us to determine the future treatment of existing sites and future growth housing growth sites.

High Quality/Low Value	High Quality/High Value
Maintain the quality. Undertake further assessment on the value with the aim of enhancing its present primary purpose. Consider if it would be a high value if converted to another primary purpose. Change of use is only acceptable if the options above are not achievable.	Maintain the quality. Protect the site through planning process.

Low Quality/Low Value	High Value/Low Quality
<p>Enhance the quality as long as it is also possible to enhance the value.</p> <p>Assess primary purpose as the site could be surplus to requirements in terms of present primary purpose.</p>	<p>Raise the site quality to meet the require standard.</p> <p>Protect the site through the planning process.</p>

This matrix has the potential to act as a tool to plan the most appropriate course of action for each site.

Following this detailed analysis, it is proposed that each area of play space provision, will then be allocated against a simple classification that will assist in prioritising actions for each site and inform a delivery plan. The system of classification is set out as follows:

- **Sustain** – has received investment within the last ten years, continue to maintain quality through normal routine maintenance and inspection.
- **Enhance** – invest to bring up to modern standard – could include naturalistic play elements as well as fixed play equipment.
- **Enhance/Sustain** – invest to bring up to modern standard – an existing facility may be in the sustain classification for the primary play provision for toddlers and juniors but there might be demand for additional facilities for older children i.e. a multi-use games area in a community park.
- **Modify** – consider adaptation to informal play space/naturalistic play space/retained as public open space. Disposal of a site could be considered if there is an oversupply of play space in the area and if investment wouldn't improve the overall quality and value.

Section 5: Our Vision and Themes

5.1 Our vision for play

“For every play space to be a destination, by creating a variety of sustainable play experiences that offer children and young people of all ages and abilities accessible, quality, challenging and fun opportunities for play.”

Aims of the strategy

The Play Strategy is key to guiding the Council’s investment in play and for providing a platform for increased community engagement. The aims of the strategy are:

- To increase play experiences for children, young people and families
- To reduce inequality in those areas of highest deprivation according to the index multiple deprivations by providing good quality and accessible play experiences
- To raise the standard, quality and experience of play opportunities across Chesterfield borough
- To widen the concept of play and enable innovation
- To improve play accessibility for our children, young people and diverse communities
- To facilitate play experiences that are inclusive and accessible to all children and young people
- To ensure that play experiences are properly resourced and sustainable

5.2 Themes

Informed by the assessments, consultation and linking into key strategic documents and priorities, a series of six play strategy themes have been developed. These set out the core objectives for the Play Strategy to develop and implement the needs and aspirations of children and young people in Chesterfield and will be the reference point for all action and delivery plans arising from the strategy.

Theme 1 - Raising awareness of play

Theme 2 - Raising the quality of play

Theme 3 - Improving the range and accessibility of play

Theme 4 - Informal and natural play opportunities

Theme 5 - Maximising resources to improve and develop play

Theme 6 - Strategic Management and Growth Sites

5.3 Theme 1 - Raising awareness of play

The Council and its partners through multi agency working will raise awareness of the importance of play, in developing children's and young person's physical and social life skills. We want to develop a targeted approach to communicating messages about play opportunities to children and young people. The objectives under this theme are to:

- Improve participation and usage of current and future provision and maximise the benefits of play
- Provide a more inclusive approach to play
- Help to educate children, parents and carers of the importance of play in development
- Reduce negative perceptions of children and young people at play

Key improvement activities will include improving our website, social media and traditional media presence and maximising partnership communication channels. We will also ensure the dialogue continues with children, young people, parents and carers to enhance our understanding of needs and aspirations.

5.4 Theme 2 - Raising the quality of play

Raising the quality of play experiences for children and young people will provide greater choice and more stimulating environments to develop physical and social skills. The objectives under this theme are to:

- Promote children's creativity, physical, mental and emotional well-being and healthy growth
- Recognise children's needs to test boundaries
- Balance opportunities for risk taking with prevention of serious harm
- Promote social interaction and respect for others
- Ensure all future facilities comply fully with the Disability Discrimination Act
- Work with partner agencies to assess the number of children and young people with additional needs

Key improvement activities include ensuring consultation with children, young people, parents and carers is undertaken when planning provision upgrades and new provision. We will undertake regular inspections and assessments of equipped play sites including repair, planned maintenance and replacement. All new play equipment will be assessed against Equality Act requirements to maximise inclusive play.

Outdoor gym equipment is recognised nationally as a popular and inclusive form of physical activity for young people and adults. This could also assist in helping to tackle the challenges of an ageing population. Chesterfield borough will see a greater increase in the 65+ age band than any other age band up to 2036. The low impact exercise opportunities offered by outdoor gym equipment could therefore help with the challenges of an ageing population as well as providing physical activity opportunities for other age groups.

5.5 Theme 3 - Improving the range and accessibility of play

A facility or service, which fails to meet user needs, will no doubt receive little use. This would be a waste of resource and missed opportunity for our children and young people. By auditing our current play provision, we have been able to assess and better understand levels of service provision, in particular by undertaking regular consultation with children and young people be able to ascertain what they find inspiring and how their needs might change over the period of the strategy. Our play facilities and services must be fit for purposes for the user group they are intended for. The objectives under this theme are to:

- Extend children's choice and control
- Make different kinds of play available
- Promote independence and self esteem
- Reduce barriers to play and increases the level of equal access

Key improvement activities include reviewing provision in line with the play audit findings to ensure geographic and user needs are met. This includes continuing to provide current levels of play provision where appropriate but also considering alternative use of areas where provision is no longer required or play spaces are low quality and value with limited scope for improvement.

5.6 Theme 4 - Informal and natural play opportunities

Embracing the natural landscape creates endless diversity in play as every play space will be different and different landscapes can offer different opportunities. Within the consultation and analysis, it is evident that there are competing pressures to expose children to an element of appropriate risk to improve the overall play experience and also to ensure these risks are controlled to keep people safe. Managed correctly, this theme has potential to enable children to interact with their environment and play in less formally contrived situations. A consequence of this will be improved physical fitness and mental health and wellbeing. The objectives under this theme are to:

- Make for effective and efficient use of our play spaces for all types of play.

- Provide more opportunities for children and young people in the natural environment.
- Stimulate more innovation in play activity.

Key improvement activities include providing play opportunities which are inviting, remove physical barriers and introduce natural elements. As part of the review, consideration to providing more natural play opportunities with landscaping has been given. A slightly higher proportion of survey respondents cited preferring natural play opportunities as opposed to traditional play equipment. The introduction of other forms of play activity is also recommended for consideration.

5.7 Theme 5 - Maximising resources to improve and develop play

Play adds great value for our communities in particular for children's happiness, health and development. We need to ensure that adequate resource is available meet this need. The objectives under this theme are to:

- Maximise the use of internal and external funding to develop new play experiences that contribute to achieving the vision and aims of this strategy.
- Sustain funding to appropriately maintain equipped play sites and their ongoing management.

Key improvement activities include prioritising areas for investment and securing external funding where possible to further develop and renew play opportunities.

We will ensure that play spaces are maintained to a good standard, that a technical safety assessment is undertaken every calendar month by fully trained staff and that an annual independent inspection is carried out by the council's insurers.

5.8 Theme 6 - Strategic Management and Growth Sites

A prerequisite for the play agenda in Chesterfield is the overriding vision to influence planning and policy making process. Associated with this is the desire to make collective decisions about play opportunities and enable resources to be utilised efficient and effectively. We will:

- Identify funding opportunities such as the community infrastructure levy for sites in close proximity to housing growth areas.
- Continue to negotiate where appropriate for on-site play provision on new developments with management agreements for ongoing maintenance

agreements and/or off-site contributions to play facilities at existing play facilities and/or community parks.

- Continue to influence excellent design and provision during the planning process.

Sustaining and delivering play experiences from new residential development will remain a priority for the council as future population growth will provide added demand to the requirements for open space and play provision. It is recognised that an increase in population will create increases in the use of provision which in turn will reduce the lifespan of existing sites and/or features (e.g. play equipment, maintenance regimes etc), and our future resourcing plans will need to respond to these issues.

Section 6: Delivery plan, monitoring and review

6.1 Play Strategy Delivery Plan

We will develop a five-year costed delivery plan setting out a range of activities to support the delivery of the strategy through the key themes. Key features of the delivery plan will include estimated investment costs to achieve the council's vision for play, taking into account the detailed analysis of play areas against the local standards established within this strategy.

Delivery of the play strategy will ultimately be the responsibility of Chesterfield Borough Council; however, we will continue to work in partnership where possible and engage with local communities including children and young people to maximise delivery of the strategy.

6.2 Monitoring and review

The development of a delivery plan will be a key tool to manage, control and report on progress. Progress against the delivery plan will be monitored and challenged in line with the Council's performance management framework. This will also include the opportunity to make any amendments to the delivery plan in response to emerging needs and challenges. Key performance information will also be monitored and challenged during the plan period including satisfaction and usage data, quality and value score updates.

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Play Strategy

2022 – 2030

Evidence Base

Appendix A

Quality Assessment

The quality assessment carried out as part of this play strategy draws on the principles of the ROSPA Play Quality Awards judging system. Each of the sites visited during the audits were assessed in relation to quality. This took into consideration a range of factors including site safety, accessibility and environment.

The table below illustrates the quality system used for this assessment.

Quality Factor	Available Maximum Score
SITE OVERALL	
Social Safety	4
Physical Safety	4
Pollution Free	1
Noise Free	2
Minimum of two gates (pedestrian)	3
Gates suitable for wheelchairs	2
Vehicle access gate	1
Emergency vehicle access	2
Age Separation (children of all ages are able to play together)	4
Ground Contours	3
Shade Present	1
Shelter (all ages)	2
Access for Disabled	3
Suitability (for use as a play space)	2
Environmental suitability	2
Locally related	3
Use of planting	2
Wild flowers	3
Trees	3
Long Grass	3
Orientation	1
Appropriate Signage	1
Colour Suitability	2
Open Space	3
Wheelchair Friendly Surfacing Linking Items	4
Site Overall Total	61
Quality Factor	Available Maximum Score
Ambience	
Visual appeal	10
Condition (litter and graffiti)	2
Layout	2
Ambience Total	14
Overall Quality Score	75

This scoring process enables the comparison of sites throughout the borough, with higher scoring sites being of a better quality. There is however some limitation in relation to the methodology employed as part of the quality audit, which should be clarified. It should also be noted that when assessing both

quality and value we did not just assess the defined play space but also the wider play opportunities of the site in which the play space is located. Although the quality assessment provides a robust method for assessing overall quality, it should be noted that smaller sites, specifically LAP's are by their nature likely to score lower as they do not have the available space, and to an extent the need for some play features. What the quality audit does achieve is a comparable baseline assessment to identify general patterns in provision across the Borough, which in turn will help address shortcomings in resources and plan future management strategies.

Value Assessment

Value Factor	Score (1=low 5=high)
LOCATION	
Informal oversight by passer-by or nearby properties.	
Well used by children.	
Ease of getting to and accessing the site.	
Personal safety, security and lighting.	
Access for those with impairments or buggies and pushchairs.	
Opportunities for meeting other children on route.	
Designed for the site.	
Location Total (out of 35)	
PLAY VALUE	
Enticing children to play.	
Play opportunities for disabled children.	
Movement.	
Ball games.	
Opportunities to change the environment / space (loose parts).	
Access to the natural environment.	
Places for children to sit.	
Added play value: the site offers more than just a basic experience.	
Play Value Total (out of 40)	
CARE AND MAINTENANCE	
Well maintained.	
Health & Safety.	
Seating for adults.	
Litter bins.	
Dog free zones.	
Care and Maintenance Total (out of 25)	
VALUE TOTAL (out of 100)	

To an extent play value is a subjective quality, for example, what for one child may be a brilliant and exciting play space, may be considered dull and unimaginative for another. Play value is not purely concerned with equipment, access, appearance it takes into account the contents of the site, the level and type of use and wider benefits. The approach taken to assessing the play value of a play space is based on the Playable Space Quality Assessment Tool developed by Play England in October 2009, which considers how a play space can meet Play England's golden rule that "a successful play space is a place in its own right, specially designed for its location, in such a way as to provide as much play value as possible."

The table below summaries the system using for assessing the value of play spaces and how the contribution to children and young people’s play experience.

It should be noted that there is an element of cross over between the factors that are used to assess quality and value. For example, care and maintenance impacts both the quality of a site and the way in which a child experiences play within the context of the site.

Undertaking a value assessment Chesterfield’s play spaces enables us to plan strategically for the future in order to ensure that play provision is challenging, stimulating and engaging.

Details of the value scores of the 81 sites which were assessed for play value during the play space audit are attached.

Quality and Value Matrix

Although National Planning Policy Guidance (PPG) Note 17: Open Space, Sport & Recreation 2002 has been replaced by the National Planning Policy Framework it outlines a method for comparing quality and value scores as a means for Local Authorities to identify key actions for the future of open and green spaces such as play spaces. The matrix in the table below is based on the guidance in PPG 17 and provides a potential method for determining actions for the development of each play space.

High Quality/Low Value	High Quality/High Value
<ul style="list-style-type: none"> • Maintain the quality. • Undertake further assessment on the value with the aim of enhancing its present primary purpose. • Consider if it would be a high value if converted to another primary purpose. • Change of use is only acceptable if the options above are not achievable. 	<ul style="list-style-type: none"> • Maintain the quality. • Protect the site through planning process.
Low Quality/Low Value	High Value/Low Quality
<ul style="list-style-type: none"> • Enhance the quality as long as it is also possible to enhance the value. • Assess primary purpose as the site could be surplus to requirements in terms of present primary purpose. 	<ul style="list-style-type: none"> • Raise the site quality to meet the require standard. • Protect the site through the planning process.

The 81 play spaces assessed in the audit have been assigned into the above matrix. The site rating takes into account both the quality and value scores making a distinction between high and low scoring sites. The average score for

both quality and value has been used to assign scores. The table below shows the results of this process.

Contribution Criteria

Whilst play quality and value are useful tools for ascertaining the contribution that play spaces make to Chesterfield’s play provision and can be used as a useful decision making tool for deciding the future of play spaces, there are a number of factors that it does not take into account.

Alongside value and quality, we have used a range of data sources to factor into the strategic decision-making process the contribution that play spaces make to meeting the needs of the community. The table below summarises a range of factors, that impact on how a play space contributes to its local community and outlines a scoring system which enables a meaningful comparison of sites. This process enables us to understand the contribution each play space makes to its community; with a higher score denoting that the park area/play space is more valuable to the community.

Contribution Criteria

Factor	Criteria	Rationale	Measure	Score	Weight
Context	Accessibility	Based on Audit	Limited	5	33%
			Unrestricted	10	
	Proximity	Based on GIS Analysis using FiT Accessibility Standard Buffers. No overlaps = relative high value, increased overlaps relative low value.	No overlap	10	
			1 overlap	9	
			2 overlaps	8	
			3 overlaps	7	
			4 overlaps	6	
			5 overlaps	5	
			6 overlaps	4	
			7 overlaps	3	
			8 overlaps	2	
	9+overlaps	1			
	Quantity	Based on level of provision at ward level assessed against FiT standard quantity benchmark.	Below 0.25Ha	10	
			0.25 – 0.5Ha	9	
			0.5 – 1Ha	8	
			1 – 1.5Ha	7	
			1.5 – 2Ha	6	
			2 – 2.5Ha	5	
			2.5 – 3Ha	4	
3 – 3.5Ha			3		
3.5 – 4Ha			2		
4Ha+	1				

Type of Use	Hierarchy	Based on Prescribed typology derived from audit.	Destination	10	33%
			NEAP	7	
			LEAP	5	
			LAP	3	
Benefit to Local Population	Deprivation Children & Young People Population	Based on Indices of Multiple Deprivation. Assessed at LSOA Level.	0 – 10% most deprived	10	33%
			11 – 20% most deprived	7	
			0 – 10% least deprived	5	
		Percentage of Chesterfield's children and young people living in the area. Assessed at ward level	0 – 0.5%	3	
			0.6 – 1.0%	5	
			1.1 – 1.5%	7	
			1.6 – 2.0%	10	

We have been able to use data from a range of sources, the findings of the audit and mapping to make informed assumptions about how play space provision meets the needs of the children and young people of Chesterfield.

Consultation

Views about play and play provision

Consultation with children and young people in the borough, plus residents, parents and stakeholders, plays a key role in our strategic approach to providing for children's play in Chesterfield.

The consultation process engaged with a wide variety of stakeholders via questionnaires, public meetings, focus groups etc

The main aim was to ensure residents had the opportunity to give their views on play in Chesterfield, to help shape and direct the play strategy and to make sure the priorities reflect the needs of the community.

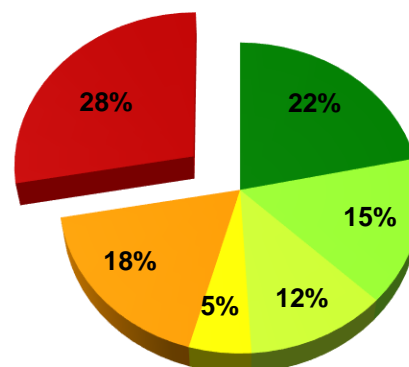
The key consultation findings relating to the provision of fixed equipment play areas are outlined below.

Participation

How often have you visited/used play spaces or teenage provision?

How often have you visited/used the play areas in the last 12 months?

- More than once a week
- Once a week
- 2-3 times a month
- Once a month



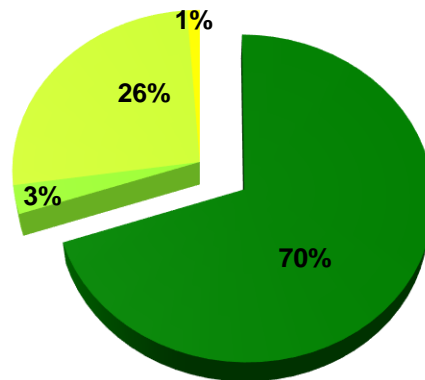
Respondents were asked to name the three sites they visit most often. The most popular site is Queens Park. A total of 43% of respondents state they often visit the site. Holmebrook Valley Country Park is the other specific park site cited as being visited often by respondents. Over a third of respondents (35%) cite visiting Holmebrook Valley Country Park often. Other sites popular for

respondents to visit are Somersall Park, Walton Dam, Poolsrook Country Park (19%) and Eastwood Park (14%).

Accessibility

What is the main form of transport you use to reach each play area?

■ Non-vehicle ■ Public transport ■ Private vehicle ■ Cycle

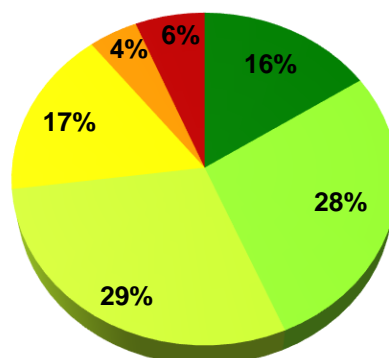


Respondents were asked what the main mode of travel they use to access play and open space provision. An assumption is made for only the most common modes of travel to be listed as possible options.

Travel to open space sites

How long are you willing to spend travelling to the play areas?

■ Up to 5 minutes ■ 10 minutes ■ 15 minutes
 ■ 30 minutes ■ 45 minutes ■ Over 45 minutes



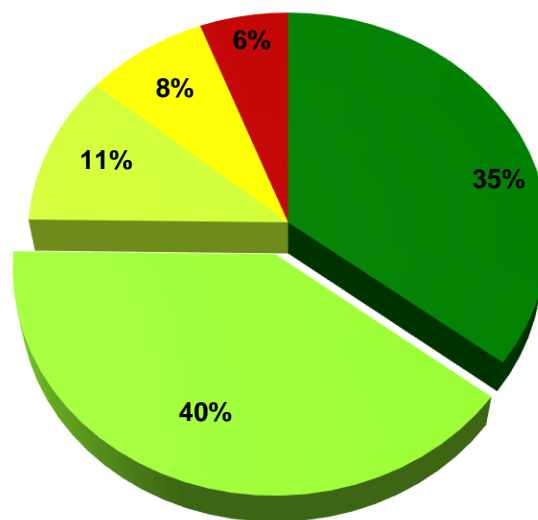
Quantity of play space

In general, respondents consider the amount of provision to be quite satisfactory for most open space typologies. A noticeable proportion of respondents also view quantity as very satisfactory.

How satisfied are you with the quantity of the play

How satisfied are you with how close the play areas are to you?

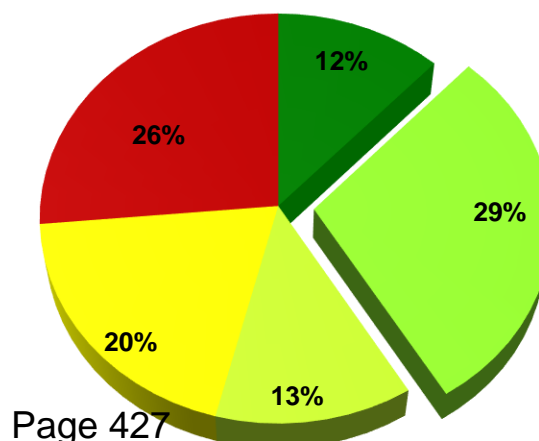
- Very satisfied
- Quite satisfied
- Neither satisfied or dissatisfied
- Quite dissatisfied
- Very dissatisfied



Quality

How satisfied are you with the quality of the play areas?

- Very satisfied
- Quite satisfied
- Neither satisfied or dissatisfied
- Quite dissatisfied



Respondents to the survey were asked what improvements would most encourage them to use open space more in their area. The most common answers include maintenance and improvements (64%), cleanliness (60%) and new facilities e.g. café, play equipment 33%).

Improvements to play equipment is also highlighted by the 24% of respondents that answer different play opportunities from what is usually provided.

What improvements would encourage more visits?

Answer option	Percentage of respondents
Attractiveness of the site, flowers, trees etc	37.6%
Maintenance and improvement of footpaths, seats, shelters etc	63.9%
Good access to spaces	17.6%
Cleanliness	60.5%
Community involvement	15.5%
Increasing the amount of open spaces	22.4%
Accessibility improvements e.g. wheelchair access	5.7%
Different play opportunities than usually provided	23.5%
New facilities at existing spaces e.g. play equipment, cafe	33.4%
Use of open spaces for events etc	14.5%
Good public information about spaces and events	11.2%
More natural wildlife environments	26.2%
To incorporate a feeling of safety through lighting, fencing etc	18.2%
Other (please state below)	3.6%

The community survey also asked specific questions regarding play. Respondents were asked what type of play provision they visit most often; and, what type of play provision would they prefer.

A fairly even split between response figures is observed. A slightly higher proportion of respondents visit smaller play sites nearer to home (52%) and would prefer more natural play opportunities (57%).

What types of play do you visit most often?

Answer option	Percentage of respondents
Larger play sites with lots of different equipment often located at a park	48.5%
Smaller play sites with less equipment but nearer to home	51.5%

What types of play do you prefer?

Answer option	Percentage of respondents
More natural play opportunities with landscaping	57.4%
Traditional play equipment	42.6%

Children and Young Peoples Survey

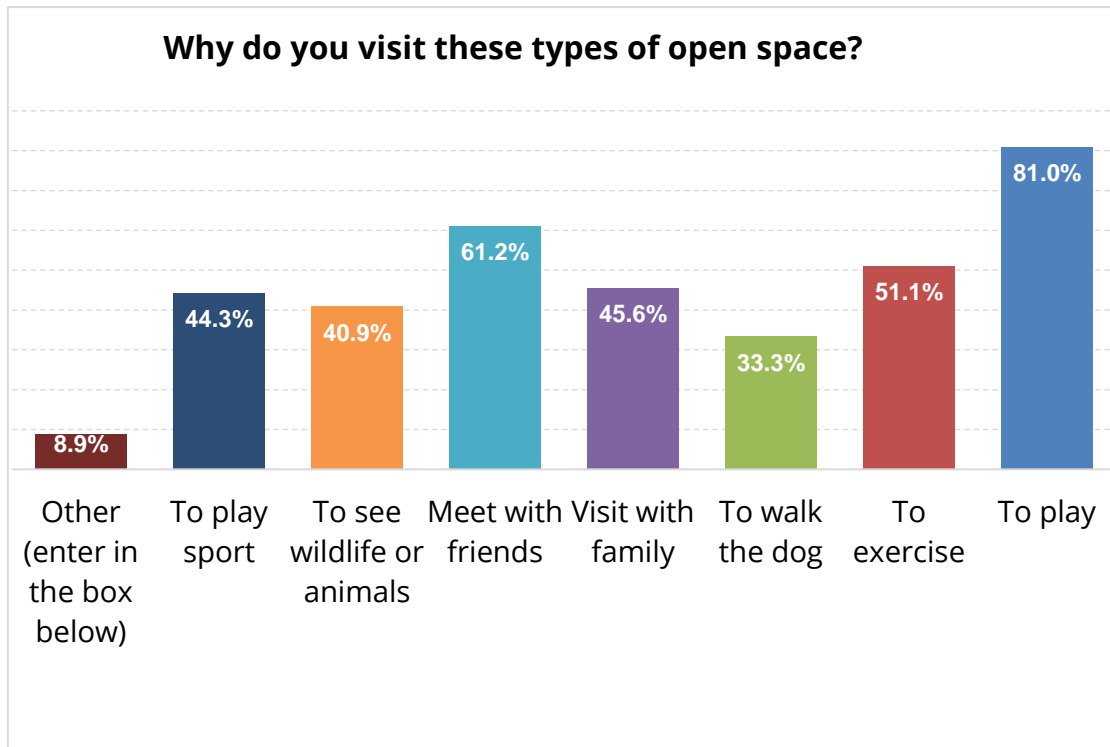
Children and young people were asked what types of open space they like to visit. The most common type of open space to visit is parks with 81%. Other forms of open space they like to visit are play areas (66%), nature areas (63%), small grassed areas near home (49%) and sports pitches (38%).

Visits to open space

Answer option	Percentage of respondents
Parks	81.0%
Play areas	63.3%
Nature areas	66.2%
Small grassed areas near home	49.4%
Sports pitches	38.0%
None	3.0%

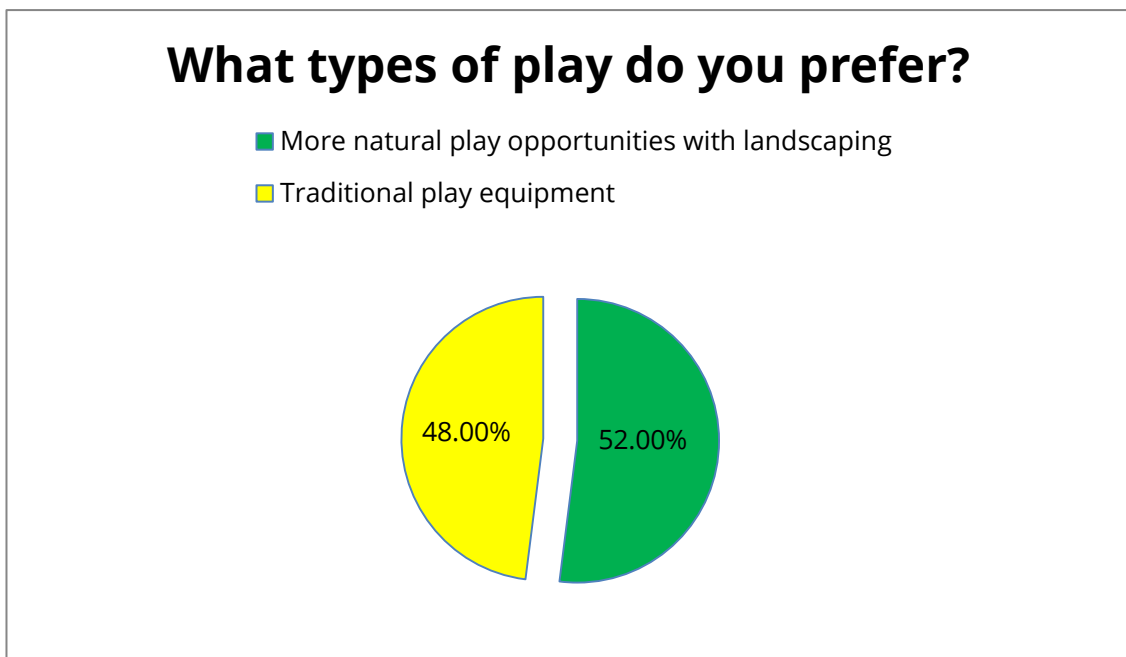
The most common reason for visiting these types of open space is to play (81%). Meeting with friends (61%), exercising (51%) and to visit with family (46%) are commonly also cited reasons for visiting.

Reasons for visiting

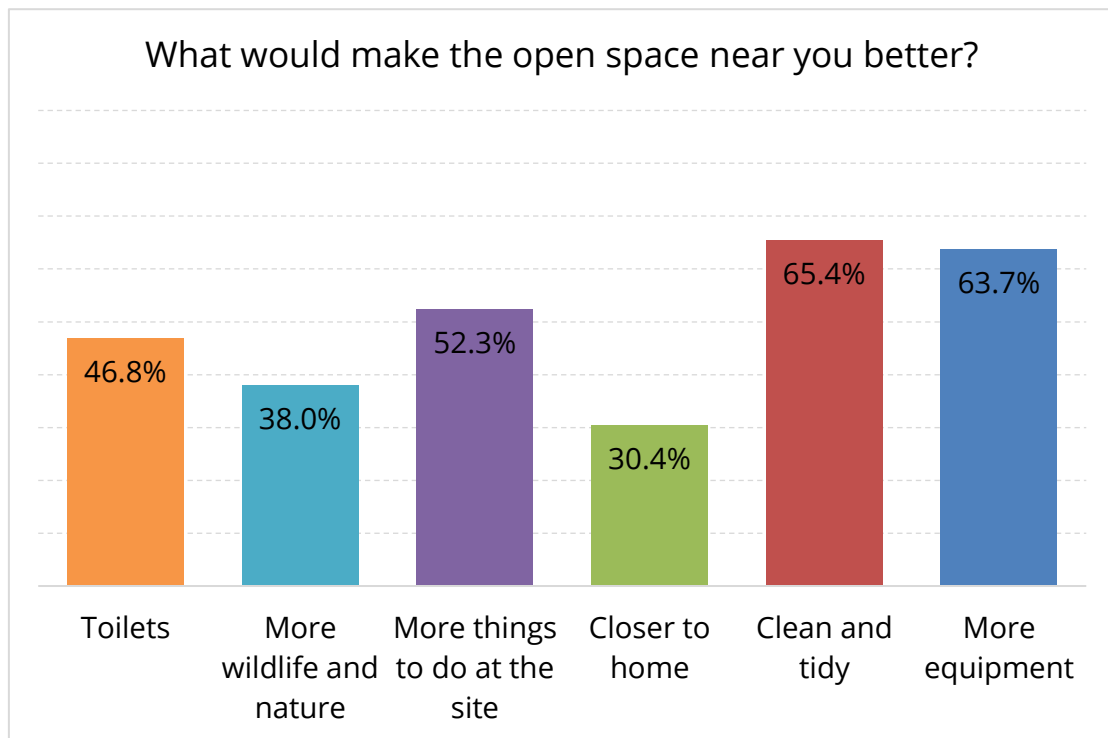


Respondents were asked what type of play provision they prefer to visit. A fairly even split between response figures is observed. A slightly higher proportion of respondents prefer more natural play opportunities (52%).

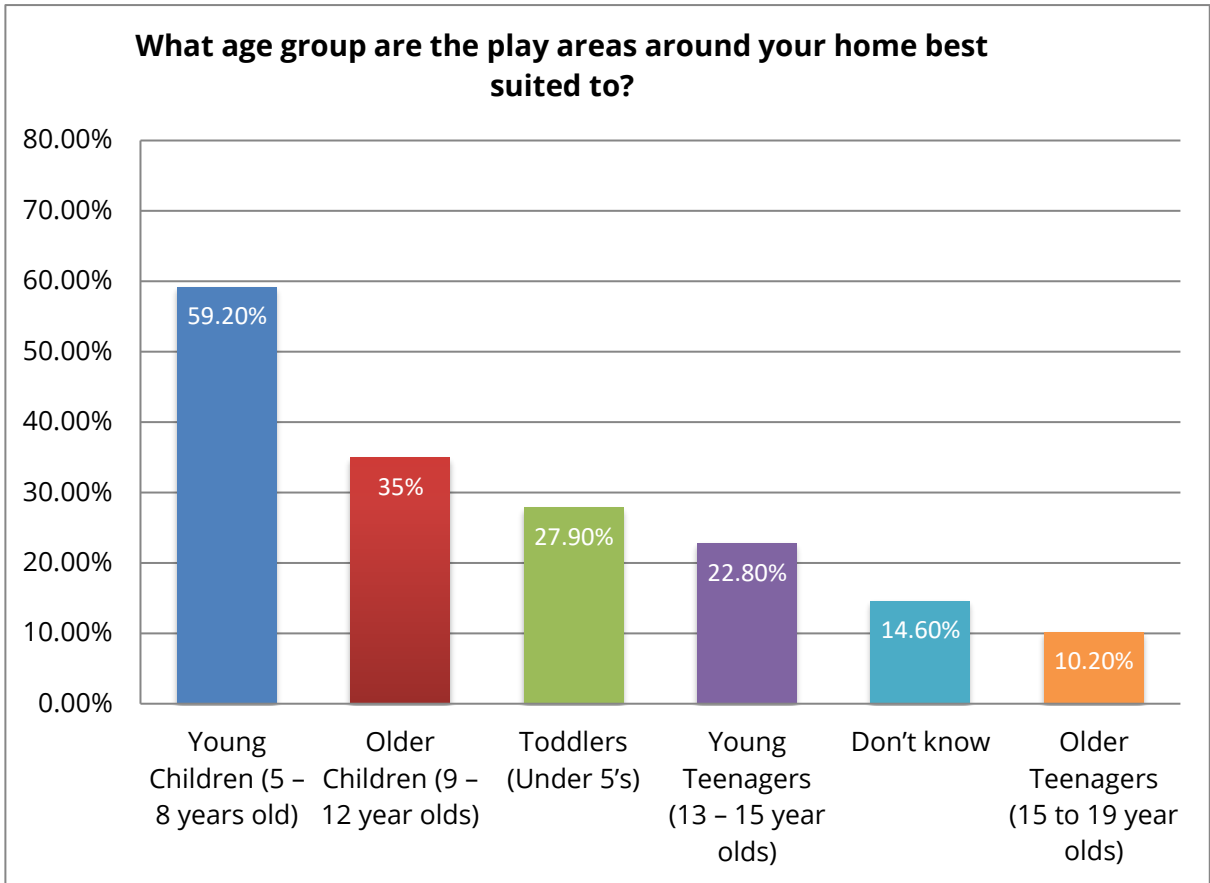
What types of play do you prefer?

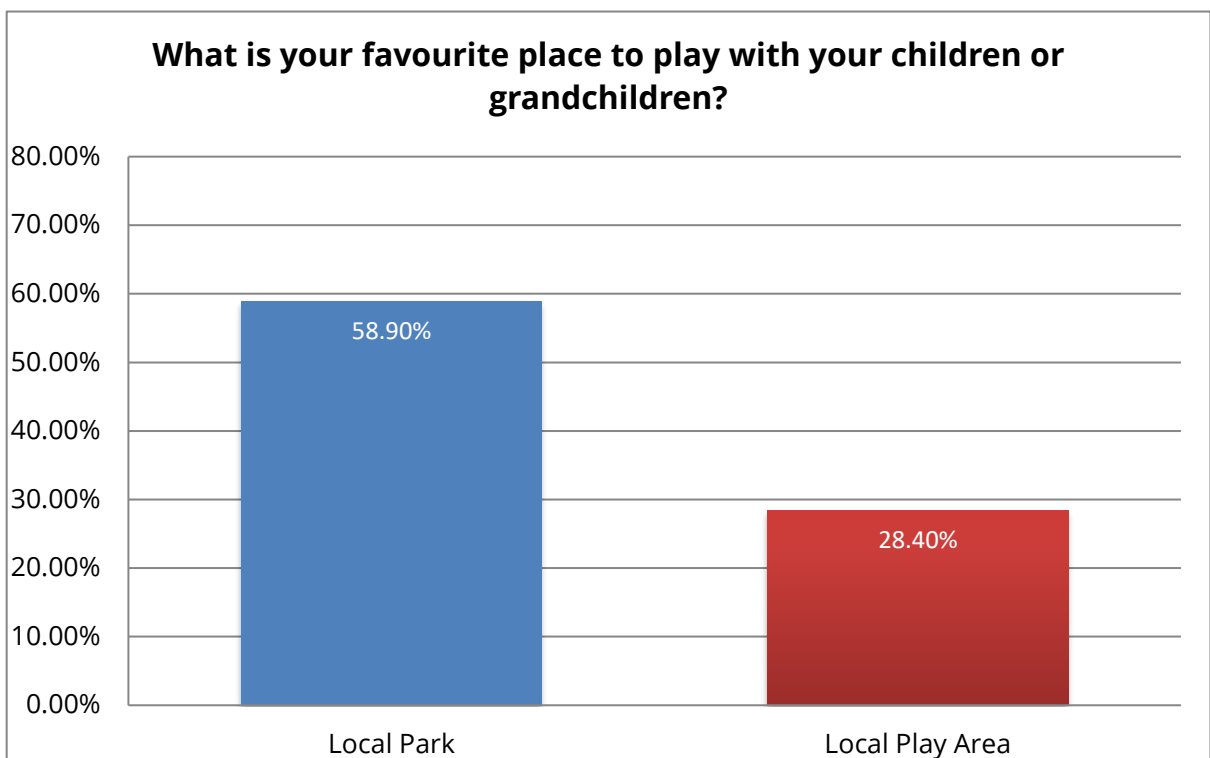
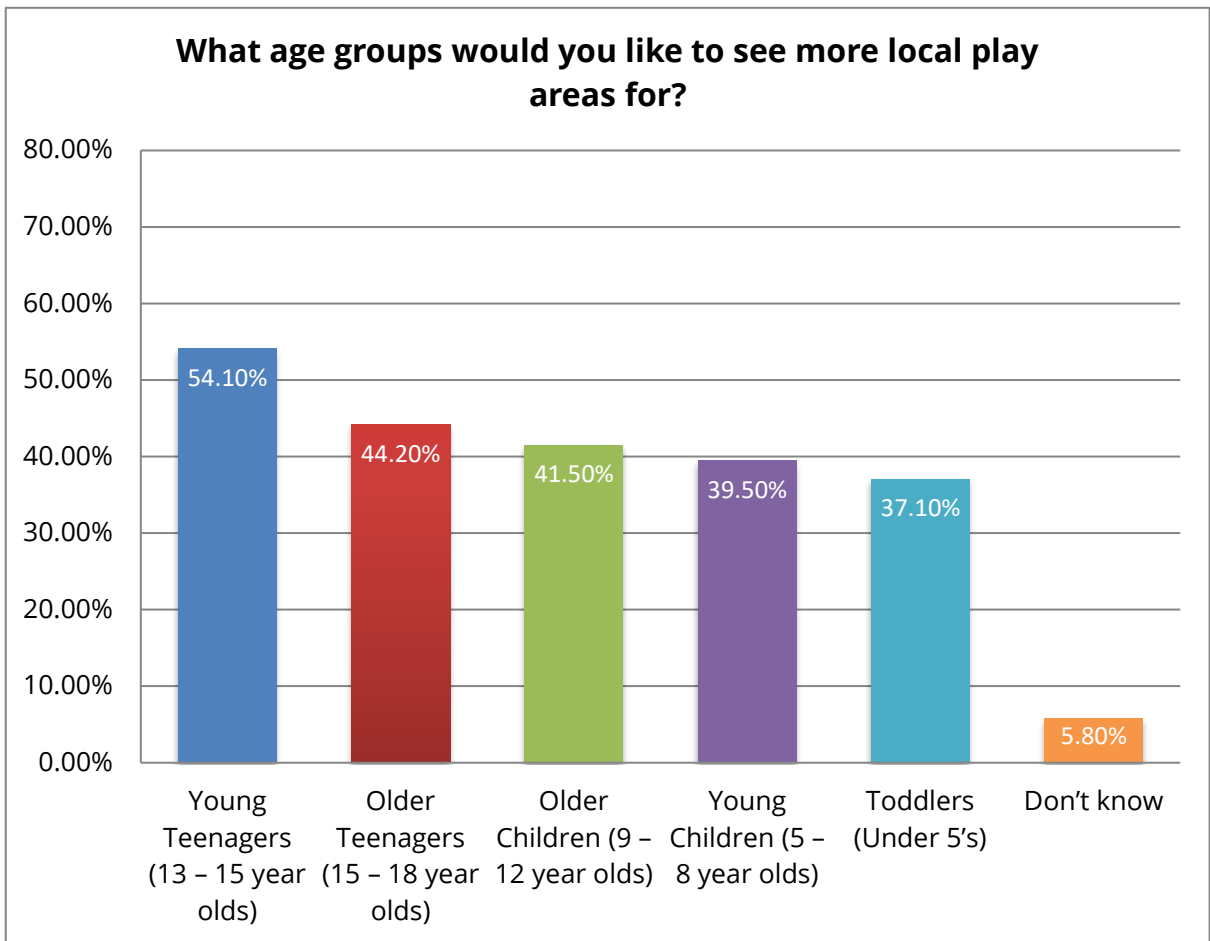


Respondents were asked what would make open spaces near them better. The most popular answers include sites to be clean and tidy (65%) and for more play equipment (64%).

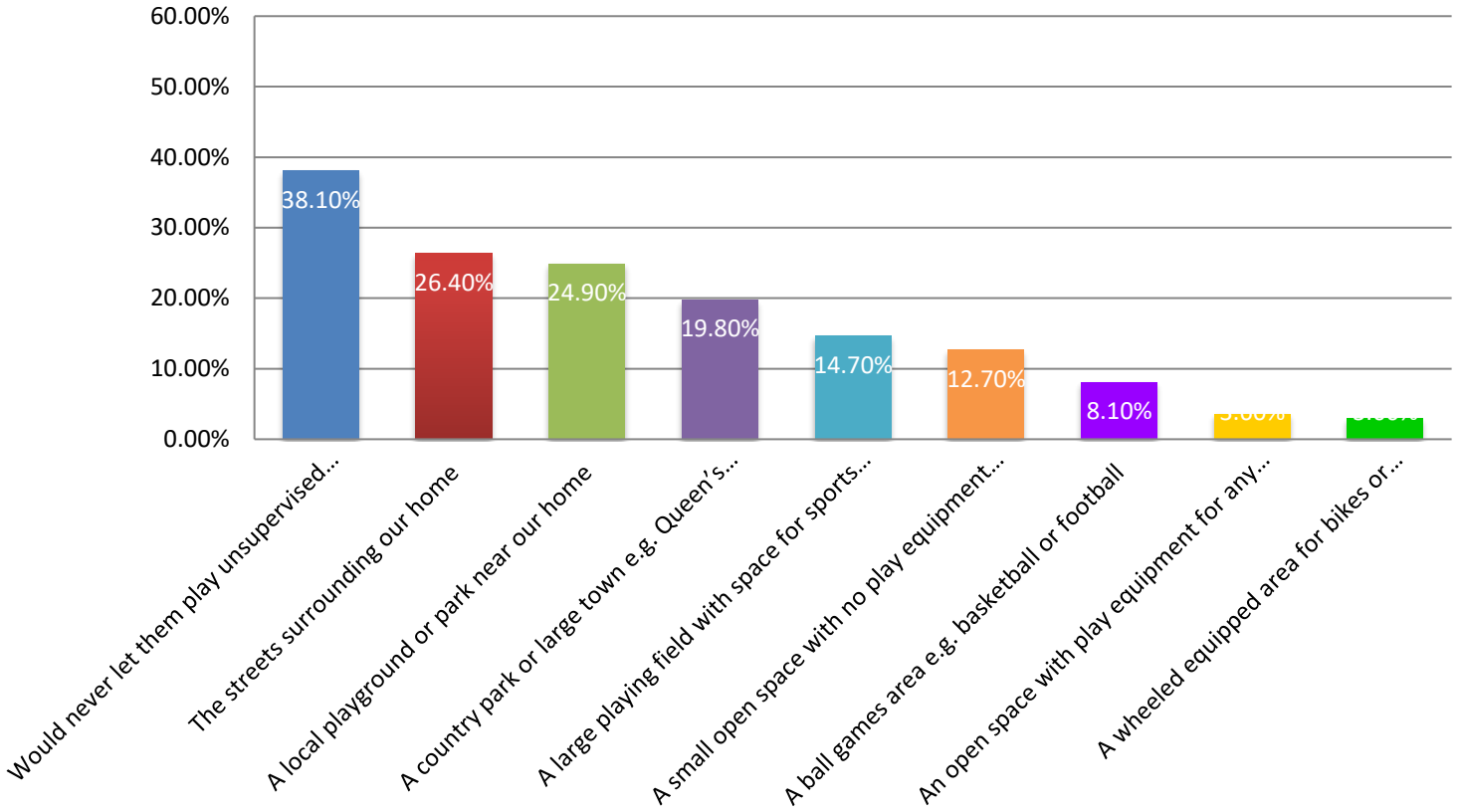


Respondents were asked what age group are the play areas around your home best suited to. The responses illustrate that gaps persist for older children and young people and this was borne out by the response to the follow on question.





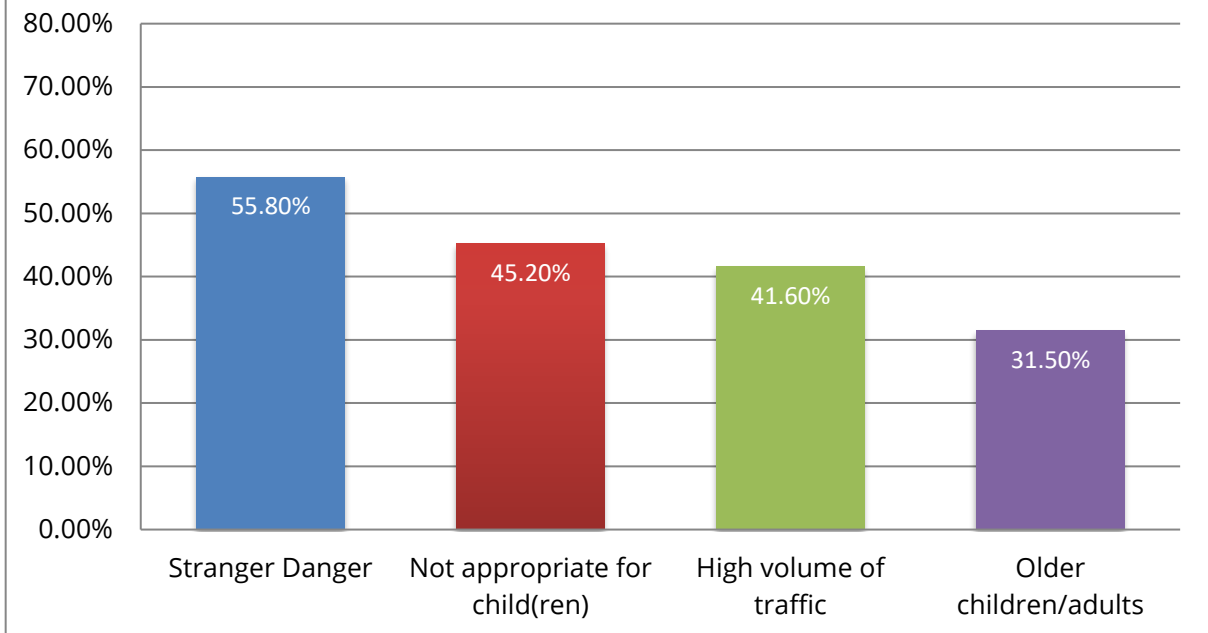
Where do your children or grandchildren play when playing on their own/without adult supervision?



38% of respondents said they would never let their children play unsupervised outside. 25% said their children use the local park or play space to play.

Barriers to play

What stops you letting your children or grandchildren play on the streets surrounding your home?



Ward Profiles

Poolsbrook and Middlecroft Ward Profile Information

Play Areas

URN	Play Area Name	Address	Postcode	Ward	Play Area Type	Ownership
32	King George Playing Field	Inkersall Road	S43 3JR	Middlecroft	NEAP	CBC
47	Pools Brook Country Park	Pavilion Drive	S43 3LS	Poolsbrook	NEAP	CBC
45	Cottage Close	Cottage Close	S43 3LP	Poolsbrook	LEAP	CBC
57	Silverwell Drive	St Anne's Close	S43 3LT	Middlecroft	LAP	CBC
12	Circular Road	Circular Road	S43 3XJ	Middlecroft	LEAP	CBC

Ward and Borough Profiles Children and Young People

Ward and Borough Profile	Middlecroft and Poolsbrook			Chesterfield Borough Council		
	M	F	Tot	M	F	Tot
Age						
0 - 4	196	196	392	2878	2939	8817
5 - 9	157	144	301	2277	2721	4998
10 - 14	201	164	365	2630	2520	5150
15 - 19	194	195	389	2609	2428	5037

Poverty and Deprivation

Super output area code	Ward	Rank in England (out of 32,482 soa's)	Amongst the most/least deprived neighbourhoods in the country.
Chesterfield 006E	Middlecroft and Poolsbrook	5,932	Top 20%
Chesterfield 002E	Middlecroft and Poolsbrook	2,656	Top 10%
Chesterfield 002D	Middlecroft and Poolsbrook	2,196	Top 10%

Quality, Value and Contribution Scores

Ward	Site Name	Category	Quality Scores	Value Scores	Contribution Scores
Middlecroft and Poolsbrook	King George Playing Field	NEAP	16	20	32
Middlecroft and Poolsbrook	Pools Brook Country Park	NEAP	75	78	36
Middlecroft and Poolsbrook	Cottage Close	LEAP	44	58	31
Middlecroft and Poolsbrook	Silverwell Drive	LAP	34	51	28
Middlecroft and Poolsbrook	Circular Road	LEAP	44	73	32

Brimington North Ward Profile Information

Play Areas

URN	Play Area Name	Address	Postcode	Ward	Play Area Type	Ownership
7	Damon Drive	Damon Drive	S43 1JD	Brimington North	LEAP	CBC
63	Thistle Park	Station Road	S43 1JH	Brimington North	NEAP	CBC
49	Princess Street	Queen Street/Princess Street	S43 1HS	Brimington North	LEAP	CBC

Ward and Borough Profiles Children and Young People

Ward and Borough Profile	Brimington North			Chesterfield Borough Council		
	Age	M	F	Tot	M	F
0 - 4	130	144	274	2878	2939	8817
5 - 9	107	112	219	2277	2721	4998
10 - 14	93	115	208	2630	2520	5150
15 - 19	140	132	272	2609	2428	5037

Poverty and Deprivation

Super output area code	Ward	Rank in England (out of 32,482 soa's)	Amongst the most/least deprived neighbourhoods in the country.
Chesterfield 005A	Brimington North	13,803	Top 50%
Chesterfield 003C	Brimington North	8,440	Top 30%
Chesterfield 003D	Brimington North	7,016	Top 30%

Quality, Value and Contribution Scores

Ward	Site Name	Category	Quality Scores	Value Scores	Contribution Scores
Brimington North	Damon Drive	LEAP	8	8	42
Brimington North	Thistle Park	NEAP	46	64	42
Brimington North	Princess Street	LEAP	23	28	41

Brimington South Ward Profile Information

Play Areas

URN	Play Area Name	Address	Postcode	Ward	Play Area Type	Ownership
40	Manor Road Rec	Manor Road	S43 1PQ	Brimington South	NEAP	CBC
65	Tapton Park	Brimington Road	S41 0ST	Brimington South	NEAP	CBC
38	Lockoford Lane	Darwent Road	S41 0UE	Brimington South	LAP	CBC
82	Windermill Way	Windermill Way	S43 1GR	Brimington South	LAP	CBC
37	Headland Road	Headland Road	S43 1QT	Brimington South	LAP	CBC

Ward and Borough Profiles Children and Young People

Ward and Borough Profile	Brimington South			Chesterfield Borough Council		
	M	F	Tot	M	F	Tot
Age						
0 - 4	158	134	292	2878	2939	8817
5 - 9	110	127	237	2277	2721	4998
10 - 14	164	168	332	2630	2520	5150
15 - 19	145	182	327	2609	2428	5037

Poverty and Deprivation

Super output area code	Ward	Rank in England (out of 32,482 soa's)	Amongst the most/least deprived neighbourhoods in the country.
Chesterfield 005B	Brimington South	24,766	Least 30%
Chesterfield 005D	Brimington South	24,062	Least 30%
Chesterfield 005D	Brimington South	8,242	Top 30%

Quality, Value and Contribution Scores

Ward	Site Name	Category	Quality Scores	Value Scores	Contribution Scores
Brimington South	Manor Road Rec	NEAP	47	72	44
Brimington South	Tapton Park	NEAP	45	41	36
Brimington South	Lockoford Lane	LAP	35	39	38
Brimington South	Windermill Way	LAP	32	45	39
Brimington South	Headland Road	LAP	33	29	38

St Helens Ward Profile Information

Play Areas

URN	Play Area Name	Address	Postcode	Ward	Play Area Type	Ownership
27	Highfield Rec Ground	Highfield Lane	S41 8BB	St Helens	NEAP	CBC
19	Edinburgh Road	Edinburgh Road	S41 7HE	St Helens	LEAP	CBC
9	Canal Wharf	Canal Wharf	S41 7LY	St Helens	LEAP	CBC

Ward and Borough Profiles Children and Young People

Ward and Borough Profile	St Helens			Chesterfield Borough Council		
	M	F	Tot	M	F	Tot
Age						
0 - 4	132	143	275	2878	2939	8817
5 - 9	126	120	246	2277	2721	4998
10 - 14	147	121	268	2630	2520	5150
15 - 19	164	150	314	2609	2428	5037

Poverty and Deprivation

Super output area code	Ward	Rank in England (out of 32,482 soa's)	Amongst the most/least deprived neighbourhoods in the country.
Chesterfield 010D	St Helens	5,285	Top 20%
Chesterfield 007D	St Helens	5,825	Top 20%
Chesterfield 007E	St Helens	5,494	Top 20%

Quality, Value and Contribution Scores

Ward	Site Name	Category	Quality Scores	Value Scores	Contribution Scores
St Helens	Highfield Rec Ground	NEAP	29	62	44
St Helens	Edinburgh Road	LEAP	51	85	43
St Helens	Canal Wharf	LEAP	34	54	43

Moor Ward Profile Information

Play Areas

URN	Play Area Name	Address	Postcode	Ward	Play Area Type	Ownership
60	Stand Road Park	Stand Road	S41 8SW	Moor	NEAP	CBC

Ward and Borough Profiles Children and Young People

Ward and Borough Profile	Moor			Chesterfield Borough Council		
Age	M	F	Tot	M	F	Tot
0 - 4	119	106	225	2878	2939	8817
5 - 9	92	90	182	2277	2721	4998
10 - 14	114	111	225	2630	2520	5150
15 - 19	138	143	281	2609	2428	5037

Poverty and Deprivation

Super output area code	Ward	Rank in England (out of 32,482 soa's)	Amongst the most/least deprived neighbourhoods in the country.
Chesterfield 007B	Moor	8,100	Top 30%
Chesterfield 007C	Moor	12,269	Top 40%
Chesterfield 004E	Moor	5,699	Top 20%

Quality, Value and Contribution Scores

Ward	Site Name	Category	Quality Scores	Value Scores	Contribution Scores
Moor	Stand Road Park	NEAP	39	76	41

Linacre Ward Profile Information

Play Areas

URN	Play Area Name	Address	Postcode	Ward	Play Area Type	Ownership
1	Ashopton Road	Ashopton Road	S41 8XB	Linacre	LAP	CBC
43	Parkside View	Parkside View	S41 8WE	Linacre	LAP	CBC
64	Stoops Close	Stoops Close	S40 4YE	Linacre	LAP	CBC
8	Brushfield Rec Ground	Woodleigh Close	S40 4XW	Linacre	LEAP	CBC
81	Holme Brook Valley Park Top	Watermeadow Drive	S41 8XD	Linacre	NEAP	CBC
80	Holme Brook Valley Park Bottom	Linacre Road	S40 4RY	Linacre	NEAP	CBC
48	Priestfield Gardens	S41 8XH		Linacre	LAP	CBC

Ward and Borough Profiles Children and Young People

Ward and Borough Profile	Linacre			Chesterfield Borough Council		
	M	F	Tot	M	F	Tot
Age						
0 - 4	87	97	184	2878	2939	8817
5 - 9	107	83	190	2277	2721	4998
10 - 14	119	125	244	2630	2520	5150
15 - 19	137	163	300	2609	2428	5037

Poverty and Deprivation

Super output area code	Ward	Rank in England (out of 32,482 soa's)	Amongst the most/least deprived neighbourhoods in the country.
Chesterfield 008C	Linacre	27,796	Least 20%
Chesterfield 008B	Linacre	27,047	Least 20%
Chesterfield 008A	Linacre	17,423	Least 50%

Quality, Value and Contribution Scores

Ward	Site Name	Category	Quality Scores	Value Scores	Contribution Scores
Linacre	Ashopton Road	LAP	30	38	30
Linacre	Parkside View	LAP	39	48	30
Linacre	Pearsons Croft	LAP	30	38	30
Linacre	Riddings Croft	LAP	30	38	30
Linacre	Stoops Close	LAP	34	32	32
Linacre	Brushfield Rec Ground	LEAP	45	64	45
Linacre	Holme Brook Valley Park Top	NEAP	65	76	38
Linacre	Holme Brook Valley Park Bottom	NEAP	60	66	38
Linacre	Priestfield Gardens	LAP	47	49	31

Hasland Ward Profile Information

Play Areas

URN	Play Area Name	Address	Postcode	Ward	Play Area Type	Ownership
25	Heathervale Road	Gorse Valley Road	S41 0LL	Hasland	LEAP	CBC
42	Seagrave Drive	Chepstow Close	S41 0YD	Hasland	LAP	CBC
26	Oadby Drive (far end)	Oadby Drive	S41 0UA	Hasland	LAP	CBC
5	Bradgate Croft	Bradgate Croft	S41 0XZ	Hasland	LAP	CBC
74	Knighton Close	Knighton Close	S41 0XL	Hasland	LAP	CBC
13	Waltham Croft	Oadby Drive	S41 0UZ	Hasland	LAP	CBC
33	Kirby Close	Kirby Close	S41 0UY	Hasland	LAP	CBC
16	Storforth Lane Terrace	Storforth Lane Terrace	S41 0PY	Hasland	LEAP	CBC
68	Harcourt Close	Harcourt Close	S41 0XB	Hasland	LEAP	CBC
41	Oadby Drive	Oadby Drive	S41 0YA	Hasland	LAP	CBC
17	Eastwood Park	Eastwood Park Drive	S41 0AY	Hasland	NEAP	CBC

Ward and Borough Profiles Children and Young People

Ward and Borough Profile	Hasland			Chesterfield Borough Council		
	M	F	Tot	M	F	Tot
Age						
0 - 4	175	186	361	2878	2939	8817
5 - 9	174	177	351	2277	2721	4998
10 - 14	187	177	364	2630	2520	5150
15 - 19	212	205	417	2609	2428	5037

Poverty and Deprivation

Super output area code	Ward	Rank in England (out of 32,482 soa's)	Amongst the most/least deprived neighbourhoods in the country.
Chesterfield 012A	Hasland	19,559	Least 50%
Chesterfield 012B	Hasland	19,870	Least 40%
Chesterfield 012C	Hasland	5,077	Top 20%
Chesterfield 012D	Hasland	22,109	Least 40%

Quality, Value and Contribution Scores

Ward	Site Name	Category	Quality Scores	Value Scores	Contribution Scores
Hasland	Heathervale Road	LEAP	32	49	38
Hasland	Seagrave Drive	LAP	38	52	35
Hasland	Oadby Drive (far end)	LAP	38	52	35
Hasland	Bradgate Croft	LAP	38	52	35
Hasland	Knighton Close	LAP	38	52	34
Hasland	Waltham Croft	LAP	38	52	35
Hasland	Kirby Close	LAP	38	52	35
Hasland	Storforth Lane Terrace	LEAP	26	39	37
Hasland	Harcourt Close	LEAP	45	42	37
Hasland	Oadby Drive	LAP	37	40	47
Hasland	Eastwood Park	NEAP	53	94	

St Leonards Ward Profile Information

Play Areas

URN	Play Area Name	Address	Postcode	Ward	Play Area Type	Ownership
51/52	Queen's Park	Boythorpe Avenue	S40 2BF	St Leonards	NEAP	CBC
20	Valley Road	Valley Road	S41 0HB	St Leonards	LEAP	CBC
59	Spital Lane	Spital Lane	S41 0HP	St Leonards	LEAP	CBC
30	Rose Garth Close	Rose Garth Close	S41 0GE	St Leonards	LAP	CBC
3	Barnes Road	Barnes Road	S41 0BX	St Leonards	LEAP	CBC
76?	Wain Avenue	Wain Avenue	S41 0FB	St Leonards	LAP	CBC
76?	Wain Avenue	Wain Avenue	S41 0FD	St Leonards	LEAP	CBC

Ward and Borough Profiles Children and Young People

Ward and Borough Profile	St Leonards			Chesterfield Borough Council		
	M	F	Tot	M	F	Tot
Age						
0 - 4	138	136	276	2878	2939	8817
5 - 9	143	125	263	2277	2721	4998
10 - 14	144	163	304	2630	2520	5150
15 - 19	195	173	365	2609	2428	5037

Poverty and Deprivation

Super output area code	Ward	Rank in England (out of 32,482 soa's)	Amongst the most/least deprived neighbourhoods in the country.
Chesterfield 012E	St Leonards	13,494	Top 50%
Chesterfield 012F	St Leonards	23,232	Least 30%
Chesterfield 012G	St Leonards	18,295	Least 50%
Chesterfield 010G	St Leonards	6,592	Top 30%

Quality, Value and Contribution Scores

Ward	Site Name	Category	Quality Scores	Value Scores	Contribution Scores
St Leonards	Queen's Park	NEAP	63	92	63
St Leonards	Valley Road	LEAP	32	59	41
St Leonards	Spital Lane	LEAP	38	55	40
St Leonards	Rose Garth Close	LAP	36	36	39
St Leonards	Barnes Road	LEAP	28	32	41
St Leonards	Wain Avenue	LAP	36	59	40
St Leonards	Wain Avenue	LEAP	48	67	40

Lowgates and Woodthorpe Ward Profile Information

Play Areas

URN	Play Area Name	Address	Postcode	Ward	Play Area Type	Ownership
70	Lansbury Avenue	Wickens Place	S43 3FE	Lowgates and Woodthorpe	NEAP	CBC
22	Hartington Rec Ground	Franklyn Drive	S43 3YA	Lowgates and Woodthorpe	LEAP	CBC
31	Howells Place	Howells Place	S43 3FA	Lowgates and Woodthorpe	LAP	CBC
4	Belmont Bottom	Belmont Drive	S43 3PH	Lowgates and Woodthorpe	LEAP	CBC
23	Hassop Road	Hassop Road	S43 3YT	Lowgates and Woodthorpe	LEAP	CBC

Ward and Borough Profiles Children and Young People

Ward and Borough Profile	Lowgates and Woodthorpe			Chesterfield Borough Council		
	M	F	Tot	M	F	Tot
Age						
0 - 4	138	138	276	2878	2939	8817
5 - 9	143	125	268	2277	2721	4998
10 - 14	141	163	304	2630	2520	5150
15 - 19	195	173	368	2609	2428	5037

Poverty and Deprivation

Super output area code	Ward	Rank in England (out of 32,482 soa's)	Amongst the most/least deprived neighbourhoods in the country.
Chesterfield 002A	Lowgates and Woodthorpe	5,289	Top 20%
Chesterfield002B	Lowgates and Woodthorpe	14,729	Top 50%
Chesterfield 002C	Lowgates and Woodthorpe	3,341	Top 20%

Quality, Value and Contribution Scores

Ward	Site Name	Category	Quality Scores	Value Scores	Contribution Scores
Lowgates and Woodthorpe	Wickens Place	NEAP	51	72	49
Lowgates and Woodthorpe	Hartington Recreation Ground	LEAP	19	37	46
Lowgates and Woodthorpe	Howells Place	LAP	45	53	44
Lowgates and Woodthorpe	Belmont Drive	LEAP	47	77	45
Lowgates and Woodthorpe	Hassop Road	LEAP	51	79	45

Barrowhill and New Whittington Ward Profile Information

Play Areas

URN	Play Area Name	Address	Postcode	Ward	Play Area Type	Ownership
75	Coupland Close	Coupland Close	S41 9TB	Barrowhill and New Whittington	LAP	CBC
6	Brearley Park	Brearley Street	S41 9LN	Barrowhill and New Whittington	NEAP	CBC
14	Devonshire Road North	Devonshire Road North	S43 2BH	Barrowhill and New Whittington	LEAP	CBC
62	Station Road Rec Ground	Station Road	S43 2NL	Barrowhill and New Whittington	NEAP	CBC

Ward and Borough Profiles Children and Young People

Ward and Borough Profile	Barrowhill and New Whittington			Chesterfield Borough Council		
	M	F	Tot	M	F	Tot
Age						
0 - 4	176	169	345	2878	2939	8817
5 - 9	140	144	284	2277	2721	4998
10 - 14	196	187	383	2630	2520	5150
15 - 19	205	161	366	2609	2428	5037

Poverty and Deprivation

Super output area code	Ward	Rank in England (out of 32,482 soa's)	Amongst the most/least deprived neighbourhoods in the country.
Chesterfield 001A	Barrowhill and New Whittington	11,796	Top 40%
Chesterfield 001B	Barrowhill and New Whittington	21,058	Least 40%
Chesterfield 003A	Barrowhill and New Whittington	2,711	Top 10%
Chesterfield 003B	Barrowhill and New Whittington	13,349	Top 50%

Quality, Value and Contribution Scores

Ward	Site Name	Category	Quality Scores	Value Scores	Contribution Scores
Barrowhill and New Whittington	Coupland Close	LAP	42	42	47
Barrowhill and New Whittington	Brearley Park	NEAP	50	87	50
Barrowhill and New Whittington	Devonshire Road North	LEAP	20	25	49
Barrowhill and New Whittington	Station Road Rec Ground	NEAP	54	78	47

Old Whittington Ward Profile Information

Play Areas

URN	Play Area Name	Address	Postcode	Ward	Play Area Type	Ownership
29	Holland Road	Holland Road	S41 9DJ	Old Whittington	LEAP	CBC
79	Mallory Close	Mallory Close	S41 9EW	Old Whittington	LAP	CBC
28	Hill Top Road	Hill Top Road	S41 9NF	Old Whittington	LEAP	CBC

Ward and Borough Profiles Children and Young People

Ward and Borough Profile	Old Whittington			Chesterfield Borough Council		
	M	F	Tot	M	F	Tot
Age						
0 - 4	119	104	223	2878	2939	8817
5 - 9	100	83	183	2277	2721	4998
10 - 14	117	110	227	2630	2520	5150
15 - 19	105	121	226	2609	2428	5037

Poverty and Deprivation

Super output area code	Ward	Rank in England (out of 32,482 soa's)	Amongst the most/least deprived neighbourhoods in the country.
Chesterfield 001C	Old Whittington	3,863	Top 20%
Chesterfield 001D	Old Whittington	11,755	Top 40%
Chesterfield 001E	Old Whittington	11,620	Top 40%

Quality, Value and Contribution Scores

Ward	Site Name	Category	Quality Scores	Value Scores	Contribution Scores
Old Whittington	Holland Road	LEAP	37	53	45
Old Whittington	Mallory Close	LAP	29	50	45
Old Whittington	Hill Top Road	LEAP	38	46	46

Dunston Ward Profile Information

Play Areas

URN	Play Area Name	Address	Postcode	Ward	Play Area Type	Ownership
34	Kirkstone Road	Kirkstone Road	S41 8HE	Dunston	NEAP	CBC
66	Thirlmere Road	Derwent Crescent	S41 8AL	Dunston	LEAP	CBC

Ward and Borough Profiles Children and Young People

Ward and Borough Profile	Dunston			Chesterfield Borough Council		
	Age	M	F	Tot	M	F
0 - 4	205	206	411	2878	2939	8817
5 - 9	160	147	307	2277	2721	4998
10 - 14	180	171	351	2630	2520	5150
15 - 19	179	182	361	2609	2428	5037

Poverty and Deprivation

Super output area code	Ward	Rank in England (out of 32,482 soa's)	Amongst the most/least deprived neighbourhoods in the country.
Chesterfield 004A	Dunston	9,291	Top 30%
Chesterfield 004B	Dunston	4,415	Top 20%
Chesterfield 004C	Dunston	5,359	Top 20%
Chesterfield 004D	Dunston	11,602	Top 40%

Quality, Value and Contribution Scores

Ward	Site Name	Category	Quality Scores	Value Scores	Contribution Scores
Dunston	Kirkstone Road	NEAP	46	93	49
Dunston	Thirlmere Road	LEAP	38	57	49

Loundsley Green Ward Profile Information

Play Areas

URN	Play Area Name	Address	Postcode	Ward	Play Area Type	Ownership
39	Pennine Way	Pennine Way	S40 4NL	Loundsley Green	NEAP	CBC
10	Carsington Close	Carsington Close	S40 4RH	Loundsley Green	LEAP	CBC
56	Sheldon Road	Sheldon Road	S40 4RQ	Loundsley Green	LEAP	CBC

Ward and Borough Profiles Children and Young People

Ward and Borough Profile	Loundsley Green			Chesterfield Borough Council		
	M	F	Tot	M	F	Tot
Age						
0 - 4	110	94	204	2878	2939	8817
5 - 9	93	85	178	2277	2721	4998
10 - 14	98	91	189	2630	2520	5150
15 - 19	129	108	237	2609	2428	5037

Poverty and Deprivation

Super output area code	Ward	Rank in England (out of 32,482 soa's)	Amongst the most/least deprived neighbourhoods in the country.
Chesterfield 008D	Loundsley Green	11,444	Top 40%
Chesterfield 008E	Loundsley Green	1,126	Top 10%
Chesterfield 008F	Loundsley Green	7,219	Top 30%

Quality, Value and Contribution Scores

Ward	Site Name	Category	Quality Scores	Value Scores	Contribution Scores
Loundsley Green	Pennine Way	NEAP	39	70	44
Loundsley Green	Carsington Close	LEAP	33	53	44
Loundsley Green	Sheldon Road	LEAP	41	62	44

Brockwell Ward Profile Information

Play Areas

URN	Play Area Name	Address	Postcode	Ward	Play Area Type	Ownership
11	Chester Street	Chester Street	S40 1DL	Brockwell	LEAP	CBC
2	Badger Rec Ground	Badger Rec Ground	S40 4BL	Brockwell	LEAP	CBC

Ward and Borough Profiles Children and Young People

Ward and Borough Profile	Brockwell			Chesterfield Borough Council		
	M	F	Tot	M	F	Tot
Age						
0 - 4	147	160	307	2878	2939	8817
5 - 9	146	128	274	2277	2721	4998
10 - 14	165	155	320	2630	2520	5150
15 - 19	182	168	350	2609	2428	5037

Poverty and Deprivation

Super output area code	Ward	Rank in England (out of 32,482 soa's)	Amongst the most/least deprived neighbourhoods in the country.
Chesterfield 007A	Brockwell	21,645	Least 40%
Chesterfield 009A	Brockwell	20,178	Least 40%
Chesterfield 009B	Brockwell	26,231	Least 30%
Chesetrfield 010A	Brockwell	10,801	Top 40%

Quality, Value and Contribution Scores

Ward	Site Name	Category	Quality Scores	Value Scores	Contribution Scores
Brockwell	Chester Street	LEAP	33	54	44
Brockwell	Badger Recreation Ground	LEAP	24	30	46

Holmebrook Ward Profile Information

Play Areas

URN	Play Area Name	Address	Postcode	Ward	Play Area Type	Ownership
44	Pearsons Rec Ground	Old Hall Road	S40 2RD	Holmebrook	LEAP	CBC

Ward and Borough Profiles Children and Young People

Ward and Borough Profile	Holmebrook			Chesterfield Borough Council		
	M	F	Tot	M	F	Tot
Age						
0 - 4	123	117	240	2878	2939	8817
5 - 9	83	110	193	2277	2721	4998
10 - 14	154	116	270	2630	2520	5150
15 - 19	112	129	241	2609	2428	5037

Poverty and Deprivation

Super output area code	Ward	Rank in England (out of 32,482 soa's)	Amongst the most/least deprived neighbourhoods in the country.
Chesterfield 009C	Holmebrook	10,846	Top 40%
Chesterfield 010B	Holmebrook	10,955	Top 40%
Chesterfield 10C	Holmebrook	5,048	Top 20%

Quality, Value and Contribution Scores

Ward	Site Name	Category	Quality Scores	Value Scores	Contribution Scores
Holmebrook	Pearsons Rec Ground	LEAP	33	34	40

West Ward Profile Information

Play Areas

URN	Play Area Name	Address	Postcode	Ward	Play Area Type	Ownership
67	Inkerman Playing Fields	Rockingham Close	S40 1JE	West	NEAP	CBC
58	Somersall Park	Somersall Lane	S40 3LE	West	NEAP	CBC

Ward and Borough Profiles Children and Young People

Ward and Borough Profile	West			Chesterfield Borough Council		
	M	F	Tot	M	F	Tot
Age						
0 - 4	111	123	234	2878	2939	8817
5 - 9	148	142	290	2277	2721	4998
10 - 14	181	181	362	2630	2520	5150
15 - 19	184	196	380	2609	2428	5037

Poverty and Deprivation

Super output area code	Ward	Rank in England (out of 32,482 soa's)	Amongst the most/least deprived neighbourhoods in the country.
Chesterfield 009D	West	28,063	Least 20%
Chesterfield 009E	West	27,928	Least 20%
Chesterfield 011E	West	32,673	Least 20%

Quality, Value and Contribution Scores

Ward	Site Name	Category	Quality Scores	Value Scores	Contribution Scores
West	Inkerman Playing Fields	NEAP	55	86	34
West	Somersall Park	NEAP	32	48	36

Walton Ward Profile Information

Play Areas

URN	Play Area Name	Address	Postcode	Ward	Play Area Type	Ownership
54	St Davids Rise	St Davids Drive	S40 3HD	Walton	LEAP	CBC
61/55	Stanford Way	Stanford Way	S42 7NH	Walton	LEAP	CBC
72	Foxbrook Drive	Foxbrook Drive	S40 3JR	Walton	LAP	CBC
73	Foxbrook Court	Foxbrook Court	S40 3SS	Walton	LAP	CBC

Ward and Borough Profiles Children and Young People

Ward and Borough Profile	Walton			Chesterfield Borough Council		
	M	F	Tot	M	F	Tot
Age						
0 - 4				2878	2939	8817
5 - 9				2277	2721	4998
10 - 14				2630	2520	5150
15 - 19				2609	2428	5037

Poverty and Deprivation

Super output area code	Ward	Rank in England (out of 32,482 soa's)	Amongst the most/least deprived neighbourhoods in the country.
Chesterfield 011A	Walton	25,419	Least 30%
Chesterfield 011B	Walton	29,818	Least 10%
Chesterfield 011C	Walton	29,535	Least 20%
Chesterfield 011D	Walton	27,988	Least 20%

Quality, Value and Contribution Scores

Ward	Site Name	Category	Quality Scores	Value Scores	Contribution Scores
Walton	St Davids Rise	LEAP	22	38	28
Walton	Stanford Way	LEAP	30	41	27
Walton	Foxbrook Drive	LAP	38	52	25
Walton	Foxbrook Court	LAP	38	52	25

Rother Ward Profile Information

Play Areas

URN	Play Area Name	Address	Postcode	Ward	Play Area Type	Ownership
76	Staunton Close	Staunton Close	S40 2FE	Rother	LAP	CBC
35	Langer Field Park	Langer Lane	S40 2JE	Rother	NEAP	CBC
21	Harehill Road	Harehill Road	S40 2UN	Rother	LEAP	CBC
24	Hazel Drive	Hazel Drive	S40 3EH	Rother	LEAP	CBC

Ward and Borough Profiles Children and Young People

Ward and Borough Profile	Rother			Chesterfield Borough Council		
	M	F	Tot	M	F	Tot
Age						
0 - 4	217	198	415	2878	2939	8817
5 - 9	192	174	366	2277	2721	4998
10 - 14	183	180	363	2630	2520	5150
15 - 19	219	207	426	2609	2428	5037

Poverty and Deprivation

Super output area code	Ward	Rank in England (out of 32,482 soa's)	Amongst the most/least deprived neighbourhoods in the country.
Chesterfield 013B	Rother	5,173	Top 20%
Chesterfield 013C	Rother	9,417	Top 30%
Chesterfield 013D	Rother	291	Top 10%

Quality, Value and Contribution Scores

Ward	Site Name	Category	Quality Scores	Value Scores	Contribution Scores
Rother	Staunton Close	LAP	47	29	33
Rother	Langer Field Park	NEAP	42	52	37
Rother	Harehill Road	LEAP	36	48	34
Rother	Hazel Drive	LEAP	38	41	36

Hollingwood, Inkersall and Duckmanton Profile Information

Play Areas

URN	Play Area Name	Address	Postcode	Ward	Play Area Type	Ownership
69	West Crescent	West Crescent	S44 5HE	Hollingwood Inkersall and Duckmanton	LEAP	CBC
71	Westwood Drive	Westwood Drive	S43 3DF	Hollingwood Inkersall and Duckmanton	LAP	CBC
77	Inkersall Green Playing Fields	Inkersall Green Road	S43 3US	Hollingwood Inkersall and Duckmanton	NEAP	CBC
53	Ringwood Park	Chesterfield Road	S43 1DQ	Hollingwood Inkersall and Duckmanton	NEAP	CBC
50	Private Drive	Private Drive	S43 2JR	Hollingwood Inkersall and Duckmanton	LEAP	CBC
83	Juniper Close	Juniper Close	S43 2JR	Hollingwood Inkersall and Duckmanton	LAP	CBC
15	Poolsbrook Road	Poolsbrook Road	S44 5HB	Hollingwood	LEAP	CBC

Ward and Borough Profiles Children and Young People

Ward and Borough Profile	Hollingwood Inkersall and Duckmanton			Chesterfield Borough Council		
	M	F	Tot	M	F	Tot
Age						
0 - 4	234	233	467	2878	2939	8817
5 - 9	227	217	444	2277	2721	4998
10 - 14	260	231	491	2630	2520	5150
15 - 19	254	249	503	2609	2428	5037

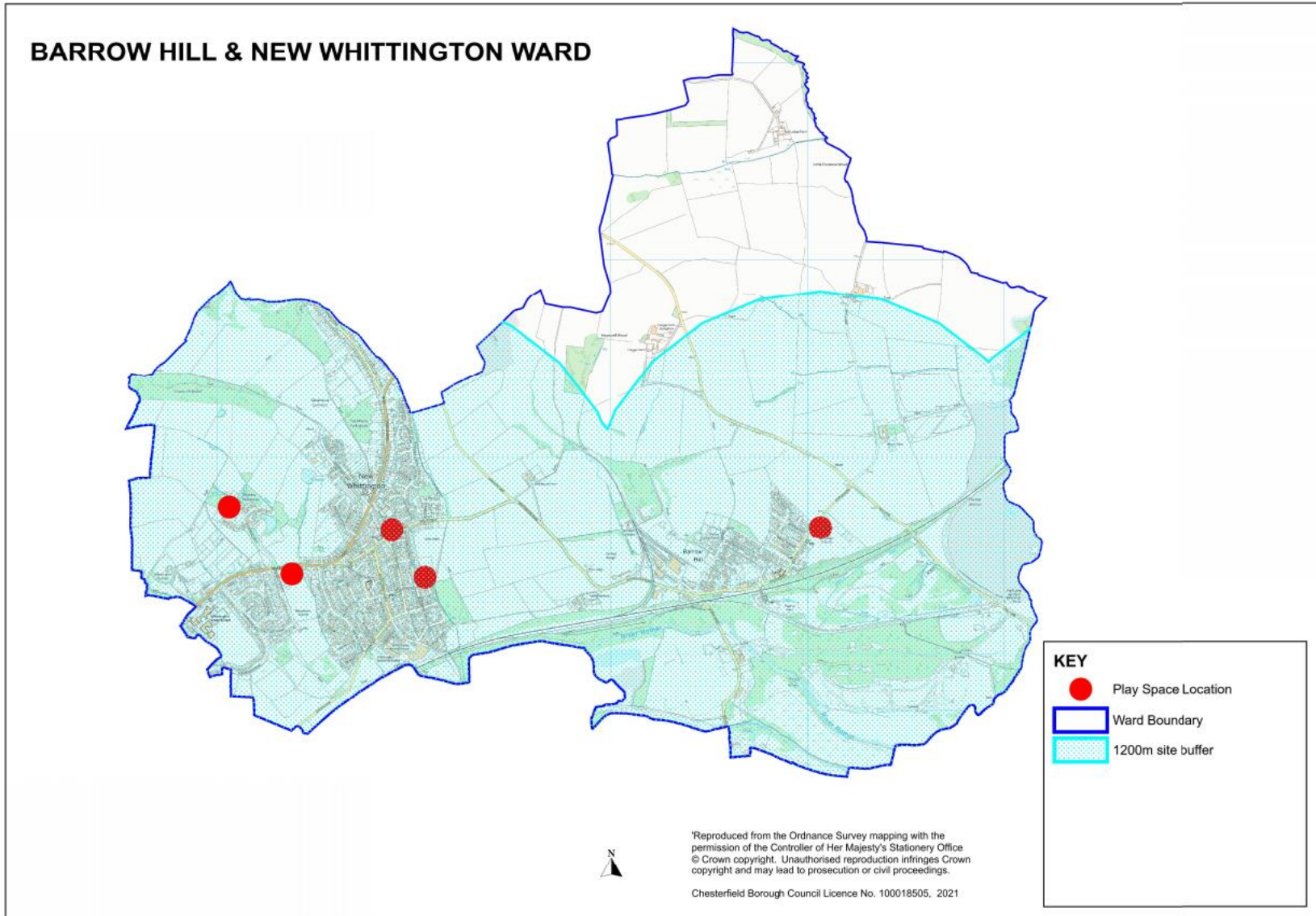
Poverty and Deprivation

Super output area code	Ward	Rank in England (out of 32,482 soa's)	Amongst the most/least deprived neighbourhoods in the country.
Chesterfield 006A	Hollingwood Inkersall and Duckmanton	3,380	Top 20%
Chesterfield 006B	Hollingwood Inkersall and Duckmanton	11,920	Top 40%
Chesterfield 006C	Hollingwood Inkersall and Duckmanton	17,796	Least 50%
Chesterfield 006D	Hollingwood Inkersall and Duckmanton	9,355	Top 30%
Chesterfield 003E	Hollingwood Inkersall	19,812	Least 40%

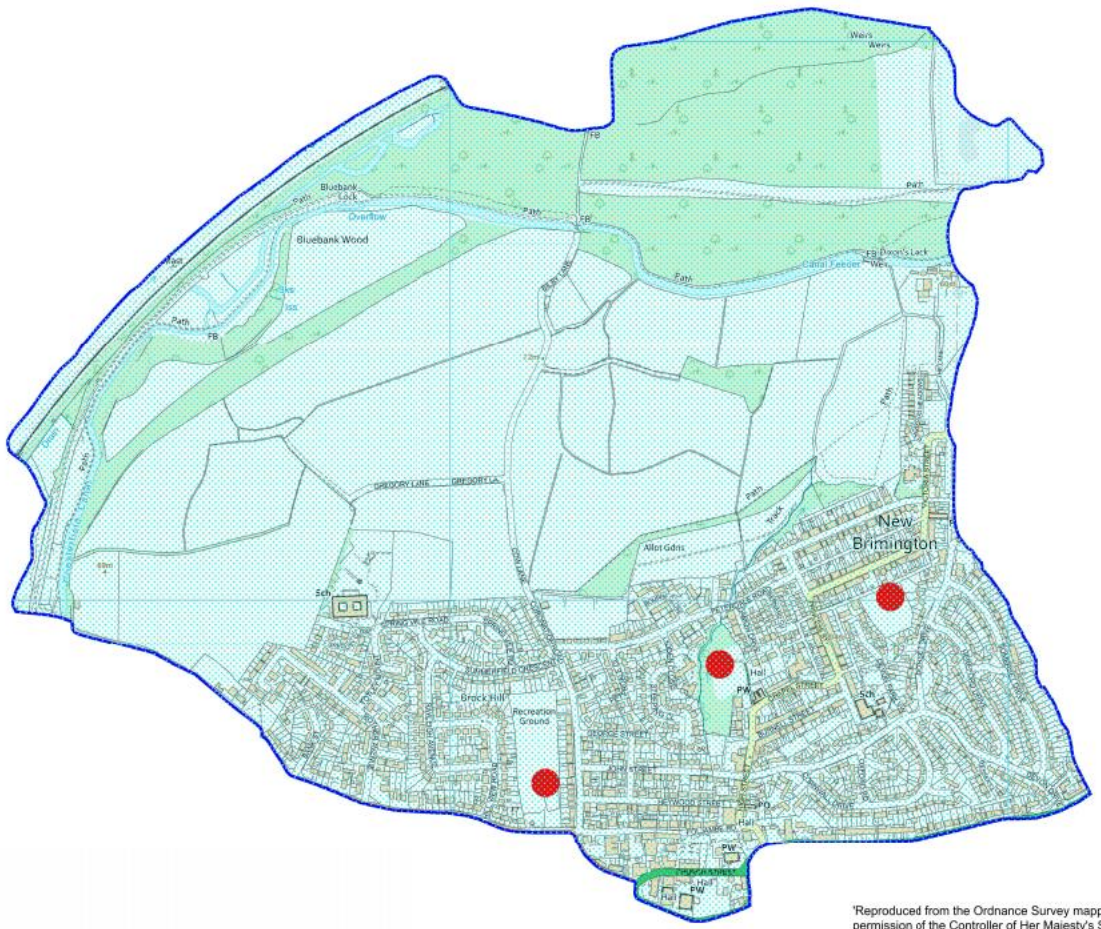
Quality, Value and Contribution Scores

Ward	Site Name	Category	Quality Scores	Value Scores	Contribution Scores
Hollingwood Inkersall and Duckmanton	West Crescent	LEAP	62	63	37
Hollingwood Inkersall and Duckmanton	Westwood Drive	LAP	24	25	35
Hollingwood Inkersall and Duckmanton	Inkersall Green Playing Fields	NEAP	47	73	39
Hollingwood Inkersall and Duckmanton	Ringwood Park	NEAP	34	50	40
Hollingwood Inkersall and Duckmanton	Private Drive	LEAP	39	57	37
Hollingwood Inkersall and Duckmanton	Juniper Close	LAP	35	58	35
Hollingwood Inkersall	Poolsbrook Road	LEAP	45	58	36

Ward Level Maps



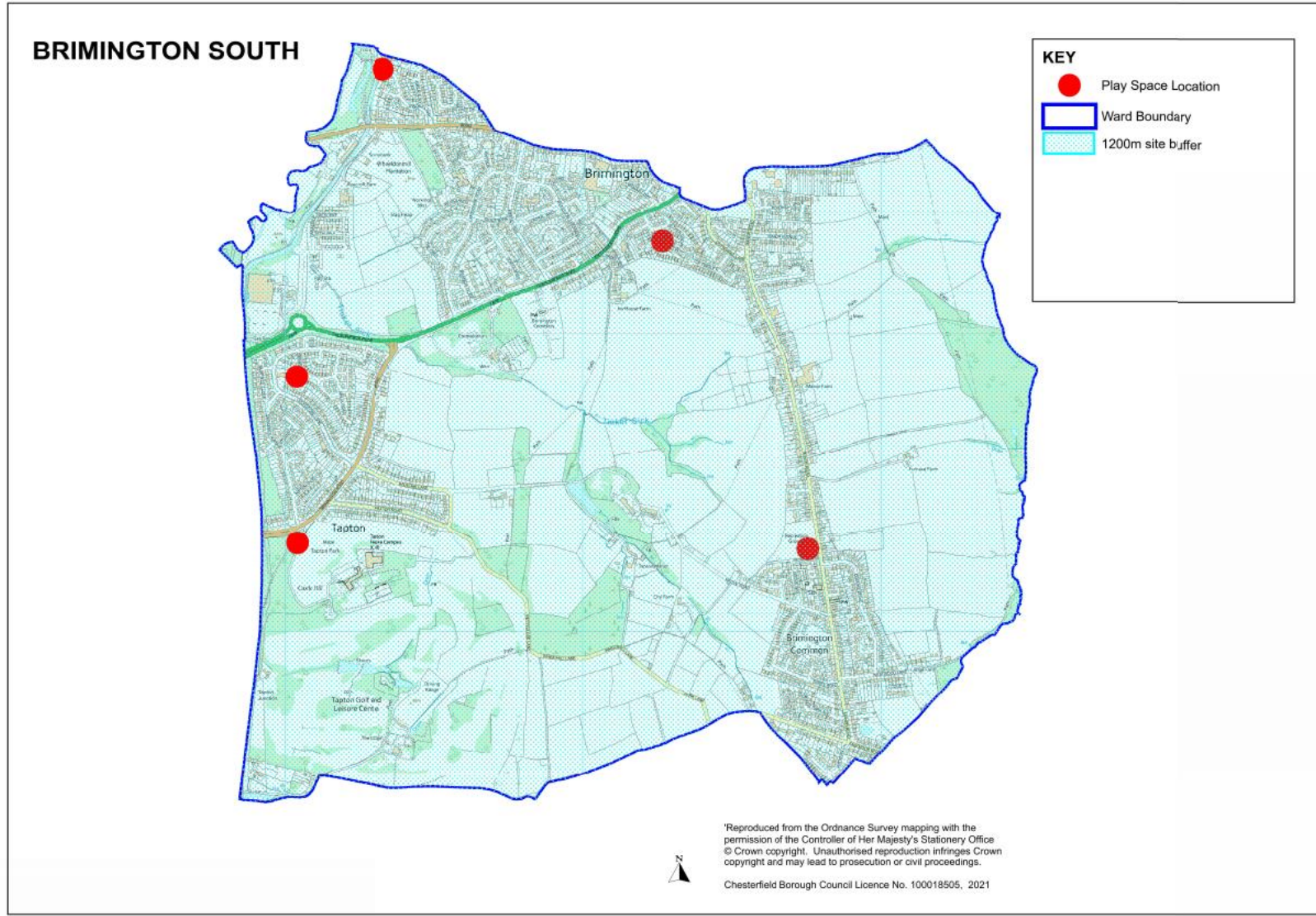
BRIMINGTON NORTH



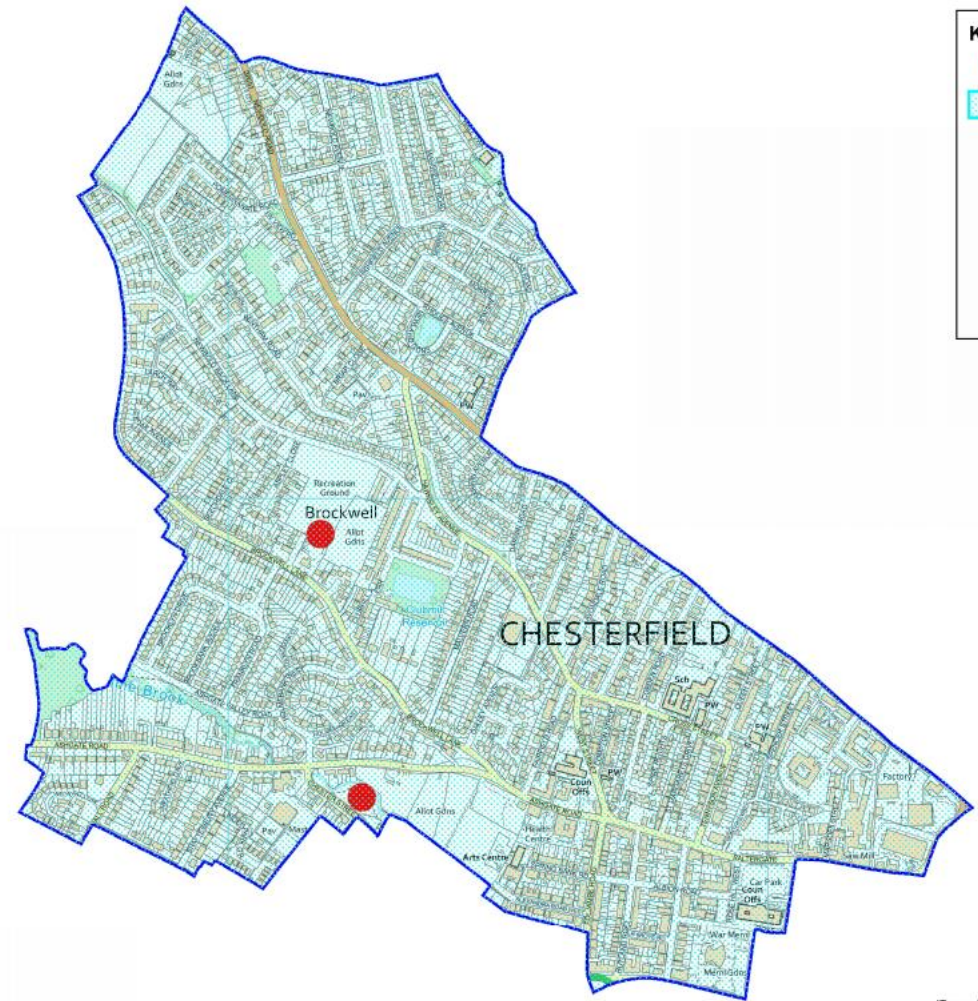
KEY

- Play Space Location
- ▭ Ward Boundary
- ▨ 1200m site buffer

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BROCKWELL

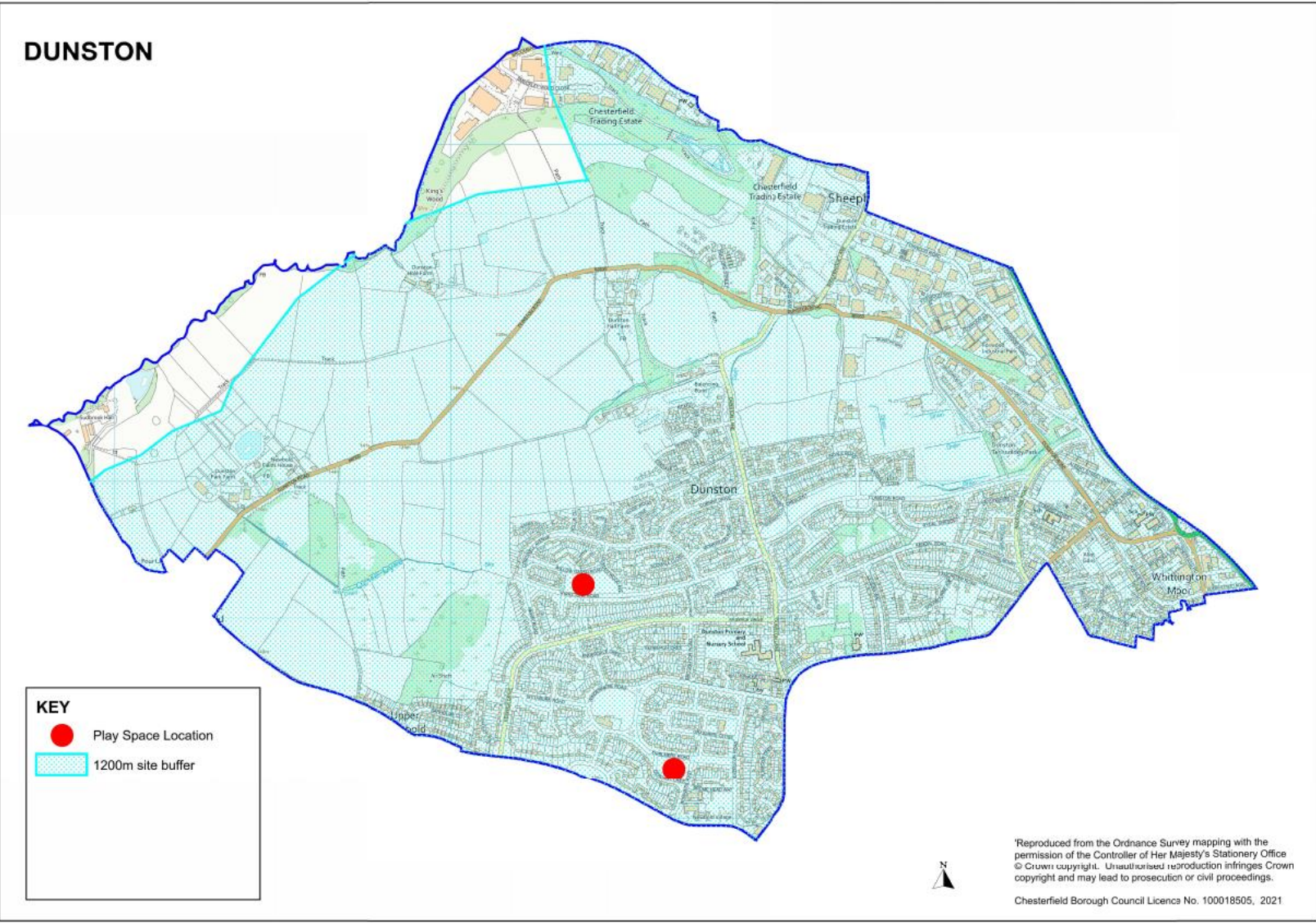


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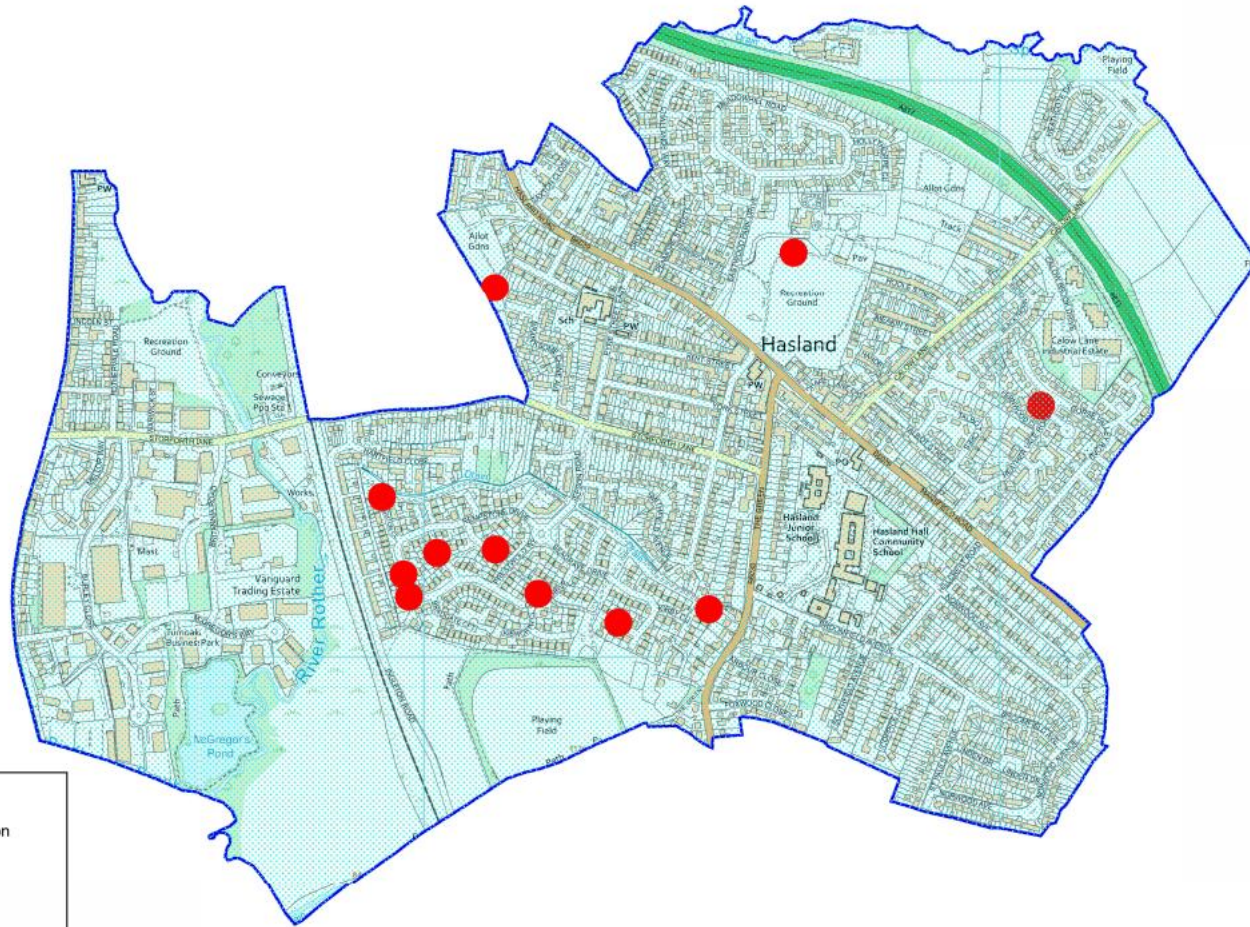
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HASLAND

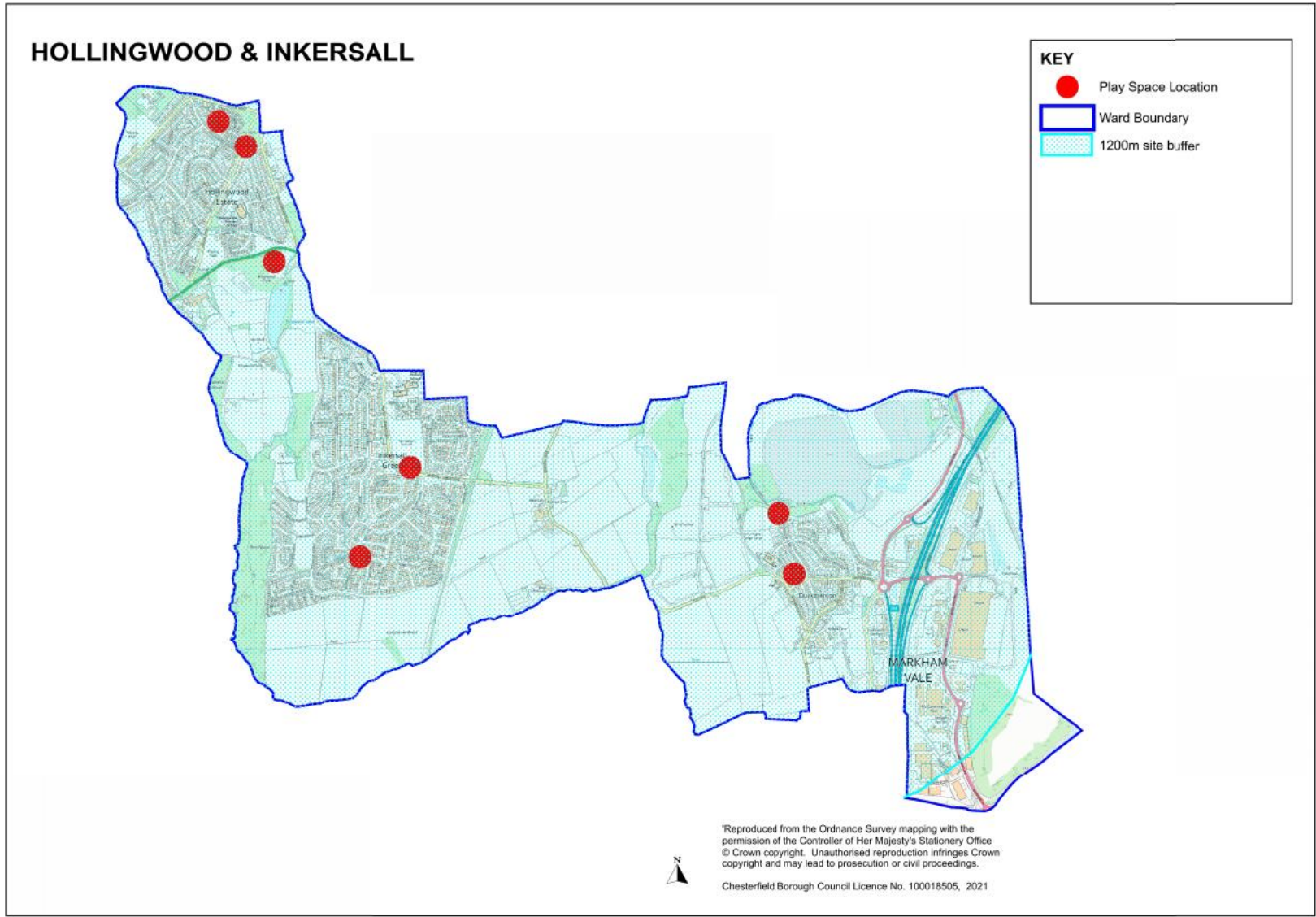


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HOLMEBROOK

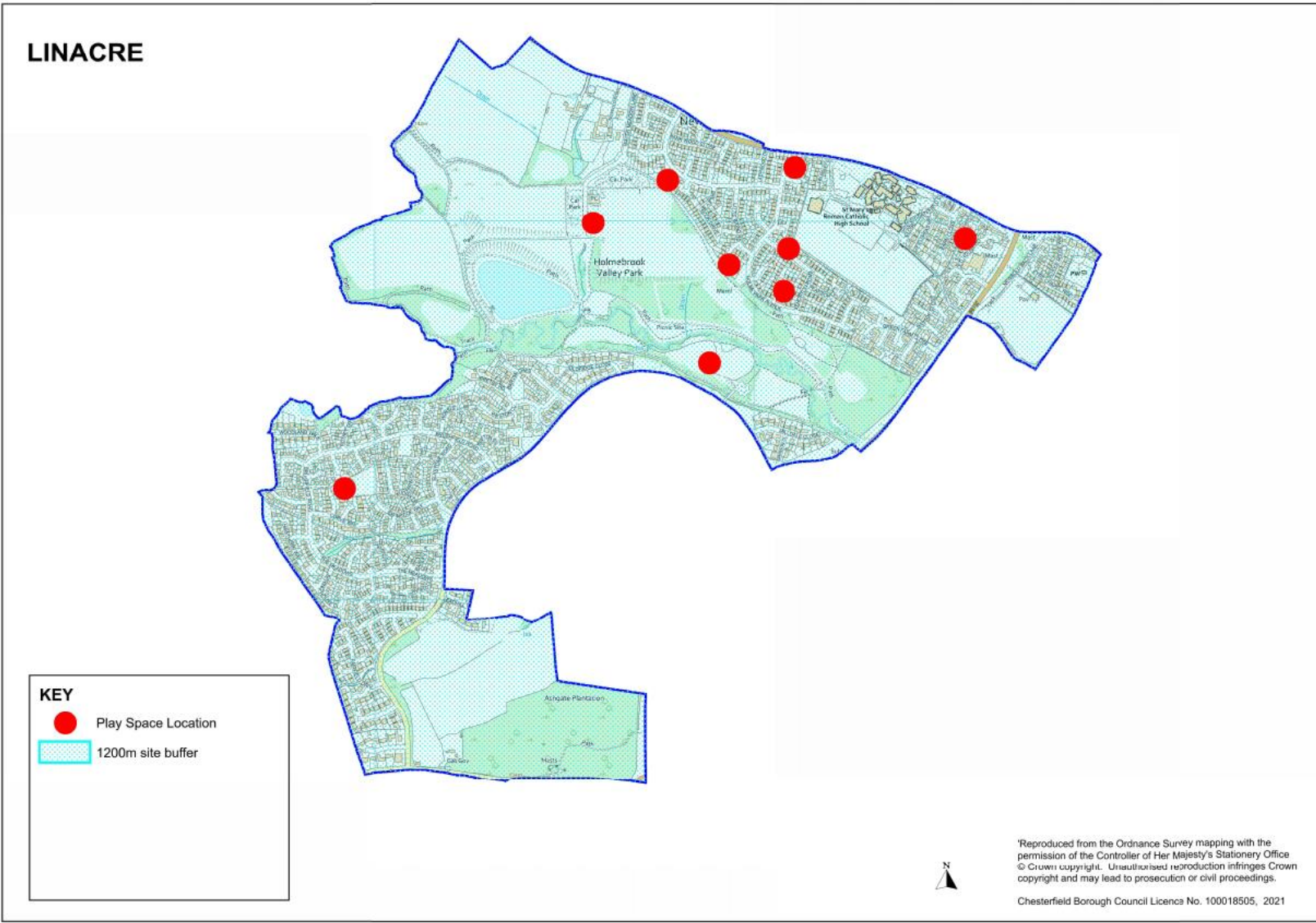


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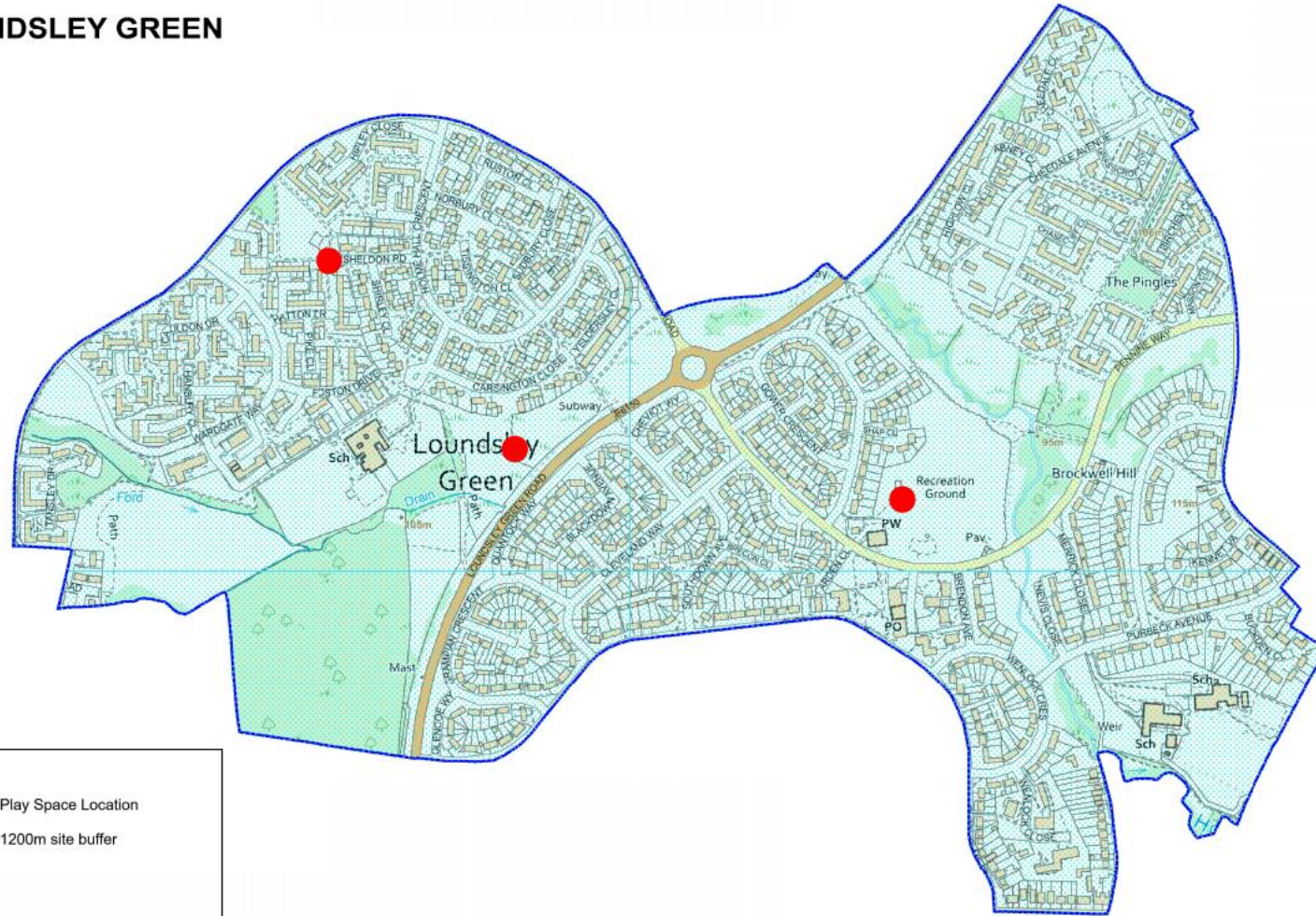
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LOUDSLEY GREEN

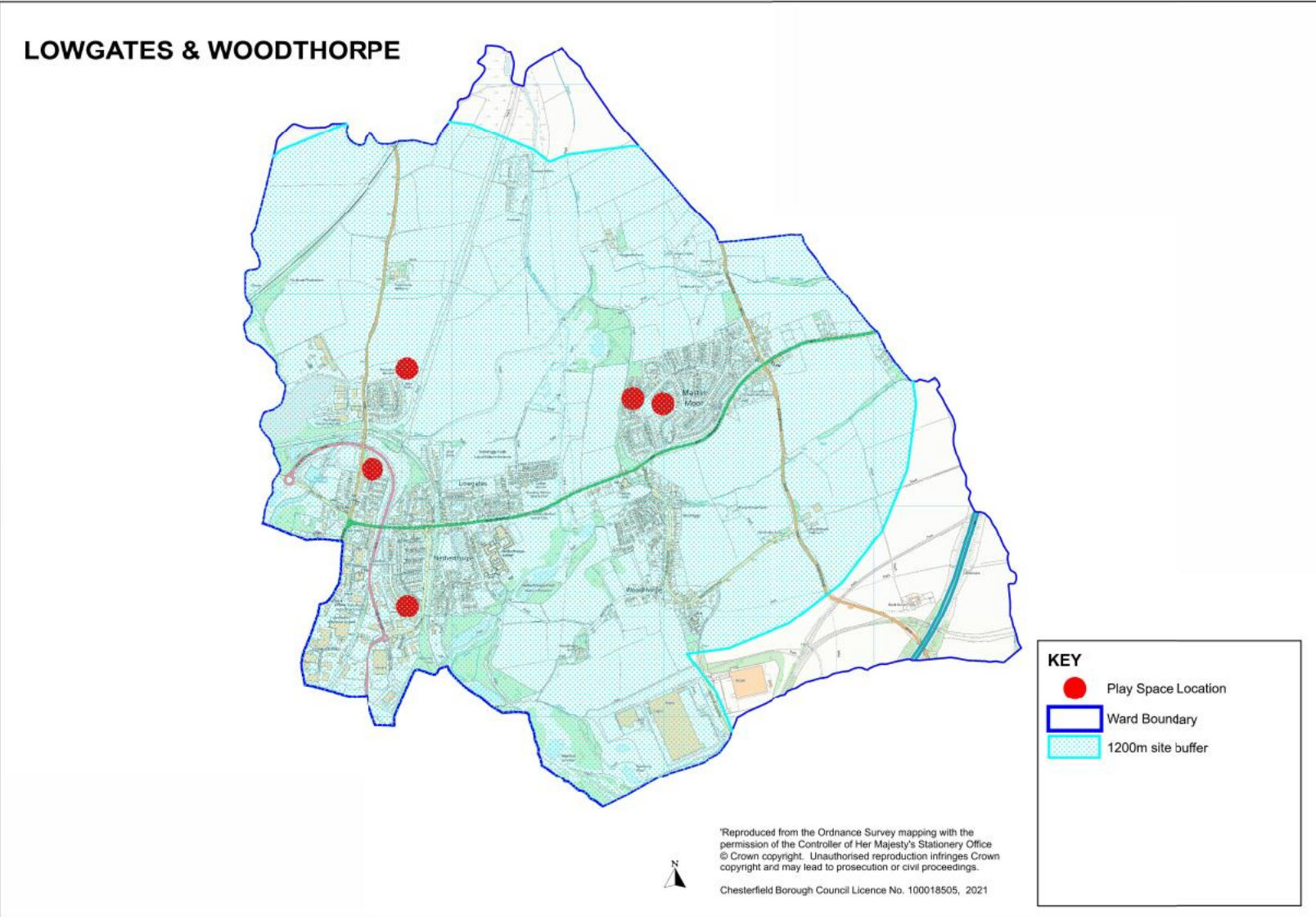


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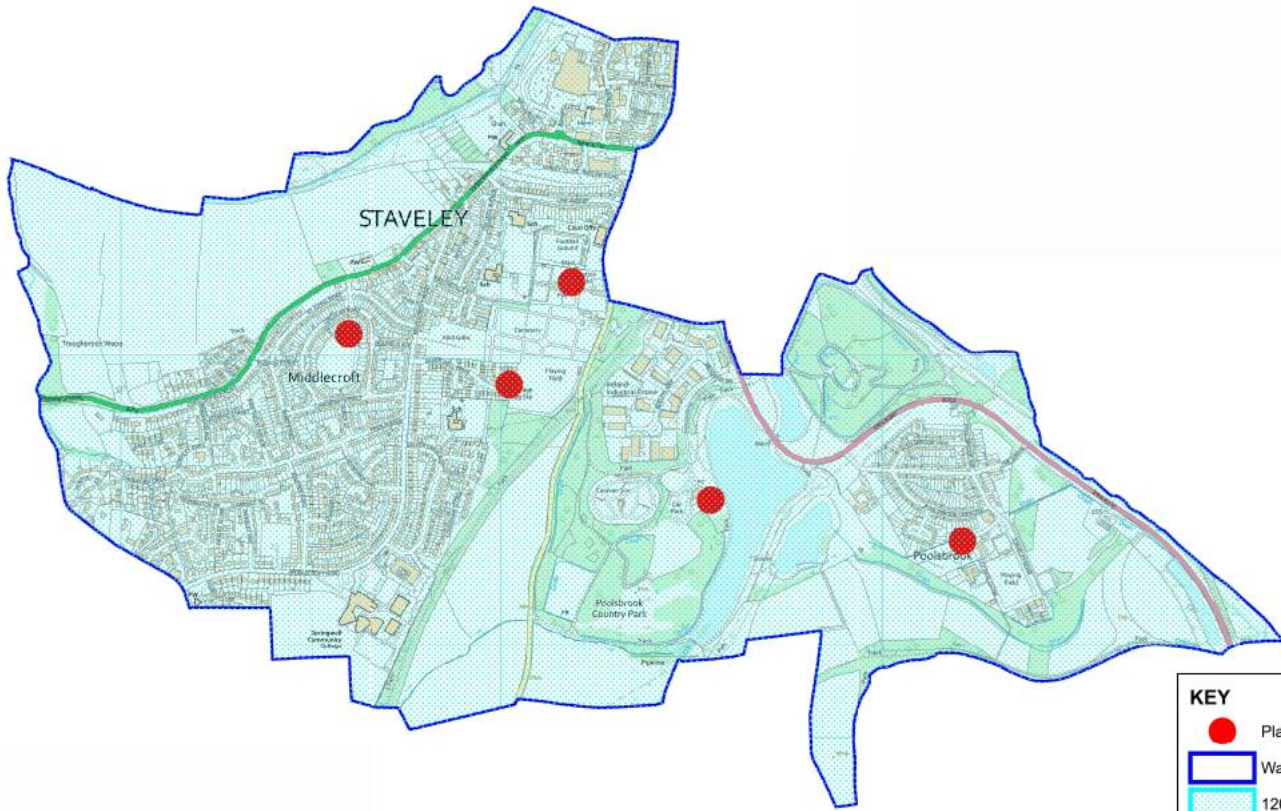
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MIDDLECROFT & POOLSBROOK

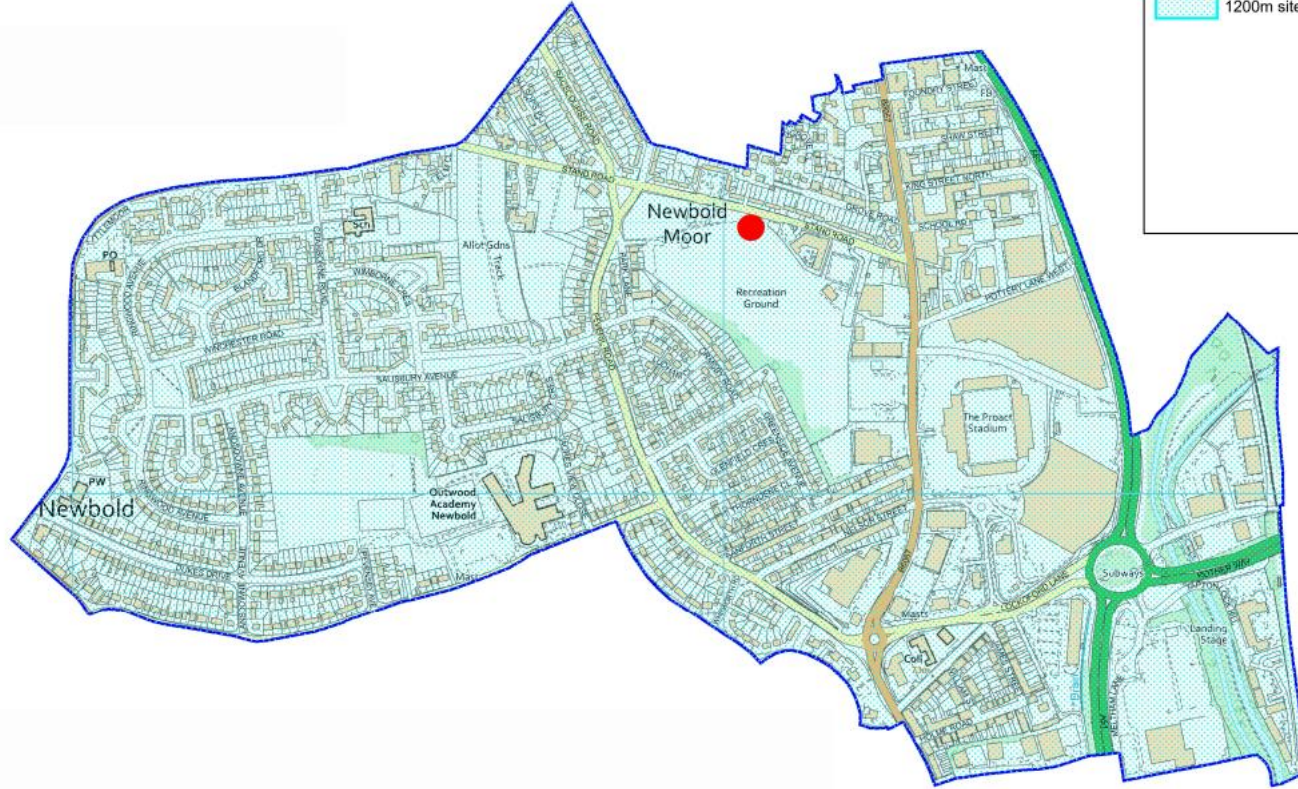


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MOOR



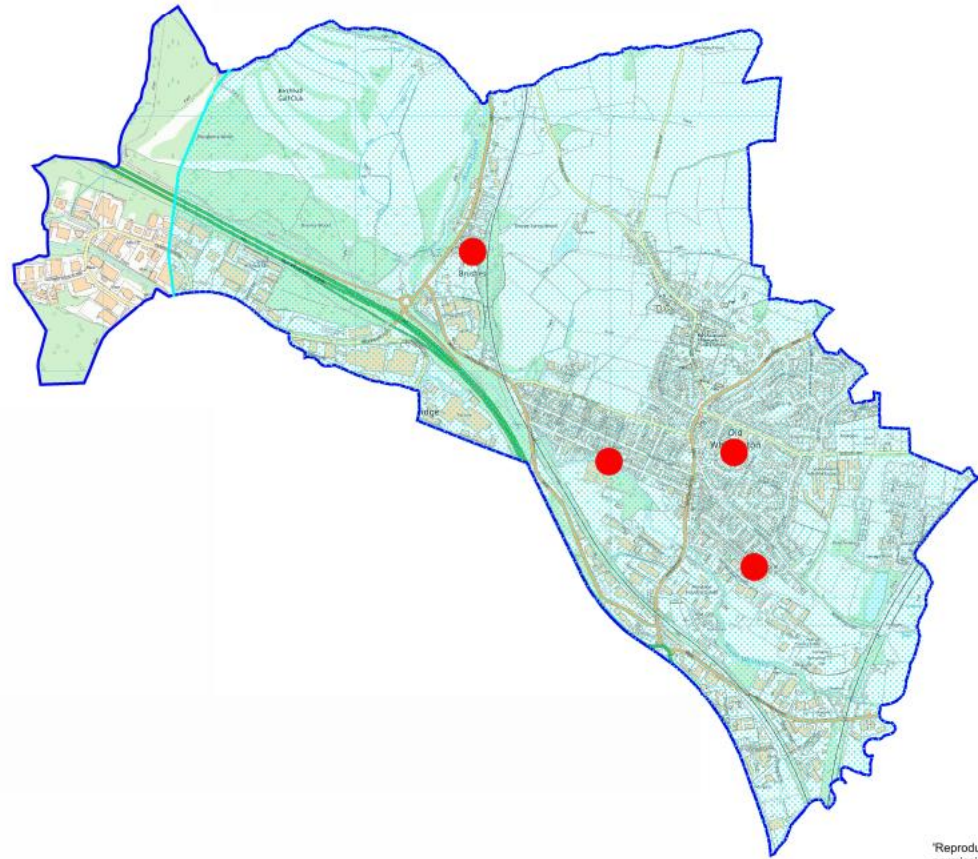
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OLD WHITTINGTON

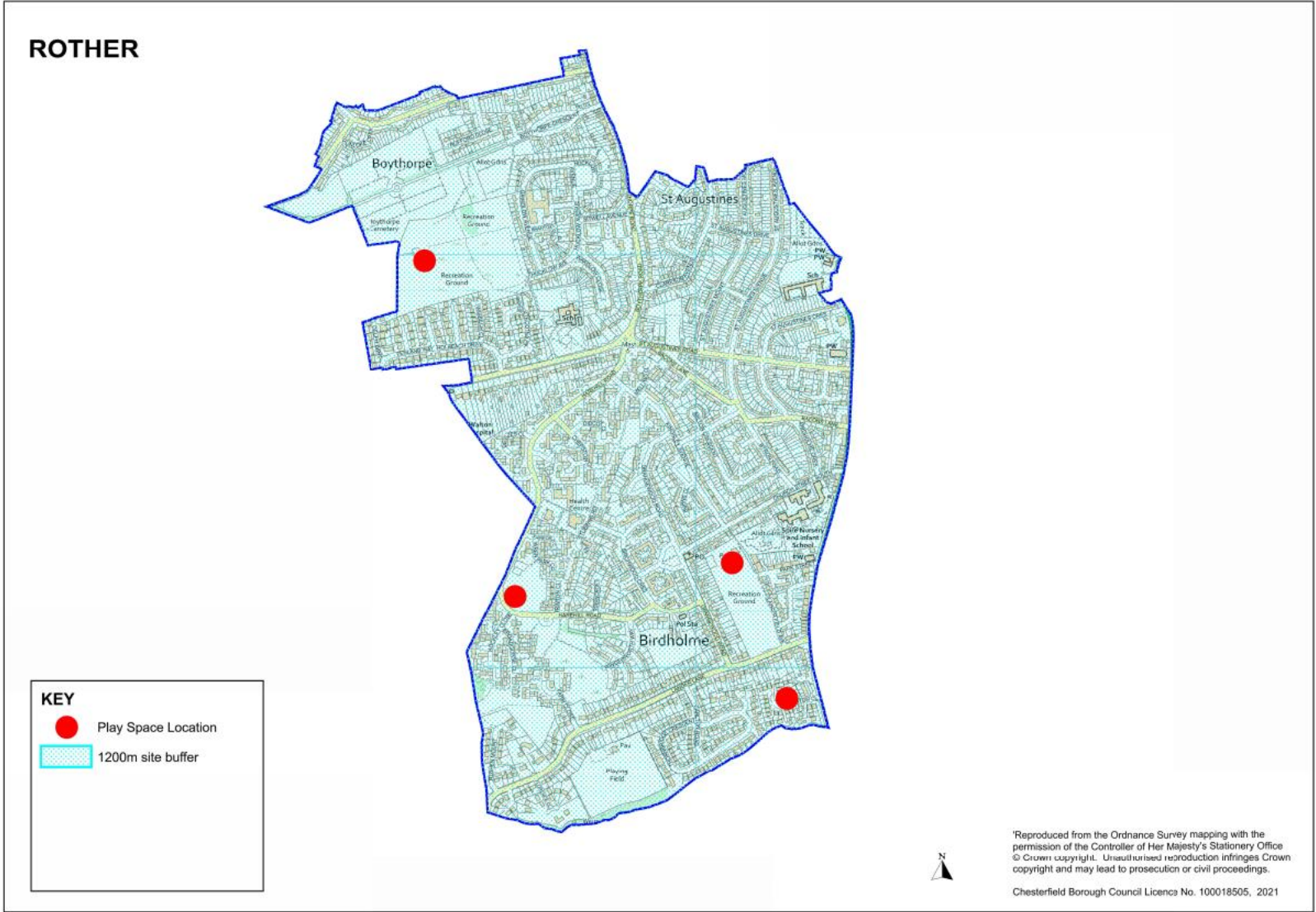


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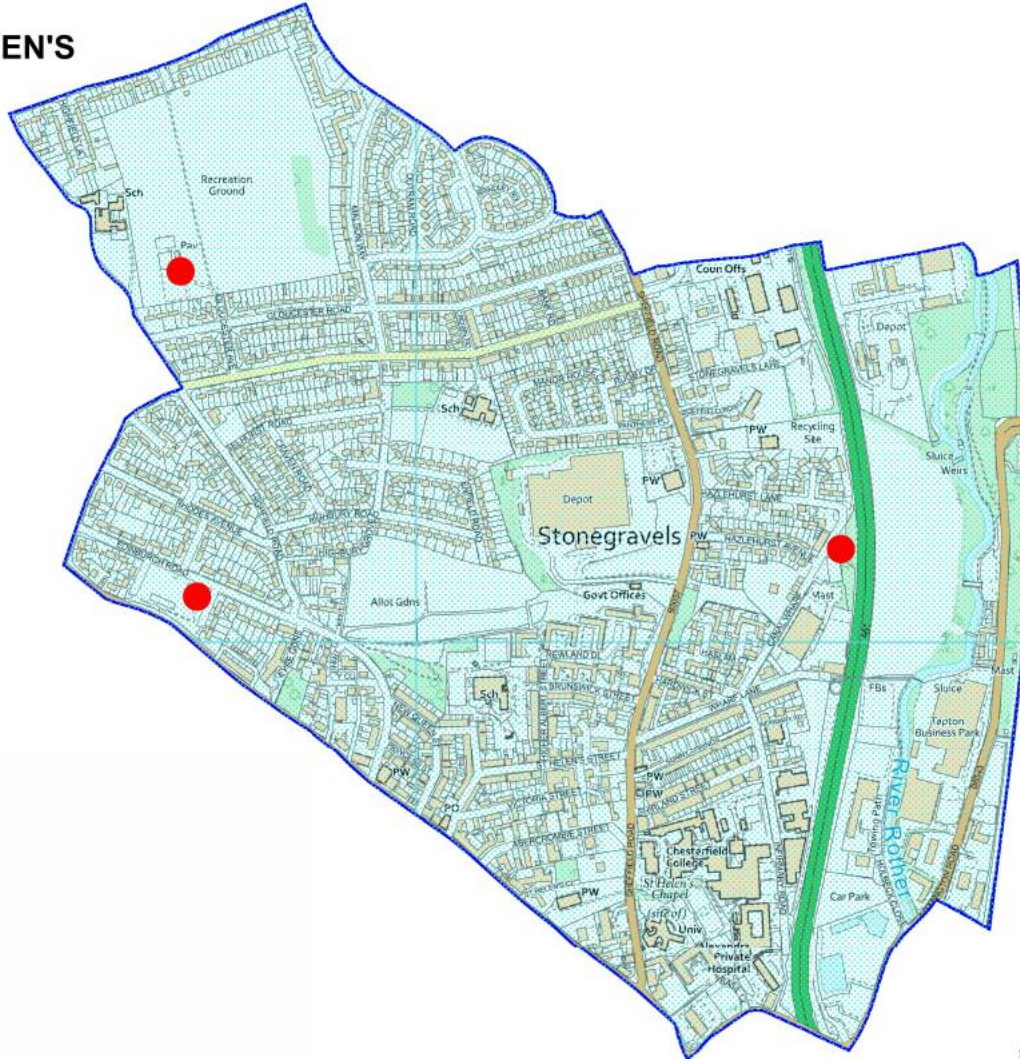
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ST HELEN'S



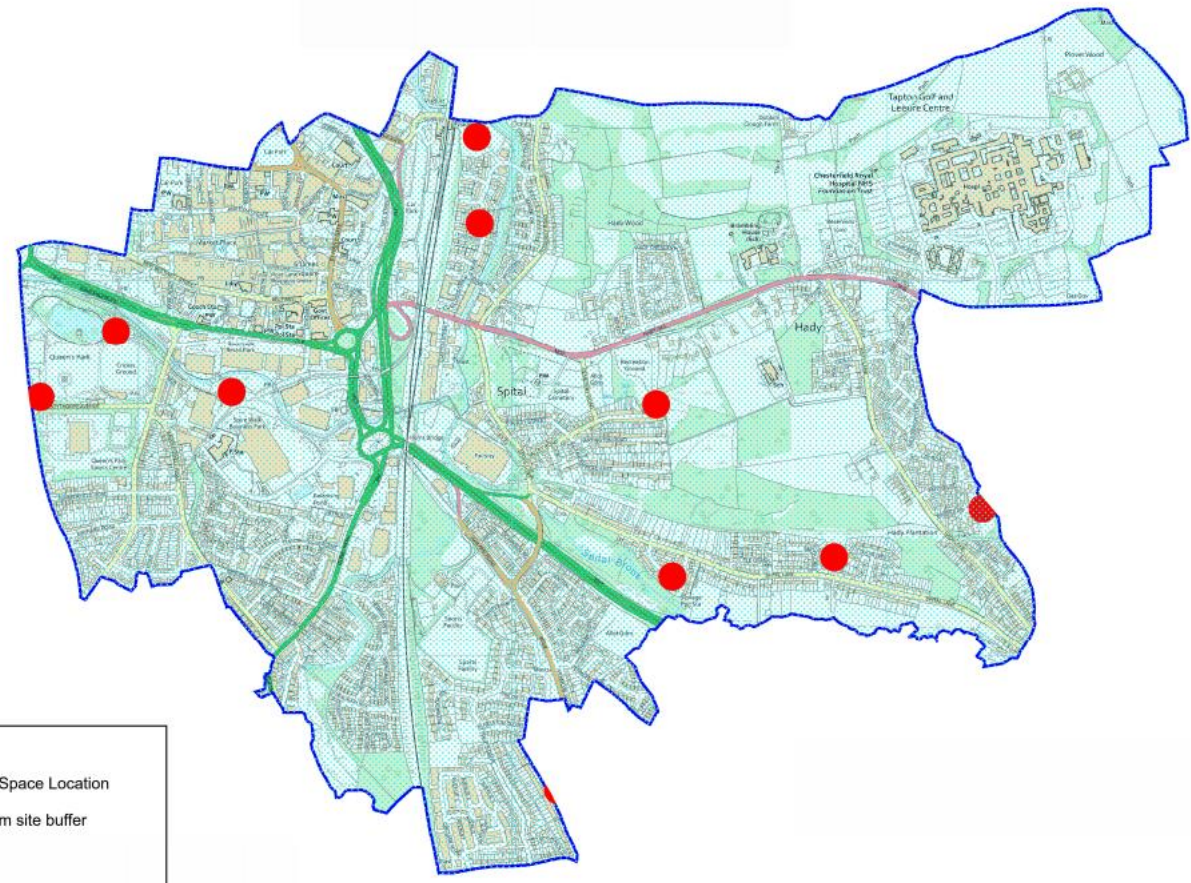
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ST LEONARDS



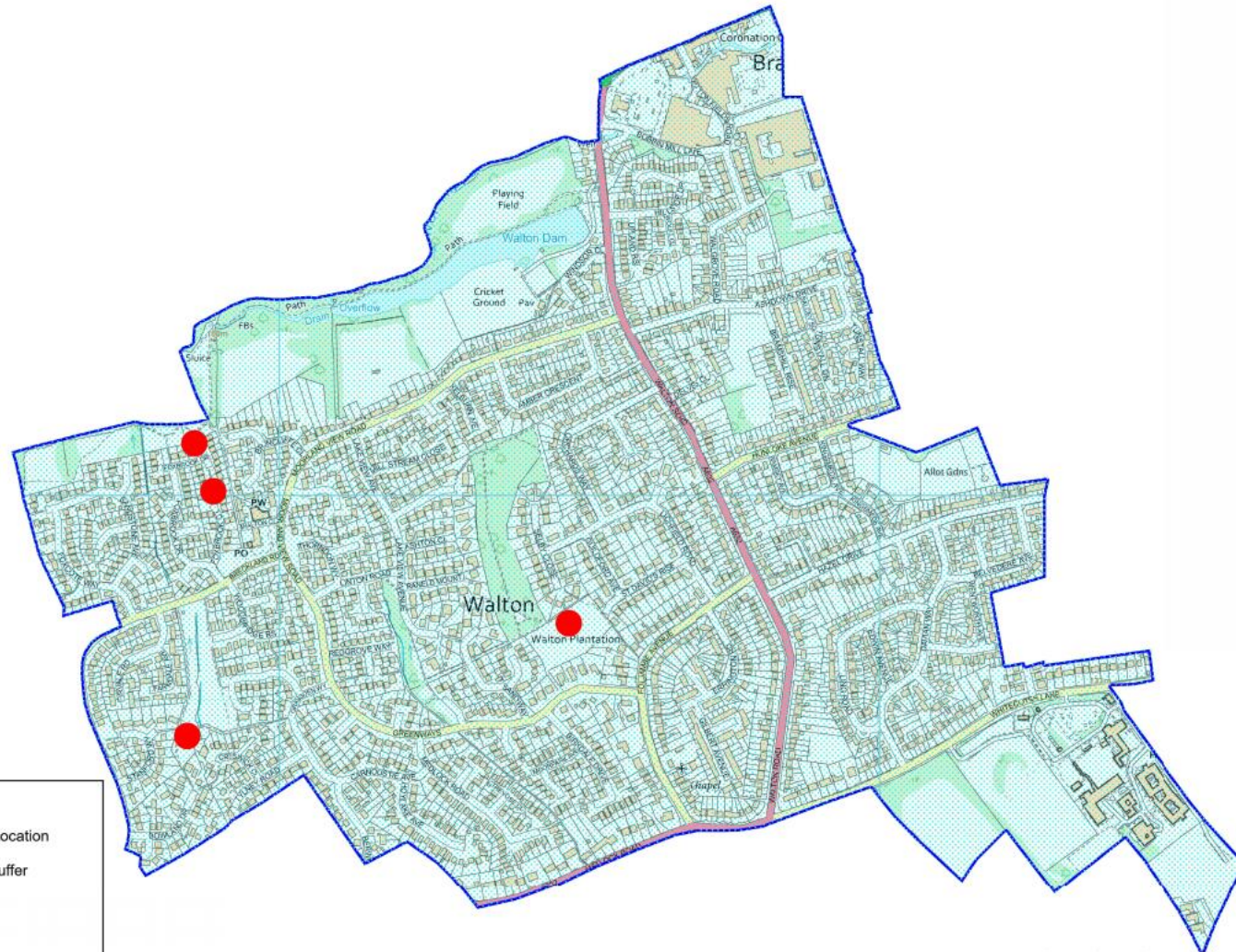
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WALTON



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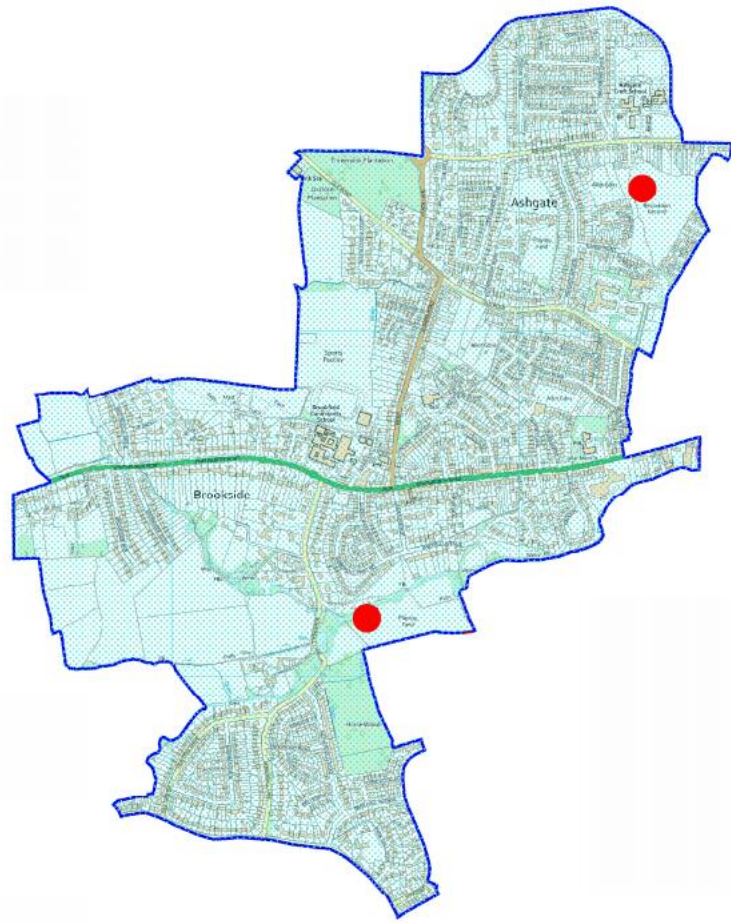
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WEST



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National, Regional and Local Policy

Policies and Guidance relating to outdoor fixed play space and contributing open space.

National perspective

Nationally there is a body of evidence which demonstrates the importance of specific representation for children and young people in policy development.

The Children’s Act (2004) – establishes the statutory framework for realigning services for children and sets out how statutory bodies and agencies will be accountable

Every Child Matters: Change for Children – this cornerstone document interprets the Children’s Act (2004) and establishes programmes of local change and the needs of children

The National Play Strategy (2008) – the Children’s Plan (2007) was followed by the launch of the first National Play Strategy, which sets out a vision and plan for delivery under five headings:

- More places to play
- Supporting play throughout childhood
- Playing safely
- Child-friendly communities
- Embedding play in local priorities

Children and Families Act 2014 – has provided greater protection to vulnerable children, a new system for those with special educational needs/disabilities and help for parent/carer to balance work and family life. It also encourages the childcare sector by allowing childminders to work with agencies and easier for school to provide flexible extended

services. The statutory role of the Children’s Commissioner now has a legal duty to promote and protect children’s rights

Aiming High for Disabled Children – this government initiative promotes the principle that disabled children and young people have the same opportunities to develop and fulfil their potential as other children. It supports universal children's services to be more genuinely inclusive of disabled children, including those with complex needs. Resources were made available nationally, this funding was used to improve the play area at Holme Brook Valley Park which provided opportunities for disabled children and young people to spend time playing in a mainstream setting.

Change4Life — play provision can support health objectives. Change for Life is a campaign aimed at reducing obesity by encouraging everybody to 'Eat well, Move more, Live longer'. It is primarily a marketing campaign with a sub brand, Play4Life, promoting the health benefits of play

National Planning Policy

The current relevant government policy is contained in the National Planning Policy Framework (NPPF) which replaced previous policy in 2012. It is a key document for the borough council when making plans and decisions. The NPPF seeks to ensure a network of open spaces (green infrastructure) that amongst other things are of high quality, are safe and accessible, promote social interaction, enable and support healthy lifestyles.

The NPPF in effect requires the borough council to have a robust and up-to-date assessment of the needs for open space (including play provision), sports and recreation facilities and opportunities for new provision. This assessment should also identify specific needs and quantitative or qualitative deficiencies and surpluses. The assessment is then to be used to inform what provision is required in the borough.

The Government currently does not set out detailed guidance on how to carry out such an assessment for all types of open space and explains that it is for local planning authorities to assess the need for open space and opportunities for new provision in their areas¹. In the absence of current guidance (except for that provided by Sports England on purely sports), when carrying out assessments of open space, councils are relying on practice guidance published in 2002, as this is recognised by many as still relevant. The Chesterfield Borough Open Space Assessment in 2018 is based on the 2002 best practice guidance and provides baseline information for the quantity, quality and accessibility of play provision in the Borough in the context of other types of open space provision. It also is the basis for setting local standards of provision in terms of the quantity and accessibility of open spaces.

Local Perspective

Local Planning Policy

The current Local Plan for the borough contains a vision for open spaces (including play provision) as follows:

‘Green spaces and open land are enhanced and connected to provide and link high quality and diverse habitats for wildlife and important spaces for sport, recreation, leisure and healthy living. Everyone in the borough can access a variety of green spaces, including local play areas, informal recreational space and larger sports facilities, properly looked after with long term maintenance and management’.

It contains a policy that protect play spaces in a similar manner to the NPPF, requiring certain strict criteria to be met before such spaces can be developed. It also contains a policy that requires a high standard of design for new open spaces, which links to more detailed design guidance² adopted by the council as a Supplementary Planning Document (SPD). This detailed design guidance contains advice on the following:

- Indicative catchments for play areas and open space
- Use of layout to provide enough space to contain play areas and to create appropriate spaces
- Draws attention to the need to ensure maintenance access to play areas
- Minimum garden size to accommodate children’s play

A specific chapter on public spaces and play areas in terms of a developments layout and play spaces design, covering to a degree natural surveillance, buffer zones, landscaping, natural light and shelter, lighting, management, tree planting.

The Core Strategy is due to be replaced by a new Local Plan in 2020 and its policies should continue to protect play provision where necessary as part of a wider strategy to protect, enhance, link and manage green infrastructure. However, as part of this new Local Plan, standards for how much and what type of open space should be provided in existing communities and in new development will also be adopted by the council.

Planning Conditions and Legal Obligations

When the council grants planning permission and wishes to impose requirements on a development, this is normally secured by planning conditions and/or a legal contract called a Section 106 Obligation. These requirements usually come in the form of infrastructure provision or a financial contribution towards that provision. This includes the provision of green spaces and facilities for children’s play. Developer contributions have been secured through a Section 106 (S106) Agreement [Town and County Planning Act 1980], which forms part of any planning permission granted.

The limitations of S106 contributions is that the financial contribution or infrastructure provision is directly associated with specific development therefore, can only normally be used to develop or improve play provision within a limited distance from the

development. S106 contributions are also required to be delivered within a set time frame. The result of this can be that areas where new developments are prevalent become saturated with provision for play that is not necessarily delivered in the best place and with the best use of resources considering what is already present in existing localities. Similarly, areas of the borough without new development lack continuous investment in infrastructure and facilities for play.

Chesterfield Borough has a legacy of open spaces provided through planning conditions and S106 Obligations, some of which are owned by the council and others which are privately owned and maintained albeit with public access. However, since the 1st of April 2016 the borough council has operated a different approach to securing new open space for development, called the Community Infrastructure Levy. CIL does not replace the ability of the council to secure new open spaces within new major development when appropriate. When new open spaces are provided by developers and owned and maintained privately (not adopted by the Council), planning conditions and obligations are a necessary control to ensure that the quality of the spaces and their public accessibility are maintained adequately in perpetuity.

The Community Infrastructure Levy

The Community Infrastructure Levy, (CIL) which came into force in 2010, is a tariff-based method of collecting funds from development to pay for necessary infrastructure. CIL funds are capable of being used to fund open space provision, sport and recreation facilities including play. CIL will operate alongside S106 contributions. Developers will be required to contribute through either S106 or CIL depending on which is most appropriate within planning regulations. The monies raised from CIL can be used to fund a wide range of infrastructure needed to support new development within the borough, not necessarily in the location where the money is raised.

The council has worked towards introducing CIL in the borough, which will change the way developers contribute to play facilities. The impact on the developer funds available for the provision of play is therefore a changing landscape in Chesterfield.

CIL contributions only begin to be payable upon commencement of CIL-liable schemes. During the lead in time to such development commencing, the council has developed a CIL expenditure strategy, setting out the approach which the council will follow to identify the specific items of infrastructure upon which CIL revenue should be spent in order to support growth and development across the Borough.

The Regulation 123 Infrastructure List sets out the types of infrastructure on which CIL revenue can be spent. Unlike developer contributions from S.106 agreements, CIL does not have to be spent on the site or in the area from which it is collected. CIL must, however, be spent on infrastructure items that are included in Regulation 123 list.

The CIL Regulations set out how monies collected from the CIL should be distributed:

- The council is able to spend up to 5% of CIL income to cover the costs of administration.
- The council must allocate at least 15% of CIL receipts to spend on neighbourhood priorities, either by passing this portion to the relevant parish or town council, or in non-parish areas through allocations to local community projects via the Health and Wellbeing Partnership. Therefore, there will also be the potential for future funding bids for local community scale infrastructure schemes to be routed through this neighbourhood fund.
- The council may spend the remaining 80% on helping to provide the strategic infrastructure needed to support the development of the borough.

The Local Plan identifies the strategic and local infrastructure fundamental to achieving the council's ambitions for shaping the borough and provides the strategic context for infrastructure requirements. The Local Plan Strategy has been agreed to represent the most appropriate focus for prioritising CIL expenditure. This would support the delivery of critical infrastructure necessary to unlock strategic sites and support positive development in Regeneration Priority Areas which will deliver homes and jobs. This should result in transparent spending decisions which accord with the wider direction of policy and support growth on the scale and in the broad locations which the Plan sets out.

Fields in Trust benchmark guidelines

Fields in Trust (FIT) is the operating name of the National Playing Fields Association, whose core principle is to protect outdoor space for sport and recreation. Within its work to protect these spaces, FIT has offered guidance for practitioners on open space provision and design since the 1930's. The 'Six Acre Standard' (minimum standard for outdoor playing space per 1,000 populations) has influenced various reviews of this guidance since the 1930's: *Planning and Design for Outdoor Sport and Play* (2008) and most recently *'Guidance for Outdoor Sport and Play: Beyond the Six Acre Standard* (2015)'.

Whilst retaining the primary rates of provision, the 2015 guidance draws out new recommendations for accessibility, the application of standards and the minimum dimensions of formal outdoor space under the following benchmarks:

- quantity descriptions
- accessibility
- quality
- spatial requirements
- buffer zones

Fields in Trust's benchmarks form a suitable basis for informing planning policies, decisions and proposals, which include the provision of outdoor play at borough or

neighbourhood levels. Using the most current guidance will help the council ensure that the provision of outdoor play is of a sufficient size for effective use; is located in an accessible location in proximity to dwellings; and of a suitable quality to maintain longevity for continued use.

The guidance recommends that equipped or designated play spaces are grouped under the following descriptions:

- A **Local Area for Play (LAP)** is a small area of open space, specifically designated and primarily laid out for very young children to play close to where they live (i.e. within 1-3 minute walking time). The LAP is a doorstep play area. It could be a grassed area, open space, residential street in a home zone or a small designed play area, where young children can play within sight of known adults.
- A **Locally Equipped Area for Play (LEAP)** is an area of open space specifically designated and laid out with features including equipment for children who are beginning to go out and play independently close to where they live, usually within 5 minutes walking time. It could be a grassed area, small park, local open space designed for play or informal recreation or a school play area open out of school hours. Play features, including equipment, are an integral and attractive part of the LEAP.
- A **Neighbourhood Equipped Area for Play (NEAP)** is an area of open space specifically designated, laid out and equipped mainly for older children but with play opportunities for younger children as well. It is designed for children and young people who are used to travelling longer distances independently to get to safely on their own. It might be a park, playing field, recreation ground or natural open space, such as a woodland, moorland or beach - accessible and attractive to older children and young people. It might include ball courts, multi-use games areas (MUGA) or skateboard areas. The area should be capable of meeting the needs of children with a range of impairments.

Design for Play: A guide to creating successful play spaces

Produced by Play England in association with the Free Play Network to support the previous government's Play builder and Pathfinder programme, *Design for Play* explains how good play spaces can give children and young people the freedom to play creatively, while allowing them to experience risk, challenge and excitement.

It shows how good play space can be designed to be affordably maintained, challenging some of the myths and risk averse thinking that has created a culture of uninspiring play spaces with prescriptive equipment that lacks any challenge or adventure.

The guidance is underpinned by ten principles:

- are 'bespoke'
- are well located
- make use of natural elements
- provide a wide range of play experiences
- are accessible to both disabled and non-disabled children
- meet community needs
- allow different children of different ages to play together
- build in opportunities to experience risk and challenge
- are suitable and appropriately maintained
- allow for change and evolution

Inclusive design

A fundamental aspect of accessibility is ensuring that play spaces offer opportunities for children and young people of all abilities. It is tempting to invest more heavily in equipment that can be accessed by children with mobility difficulties at larger sites where there is access to car parking, changing facilities and refreshment facilities. However, a National Playing Fields Association study by Rob Whewey and Alison John in 2004 found that disabled children have a desire to use their closest play areas for everyday play, and to play locally with their friends, not only at neighbourhood or destination play areas, just like other children. They found that there are several social and educational barriers to this, beyond the design of the play area. Some play areas are situated in locations that are just less accessible due to the topography of the area but it may be possible to make physical adjustments to play areas to enable better accessibility. Suitable design and adaptation is also important.

Where possible, new and refurbished play areas will be designed and include equipment that enables all children and young people to experience different types of play, in keeping with *Design for Play* principles.

Managing Risk in Play Provision: Implementation guide

This guide shows how play providers can develop an approach to risk management that considers the benefits to children and young people of challenging play experiences, as well as the risks. It aims to help providers achieve two objectives, which are fundamental to play provision: to offer children and young people challenging, exciting, engaging play opportunities, while ensuring that they are not exposed to unacceptable risk of harm.

Fundamental to the approach within this guidance is a commitment to offer opportunities for risk and challenge in the provision of play facilities. This then forms the framework for the use of risk benefit assessments, which are supported by a

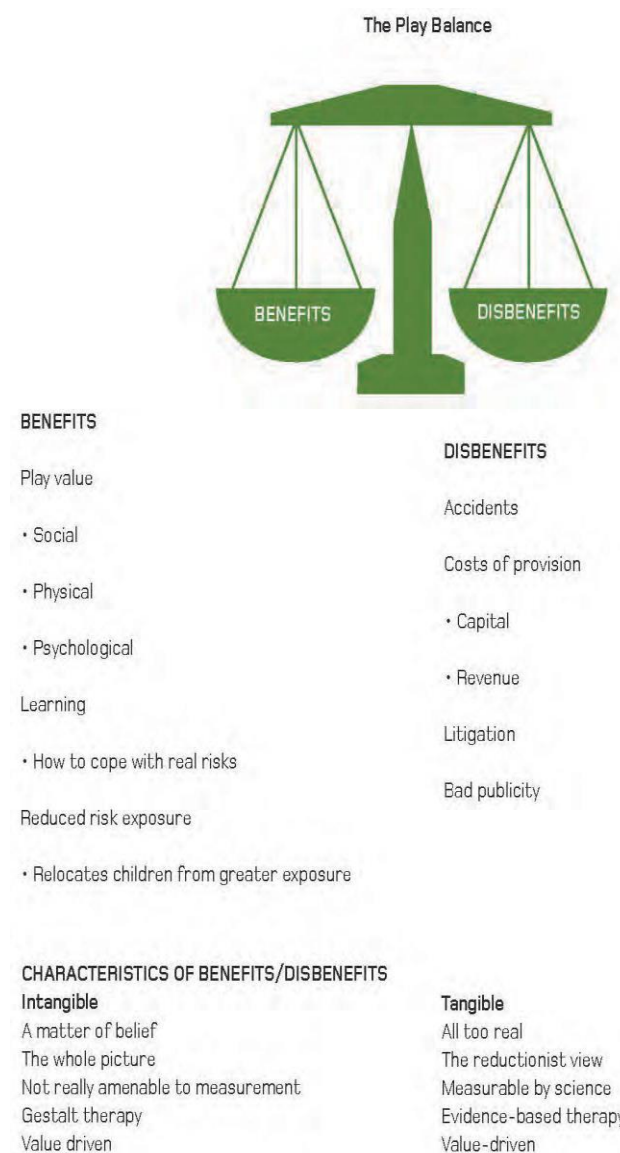
technical play inspection. The council's overall approach to the management of risk is informed by this guidance.

Risk management

Much has been written about our risk adverse society; the increasing need we feel to protect children from risk and the long-term damage this can do to children and to our communities. Exposure to risk is an essential part of ensuring children grow, develop, and are equipped with the skills and ability to fulfil their adult life. Play England are advocates of the risk benefit approach which "allows providers to address the two important objectives of play provision: providing challenge whilst offering protection from unacceptable harm.

The council's approach to play provision is risk adverse. When making improvements to play spaces there is an opportunity for the council to consider how they can become more challenging and make the most of their surrounding environments. The diagram overleaf, shows the delicate balance between benefits and dis-benefits of a risk benefit approach.

By adopting the fundamental principles of risk management outlined in *Managing Risk in Play Provision*, the council can take a risk-benefit approach to play provision. This approach weighs up the potential risk involved in using a play space or item of play equipment against the potential benefit to children's play. It gives the council the opportunity to move away from a risk averse approach that tended to incorporate rubber safety surfacing, fencing and gates, for good economic and insurance reasons, sometimes at the expense of the benefit to children's play. The council recognises that ultimately, children will play and if play spaces do not offer them the level of challenge they desire, they will play elsewhere, possibly in less safe spaces.



A risk benefit assessment approach also illustrates how the process can be used to make decision in relation to surfacing, use of play equipment that doesn't meet industry standards, the presence of children and young people's self-built structures and the inclusions of natural features and landscaping in the play space. If appropriate such an approach can deliver the complementary benefits of reducing costs and creating more stimulating and challenging play environments. Limited resources and funding suggest it may not be viable to retroactively take a risk benefit approach, because of the costs associated with removing fencing etc. Taking a risk benefit approach to play in the future, in relation to both new provision and enhancement of existing, will have considerable benefits for the council.

For example, funds spent on fencing will detract from the amount available for play features. The key question therefore, is what additional value fencing will add to a play space. In some cases, it will be significant, in others, the lack of fencing may well add to the play opportunities available. A risk-benefit analysis, on a site-by-site basis, is the best approach.

Informal and Naturalistic Play

Not all designated play spaces need traditional fixed play equipment. When thinking of site-specific design, landscaping and the inclusion of natural elements such as boulders, tree trunks and mounds can enhance play spaces. Natural play design can fit well within the wider open space and increase the scope for creative play and imaginative games.

Natural playable space can be encouraged within parks, country parks, nature areas etc, where the provision of traditional play equipment may be regarded as inappropriate. Natural play design can be suitable for both urban and rural settings, but careful consideration needs to be made in relation to sustainability and maintenance.

A natural environment in a children's play space is an environment which includes natural elements. Natural environments may include:

- gardens where children can grow their own plants
- sandpits for sensory, symbolic and physical play
- digging patches where children can use garden equipment
- a range of planting to encourage a variety of modes of play such as playing with gum nuts, small branches, flowers, stones and bark
- small pits of pebbles, gravel, coarse sand and smooth river rocks for fine motor and imaginative play
- plants for smelling and picking
- plants that encourages birds, butterflies and other insects
- trees which provide shade
- worm farms and compost areas for environmental education
- water play areas for sensory play.

Why include natural environments in outdoor spaces?

Current research clearly shows that natural environments and outdoor play are beneficial to children in many ways. Playing outdoors is important for developing capacities for creativity, symbolic play, problem solving and intellectual development. Outdoor play has clear physical benefits for developing children including helping children to acquire gross motor skills, eye-hand coordination and helping to prevent obesity.

Sensory stimulation derived from interacting with natural environments allows children to learn with all their senses. These senses include seeing, hearing, touching and smelling. It is well known that physical activity is beneficial for children in many ways with research linking time spent outdoors to increased physical activity, healthy development and overall wellbeing.

Research also shows that children who have trouble concentrating benefit from playing outdoors, as after playing outdoors these children are better able to concentrate on tasks.

Including natural elements into an outdoor play space does not have to look a particular way; there is no formula that must be followed. The design will take into account the size and configuration of the space, the way in which the space is used at the children's service and the ages of the children who play in the space.

Parks and Open Spaces Strategy 2021 – 2030

This strategy addresses the issue over the medium and long term by establishing standards for both the quality, quantity accessibility of open space provision. This leads directly to the development of priorities for investment and seeks where appropriate to create new open space through planning gain in areas of deficiency. This can also lead to consideration being given to a limited rationalisation of open space in areas that significantly exceed the adopted standards.

Taking into account the findings of various consultation survey, and the proposed quantity and quality standards for open space, the following key principles have been adopted for open space managed by the borough council in previous parks and open spaces strategies.

That a pyramid of open space provision is adopted, this being:

- Destination parks
- Community parks
- Semi natural open space
- Amenity open space

That catchment areas are adopted for each category of open space as follows:

- Destination parks within 1200m of households
- Community Parks within 1200m of households
- Naturalised Open Space within 480m of households
- Local Open space within 240m of households

This strategy is a practical approach to Chesterfield open space provision, and a clear way forward to ensure resources are targeted appropriately to maintain the standards expected by the public.

Council Plan 2019 – 2023

We are 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.

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

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.

Current Priorities include

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

The Play Strategy fits under priority 2 improving life for local people

More specifically we will measure this by improving our environment and enhancing community safety for all our communities and future generations.

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For publication

Chesterfield Visitor Economy Strategy 2021-26 (ref TV010R)

Meeting:	Council
Date:	23 rd February 2022
Cabinet portfolio:	Town Centres and Visitor Economy Economic Growth
Directorate:	Economic Growth
For publication	

1.0 Purpose of the report

- 1.1 To seek Council approval of the Chesterfield Visitor Economy Strategy (2021-26).

2.0 Recommendations

- 2.1 That the Chesterfield Visitor Economy Strategy (2021-26) be recommended to Council for approval.
- 2.2 That Cabinet provide an in-principle approval to the development and resourcing of an enhanced markets and events programme, subject to a specific funding proposal being presented at a future Cabinet meeting.

3.0 Reason for recommendations

- 3.1 To secure the adoption of the Chesterfield Visitor Economy Strategy (2021-26).
- 3.2 To support the development of an enhanced markets and events programme.

4.0 Background

- 4.1 The Chesterfield Visitor Economy Strategy sets out the role of the Council in supporting the growth of the visitor economy in the next five years. The purpose of the strategy is to attract more day and staying visitors to Chesterfield, generating additional visitor spend that will support existing employment and create new jobs in the local economy.
- 4.2 The draft Visitor Economy Strategy was considered by Cabinet at its meeting on 2nd November 2021, where it was resolved that the draft strategy be approved for wider consultation.
- 4.3 This report was considered by Cabinet at its meeting on 8 February, 2022 where it was resolved that the report and its recommendations be supported and referred to Council for approval.

5.0 Visitor Economy Strategy

- 5.1 Following Cabinet approval, an on-line public consultation on the draft strategy was held for a four week period, closing on the 8th December 2021. Alongside the on-line consultation, a presentation on the strategy was made to Scrutiny Project Group on the 8th November 2021 and to Chesterfield Champions on the 1st December 2021.
- 5.2 There were 33 responses to the on-line consultation, together with written responses from Scrutiny Project Group, comments from businesses at the Chesterfield Champions meeting and other written responses. A summary of the consultation comments, together with the Council's response to those comments and proposed amendments to the strategy, is attached as Appendix 1. The revised version of the strategy is attached as Appendix 2.
- 5.3 The on-line consultation was structured around a short questionnaire which sought views on the strategy's core proposition; the relative importance of the seven priorities in developing the visitor economy over the next five years; other priorities or projects that the strategy should look to deliver; and any other comments about the strategy document.
- 5.4 The majority of respondents supported the core proposition (which seeks to encapsulate how Chesterfield will position itself in relation to the development of the visitor economy), although some minor changes have been made to the wording which now reads as follows:

'A lively market town, Chesterfield inspires day and staying visitors with the iconic Crooked Spire and its unique mix of independent businesses, markets, events, festivals and attractions, providing a great base from which to explore the Peak District and Derbyshire.'

5.5 The strategy is based on seven strategic priorities (listed in the table below) and all of the priorities received some degree of support, although some were more strongly supported than others. On a scale of 1 to 10, where 1 was not a priority and 10 an absolute priority, the percentage of respondents scoring a priority 8-10 (ie a high priority) and 1-3 (ie a low priority) was as follows:

Priority	Score 8-10	Score 1-3
1. Quality Place Making	95%	0%
2. Crooked Spire Experience	51%	15%
3. Peak Resort	48%	15%
4. Speciality Markets and Events	81%	3%
5. Culture and Heritage	85%	6%
6. New Hotel Development	42%	24%
7. Chesterfield 'Inspired' Marketing	60%	3%

The highest rated priorities were 'Quality Place Making', 'Culture and Heritage' and 'Markets and Events'. The other priorities received a lower level of support, but all showed a net positive balance between the high and low priority score. As such, it is not proposed to make any changes to the strategic framework provided by these seven priorities.

5.6 In response to the consultation (and as highlighted in Appendix 1), a number of changes / clarifications have been made to the strategy document. These include:

- Providing greater clarity about the role of the Council in delivering the priorities, particularly in relation to Priority 2 – Crooked Spire Experience and Priority 3 – Peak Resort, where the role of the Council is primarily one of facilitation and support, rather than direct delivery;
- The addition of a guiding principle supporting the development of an 'Accessible and Inclusive' visitor economy, as well as strengthening the sustainability principle; and,

- Reference to supporting the delivery of Basin Square (part of the Chesterfield Waterside site) and the further development of Chesterfield Canal under Priority 1 – Quality Place Making.

5.7 An initial three year Action Plan, setting out the development / delivery of activities against the seven strategic priorities, has been added and is considered further under 'Section 8 Implications for Consideration – Financial and value for money'.

5.8 The strategy includes a section on 'Delivery and Resources' which seeks to ensure that appropriate working structures are in place (both internally and externally) to support the effective delivery of visitor economy related services. This work is underway and currently includes the review of the Visitor Information Service, as well as consideration of joint working arrangements between the Economic Growth and Leisure, Culture and Community Well-being Directorates. Future work will include a review of the destination marketing function (a role currently delivered by the Council, Destination Chesterfield and Marketing Peak District and Derbyshire) and this will be informed by the ten year review of Destination Chesterfield which has recently commenced.

6.0 Alternative options

6.1 The alternative option would have been to not develop a visitor economy strategy and action plan and continue with current arrangements whereby the Council's Growth Strategy provides the broad strategic framework and activities are guided by different team service plans. However, the preferred option, as covered in this report, delivers the action 'to prepare a Visitor Economy Action Plan to help realise opportunities to grow both the number and value of visits to Chesterfield' which has previously been agreed and is included in the Economic Programme of the Growth Strategy.

6.2 The preferred option will better support the development of Chesterfield as a visitor destination as it is based on an independent and evidence-based review undertaken by visitor economy specialists Team Tourism. And, leading on from this, they have identified a focussed series of priorities that set out where the Council is best placed to add value to support the growth of the visitor economy over the next five years.

7.0 Implications for consideration – Council Plan

7.1 The development of the Visitor Economy Strategy and Action Plan supports the achievement of the Council Plan aim of 'making Chesterfield a thriving borough' including each of the objectives 'Chesterfield borough - a great place to live, work and visit', 'vibrant town centres' and 'building a stronger business base'. It also supports the aim of 'improving the quality of life for local people', for example, through a focus on high quality place making in the town centre and borough.

8.0 Implications for consideration – Financial and value for money

8.1 The Visitor Economy Strategy includes an Action Plan that will guide Council activity over a rolling three year period. The action plan will be a working document which will be used as the primary tool for identifying priorities and monitoring progress. As a working document it will be subject to regular review and updated on an annual basis. The action plan is based on financial years and Year 1 began in April 2021.

8.2 The action plan is structured around the delivery of activities against the seven strategic priorities and includes actions which can be delivered using existing budgets (including grant funding) and actions which will require additional resources. Actions delivered using existing budgets provide a comprehensive programme of activity (particularly around new place making investment in Chesterfield town centre and the Staveley Town Deal area) which will have a significant positive impact on the quality of Chesterfield's destination offer.

8.3 The 'actions requiring additional resources' have been identified (in conjunction with the consultants Team Tourism) as the most appropriate opportunities for the Council to maximise the value of the existing programme of activity. The actions are only proposals at this stage and would require further development through a business case approach to identify a specific resource request.

8.4 Whilst the actions effectively comprise a long-list of proposed interventions, the action plan does include an indicative prioritisation of these activities. The highest priority activities have been identified as: the delivery of the Chesterfield Station Masterplan proposals; the development of a 'Chesterfield Inspired' marketing campaign; and the delivery of a year-round enhanced markets and events programme.

8.5 Grant support for public realm works to Corporation St (comprising the station approach element of the Chesterfield Station Masterplan) has

been secured via the Connecting Chesterfield Levelling Up Fund bid. These works, alongside the clearance of the former Chesterfield Hotel site and the construction of the first stage of the station link road, demonstrate clear progression of this project in the immediate term, with opportunities to secure capital funding for other scheme elements currently being explored.

- 8.6 The development of a 'Chesterfield Inspired' marketing campaign will seek to bring a sharper focus (in terms of both destination promotion and targeting of visitors) to our destination marketing activity. In the first instance, this will involve a review of the current approach to destination marketing (as highlighted at paragraph 5.8), elements of which are presently undertaken by different organisations. The outcome of this review will then inform any future request to Cabinet for additional resources.
- 8.7 The delivery of a year round enhanced markets and events programme is considered central to the overall purpose of the Visitor Economy Strategy, which is to attract new visitors and drive a high level of repeat visits. A focus on quality place making in Chesterfield town centre (with the reconfiguration of the outdoor market and the development of new event spaces in Market Place and New Square) will only achieve its potential if it is matched by a programme of markets and events that can animate these spaces and provide an enjoyable experience all year round.
- 8.8 Whilst the physical works are likely to cause some disruption in the near term, this could be considered to place a greater necessity on the need for a programme of compensatory events, to encourage visits to the town centre during the works period. As such it is recommended that Cabinet agree the principle of resourcing an enhanced events programme and that a specific funding proposal is presented at a future cabinet meeting.

9.0 Implications for consideration – Legal

- 9.1 There are no legal implications highlighted in this report.

10.0 Implications for consideration – Human resources

- 10.1 There are no human resource implications highlighted in this report. However, the review of service delivery options and development of activities in the action plan could have implications for human resources and this will be reported at a future Cabinet meeting.

11.0 Implications for consideration – Risk management

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
There is a risk that the Council's approach to supporting the growth of the visitor economy will be less focused and more fragmented in the absence of the strategy	L	M	The Visitor Economy Strategy provides an evidence based and coherent framework / programme for the future delivery of Council activity	L	L
Further Covid waves could result in a disproportionate impact on visitor economy businesses (retail, hospitality and leisure)	H/M	M/L	Continue to implement actions in the Council's Recovery Plan, with a particular focus on the Covid safe functioning of the town centre	M	M/L
Bids for funding to support future delivery of visitor economy initiatives are less likely to be successful in the absence of the Visitor Economy Strategy	H	M	The Visitor Economy Strategy strengthens business case making for future funding applications.	M	M/L

12.0 Implications for consideration – community wellbeing

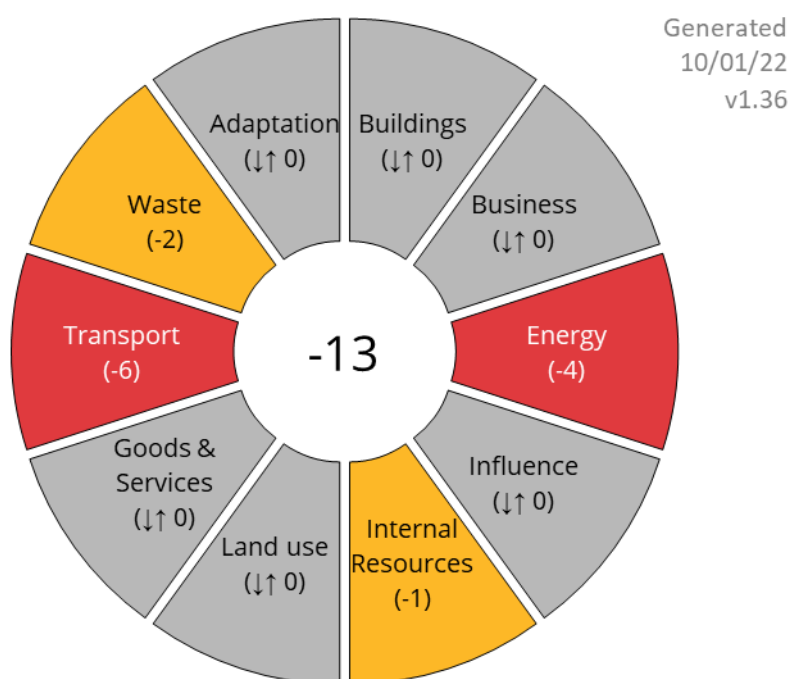
12.1 The Visitor Economy Strategy includes a number of priorities (for example 'speciality markets and events', 'culture and heritage' and 'quality place making') that will deliver activities that will promote community well-being and help improve overall quality of life for residents and visitors alike.

13.0 Implications for consideration – Economy and skills

13.1 The main aim of the Visitor Economy Strategy is to increase the number of visitors (and associated visitor spend) that come into Chesterfield borough in order to support existing employment and new job creation. The town centre is facing many structural challenges (such as the growth of on-line retail and competition from larger destinations) which are acting to take footfall out of the town centre. Many of the activities in the strategy are specifically focussed on attracting new footfall to the town centre (as the key visitor asset), which will help to underpin the viability of existing businesses in the centre and also support new start-ups.

14.0 Implications for consideration - Climate Change

14.1 A Climate Change Impact Assessment has been completed and is illustrated below (attached as Appendix 4).



Chesterfield Borough Council has committed to being a carbon neutral organisation by 2030 (7 years and 11 months)

14.2 Chesterfield is primarily a day visit destination (accounting for over 90% of all visitors) and increasing the number of day visitors is seen as the primary market opportunity for Chesterfield. The aspirational growth scenario included in the strategy sees the number of day visitors increasing by 720,000 and the number of staying visitors increasing by 46,000 by the end of 2025 (compared to a baseline recovery scenario). In

total these visitors will generate additional expenditure of over £30m and support an increase of 380 FTE (Full Time Equivalent) jobs.

- 14.3 The Visit Britain - Day Visitor Survey (2019) identified that over two-thirds of day trips in the East Midlands were undertaken by car, with 16% by some form of public transport or coach trip. Applying this proportion to Chesterfield would equate to an additional 515,000 visitors a year arriving by car, or 345,000 vehicle journeys (assuming an average of three occupants per vehicle and a return journey). Even allowing for a degree of displaced visits from other destinations (and therefore not an additional journey as such), this is still likely to represent a large net increase in the total number of car journeys and a significant negative climate change impact. In addition, it is reasonable to assume that a large increase in the number of day and staying visitors is also like to increase local energy demand (in terms of investment in visitor infrastructure and the consumption of local services) and the generation of waste products.
- 14.4 In relation to mitigation measures, there is an opportunity for Chesterfield to establish itself as a sustainable visitor hub, seeking to attract a greater proportion of visitors by public transport and encouraging more over-night stays for visits to Chesterfield, the Peak District and surrounding attractions. Chesterfield is an established public transport hub, with a mainline station acting as a key rail gateway for the Peak District and public transport links to destinations such as Bakewell and Matlock, as well as local attractions such as Bolsover Castle. There is an expanding local cycle network (including links to the Trans-Pennine Trail) alongside investment in electric vehicle charging points in town centre carparks. The proposed development of the PEAK Resort Gateway will also see the provision of hydrogen shuttle bus services providing zero carbon transport access to the Peak District and links to Chesterfield town centre and the station.

15.0 Implications for consideration - Equality and diversity

- 15.1 A preliminary Equalities Impact Assessment has been completed for the Visitor Economy Strategy (attached as Appendix 3). It is not considered that the strategy will have a disproportionate impact on the groups listed and will have a potentially positive impact on the young unemployed, with young people having high levels of employment in visitor economy sectors such as hospitality, leisure and retail.

15.2 An underlying principle of the Visitor Economy Strategy is to support the development of an inclusive visitor economy, aiming to ensure that Chesterfield is accessible and welcoming to all potential visitors.

Decision information

Key decision number	1075
Wards affected	All

Document information

Report author	
Neil Johnson Service Director (Economic Growth) Matthew Southgate Senior Economic Development Officer (Economic Growth)	
Background documents	
These are unpublished works which have been relied on to a material extent when the report was prepared.	
<i>This must be made available to the public for up to 4 years.</i>	
Appendices to the report	
Appendix 1	Response to Consultation
Appendix 2	Chesterfield Visitor Economy Strategy
Appendix 3	Preliminary Equalities Impact Assessment
Appendix 4	Climate Change Impact Assessment

Chesterfield Visitor Economy Strategy – Responses to Consultation

Comments	Response
Core Proposition:	
General support from consultation questionnaire – 84% in agreement with the wording of the core proposition.	Minor amends to core proposition as detailed below
Comments on core proposition	
<p>Comments from public consultation</p> <p>Add something about access by public transport, walking and cycling.</p> <p>Re-look at HS2 if cancelled from Notts to Leeds</p> <p>Everything about this sounds like you're only trying to attract the 65+ age group. 'Market Town' sounds like we haven't moved on from the dark ages. 'Crooked Spire Church' will increasingly alienate a rising number of non-Christian (typically younger) individuals. There is nothing in that core proposition that screams 'a place for families with children'.</p> <p>The town needs a proper bus station with better links to places outside of the town centre. A proper interchange is needed that's undercover like other cities and towns. Chesterfield should also be applying for city status and the districts of Bolsover and north east Derbyshire merged with chesterfield borough. More options for dining out instead of McDonald's and Greg's. Taco Bell, Wendy's and Tim Horton's need bringing to the town. More progress needs to also be made on the waterside project to make this into a waterfront with bars and restaurants like other cities have.</p> <p>Expression - unique mix of independents - I am assuming that this refers to the retail offer, not clear and phrasing a little on the clumsy side. No reference to protecting the heritage of the town, want to</p>	<p>Probably not a core element of the proposition, strengthen reference under 'sustainable' principle.</p> <p>In the longer term, Chesterfield station still to be served by HS2 services on a mix of new / existing track.</p> <p>The strategy seeks to build on existing strengths rather than trying to re-invent and re-develop the whole offer (which would be higher risk and more expensive). Family offer will benefit from town centre investment</p> <p>Some of these issues, while important, are beyond the scope of a visitor economy strategy – e.g. bus station, city status. Improving the restaurant offer is highlighted in the strategy (under Priority 1)</p> <p>Clarify reference to 'independent businesses'.</p>

develop the visitor economy but not at all costs, the uniqueness of the town/borough must be maintained and protected.

What is a “borough-wide attraction”; What is an “independent”? What makes it a great base for exploring Derbyshire etc?

Would expand to Derbyshire, the Peak District and wider area (to take into account the point made at the Champions session this morning that the town is also a good base for Clumber, Sherwood and Sheffield)

Comments from Scrutiny Project Group

- Insert either “ancient” or “historic” prior to market town i.e. “A lively historic market town...”
 - Reason: The addition of either “ancient” or “historic” introduces the historical element and plants the idea that there is a story to Chesterfield, ready to be built on later in the strategy.

- Move “Crooked Spire Church” to after “with its unique mix...” and remove the word “Church” i.e. “with the iconic Crooked Spire and its unique mix of independents...”
 - Reason: Moving “Crooked Spire” to later in the sentence keeps the emphasis on the town as a whole, with the Spire listed amongst the other attractions. Many people do not identify the Crooked Spire as being a Church and simply refer to it as the “Crooked Spire”, so we suggest streamlining the wording.

- “great base” – find an alternative word for base.
 - Reason: The emphasis should be on Chesterfield first with the ability to explore wider areas as a secondary option. Rather than saying “base”, we suggest replacing this with a word that implies that Chesterfield is the main destination however the town is also well situated to for exploring Derbyshire and the Peak District should visitors wish to.
 - An ending suggestion from an SPG member: “... providing a superb location from which to venture further into the wonders of the Peak District.”

Reference protecting heritage of town under sustainability principle.

Independent – see above. Delete reference to ‘borough wide’.

From the consumer research the main opportunity is the Peak District, the visitor information service receives very few enquiries relating to Clumber, Sherwood etc. Include reference in strategy but not the core proposition.

Leave it as is, market town implies historic, seeking to balance historic with contemporary.

Agreed

Leave it as is. Proposition specifies primarily as day visit destination with staying as secondary option. ‘Base’ used to encourage stays as opposed to being seen as a ‘gateway’ location that people pass through.

<ul style="list-style-type: none"> • Summary of the proposed changes incorporated into the core proposition: <ul style="list-style-type: none"> ○ “A lively historic market town, Chesterfield inspires day and staying visitors with the iconic Crooked Spire and its unique mix of independents, markets, events, festivals and borough-wide attractions, providing a superb location from which to venture further into the wonders of the Peak District.” 	
<p>Priorities:</p>	
<p>Each priority ranked on scale of 1 to 10 (with 1 not a priority and 10 absolute priority). Priorities scoring 8-10 (ie the highest priority) as follows:</p> <p>Quality Place making (95%), Crooked Spire Experience (51%), PEAK Resort (48%), Markets & Events (81%), Culture & Heritage (85%), Hotel Development (42%), Marketing (60%).</p>	<p>Core activities of Council (Place making, Markets, Events, Culture & heritage) strongly supported. Less strong support (although still supported) for Crooked Spire, PEAK and Hotel development.</p>
<p>Comments on Priorities</p>	
<p>Comments from public consultation on priorities:</p> <p>The Peak Resort has been rumbling on for so long that it would be better to move away from it (as I thought it was privately owned and not CBC land) and focus on other areas that can be realistically achieved in the time frame. Develop more cycling and walking routes around the area and focus on a green and low carbon economy.</p> <p>Improve the cobbled areas and maintain to a good standard</p> <p>Developing the canal link to the basin is a must</p> <p>An emphasis on events is crucial. Make things happen...</p> <p>Chesterfield town centre badly needs family entertainment and activities. Trampolining, amusement arcade, go-karting, model car racing, roller skating, assault course, large indoor soft play centre, crazy golf, snooker/pool (for under 18's i.e. not in pubs). NEW attractions will bring NEW visitors. You are</p>	<p>In relation to PEAK, the role of the Council is primarily one of support and facilitation, rather than delivery. Provide greater clarity on role of Council in relation to delivery of priorities. Reference walking, cycling under ‘wider place making’.</p> <p>Noted – considered as part of Revitalising the Heart of Chesterfield project</p> <p>Chesterfield Waterside to be referenced under Priority 1</p> <p>Covered under Priorities 4 and 5</p> <p>See comment above re-building on existing assets. Development of these types of facilities would be a commercial and private sector driven</p>

NOT going to attract new visitors by simply sprucing up what is already there. There is NOTHING in this proposal that excites me for Chesterfield other than PEAK Resort.

Chesterfield becoming a City. A proper covered bus station and interchange with better transport links to other towns and cities outside of chesterfield and to local tourist attractions. Free car parking to encourage visitors. Merging of chesterfield, Bolsover and north east Derbyshire councils. Encourage other eateries into the town other than McDonald's and Greggs ie Wendy's, Tim Horton's, Taco Bell etc. More effort to turn waterside into a waterfront like other cities with bars and restaurants and be a go to destination for visitors.

Tidy the place up and stop building eyesores which will remain largely empty like other buildings in Chesterfield.

Improve the traffic congestion into Town especially A61/617 junction and Markham Road and Kwik Fit roundabout, visitors have no clue which lane they need to be in to find car parks. More signage on A617 before they reach the roundabout.

Online approach to visitor information - physical tourist information centres are really a thing of the past.

To encourage visitors from outside the area more events should take place over a weekend. Seems silly having medieval market, auto jumble and 1940s events midweek when people are at work and school. More weekend events would encourage our shops to open 7 days a week and increase patronage on the local bus services. This would create more jobs and help sustain Sunday bus services. Chesterfield ought to be the gateway to the Peak District from the M1 and we need more weekend events to encourage visitors to stop off in Chesterfield en-route to the tourist hotspots of Bakewell and Matlock etc. There should be a market of sorts every Sunday, Artisan, Food & Drink, Antiques, Collectors etc.

As a gateway to the Peak there needs to be better active travel / public transport access westwards. The recent plan to take an east - west cycle path up a busy Chatsworth Road was atrocious.

investment. The influence of CBC here would be limited

See previous comment on these points

Priority 1 covers quality place making

There has been recent investment in carparking signage in town centre

To be considered as part of the review of the Visitor Information Centre

Key events linked to school holidays. Further development of the market and events programme to be considered under priorities 4 and 5.

Noted. Public transport connectivity referenced under 'sustainability'.

Ensure parking costs reasonable - good variety of events already ensuring combinations of food, beverage festivals using lovely pedestrianised areas of the town.

No mention in priorities of possible future development, Peak Resort mentioned and possible hotel development but what about new potential developments be assessed eg a Go Ape type provision in Holme Brook Valley Park, would that fit into the borough's ambitions for the town. Should the strategy provide the tool for supporting or refusing future developments that could enhance or diminish the character of the area?

Suggest that the council, instead of looking to sell Tapton House, develop it as a bijou hotel in a beautiful setting, near a golf course, offering a free shuttle bus into the town centre. Also, 'pop up shops' (not just arts and crafts) food stalls etc are a great way to encourage new ventures and would make the independent shops far more exciting.

Accessibility is an issue, partly covered by the station approach improvements but the quality and accessibility of car parking is poor.

Reduce the car parking or making it free ... many I know find it far too expensive for a day shopping so don't bother ... if it was free or heavily reduced, we would shop in Chesterfield again. Until then we just won't go.

Restricting cars into town centre. With better links from public transport including park and ride and low emission zones. Look to provide people with more things to do. Better shows at theatres. Give people a reason to visit us not Sheffield or Nottingham.

Free parking

Chatsworth (and Bakewell, Castleton, Hathersage and Matlock) attract a lot of international travellers, often visiting by coach tour. How can Chesterfield make sure it becomes part of the route. e.g. historical walking tour of The Shambles, tour of the Crooked Spire, demos of local producers or sampling menu (e.g. cheese at the Cheese Factor or Brampton Brewery tour)?

Noted

Difficult to predict new private sector development. Local Plan provides the framework for assessing developments.

Council to consider its role in facilitating (rather than operating) hotel development under Priority 6. Pop-up shops could be considered as part of future retail strategy.

A wider than Visitor Economy Strategy (VES) issue, although consultant's assessed Chesterfield as having good car parking provision.

A wider than VES issue. CBC committed to fair and reasonable charging for car-parking, benchmarking with surrounding areas.

See above. Future investment in Stephenson Memorial Hall as cultural asset.

A wider than VES issue

Noted – elements covered in priorities 1, 2, 4 and 5

<p>Extending the offer beyond the town centre, e.g. Chatsworth Road, Waterside and the canal.</p> <p>Comments on behalf of Chesterfield Waterside. We fully support the findings of the Visitor Economy Strategy and its findings to grow Chesterfield as a destination for visitors. We do feel as though not enough weight has been given to the Chesterfield Waterside scheme and its importance in place-making and provision for a new hotel in Chesterfield. More emphasis should be placed on the scheme as a deliverable opportunity adjacent to the heart of Chesterfield and the draw that it will have when the public realm is delivered as part of a place-making vision in meeting the Strategic Priority of the report.</p>	<p>Town centre presently provides the primary focus; however the Council will support partners in the delivery of Waterside, Chesterfield Canal, Staveley Town Deal etc.</p> <p>Chesterfield Waterside to be referenced under Priority 1. The Council is working in partnership with the private sector to support delivery of Chesterfield Waterside. Any Council role in new hotel development to be considered as part of Priority 6 – Hotel Development.</p>
<p>Comments from Scrutiny Project Group on Priorities</p> <p>1) Creating great places that people enjoy spending time in.</p> <ul style="list-style-type: none"> • Score: 10/10 • Add “staying” into the wording i.e. “...people enjoy staying and spending time in” <ul style="list-style-type: none"> ○ Reason: Reflects the ambition to increase the dwell time of visitors by setting the expectation that visitors will be staying in the town. <p>2) Developing the Crooked Spire experience.</p> <ul style="list-style-type: none"> • Score: 10/10 • Include mention of Chesterfield’s story.” i.e. “Developing Chesterfield’s historic story and the Crooked Spire experience.” <ul style="list-style-type: none"> ○ Reason: Making this addition will allow the different threads of the town’s history to be linked together (the town’s ancient history and the Crooked Spire); the Church and proposed visitor experience is situated where the original Roman fort was located and linking the history together will maximise the opportunities for the visitor experience. <p>3) Maximising the visitor potential of the PEAK Resort development.</p> <ul style="list-style-type: none"> • Score: 8/10 	<p>Included</p> <p>Interpretation of Chesterfield’s heritage covered under Priority 5</p>

<ul style="list-style-type: none"> • No changes, agree with this priority as PEAK Resort will be a good development for Chesterfield. • Possibly add something to do with working to develop direct input to the PEAK technology and connectivity i.e. booking meals, theatre etc. via a PEAK system. 	Noted – this will be a project for future action plans
<p>4) Developing a year-round programme of speciality & festival markets and events.</p> <ul style="list-style-type: none"> • Score: 10/10 • Amend the order of the wording to “programme of speciality markets, festivals and events”. <ul style="list-style-type: none"> ○ Reason: There is a distinction between speciality markets and festivals (which may not have markets e.g. Cricket festival) so changing the wording will clarify this. • Include “enhancing” i.e. “Developing and enhancing a year-round...” <ul style="list-style-type: none"> ○ Reason: Recognises that there is already a year-round programme in place which will be supplemented and developed. 	<p>Remove word ‘festival’ in this context. Festivals covered under Priority 5.</p> <p>Included</p>
<p>5) Enhancing Chesterfield’s cultural and heritage offer.</p> <ul style="list-style-type: none"> • Score: 10/10 • Include “sharing” i.e. “Enhancing and sharing Chesterfield’s...” <ul style="list-style-type: none"> ○ Reason: Recognises that Chesterfield has a cultural and heritage offer already that needs to be shared more widely as well as being enhanced. • Add “...offer by broadening the locations and means used to tell the story.” e.g. temporary, portable displays, pictorial story, using Vicar Lane big screen. 	<p>Included</p> <p>Included</p>
<p>6) Securing new hotel provision in Chesterfield.</p> <ul style="list-style-type: none"> • Score: 8/10 • Amend wording to “Securing additional accommodation provision in Chesterfield.” <ul style="list-style-type: none"> ○ Reason: Specifying “hotel provision” limits the scope of accommodation available in Chesterfield. Altering this to “additional accommodation provision” broadens the variety of accommodation on offer. 	The priority does not restrict other types of accommodation development by the private sector, however the priority is about proactive activity to attract new hotel development.
<p>7) A ‘Chesterfield Inspired’ marketing approach.</p>	

<ul style="list-style-type: none"> • Score: 10/10 • No changes, this priority is key to rest of the strategy as visitors need to know about Chesterfield and what is happening in Chesterfield. 	
<p>Other Comments on the Strategy</p>	
<p>Revamping the Crooked Spire, Museum, Theatre, Market, and installing artworks is not going to make any real difference. Sure it will make the place a bit nicer but it won't pull any new people in. If they're not interested now, they won't be after.</p> <p>Listen to what the people want in the town as at the moment the town is dying, we need higher aspirations to make chesterfield a place to visit like York and Chester and offer something different in comparison to what the neighbouring towns and cities offer.</p> <p>It's an honest assessment of the product and offers practical, sensible steps to the progression of Chesterfield's visitor economy. Well done to all concerned.</p> <p>What is the Crooked Spire Experience? Surely the experience is visiting the beautiful church and taking a trip up the spire and looking out over Chesterfield.</p> <p>This is a strategy?</p> <p>A difficult challenge but ensure all hospitality and shops are on board through training and development of staff. It is a naturally friendly town but has to be consistent across all establishments.</p> <p>As with all such documents the resourcing of the proposals will determine the success in implementing the strategy. Very much focused on the delivery of Peak Resort and the development of</p>	<p>Noted, however it is the Council's contention that this mix of activities will attract additional visitors to Chesterfield.</p> <p>Noted. The strategy includes an ambitious set of priorities that will develop Chesterfield's role as a visitor destination and help to differentiate us from surrounding locations.</p> <p>Noted</p> <p>The proposal is that that needs further development in terms of interpretation and better services for visitors.</p> <p>Noted</p> <p>Business engagement facilitated via Destination Chesterfield and Council's Town Centre Engagement Officer. The development of independent businesses more generally included under Priority 1.</p> <p>Funding in place for delivery of significant town centre enhancements by the Council, which forms a key element of the strategy. PEAK and Crooked Spire development are partnership</p>

Crooked Spire Visitor Experience, both high risk projects. So if they don't succeed then what becomes the priority and the fate of HS2 is a good example of how things do not come to fruition.

I wish you well. At the moment, the comment I hear is 'oh I never go into Chesterfield, it's not a pleasant experience'. If you could attract Waitrose or encourage Marks and Spencer to double the size of their food hall, it would help.

The report talks about connectivity within the town but this could probably be much improved by making it clear where those links are and also linking them into arrivals. For example, the bus station has no obvious direct route to town. It is similar with car parking with varied payment methods, poor signage and unattractive approach.

Parking

A key element of the strategy should be to align deliverability to each priority. Some can be delivered in a short timeframe at lower costs, whilst some would be several years away, high cost and require external commercial investments.

Covers everything it needs to but would like to see more immediate and practical actions for the coming weeks/ months to give local residents a reason to return more regularly to the town centre, e.g. parking rebate scheme for anyone who spends a certain amount with a local independent (similar to the Coop initiative in Bakewell).

It seems incredibly predictable and limited. It does not mention mobility. A bike hire scheme would encourage people to stay longer and explore further.

projects (not led by the Council) and this will be given additional emphasis in the strategy.

Noted. A key focus of the Strategy will be on quality place making and animation of key outdoor spaces.

Noted – town centre wayfinding included as part of the Connecting Chesterfield scheme.

See above re parking

Priorities aligned to an action plan which includes short and medium term actions.

The Strategy is about new / enhanced activities by the Council, it does not cover all the existing activities which are already being delivered to support the town centre ie Love Chesterfield, existing events programme, Santa House, Elf Trail etc.

The Strategy provides an appropriate mix of realism and ambition, seeking to make the most of the assets that are available to us. Reference to cycling and walking to be included under Priority 1. Commercial bike hire for leisure purposes is a private sector opportunity, rather than a role for CBC.

<p>More emphasis should be placed on how Waterside can meet the requirements of the economy strategy and the opportunity that is present on the scheme for a hotel which will promote further visitors to stay in the centre, promoting further demand in the centre for daytime and nighttime economies</p> <p>Comments from Scrutiny Project Group</p> <p>Would you like to suggest any other priorities or projects that the Strategy should look to deliver?</p> <ul style="list-style-type: none"> • Continue to offer a town that is entertaining, fun, safe and inclusive. <ul style="list-style-type: none"> ○ Reason: Important to emphasize the “safe” and “inclusive” qualities of the town and build on the effective relationships with the police. 	<p>Chesterfield Waterside is a private sector led development, with the Council playing a supporting role in relation to delivery.</p> <p>Add inclusive/accessible tourism to the core principles.</p>
<p>Other Responses to Consultation</p> <p>There is no doubt at all that the Chesterfield Canal has lots to offer. The numbers using the towpath since Covid started have soared. We are also carrying large numbers on our tripboats – we already have nearly 1000 seats booked on our Santa Specials from Tapton Lock and Hollingwood Hub.</p> <p>A canal walk, or even better a boat trip, is a perfect way to extend a quick market trip into a full day stay, meaning extra spend on food, parking etc.</p> <p>The problem is access.</p> <p>Tapton Lock is easy to get to by car, but parking is terrible. Even from the CASA hotel, you have to walk under the huge roundabout and it is not signposted for pedestrians. Hollingwood Hub has a large car park and brown tourist signs but is a long way out of Chesterfield. It is however very close to Barrow Hill Roundhouse and we have had combined events in the past.</p> <p>The problems of linking the town centre to the station are well rehearsed, but they are as nothing compared to getting further on to the canal.</p>	<p>Comments noted. Strategy highlights on-going restoration of Chesterfield Canal, with additional investment to be provided via Staveley Town Deal. CBC supports canal restoration but does not play a direct role in scheme delivery.</p>

<p>What will really open up the canal would be Basin Square coming into operation, with, presumably, far more obvious access from the Town Centre. Even then, the towpath, until you reach the canal proper, is seedy to be polite. There is supposed to be a delightful walking/cycling route through the Waterside site, but there is little sign of that being realised at present.</p> <p>Once Basin Square is open, we would run boat trips from the small basin there. Once the canal has been restored to Renishaw, a day/weekend boat hire business at Staveley Waterside would be popular.</p> <p>We are introducing water sports hire at Hollingwood Hub next summer, but this is limited in numbers. A cycle hire business would be great; indeed a town cycle hire business as in so many places now would make the canal far more accessible. There would presumably be bike stations in Staveley, at Staveley Basin, at Hollingwood Hub, at Tapton Lock and at Basin Square. Such a scheme would also make Queen's Park and Chatsworth Road more accessible as well.</p>	<p>Linked to the private sector delivery of the wider Chesterfield Waterside site.</p> <p>See comment above re commercial bike hire.</p>
<p>Chesterfield Champions Event 01/12/21 – Comments from Participants</p> <p>Business has lost tenants from properties in town centre to the new Glass Works development on Sheffield Rd, Old Whittington. Retail should be focused on town centre and not out of town developments. Glass Works has free parking, CBC should be looking at initiatives for free parking to support town centre businesses.</p> <p>Free carparking at Saltergate MSCP resulted in greater number of trips to town centre, this shows that free parking encourages visits. Also consider chalet style market stalls for German style markets in town centre.</p> <p>Is there any prioritisation of the strategic priorities?</p> <p>Is there a specification for the provision of digital infrastructure in town centre? Strategy identifies product that (if delivered) would encourage greater visits to Chesterfield.</p>	<p>The Glass Works is located in Whittington Moor which is classified as a district centre where retail development is permitted.</p> <p>See comments above re parking. Redevelopment of outdoor market will include a new mix of stall types.</p> <p>Priorities are considered to be of equal weighting, however Council does not have a direct delivery role in relation to each priority.</p> <p>Specification not currently available.</p>

<p>In Bakewell they have reimbursement of parking charges if you make a purchase from independents, is this something that could be considered in Chesterfield? Activities in the strategy are about the future, what can we do in the here and now to support businesses / attract visitors?</p> <p>What about skills and business support, these don't appear to be covered in the VES?</p> <p>Town centre offer looks good on the basis of presentation / strategy. Chesterfield Champions should be shouting louder on promoting Chesterfield, rather than defaulting to the Peak District as local place to visit, eat & drink. If residents don't use the town centre why should visitors? Need to be given confidence to advocate for Chesterfield.</p> <p>Sustainability angle in the strategy could be strengthened. Any review of marketing activity needs to be co-ordinated with the work about to start on the DC 10 year review (Thinking Place). A co-ordinated approach to use all venues for events/festivals etc, not just those provided by CBC and church. Chesterfield also a base for attractions such as Sherwood Forest, not just Derbyshire and Peak.</p>	<p>See comments above re parking and current activities of Council to support town centre / visitor economy.</p> <p>Business support covered under Priority 1. Council's role on skills set out in separate Work and Skills Plan.</p> <p>Comment noted. On-going engagement between Destination Chesterfield and business champions.</p> <p>Sustainability principal to be strengthened. Reference to all venues for events to be included. Some staying visitors may visit Sherwood Forest, but this is not viewed as the primary market opportunity.</p>
<p>Chesterfield Champion written response</p> <p>1. Access. Having read the strategy document, a lot is stressed on how accessible Chesterfield is in regards of location and transport network. Nothing is mentioned regarding the access needs of the local population and visitors in terms of inclusive tourism.</p> <p>As part of our product research, over the past years we've consulted with a large number of our local community, and it has highlighted a demand for Chesterfield to become more aware of various access needs.</p> <p>Inclusive and accessible tourism is about making it easy for all people, irrespective of their gender, age or physical status, to enjoy tourism experiences. It is a set of services and facilities for individuals with special needs to function independently, with equity and dignity through the delivery of universally</p>	<p>Inclusive / accessible tourism to be included as core principle.</p>

designed products, services and environments. We use the term “special needs” in its most broad meaning.

Tourists with special needs could be disabled, elderly, pregnant, parents with pushchairs, or even people with temporary injuries such as a broken leg, or chronic ailments. All these people need to be particularly enabled during their travel. Thus, accessible tourism is the ongoing attempt to ensure that tourist destinations, products and services around the world are accessible to all people, regardless of their physical limitations, disabilities or age.

Making Chesterfield a beacon for inclusive tourism would act as a fantastic marketing message - attracting part of the £15bn purple pound market.

2. Elder Way empty food/retail units (Food & Drink quarter)

For unknown reasons, the food and drink retail units at Elder Way have been unoccupied since the renovations were completed.

There is a huge opportunity to turn that whole space into a leisure zone - open plan with independent food, drink, a stage for demonstrations and performances, comfy seating area (similar to the seating found in Derby Intu/Derbion), provision of creative workshops, possibly a small retro gaming area. Essentially somewhere that people will feel enticed to visit and stay for extended periods of time; that would also provide an alternative attraction for evenings.

There are a number of towns who have created food courts of independent traders as a visitor attraction. For example - the Wool Market in Doncaster or Altrincham Market House.

Plus research carried out by Community Chesterfield at the start of lockdown as part of their Your Life, Your Chesterfield sessions suggested that locals wanted an indoor venue that could host events and speciality evenings with accompanying food and drinks. The Food and Drink festival has proven we have an appetite for good food and an adventurous palette.

The consultant’s view is that this is primarily a hygiene factor and not seen as a motivating factor for a visit.

Elder Way is a private sector-led development and future occupancy will be determined on a commercial basis. CBC facilitated market viability through Northern Gateway investment in upgraded public realm. More generally the Covid pandemic has adversely impacted on the demand for premises for food & drink uses.

<p>It would obviously mean changing the business plan/strategy for the development, as it would probably require a space redesign and a management company to oversee the day-to-day running of the facility.</p>	
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Chesterfield Visitor Economy Strategy 2021 - 2026



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1. Introduction

This Visitor Economy Strategy is a five-year strategy that focuses Chesterfield Borough Council's approach to accelerating the growth of our visitor economy, the allocation of our resources to support this growth, and how we will work in a co-ordinated way with our sector partners. Its focus is on where the Council can make a real difference in developing our visitor economy; capitalising on related regeneration initiatives that we and others are involved in, that can attract visitors to Chesterfield.

This plan has been developed during the Covid-19 pandemic which has impacted hugely on our visitor, hospitality, and retail sector. Our immediate focus is about stimulating the short-term recovery of these sectors. However, this is not a recovery plan – it is more than that. It is about developing our visitor economy to be more substantial, and to play a stronger role in the development and diversification of the Chesterfield economy.

Chesterfield has many exciting opportunities that this strategy will build on:

- The Revitalising the Heart of Chesterfield project to re-develop our outdoor market, Market Place and New Square;
- Proposed transformational investment in the Stephenson Memorial Hall cultural venue (including the Pomegranate Theatre);
- Major public realm improvements planned as part of the Connecting Chesterfield project;
- The development of PEAK Resort as a nationally significant visitor destination;
- The plans for Chesterfield Canal, which will in time, bring opportunities for increased visitor activity along the canal corridor out to Staveley;
- Our proximity to the popular Peak District, providing us with market opportunities to position Chesterfield as a great location from which to explore the national park and surrounding attractions;
- In the longer term, HS2 services will increase our accessibility by rail and provide the stimulus for the development of the Station Masterplan;
- National changes in consumer behaviour including the rise in domestic (and second) holidays and a greater awareness of the environmental implications of leisure trips and holidays can be of benefit to Chesterfield.

However, as a destination, we face challenges that we will need to tackle through this strategy and beyond:

- Consumer research highlights that we are not strongly perceived as a visitor destination;
- While the Crooked Spire is well known, the visitor experience that it offers is limited;
- We have no flagship attractors;
- While we have a developing programme of speciality markets and cultural events, the opportunity exists for them to reach their full potential in terms of attracting visitors to the town;
- There are areas of delivery that could be strengthened, including the key destination marketing role.

This strategy will strengthen Chesterfield as a visitor destination by focussing on seven main priorities:

- Quality place making – to strengthen Chesterfield as a great place to visit, explore and spend time in.
- An enhanced Crooked Spire Experience - to build a stronger USP (Unique Selling Point) for the town and increase visitor dwell times.
- The development of PEAK Resort – as a major new driver of visitor demand in the borough.
- Speciality Markets and Events – a year-round programme of markets and events to capitalise on our planned investment in the Market Place and New Square.
- A Cultural and Heritage Destination – developing and sharing our cultural and heritage assets to attract visitors and increase dwell time through:
 - The development of the Stephenson Memorial Hall cultural venue;
 - The development of a distinctive series of artworks and architectural features ‘inspired’ by the Crooked Spire;
 - A year-round programme of cultural festivals that will make full use of the town’s theatres, Stephenson Memorial Hall, Crooked Spire Church, outdoor events spaces and other venues;
 - The roll out of an interpretation plan to bring Chesterfield’s heritage stories to life.
- Hotel development – seeking to secure new hotel development to increase Chesterfield’s capacity to attract short break and business visitors.
- A ‘Chesterfield Inspired’ marketing approach– to raise awareness of Chesterfield as a place to visit, targeting our most important markets.

2. The Current Situation

2.1 The Importance of the Visitor Economy to Chesterfield

The visitor economy generated an estimated £203 million of direct and indirect expenditure into the Chesterfield economy in 2019. This supported a total of 2,347 Full time Job Equivalents (FTEs).

The Economic Impact of the Visitor Economy to Chesterfield – 2019				
	Visits ('000)	Visitor Days ('000)	Spend ¹ (£m)	% Total Spend
Overnight Visitors				
Serviced	152.8	313.7	36.92	18.2%
Non-serviced	5.6	38.8	2.17	1.1%
Staying with friends and relatives (SFR)	179.1	425.7	21.86	10.8%
Total	337.5	778.2	60.95	30.0%
Day Visitors	3,659	3,659	142.32	70.0%
All Visitors	3,996	4,437	203.28	

Notes: 1. Direct and indirect expenditure.

Source: STEAM

This expenditure spreads throughout our local economy: from direct spending on retail, entertainment and hospitality, through supply chain expenditure, and via local spending of the wages of those employed in the sector. The overall size of the local economy benefits and grows as a result.

The visitor economy also:

- Supports a range of jobs with different skills and entry requirements;
- Enhances our image and profile – not just as a place to visit but also as a place to work, do business, invest and move to;
- Helps to develop a sense of place and community pride to celebrate what is great about Chesterfield;
- Supports a wide range of facilities that enhance the quality of life for our residents including our market and shops, restaurants, theatres, attractions, recreation opportunities, and events and festivals;
- Increases the retention of residents' expenditure in Chesterfield through a strengthened destination offer.

2.2 Our Visitor Offer

The core elements of our visitor offer are:

- The Crooked Spire of St Mary and All Saints Church (the Crooked Spire), as an iconic landmark that attracts around 50,000 visitors per year;
- Chesterfield Market, which attracts a local visitor market and coach trips;
- An expanding programme of speciality markets, including the Flea, Artisan, Autojumble, 1940s, Medieval and Christmas markets;

- Chesterfield Museum, which welcomed almost 24,000, primarily local, visitors in 2019;
- The Pomegranate and Winding Wheel theatres, which draw regional audiences for some productions;
- A programme of cultural and sporting events and festivals (including National League football at the Technique Stadium, the Chesterfield 10K run and the Chesterfield Canal Festival at Staveley Town Basin);
- A compact and attractive town centre that offers a good choice of independent and branded shops;
- Beyond the town centre:
 - Chesterfield Canal, which attracts some visitors for cycling, canoeing, paddle boarding, angling and the summer boat trips that run from Tapton Lock and Hollingwood Hub;
 - Barrow Hill Roundhouse, which attracts around 30,000 annual visitors, including some from further afield;
 - The Trans Pennine Trail and other local cycling networks.
- Beyond the Borough, the Peak District, Chatsworth, Bolsover Castle, Hardwick Hall, Sherwood Forest and Sheffield as easy to reach places to visit;
- Seven hotels in the Borough, with just under 1,000 bedspaces;
- A further 44 small, mainly non-serviced accommodation businesses offering an additional 450 bedspaces;
- A number of hotels in the immediate vicinity that also serve the town.

2.3 Future Developments

Chesterfield’s visitor economy is set to see a significant boost from a number of planned and proposed developments in the town centre and wider Borough over the next few years:

- **Revitalising the Heart of Chesterfield** is a project to transform Chesterfield Market, Market Place and New Square to provide a reimagined market experience, enhanced public realm and new event spaces. The first phase has achieved £3.25m funding.
- **Connecting Chesterfield** is a £25m Levelling Up Fund project that involves the refurbishment and remodelling of the Stephenson Memorial Hall as a performing/visual arts and heritage venue, and a programme of public realm enhancements that will connect the Hall through to the Market Place and enhance the setting of the Crooked Spire Church.
- **PEAK Resort** at Unstone to the north of the town will be a major leisure, education, wellness and entertainment resort set in 300 acres of fully reclaimed and re-naturalised parkland. It will offer a wide range of adventure attractions; wellness facilities; hotels and other accommodation; and restaurants, cafes and bars. The first phase of the project, the Summit@PEAK adventure park is scheduled to open in 2023.

Other proposals include: the **Basin Square** development as part of the Chesterfield Waterside regeneration scheme, which includes a new hotel, restaurants and bars, offices and residential apartments around a revitalised canal basin; a proposed 133-bedroom hotel at **Basil Close**, on the edge of the town centre; the potential development of the **Pavements Shopping Centre** following its acquisition by the Council; the **Staveley Town Deal** which presents opportunities to enhance the visitor offer in the east of the borough through investment in the **Chesterfield Canal**, including addressing gaps in navigation plus new facilities at **Staveley Basin**, improvements to **Staveley Town Centre**, and the development of a conference and events facility at **Staveley Hall**; and the new railway station at **Barrow Hill**, improving access to the Roundhouse amongst other benefits.

The Chesterfield Station Masterplan will deliver a high-quality urban realm around the station, including enhanced pedestrian links to the town centre.

2.4 Our Visitor Markets

Our visitors come in different guises. They could be coming because they have work, business or a meeting in Chesterfield; a coach trip coming for our market; a group coming for a wedding; a couple staying to visit the Peak District; someone visiting for a shopping trip, an evening at the theatre or for a night out with friends.

In volume terms, day visitors currently account for almost 92% of the Borough’s visitors. In value terms, day visitors account for 70% of total visitor expenditure, and overnight visitors 30% of the total. Overnight visitors staying in paid accommodation account for 4% of visitors and 19% of visitor spending, with the balance comprising people staying with friends and relatives.

The following table provides a conceptual framework of our main visitor markets. It highlights, out of five:

- The current importance of each market, based on a combination of spending and volume: 1 is currently an unimportant market, 5 a very important one.
- Our ability to influence each market through destination marketing: 1 means low influenceability and 5 high influenceability.
- Growth Potential in the next five years: 1 is limited potential, and 5 very strong.

Market	Description / Potential Motivators	Current importance	Ability to Influence	Growth Potential
Day Visitors				
Local day visitors	People travelling from home from approximately half an hour to three quarters of an hour away. Motivations will vary but will tend to more ‘functional’ activities like shopping, a night or meal out, a cinema trip, a visit to the museum, recreational activities, and perhaps attendance at an event.	5	4	2
Regional Day visitors	People travelling from further afield to spend time in Chesterfield. Motivations are likely to be less functional and focused more on the out-of-the-ordinary – e.g. theatre, events, speciality markets, the Crooked Spire.	3	4	3
Day and evening visitors staying in the Peak District and at PEAK Resort	People staying in the Peak District for a holiday/short break and visiting Chesterfield during the day or in the evening. Visitors staying at PEAK Resort will, in time, represent a potential additional audience that can be attracted into the town centre	2	4	3
Pre and post Peak District and PEAK Resort day and evening visitors	People passing through Chesterfield en-route to the Peak District or Chatsworth and, in time, PEAK	1	2	3

Market	Description / Potential Motivators	Current importance	Ability to Influence	Growth Potential
	Resort, or calling into the town en-route home after a day out in the Peak District or at PEAK Resort.			
Coach groups	An existing market for Chesterfield that has declined in recent years but can be encouraged again as the town's visitor offer develops. This is a market that can be readily reached through direct marketing activity.	1	5	3
Day conferences and meetings	Delegates coming for a small meeting or conference. Communication links close to the M1 are a strength but not unique. Conference business is likely to go direct to a venue and it will be a difficult market for us to influence.	1	2	2
Staying Visitors				
Business	Business visitors are the key midweek market for Chesterfield hotels. This is a non-discretionary market and therefore difficult for us to influence. Its growth potential will be dependent on broader economic growth in Chesterfield.	4	1	2
Contractors	Contractors working on development projects in the area are a key midweek market for Chesterfield's value for money hotels. This is another non-discretionary market that we cannot really influence.	4	1	2
Visiting Friends and Relatives (VFR)	People visiting their friends and relatives in the Borough is both a day and staying market. Staying VFR visitors are most likely to stay in the homes of their friends and relatives, but some will use commercial accommodation. This is generally a non-discretionary market but can be influenced to undertake activity (and spend) locally via communication with local residents.	4	3	2
Residential conferences and meetings	The borough's hotels attract very little residential conference business. This is a market that will book directly with the hotels or via agents.	1	1	1
Occasion	People attending weddings and other family occasions (birthdays, anniversaries etc). This is both a day and staying market. It is important for Chesterfield's hotels at weekends, and the core market for venue hotels. Influenceability is generally venue (rather destination) specific.	3	1	1
Short breaks	Chesterfield hotels are attracting some weekend and summer midweek short break business – primarily as a base for the Peak District and Chatsworth. Proximity, the lack of hotel stock in the Peak District, the more affordable prices of Chesterfield hotels, flexibility in terms of duration of stay, and branded hotel provision are all factors influencing the choice of Chesterfield hotels. This market is potentially	2	2	3

Market	Description / Potential Motivators	Current importance	Ability to Influence	Growth Potential
	influenceable but is more likely to find Chesterfield hotels through OTAs (Online Travel Agencies) and hotel brands. Branded hotels will not take part in destination marketing. Weekend demand is currently constrained by a lack of hotel availability on Friday and Saturday nights. Growth potential is largely dependent on securing more hotel stock.			
Post Night Out Stays	Chesterfield town centre hotels are currently attracting some weekend overnight business after nights out in Chesterfield. This group will be difficult to influence. Growth potential is likely to be linked to population growth, the development of the town centre night-time economy, and further town centre hotel development.	2	1	2

3. Strengths, Challenges and Opportunities

The following section provides a summary of our key strengths, challenges and opportunities as a visitor destination.

3.1 Strengths

- Accessibility and catchment population - with 23 million people living within a two-hour drive of the borough, and good transport access, particularly via the M1 and mainline train services. The A619, running through Chesterfield, is a key access route into the Peak District from the east and M1 corridor.
- Surrounding destinations and attractions – the Peak District and its key attractions / sub-destinations like Chatsworth, Matlock Bath and Bakewell (all within 12miles) but also Hardwick Hall, Bolsover Castle, Sherwood Forest and Sheffield.
- Town centre – Chesterfield town centre is compact and easy to navigate. Architecturally it is attractive with its medieval street pattern and highly recognisable black and white Tudor Revival buildings and distinctive quarters (like the Shambles). The town centre also has good car and coach parking.
- Chesterfield Market – although the number of market stalls has reduced in recent years, Chesterfield Market is a key asset and opportunity, with its exceptional spaces, heritage and profile. The success of niche markets, including the flea and artisan markets, provide evidence of the opportunity.
- Iconic Crooked Spire Church - the Crooked Spire is a distinctive and iconic feature for Chesterfield, and well known. However, the visitor offer could be strengthened.
- Hotels – Chesterfield’s hotel offer is modern, of a good standard, and has a number of key UK value hotel brands that have strong customer bases and loyalty.

3.2 Challenges

- No major attractions – we lack any major attractions that have a high profile and volume of visits. The Crooked Spire is an iconic landmark but is a small to medium attraction with a primarily local and sub-regional appeal. Other attractions in the borough have a similar draw.
- Limited critical mass of product – we do not have a significant concentration of product either thematically (e.g., heritage or culture) or geographically. This impacts on our profile as a visitor destination and the dwell time for a visitor which, at the moment, is relatively limited.
- Heritage –Chesterfield has a number of interesting heritage stories and buildings (Chesterfield’s Roman and Medieval history/street pattern, the Markets, the Peacock centre, George Stephenson, the Civic leaders and key employers e.g. Robinson’s/Markhams’, Revolution House and the area’s wider industrial heritage etc.) that can add interest to a visit. However, none are sufficiently compelling to act as a major visitor draw.

- Limited hotel capacity and accommodation choice – most of the borough’s hotels are consistently fully booked on Friday and Saturday nights for a large part of the year. This limits opportunities to promote Chesterfield as a weekend break base.
- Town Centre – while a strength there are some operational and public realm issues which need to be addressed to improve the visitor experience. The railway gateway into the town centre is not particularly welcoming from a visitor perspective (but this will be addressed through the Station Masterplan). Road signing for visitors (particularly white on brown signing to the town centre) and interpretation and wayfinding could be strengthened.
- Two-dimensional town centre offer – the town centre offer falls into two distinct elements. Firstly, a daytime retail offer (primarily comparison / functional shopping) and, secondly, a night-time offer of bars and clubs. With the exception of the theatres, there is not a blended or graduated offer than runs from daytime, through early evening, evening, to night-time. The early evening economy is a weakness at present.
- Limited family offer – the visitor offer for families, particularly in the town centre, is limited. Across the borough there is some family offer (e.g., Barrow Hill Roundhouse, Queen’s Park and recreational opportunities) but nothing significant.
- Destination marketing – destination marketing is delivered through three different organisations but no one organisation is ‘owning’ the marketing role. As a consequence, it is tending to be reactive and slightly fractured.
- Delivery – A number of our functions are visitor facing – e.g. theatres, market, events, museum but these are typically operationally driven. Visitors may be part of their market but are generally a subsidiary element. There is potential to further integrate and strengthen internal working structures in support of the visitor economy.

3.3 Opportunities for Market Growth

The research and analysis that has been completed to inform the Visitor Economy Strategy shows significant potential for growth in Chesterfield’s visitor economy over the next 5 years as a result of:

- The potential to grow Chesterfield’s existing markets – particularly day visitors from home and visitors to the Peak District;
- The plans that are being actively progressed to revitalise Chesterfield town centre, which will make it a more attractive place to visit;
- The development of PEAK Resort – and the markets and opportunities it will create;
- Changes in national consumer behaviour, notably the rise in domestic short breaks.

Consumer research indicates that the visitor markets which offer the strongest growth potential for Chesterfield are as follows:

- Day visitors (local/regional);
- Short break visitors (using Chesterfield as a base);

- Day and evening visitors staying in the Peak District;
- Future day and evening visitors staying at PEAK Resort;
- Pre and post Peak District (and PEAK Resort) day and evening visitors;
- Coach groups;
- Visitors to friends and relatives.

3.4 Required Improvements

The key requirements for achieving growth in these visitor markets are:

- **Improving the daytime visitor offer of the town centre.** Chesterfield’s key visitor assets are in the town centre and it is a strategic aim to increase town centre footfall in order to support the viability of retail, leisure and hospitality businesses. Dwell time is relatively limited (with a potential trip lasting 2 hours to half a day) and the visitor offer could be considered weak compared to potential competitors. Strengthening the daytime offer is key to exploiting most of the market opportunities.
- **Developing the town centre evening offer.** The evening economy (broadly the 5.00 p.m. to 8.00 p.m. period) offer is relatively weak at present. Improving and diversifying the offer in terms of restaurants, bars, cultural and entertainment venues, evening markets and events will create footfall and atmosphere in the town centre, providing things for visitors to do. A stronger early evening offer will increase dwell time and spend for day visitors and be integral to attracting Peak District visitors (day and staying – using Chesterfield as a base) and, in future, PEAK Resort visitors (day and staying).
- **Hotel development.** Developing further hotel accommodation is needed if Chesterfield is to attract more staying visitors and establish itself as a base for the Peak District and, potentially, PEAK Resort.
- **Targeted Marketing.** Proactive marketing campaigns aimed at the key target visitor markets that we can reach through destination marketing will be key to raising awareness of Chesterfield as a visitor destination as its offer improves and develops.

The table below summarises the relative importance of these requirements for each of the target visitor markets for Chesterfield. *** = very important ** = quite important * = of some importance

Target Market	Requirement			
	Hotel development	Town centre daytime offer	Town centre evening offer	Targeted Marketing
Day visitors (local / regional)	n/a	***	*	***
Short Break (using Chesterfield as a base)	***	**	***	**
Day visitors staying in the Peak District	n/a	***	**	***
Future day visitors staying at PEAK Resort	n/a	*	***	***

Pre and post Peak District (and PEAK Resort) day/ evening visitors	n/a	**	***	**
Coach groups	n/a	***	*	***
Visiting Friends and Relatives (VFR) (day and staying)	*	***	**	**

4. The Strategy

4.1 Strategic Approach and Guiding Principles

The purpose of the Visitor Economy Strategy is to attract more day and staying visitors to Chesterfield, generating additional visitor spend that will support existing employment and create new jobs in the local economy. It seeks to achieve this by capitalising on all the work we and others are progressing to make Chesterfield a great place to be; a place that people enjoy visiting, staying and spending time in. As such, the Strategy is underpinned by a focus on quality place making, seeking to reinforce a distinctive Chesterfield identity (we are the location of the Crooked Spire) that differentiates us from other visitor destinations. Quality places will provide the setting for the further development of an experiential and leisure based offer that attracts new visitors to Chesterfield and encourages a high level of repeat visits. For example, in Chesterfield town centre, this will include the redevelopment of the outdoor market (a reimagined market experience), an enhanced events and festivals programme and a stronger food & drink offer.

The Staveley Town Deal presents opportunities to strengthen the visitor offer in the east of the borough (for example through investment in upgraded public realm in Staveley Town Centre and new facilities at the Staveley Basin on Chesterfield Canal), whilst PEAK Resort will be a major new driver of visitor demand once it is developed. One of Chesterfield's key attributes is its geographical location (accessible to a large catchment population and close to major attractions) and we will encourage more people to use Chesterfield as a base for visits to the Peak District and Derbyshire.

Our approach to developing the visitor economy is encapsulated in the following core proposition:

A lively market town, Chesterfield inspires day and staying visitors with the iconic Crooked Spire and its unique mix of independent businesses, markets, events, festivals and attractions, providing a great base from which to explore the Peak District and Derbyshire.

In pursuing our key priorities, we will be guided by the following principles:

- **Dynamic** – Within our overall strategic approach we will be dynamic, enabling us to react to funding, marketing, partnership and development opportunities as they arise.
- **Sustainable** – The Strategy will be progressed in a sustainable manner. In particular, Chesterfield has an opportunity to establish itself as a sustainable visitor hub through the provision of gateway facilities and low carbon transport for visitors to the Peak District and surrounding area. Chesterfield benefits from good national rail connectivity (including future provision of high-speed rail services), established public transport links to destinations such as Bakewell and Matlock, an expanding local cycle network (including a proposed cycle hub at the rail station) and a pedestrian friendly town centre. The sustainable development of the visitor economy also means that our environmental, cultural and heritage assets are protected and that any negative impacts of an increased numbers of visitors on the environment and our communities are minimised.
- **Quality** – Our investment in place-making will utilise design and materials of the highest quality, new and enhanced events will 'raise the bar' in terms of our ongoing offer to visitors.
- **Accessible and Inclusive** – in developing our place and product offer, we will strive to make our destination accessible and welcoming to all potential visitors. For example, accessibility guides have been produced for the Museum, Revolution House and the Visitor Information Centre. Wheelchair seats are available at the theatres and some performances are signed and audio

described for those with hearing / sight impairments. Relaxed sessions have been held at the Santa House for those with learning disabilities and other sensory and communication disorders.

- **Contemporary** – We want to celebrate and enhance our heritage and cultural assets whilst delivering a forward looking and modern programme of physical development, cultural programming and innovations in markets and events.
- **Balanced** – Whilst delivery of the strategy will have a particular focus on the town centre (reflecting the fact this is where the key visitor assets are located and also where the Council is best placed to make a difference), we will support sector partners in taking forward key opportunities across the borough, including PEAK Resort, Chesterfield Canal developments and projects in the Staveley Town Deal programme.

4.2 Aims

The aims of the Visitor Economy Strategy are as follows:

- **Aim 1:** To raise the profile of Chesterfield as a place to visit.
- **Aim 2:** To generate direct visitor spend which will create and support jobs in the local economy.
- **Aim 3:** To support and accelerate the revitalisation of the town centre and the wider borough.

4.3 Aspirations and Targets

Our aspiration is to see the visitor economy not only recover from the Covid-19 pandemic but also grow. Expectations are that a full recovery of the visitor economy will not take place until 2024. The following table summarises recovery expectations and our growth aspirations by the end of 2025 (see appendix 1 for more details).

	Recovery – end 2025	Growth Aspiration – end 2025	Growth	Difference in Growth (%)
Volume of trips				
Day visits (m)	3.91	4.63	0.72	18
Staying visits (m)	0.38	0.43	0.05	13
Spend				
Day visits (£m)	152	180	28	18
Staying visits (£m)	62	67	5	8

We will monitor our progress against these targets by continuing to commission an annual STEAM report. We will also establish an annual dataset that will be monitored and reported. Indicators could include:

- Monitoring hotel performance – and the impact of new hotel openings
- Attendance and letting levels at speciality and festival markets
- Attendances at a small number of key annual events
- Visits to key attractions such as the Stephenson Memorial Hall and the Crooked Spire
- Overall town centre footfall
- Marketing campaign analytics.

4.4 Strategic Priorities

The priorities that the Visitor Economy Strategy will specifically seek to address are as follows:

- **Priority 1:** Strengthening the overall quality of place to make Chesterfield a great place to visit and spend time in.
- **Priority 2:** Developing the Crooked Spire Experience.
- **Priority 3:** Maximising the visitor potential of the PEAK Resort development.
- **Priority 4:** Developing a year-round programme of speciality markets and events to fully capitalise on the planned investment in the Market Place and New Square.
- **Priority 5:** Enhancing Chesterfield's cultural and heritage offer through strengthening the role of Stephenson Memorial Hall as a cultural venue, the development of distinctive artworks and architectural features; a year-round programme of cultural festivals; and heritage interpretation plan.
- **Priority 6:** Securing new hotel provision in Chesterfield.
- **Priority 7:** A 'Chesterfield Inspired' marketing approach to raise awareness of Chesterfield's developing visitor offer.

These priorities do not seek to capture all the activities that the Council is currently undertaking in relation to the visitor economy. Rather they provide a focus on new / enhanced activities where it is considered the Council can make a real difference in the next five years. Whilst the priorities are of equal importance, it should be noted that we take direct responsibility for the delivery of priorities 1,4,5,6 and 7, but our role in relation to priorities 2 (Crooked Spire Experience) and 3 (PEAK Resort) is primarily one of facilitation and support.

Action areas are referenced under each priority and further detail is provided in the Action Plan (Section 13). Identified actions include those which can be met from existing budgets and those which will require additional resources.

5. Strategic Priority 1: Quality Place Making

5.1 Rationale and Approach

The development of the visitor economy is underpinned by a focus on quality place making which seeks to create great places that people enjoy visiting and spending time in. Quality place making is also about building on and reinforcing local character to create a sense of place that is uniquely 'Chesterfield', something which differentiates us from other locations and which can't be replicated on-line. Quality places complement, and provide the setting for, a range of activities such as markets, events, food & drink, recreation etc that will help drive the growth of our visitor economy.

In Chesterfield town centre, improving the daytime and evening offers have been identified as key requirements for increasing visitor numbers, dwell times and spending in the town. This includes improving the quality of the public realm environment; better lighting to enhance evening visits; improved digital connectivity to facilitate digital exploration; better wayfinding to help visitors to find their way around the town; and encouraging a wider choice of independent shops, cafes and restaurants (there is also a need to ensure the availability of a suitably skilled workforce to support the growth of these businesses).

We are already progressing elements of this work, for example, through the delivery of a pedestrian friendly environment as part of the Northern Gateway scheme, which also provides outdoor space for new cafes and restaurants linked to the Elder Way leisure development. We have secured funding via the Revitalising the Heart of Chesterfield scheme to undertake the redevelopment of the Outdoor Market and will be making a major investment in high-quality public realm across the town centre through the Connecting Chesterfield project.

In the east of the borough, funding from the Staveley Town Deal will facilitate a number of place based developments that will improve the local visitor offer. These include: upgraded public realm in Staveley town centre; the development of conference and events facilities at Staveley Hall; and further investment in the Chesterfield Canal navigation and new facilities at the Staveley Basin.

The Council provides a range of recreational and leisure facilities across the borough including the provision of three award winning destination parks (Queens Park, Holmebrook Valley Park and Poolsbrook Country Park). These and other facilities, such as recreational opportunities linked to the Chesterfield Canal and the wider cycling and footpath network, make an important contribution to the general amenity of the borough and we will seek to support the further development of place making infrastructure in future.

5.2 Action Areas

Action Area	Description
Chesterfield Town Centre Place Making	<p>We will progress a series of major public realm projects that will significantly enhance the experience of visiting and exploring Chesterfield town centre through:</p> <ul style="list-style-type: none"> • The Revitalising the Heart of Chesterfield project, to include: <ul style="list-style-type: none"> ○ Redevelopment of the outdoor market; ○ New events spaces; ○ Public realm improvements around the edges of Market Place; ○ Wayfinding; • The Connecting Chesterfield project, to include: <ul style="list-style-type: none"> ○ Public realm improvements along Corporation Street, Spire Walk, Rykneld Square, Burlington Street, Packers Row and Market Place; ○ Digital infrastructure to support digital wayfinding, active travel, on-demand leisure and re-programmable flexible event spaces; ○ Lighting interventions. • As a partner in Chesterfield Waterside Ltd, support the delivery of the Basin Square development which includes a new hotel, bars & restaurants, offices, residential development and a high quality public realm around the new canal basin. • Future delivery of the Chesterfield Station Masterplan

Staveley Town Deal Place Making	Support partners to deliver schemes which improve the visitor offer as part of the Staveley Town Deal Programme, to include: <ul style="list-style-type: none"> • Staveley Town Centre public realm • Staveley Hall conference facilities • Chesterfield Canal navigation • Staveley Basin • Barrow Hill railway station
Borough Wide Place Improvements	Supporting wider investment in place making infrastructure across the borough to further enhance the visitor offer.
Supporting the development of independent businesses	We will support the development of independent town centre businesses through the following measures: <ul style="list-style-type: none"> • The provision of a range of town centre premises; • The provision of business advice and support to local businesses, including the Digital High Street initiative; • Working with partners on local initiatives to address identified skills and staff shortages in the sector; • The roll out, in partnership with Destination Chesterfield of the ‘Love Chesterfield’ marketing campaign to encourage local people to use the town centre more; • The events that we hold, support and promote in the town centre to increase footfall.

6. Strategic Priority 2: The Crooked Spire Experience

6.1 Rationale and Approach

The Crooked Spire is Chesterfield’s iconic landmark and strongest association for visitors. However, the visitor experience that it offers is currently lacking in terms of visitor welcome, interpretation of the church and spire, catering, retail and toilets. More could also be done to enhance the external visitor experience of the Crooked Spire, with the Council working with the church to further develop the Rykneld Square and Spire Walk elements of the Connecting Chesterfield project. The church is also interested in improving the tower tours experience and making more use of the church as a space for suitable music, choral and cultural events.

6.2 Action Areas

Action Area	Description
Crooked Spire Experience Development Project	We will progress a joint project with the church to look at options for upgrading the Crooked Spire visitor experience in and outside the church, including developing the churchyard and Rykneld Square as an enhanced public open space and setting for the church. We will also review the future role of the Visitor Information Centre to include consideration of its potential use as a welcome and interpretation centre for the church.

7. Strategic Priority 3: PEAK Resort

7.1 Rationale and Approach

Supporting the development of the first phase of the PEAK Resort development is a key objective of our current Council Plan (2019-2023). The resort is set to be a major new driver of visitor demand in the borough, creating significant new employment and economic benefit. We have so far supported the project through planning consents and securing grant funding to deliver the new access roundabout to the site off the A61. We will continue to work in an innovative and creative manner to support the ongoing development of the resort, looking for ways to maximise the wider visitor economy benefits of the resort for Chesterfield.

7.2 Action Areas

Action Area	Description
Supporting PEAK Resort	The Borough Council will continue to work in innovative and creative partnerships to support the ongoing development of PEAK Resort.
Capitalising on PEAK Resort	We will seek to maximise the visitor economy benefits of PEAK Resort to Chesterfield through: <ul style="list-style-type: none">• Collaborative marketing activity;• Joint events and festivals, incorporating PEAK Resort venues;• Undertaking a study of wider transport connectivity between PEAK Resort and Chesterfield town centre;• Supporting the development of hydrogen shuttle bus services between the resort and Chesterfield town centre and to and from the Peak District and attractions and places to visit in other parts of the borough and our surrounding area;• Supporting staff recruitment and training programmes for the resort, maximising opportunities for local residents;• Seeking to maximise local supply chain benefits.

8. Strategic Priority 4: Speciality Markets and Events

8.1 Rationale and Approach

Chesterfield's speciality markets (the Artisan Market, Autojumble, Flea Market and Record Fair) and event markets (the Medieval Market and 1940s Market) are proving to be popular and attracting new visitors to the town. The Revitalising the Heart of Chesterfield and Connecting Chesterfield projects will transform the Market Place and New Square as a venue for markets and events. The Visitor Economy Strategy seeks to fully capitalise on this investment to develop Chesterfield's reputation as a place to visit for interesting and different markets and market-focused events. We will also seek to attract additional events to take place in the borough.

8.2 Action Areas

Action Area	Description
Speciality Markets and Events	<p>We will develop and enhance a year-round programme of high-quality speciality markets and events, to include:</p> <ul style="list-style-type: none"> • Further enhancements to the Flea Market, Artisan Market, Autojumble, Record Fair, Medieval Market, 1940s Market and Christmas Market • The addition of new markets and events which could include.: <ul style="list-style-type: none"> ○ A Food & Drink Festival ○ Antiques market ○ Craft market ○ Art market ○ Flower & plant market ○ Street food market ○ Vintage market ○ Book fair
Attracting Additional Events	Identify opportunities to attract additional events to the borough and work directly or in support of other organisations to secure their delivery.

9. Strategic Priority 5: Culture and Heritage

9.1 Rationale and Approach

A range of exciting projects are currently underway or in development to significantly transform Chesterfield’s cultural and heritage offer and how we share it with visitors. Our plans for Stephenson Memorial Hall, as part of our Connecting Chesterfield project, will significantly enhance the Pomegranate Theatre as a performing arts venue and will upgrade Chesterfield Museum as a heritage asset. The Crooked Spire Church is looking to develop as a venue for music, choral and cultural events, while the reconfiguration of the Market Place and New Square will provide enhanced spaces for cultural events, alongside a range of other venues across the borough. There is scope to make better use of public art to highlight Chesterfield as a distinctive place to visit and encourage exploration of the town. Chesterfield has interesting heritage stories (for example its medieval street pattern, development of the market, the industrial heritage of the borough etc) that can add interest to a visit and increase visitor dwell times. The Visitor Economy Strategy seeks to capitalise on these assets, investments and opportunities through:

- The progression of the plans for the restoration and development of Stephenson Memorial Hall;
- The development of a series of ‘inspired’ public artworks and architectural features that will reinforce a distinctive identity for Chesterfield;
- A year-round programme of cultural festivals, making full use of the theatres, Stephenson Memorial Hall, Crooked Spire Church, other venues and outdoor event spaces;
- A heritage interpretation plan for the town and wider borough.

9.2 Action Areas

Action Area	Description
Stephenson Memorial Hall	A comprehensive transformation/restoration programme designed to: <ul style="list-style-type: none"> • Increase the capacity of the Pomegranate Theatre • Increase and improve the exhibition space for Chesterfield Museum • Better integrate the wider building, including shared foyer space, meeting rooms and an improved food and beverage offer
Inspired Artworks and Architecture Programme	The development over time of a series of distinctive, high-quality, ‘inspired’ public artworks and architectural features that will complement the Crooked Spire Church as Chesterfield’s iconic landmark. It is envisaged that artworks will be commissioned as part of public realm projects, including as part of the Revitalising the Heart of Chesterfield, Connecting Chesterfield and Station Masterplan projects. An Inspired Trail of artworks will also be considered. Encouragement will also be given to private sector development projects to incorporate ‘inspired’ architecture and artworks.
Cultural Festivals Programme	A year-round programme of cultural festivals e.g.: <ul style="list-style-type: none"> • Music festivals – jazz, folk, choral, opera; • A comedy festival; • Literary, spoken word or poetry festivals; • A film festival; • An illumination festival.
Heritage Interpretation Plan	The development and roll out of a heritage interpretation plan to bring Chesterfield’s heritage stories to life by broadening the locations and means used to tell the story. This could include: <ul style="list-style-type: none"> • Interpretation panels; • Trails; • Itineraries; • Guided tours and talks; • Interpretative literature; • Temporary and portable displays • Digital content.

10. Strategic Priority 6: Hotel Development

10.1 Rationale and Approach

Increasing the number of overnight stays in the borough is a key objective in the current Council Plan (2019-2023). Additional hotel development is a key requirement for achieving this objective. Pre-COVID (2019) hotel performance in Chesterfield was strong, with frequent shortages of hotel capacity on Tuesday, Wednesday, Friday and Saturday nights. The lack of weekend hotel capacity is a clear constraint on our ability to develop as a weekend break base. More hotels will be needed as

hotel demand returns to pre-COVID levels and starts to grow again. Discussions with hotel brand owners have identified a need for public funding investment support in order to achieve commercially viable hotel projects.

10.2 Action Areas

Action Area	Description
Chesterfield Hotel Investment Strategy	<p>Prepare a strategy to guide any future investment by the Council, to include consideration of:</p> <ul style="list-style-type: none"> • How many new hotels Chesterfield can support; • Where new hotels should be located to maximise their contribution to regeneration and visitor economy growth objectives e.g. development of evening economy in town centre; • The potential of council-owned sites for hotel development; • The best-fit hotel brands for Chesterfield; • The level and nature of any investment required by the Borough Council; • The potential returns to the Council.
Hotel Investment Programme	Potential investment in new hotel development guided by the Hotel Investment Strategy.

11. Strategic Priority 7: 'Chesterfield Inspired' Marketing

11.1 Rationale and Approach

Raising awareness of Chesterfield's developing programme of speciality markets, cultural festivals and events the enhanced Crooked Spire Experience, heritage stories and distinctive sense of place will be key to attracting new visitors to Chesterfield and encouraging previous ones to return. A 'Chesterfield Inspired' marketing approach will aim to grow demand from our target visitor markets through a steady flow of information, messages, content and images about what is happening in the town and borough to inspire visits.

11.2 Action Areas

Action Area	Description
'Chesterfield Inspired' Marketing	<p>A continuous marketing campaign to raise awareness of what is happening in Chesterfield in terms of markets, events and the improving visitor offer, to include:</p> <ul style="list-style-type: none"> • A review of the existing marketing approach to inform the development of a 'Chesterfield Inspired' brand; • New photography and videography; • A new / refreshed 'Chesterfield Inspired' website; • Continuous social media marketing and advertising;

	<ul style="list-style-type: none"> • PR activity targeted at local and regional media, travel writers and influencers; • Direct marketing to group travel organisers.
Market Intelligence	<p>A programme of research to inform decision making, improve our offer and monitor progress. This could include a combination of the following:</p> <ul style="list-style-type: none"> • Periodic town centre visitor surveys; • Surveys to investigate the impact on visitor demand of the Staveley Town Deal projects and Chesterfield Canal development; • Non-visitor research to assess profile and attitude; • Occupancy research.

12. Delivery and Resources

12.1 Delivery Structures

Our support to the visitor economy is currently spread across a number of services, both internally within the Borough Council and externally. While we have an identified political and senior officer lead for the visitor economy, delivery is shared across a number of roles within the council – but is typically only a subsidiary part of an officer’s responsibility. This means while we are successfully delivering projects and services, there can be gaps in delivery and missed opportunities. In addition, the relatively small visitor economy private sector has a number of contact points which can lead to confusion.

This Strategy will build on existing success by further integrating and strengthening our working structures. The crucial role of destination marketing is currently delivered by the Council, Destination Chesterfield and Marketing Peak District and Derbyshire. A review of marketing activity will be undertaken to determine whether rationalisation could bring a greater focus and introduce economies of scale.

Moving forward, we will continue to take the lead on the visitor economy and we will implement the following actions:

- Develop more integrated internal communication and management structures;
- Develop clearer operational ownership of the visitor economy, reflecting the political and Chief Officer leads;
- Review the role and effectiveness of the Visitor Information Service, identifying how best to deliver this function in the digital age;
- Review the role of external organisations across the board including consideration of a ‘single agency’ approach for destination marketing;
- Develop a more streamlined approach to business engagement with fewer points of contact for the private sector.

12.2 Resources

Chesterfield is being transformed, the current Northern Gateway scheme and the Revitalising the Heart of Chesterfield project will greatly improve the centre of the town and its approaches. To this can be added the plans to redevelop the Stephenson Memorial Hall and the surroundings of the Church as part of the Connecting Chesterfield project and the Council’s direct ownership of the Pavements Shopping Centre. Significant investment is also set to take in the visitor offer in the east of the borough via the Staveley Town Deal.

The Visitor Economy Strategy will maximise the impact of these interventions through a smarter deployment of existing resources and consider growth opportunities. This will be achieved by:

- Continuing to win external funding to support our priorities;
- A review of how we spend our budgets, making them work harder for the visitor economy;
- Potential allocation of additional resources, from sources such as Business Rates retention;

- Working more closely with external providers to deliver events on a commercial/non-funded basis.

13. Action Plan

Introduction

The following section outlines a three year action plan against the seven strategic priorities identified in the strategy and also considers the service delivery options.

The action plan is tabular and is further split into those actions which can be met from existing budgets (including staffing levels and revenue expenditure) and those which will require additional resources.

Each project has a priority. These are as follows:

- Priority 1 = must do
- Priority 2 = high priority
- Priority 3 = medium priority

The level of resources that are ultimately available will determine which priorities are undertaken.

The 'who' column identifies the key organisations responsible but others may be involved in delivery. Where an organisation is highlighted in brackets, it means their involvement is a potential which needs to be determined as the plan develops.

Abbreviations include:

CBC	Chesterfield Borough Council
EDU	Economic Development Unit
JGU	Joint Growth Unit
LCCW	Leisure, Culture and Community Well-
CPC	being Chesterfield Parish Church
DC	Destination Chesterfield
DCC	Derbyshire County Council
MPD&D	Marketing Peak District & Derbyshire
PR	PEAK Resort

Timescales highlight when a project is likely to be undertaken. Year 4+ means it will continue beyond the three-year action plan. Timescales can be brought forward (or pushed back depending on resources). The Action Plan is based on financial years and Year 1 begins in April 2021.

The action plan is a working document which will be used as the primary tool for identifying priorities and monitoring progress. As a working document it will be subject to regular (e.g. quarterly) review and updated annually.

Project	Description/Action	Priority	Who	Timescales (year)			
				1	2	3	4+
Strategic Priority 1: Quality Place Making							
Actions using existing budgets							
Revitalising the Heart of Chesterfield	Ongoing implementation of programme to redevelop the outdoor market, create new event spaces and upgrade public realm in Market Place and New Square	1	CBC - JGU	•	•	•	•
Town Centre Transformation (LUF)	Development and delivery of upgraded town centre public realm, digital infrastructure and lighting interventions	1	CBC - JGU	•	•	•	•
Staveley Town Deal Programme	Implementation of improvements to the visitor offer including Staveley town centre public realm, conference facilities at Staveley Hall and waterway projects	1	CBC - Town Deal Team	•	•	•	•
Chesterfield Waterside Basin Square	Support the delivery of the Basin Square development	1	Chesterfield Waterside Ltd	•	•	•	•
Supporting the development of independent businesses	A range of premises, staffing, skills and advisory services, supporting local business development. Also events delivery (Priority 4) and marketing programmes (Priority 7)	1	CBC - EDU	•	•	•	•
Actions requiring additional resources							
Chesterfield Station Masterplan	Future delivery of capital improvement programme (Corporation St included as part of Town Centre Transformation LUF scheme)	1	CBC - EDU/JGU	•	•	•	•
Borough Wide Place Making	Support wider investment in place making infrastructure as appropriate	3	(CBC/DCC/ Other Partners)				
Strategic Priority 2: The Crooked Spire Experience							
Actions using existing budgets							
Crooked Spire Experience	Submit HLF (Heritage Lottery Fund) bid to improve Crooked Spire Church visitor experience with increased visitor and commercial facilities	2	CPC	•	•		

Project	Description/Action	Priority	Who	Timescales (year)			
				1	2	3	4+
	Support work for the HLF bid	2	CBC - EDU/Planning	•	•		
Spire Walk and Rykneld Square (Town Centre Transformation-LUF)	Implementation of plans for Spire Walk and Rykneld Square in support of church enhancements	1	CBC – JGU (CPC)	•	•	•	•
Service Delivery Review	Review future role of the Visitor Information Centre	1	CBC - LCCW	•	•		
Actions requiring additional resources							
Crooked Spire Experience	Delivery of HLF bid	2	CPC (CBC)		•	•	•
Strategic Priority 3: PEAK Resort							
Actions using existing budgets							
Supporting PEAK Resort	Working in creative & innovative partnerships to support the development of PEAK Resort	1	CBC-EDU	•	•	•	•
Capitalising on PEAK Resort	Collaborative marketing activity	2	PR/CBC-LCCW/DC/MPD&D		•	•	•
	Hydrogen shuttle bus support	2	PR/CBC-EDU/DCC	•	•		
	Recruitment and training support	2	PR/CBC-EDU		•	•	•
	Supply chain programme	2	PR/CBC-EDU		•	•	•
Actions requiring additional resources							
Capitalising on PEAK Resort	Joint events and festivals	2	PR/CBC-LCCW				•
	Transport/connectivity study	2	CBC/DCC (PR)		•	•	
Strategic Priority 4: Speciality Markets and Events							
Actions using existing budgets							
Annual CBC Markets and Events Programme	Implement enhanced funded 2021-22 programme	1	CBC-LCCW/EDU	•			
	Review 2021-22 and Devise 2022-23 programme	1	CBC-LCCW/EDU	•			
Actions requiring additional resources							
Additional and Enhanced Markets and	Develop and enhance a year round programme of markets and events, including the	1	CBC – LCCW/EDU		•	•	•

Project	Description/Action	Priority	Who	Timescales (year)			
				1	2	3	4+
Events Programme	attraction of externally organised events						
Strategic Priority 5: Culture and Heritage							
Actions using existing budgets							
Stephenson Memorial Hall (LUF)	Development of Stephenson Memorial Hall as a key cultural asset, including increased capacity of Pomegranate Theatre, integration of building and improved exhibition space for Chesterfield Museum	1	CBC-JGU/LCCW	•	•	•	•
'Inspired' Artworks and Architecture	Development over time of a series of high quality 'inspired' public artworks and architectural features	3	CBC / Private Sector	•	•	•	•
Actions requiring additional resources							
Cultural Festivals Programme	Development and delivery of a year-round programme of cultural festivals	3	CBC-LCCW / other partners			•	•
Heritage Interpretation Plan	A heritage interpretation /storytelling plan, including interpretation panels, itineraries, guided tours, interpretative literature and digital content	3	CBC-LCCW/ Community Groups/ Church			•	•
Strategic Priority 6: Hotel Development							
Actions using existing budgets							
Hotel Investment Strategy	Development of a Borough Council Hotel Investment Strategy	1	CBC-EDU	•	•		
Actions requiring additional resources							
Investment Programme	Future implementation guided by Hotel Investment Strategy	2	CBC-EDU		•	•	•
Strategic Priority 7: 'Chesterfield Inspired' Marketing							
Actions using existing budgets							
Chesterfield Inspired Marketing	Development of a digital marketing campaign primarily targeting day visitors from home. Supported by strong market intelligence.	1	CBC-Comms/LCCW /EDU/DC		•	•	•

Project	Description/Action	Priority	Who	Timescales (year)			
				1	2	3	4+
Actions requiring additional resources							
Chesterfield Inspired Marketing	Brand Development	1	CBC-Comms/DC ¹		•		
	Website (new/refresh)	1	CBC/DC		•		
	New Image Bank	1	CBC/DC		•		
	Social Media programme	2	CBC/DC		•	•	•
	PR Campaign	3	CBC/DC			•	•
	Radio Campaign	3	CBC/DC		•	•	
Market Intelligence	A range of visitor, non-visitor and accommodation research and surveys to inform decision making and monitor progress	3	CBC/DC		•	•	•

¹ See Service Delivery options below -all subject to discussion between Economic Growth/LCCW and cabinet approval

Project	Description/Action	Priority	Who	Timescales (year)			
				1	2	3	4+
Service Delivery Options							
Actions using existing budgets							
Resources & Delivery Review	Integrated internal communication and management structures	2	CBC	•	•		
	Clearer operational ownership of the Visitor Economy	2	CBC	•			
	Review the Visitor Information Service	1	CBC -LCCW	•	•		
	Review the role of external organisations - consider a 'single agency' approach for destination marketing	1	CBC	•	•		
	Develop a more streamlined approach to business engagement	3	CBC/DC		•	•	
	Continuing to win external funding to support our priorities	1	CBC	•	•	•	•
	A review of how we spend our budgets, making them work harder for the visitor economy	1	CBC	•			
	Continued allocation of additional resources, e.g. Business Rates retention	1	CBC	•	•	•	•
	Working more closely with external providers to deliver events on a commercial/non-funded basis	2	CBC		•	•	•
Actions requiring additional resources							
Resource Enhancement	Supporting delivery budgets	1	CBC	•	•		

Appendix 1- Targets and Aspirations

This strategy sets out a small number of high priority interventions to develop the visitor economy in Chesterfield.

Forecasting how the future visitor economy will look is difficult at the moment as it emerges from the Covid-19 pandemic. This section outlines a potential recovery scenario and an aspirational growth scenario. These figures have been developed using the Chesterfield STEAM data of 2019 as a base and applying a combination of VisitBritain’s forecasts for 2021 and 2022 (for day visits) and the DCMS (Department for Digital, Culture, Media and Sport) forecasts (undertaken by Tourism Economics in March 2021). Forecasts are to the end 2025 in line with the national approach.

The forecast and aspirational scenarios are based on the following assumptions:

- Full recovery will not take place till 2024
- Hotel development stimulated by the Visitor Economy Strategy will not come onstream until 2024, and other hotels may be brought forward by the increase in visitor demand
- The strategy will drive, on average, a 5% annual increase in the day visit market over and above the recovery trend
- Staying visits will be identical until 2024 when an additional 4%-5% increase (by volume) and 3%-4% increase (by value) will take place
- SUMMIT at PEAK will open in 2023 and generate 120,000 visits per annum from non-residents
- Gateway at PEAK will commence operations post 2025

The aspirational scenario shows that, by 2025, the Visitor Economy Strategy will generate:

- An additional 720,000 day visits a year
- An extra 46,000 staying visits
- An additional £30m of visitor expenditure
- 15% increase in employment supported by that expenditure

This is summarised in the following tables.

Visitor Volume							
	2019	2020	2021	2022	2023	2024	2025
Recovery scenario							
Day Visits (m)	3.65	1.31	2.12	2.86	3.58	3.76	3.91
Staying Trips (m)	0.337	0.152	0.182	0.280	0.344	0.364	0.380
Growth Scenario							
Day Visits (m)	3.65	1.31	2.12	2.97	3.86	4.25	4.63
Staying Trips (m)	0.337	0.152	0.182	0.280	0.344	0.396	0.426

Source: TEAM – based on STEAM data

Visitor Spend							
	2019	2020	2021	2022	2023	2024	2025
Recovery scenario							
Day Visits (£m)	142	51	82	111	139	146	152
Staying Trips (£m)	60	25	30	47	54	58	62
Growth Scenario							
Day Visits (£m)	142	51	82	115	150	165	180
Staying Trips (£m)	60	25	30	47	54	62	67

Source: TEAM – based on STEAM data

Jobs Supported (FTEs)							
	2019	2020	2021	2022	2023	2024	2025
Recovery scenario	2,347	880	1,298	1,836	2,235	2,364	2,474
Growth Scenario	2,347	880	1,298	1,883	2,361	2,628	2,851

Source: TEAM – based on STEAM data

Chesterfield Borough Council Equality Impact Assessment - Full Assessment Form

<i>Title of the policy, project, service, function or strategy:</i>		Chesterfield Visitor Economy Strategy 2021-26
<i>Service Area:</i>	Economic Growth	
<i>Section:</i>	Economic Development	
<i>Lead Officer:</i>	Matthew Southgate	
<i>Date of assessment:</i>	01/22	
<i>Is the policy, project, service, function or strategy:</i>		
<i>Existing</i>		
<i>Changed</i>	x	
<i>New / Proposed</i>		

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Section 1 – Clear aims and objectives

1. What is the aim of the policy, project, service, function or strategy?

The overall purpose of the Visitor Economy Strategy is to attract more visitors to Chesterfield, generating additional visitor spend that will support existing employment and create new jobs in the local economy. The strategy has three main aims: to raise the profile of Chesterfield as a place to visit; to generate direct visitor spend which will create and support jobs; and to support and accelerate the revitalisation of the town centre and wider borough. The strategy is based on seven priorities which will provide a focus for Council activity over the next five years, either through the direct delivery of services / actions or indirectly through supporting delivery by partner organisations.

2. Who is intended to benefit from the policy and how?

The aim of the strategy is to generate additional visitor spend in the local economy which can support the viability of existing businesses and jobs and facilitate new employment creation. Visitor spend primarily supports businesses in the retail, hospitality and leisure sectors, sectors which have been particularly impacted by the Covid-19 pandemic. By attracting more visitors in future, the Council can support the recovery of these sectors, as well as the wider viability of Chesterfield town centre, where the majority of these businesses (and jobs) are located. New job creation will benefit Chesterfield residents through local access to an increased

range of employment provision, with a bias towards entry level job opportunities. The strategy includes a number of priorities (for example 'speciality markets and events', 'culture and heritage' and 'quality place making') that will deliver activities that will promote community well-being and help improve overall quality of life for residents and visitors alike.

3. What outcomes do you want to achieve?

The primary outcome that the strategy aims to achieve is to support the existing business / employment base and facilitate new job creation. Based on an aspirational growth scenario (which shows full recovery from the Covid pandemic by 2024 and some growth by the end of 2025), the strategy will generate £30m of additional visitor expenditure, supporting the creation of 350-400 jobs. Other anticipated (though not specified) outcomes will include: an increase in the number of businesses in the borough; an increase in the level of footfall in the town centre, helping to sustain town centre business occupancy; and a reduction in the number of local residents who are out of work, through access to new employment opportunities.

Section 2 – What is the impact?

4. Summary of anticipated impacts. *Please tick at least one option per protected characteristic. Think about barriers people may experience in accessing services, how the policy is likely to affect the promotion of equality, knowledge of customer experiences to date. You may need to think about sub-groups within categories eg. older people, younger people, people with hearing impairment etc.*

	Potentially positive impact	Potentially negative impact	No disproportionate impact
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability and long term conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gender and gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage and civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnant women and people on parental leave	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Ethnicity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion and belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Section 3 – Recommendations and monitoring

If you have answered that the policy, project, service, function or strategy could potentially have a negative impact on any of the above characteristics then a full EIA will be required.

5. Should a full EIA be completed for this policy, project, service, function or strategy?

Yes No

Please explain the reasons for this decision:

It is considered that the Visitor Economy Strategy will not have a disproportionate impact on the groups listed and will have a potentially positive impact on the young unemployed (18-24 year olds), with Chesterfield having one of the highest rates of youth unemployment in the East Midlands. Young people typically have high levels of employment in the core sectors (hospitality, leisure and retail) which make up the visitor economy.

An underlying principle of the Strategy is to support the development of an inclusive and accessible visitor economy. In developing the place and product offer, the Council will aim to ensure that Chesterfield is accessible and welcoming to all potential visitors.

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Section 6 – Knowledge management and publication

Please note the draft EIA should be reviewed by the appropriate Service Manager and the Policy Service **before** WBR, Lead Member, Cabinet, Council reports are produced.

Reviewed by Head of Service/Service Manager	Name:	Lynda Sharp
	Date:	05/01/22
Reviewed by Policy Service	Name:	Allison Potter
	Date:	06/01/22
Final version of the EIA sent to Policy Service	<input type="checkbox"/>	
Decision information sent to Policy Service	<input type="checkbox"/>	

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Climate Change Impact Assessment Tool (v1.36)

Developed by Chesterfield Borough Council 2021

Chesterfield Borough Council (CBC) is taking the problem of climate change very seriously, and declared a climate emergency in July 2019, with the stated goal of becoming a carbon neutral organisation by 2030. As part of our response to climate change, the council committed to introduce climate change impact assessments for all reports where decisions are made. (Climate Change Action Plan item 34). This means that if you develop or change a policy, project, service, function, or strategy, you need to identify the impact of the activity regarding the climate. Our preferred method for doing this is by conducting a Climate Change Impact Assessment (CCIA). This is similar to a risk assessment, or an equalities impact assessment: it is a structured report showing:

- What effects our activities have on the climate (mainly through our emissions of greenhouse gasses) and what we are doing to reduce these effects
- What impacts a changing climate may have on our services and functions and what actions we will take to become more resilient and less vulnerable.

For further information on how to use this tool, see the [guidance notes and video tutorials](#).

[Guidance notes and video tutorials for Climate Change Impact Assessment tool](#)

This climate change impact assessment tool has been developed by Chesterfield Borough Council (CBC) for internal use. While CBC are happy to share this tool free of charge, we make no assertions about its usefulness, reliability, or fitness for purpose. This tool is supplied "as is" with no warranty of any kind under a Creative Commons attributional, non-commercial licence.

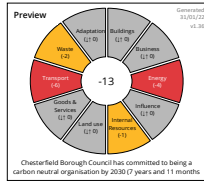
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It would be helpful to us if you could send us a copy of any revised or altered version you create and let us know how you are planning to use it. This helps us to gauge the impact of our work and justify similar projects. Please send information via climate@chesterfield.gov.uk

Climate Change Impact Assessment Tool (v1.36)

Developed by Chesterfield Borough Council 2021



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Report Name	Visitor Economy Strategy CCIA
Report date	10/01/2022
Report author	Matthew Southgate
Project Notes	The purpose of the Visitor Economy Strategy is to attract more day and staying visitors to Chesterfield, generating additional visitor spend that will support existing jobs and

Export filename: Visitor Economy Strategy CCIA CCIA .png

Category	Impact	Notes / justification for score / existing work (see guidance sheet or attached notes for more information)	Score (-5 to +5)
Buildings	Building construction	The strategy includes a strategic priority around 'quality place' housing which will provide a framework for future visitor economy infrastructure development, but does not include specific proposals for assessment at this stage.	-
Buildings	Building use	The strategy makes reference to a future review of the Visitor Information Centre, but does not include specific proposals at this stage.	-
Buildings	Green / blue infrastructure	Schemes referenced in the strategy will potentially have a positive impact on the built environment, for example through the introduction of street trees as part of the Town Centre Transformation and Staveley Town Centre masterplan schemes.	-
Business	Developing green businesses	Activities in the strategy do not specifically support the development of green businesses, however the strategy aims to support an increase in the number of independent businesses operating in Chesterfield.	-
Business	Marketable skills & training	The strategy seeks to promote the growth of independent businesses and this could potentially include training to businesses on improving their climate change performance.	-
Business	Sustainability in business	The strategy seeks to support the growth of independent businesses and this could include support to businesses to improve their environmental performance.	-
Energy	Local renewable generation capacity	The strategy does not seek specifically address issues around local renewable generation capacity.	-
Energy	Reducing energy demand	In general terms the attraction of a significantly increased number of visitors to Chesterfield as likely to increase the overall demand for energy through new investment in visitor economy infrastructure and the local consumption of services by visitors.	-3
Energy	Switching away from fossil fuels	Future investment in visitor economy infrastructure (by the public and private sector) could (at least within the timescale of this strategy) potentially involve investment in new fossil fuel systems, for example, the strategy is seeking to increase the amount of visitor accommodation in the borough.	-1
Influence	Communication & engagement	It is only realistic to assume (without evidence to the contrary) that activities by the Council which actively promote a significant increase in the number of visitors to the borough, will have (and be seen to have) a potentially negative impact on climate change. This is particularly the case given that the primary growth opportunity is attracting more day visitors from within the region, the majority of whom are likely to visit Chesterfield by car. Mitigation could include consideration of whether a proportion of these visitors have been displaced from visiting other locations rather than representing additional trips.	-1
Influence	Wider influence	Promoting a sustainable approach to the development of the visitor economy could be an opportunity to demonstrate leadership on this issue, however the current positioning of the strategy in relation to sustainable growth is not presently considered sufficient to make this claim.	-
Influence	Working with communities	The strategy does not include measures to raise awareness of climate change in the community. The strategy specifically involves working with partners to achieve its aims and objectives. For example this includes supporting the Chesterfield Canals Trust on the re-opening / further development of Chesterfield Canal and supporting the PEAK Resort development which seeks to increase sustainable transport access to attractions in the Peak District and surrounding area.	+1
Internal Resources	Material / Infrastructure requirement	In seeking to significantly increase the number of visitors to Chesterfield, it seems reasonable in principle to expect that the strategy provides a focus on enhanced / new activities, it seems reasonable to assume that delivery of activities will require an increased staff time requirement. Presently, activities are being delivered within the existing staff resource, although this potentially means staff are being displaced from other activities. Additional requests will be made to Cabinet to increase the resourcing of activities in future.	-1
Internal Resources	Staff time requirement	It is not envisaged that there will be an increased staff travel requirement resulting from the delivery of activities. It is realistic to assume that some external funding support will potentially be available to deliver activities.	-1
Internal Resources	Staff travel requirement	It is not envisaged that there will be an increased staff travel requirement resulting from the delivery of activities. It is realistic to assume that some external funding support will potentially be available to deliver activities.	+1
Internal Resources	External funding	It is not envisaged that there will be an increased staff travel requirement resulting from the delivery of activities. It is realistic to assume that some external funding support will potentially be available to deliver activities.	+1
Land use	Carbon storage	It is not considered that the strategy will have a notable (negative or positive) impact on carbon storage.	-
Land use	Improving biodiversity adaptation	It is not considered that the strategy will have a notable (negative or positive) impact on improving biodiversity adaptation.	-
Land use	Natural flood management	It is considered that the strategy will have a notable (negative or positive) impact on natural flood management.	-
Goods & Services	Food & Drink	The strategy does not specifically cover the purchase of food and drink by the council.	-
Goods & Services	Products	The strategy does not specifically cover the purchase of products by the council at this stage, although an increased focus on the visitor economy could lead to an increase in product consumption in future.	-
Goods & Services	Single-use plastic	The strategy does not specifically involve the purchase of single use plastic by the council.	-
Goods & Services	Services	The strategy does not specifically cover the purchase of services by the council at this stage, however an increased focus on the visitor economy could lead to an increase in service consumption in future.	-
Transport	Decarbonising vehicles	The strategy includes an aspiration of increasing the total number of day visitors to Chesterfield by 720,000 and staying visitors by 46,000 by the end of 2025 (compared to a baseline recovery scenario). The Visit Britain 'Day Visitor Survey' (2019) identifies that more than two-thirds of day visits in the East Midlands were taken by car, with 16% by some form of public transport or a coach trip. The balance included people who arrived at the destination by bike or by foot (not really an obvious option for visitors to Chesterfield). Applying the proportion of car journeys to future visits to Chesterfield, this equates to approximately 515,000 visitors arriving by car. Allowing for an average of 3 occupants a vehicle (and a return journey), this equates to approximately 345,000 additional vehicle journeys in 2025. Whilst it is reasonable to assume that a proportion of these trips do not represent additional journeys, but rather displaced visits from other destinations, it is also reasonable to assume a significant negative impact from increased car travel.	-5
Transport	Improving infrastructure	A focus on pedestrian friendly spaces (under the quality place making priority) and the further development of the cycling and footpath network across the borough is countered by potential investment in new car parking facilities as part of the station masterplan and Chesterfield Waterside developments, as well as new road access to Chesterfield station.	-2
Transport	Supporting people to use active travel	The strategy supports the development of pedestrian friendly spaces and the development of the walking and cycling network.	+1
Waste	End of life disposal / recycling	It is not considered that the strategy will have a specific impact on the proportion of waste recycled.	-
Waste	Waste volume	It is reasonable to assume that attracting a significant increase in visitors will increase the volume of waste produced, although a proportion of this will potentially represent displacement of visitor related waste from other locations.	-2
Adaptation	Drought vulnerability	This activity is not considered to have a particular vulnerability to drought.	-
Adaptation	Flooding vulnerability	This activity is not considered to have a particular vulnerability to flooding.	-
Adaptation	Heatwave vulnerability	This activity is not considered to have a particular vulnerability to heatwaves and may even benefit if this increases the number of good weather days.	-
Other	Other 1		
Other	Other 2		
Other	Other 3		
Other	Other 4		

Cheat Sheet

1. We are looking at the effects of this decision (not our past performance, or actions that represent future decisions)
2. We are looking at the whole impact of the decision (regardless of geographic location or organisational boundary)
3. We are only looking at the climate impact - other environmental impacts, and social, economic, wellbeing measures are recorded elsewhere.
4. We need to stay accessible. Click on the "copy alt-text" button above and then paste the result into the alt text box for your infographic in word. Click here for a guide
5. Your report must include some explanation as well as the infographic. If the decision will have consequences past 2030 you must say so in your report.
6. While there are no other specific rules for writing the summary, some of the things you may want to discuss include:
 - What are the biggest costs and benefits of this activity in terms of the climate?
 - Are there things that we will have to include in future iterations of this action - do you have a recommendation?
 - Are there measures already included in your plan to minimise the costs and maximise benefits with respect to climate change?
 - Are there other costs and benefits which are outside the scope of the CCIA? For example, does the project have high value in terms of economic or social benefit which outweighs the climate cost? Is this a valuable climate action which has a cost elsewhere?
 - What are your ambitions for this activity - what is technically feasible and what do you think we should be aiming for?
 - If we were to carry out the activity in the best possible way for the climate, what would that look like?
 - What method(s) if any are available to monitor our climate performance on this activity? This might include internal data (electricity bills, mileage claims etc.) or an external verification process. Is this feasible? If not, why not?
 - What are the constraints which stop you doing more? Time, money, expertise, political support, partner buy in, something else?

Click here to go to tutorial on adding alt text

If you get stuck, contact your friendly local climate change officer

Category	Impact	Notes & examples
Buildings	Building construction	How is the building constructed? Positive impacts would include retrofitting existing buildings rather than demolition and replacement, construction using low carbon materials (e.g. low concrete, additional timber) to high standard (BREEAM [Building Research Establishment Environmental Assessment Method], Passivhaus etc.) the inclusion of high grade insulation, low carbon heating, and microgeneration technologies. Negative impacts would generally be business as usual construction techniques. This is distinct from the building use impact in that it is about the fabric of the building rather than how the building is used. If it is not clear whether an impact should be in this category or the building use category below, simply choose one, and make sure you don't report an item in both categories.
Buildings	Building use	How is the building used? Positive impacts would include encouragement of low-carbon living and travel. This could be provision of bicycle storage, water fountains, recycling bins, automatic lighting, or passive cooling etc. Negative impacts would include removal or omission of one or more of these modifications, or alterations that discourage low carbon use (removal of cycle storage for example). If it is not clear whether an impact should be in this category or the construction category above, simply choose one, and make sure you don't report an item in both categories.
Buildings	Green / blue infrastructure	This includes changes to the value of green / blue infrastructure in the built environment (excluding wider land use which is included below). Impacts may include habitat creation within a building (nesting boxes or a green roof for example) the introduction of street trees or sustainable drainage from a development. These are measures which are implemented with good building design but are not necessarily part of the building itself. Negative impacts would include habitat loss, impermeable drainage surfaces etc.
Business	Developing green businesses	Does the activity explicitly support the development of green businesses? This impact covers businesses which are focussed on delivering green technologies, research, services etc. NOT simply an existing business implementing incremental changes to established processes and supply chains (which would be counted under sustainability in business below). Examples might be development of a new business installing solar panels, providing energy audits, or manufacturing EV charging points. Negative scores would reflect adverse effects on these
Business	Marketable skills & training	Does this activity provide training to individuals and businesses in improving their climate change performance, or in developing marketable green skills? For example, this might include land management, waste reduction, low carbon construction, microgeneration technologies etc. Negative effects are unlikely in this category, but could include closure of a local training
Business	Sustainability in business	Does this activity support businesses in applying best practice and sustainable solutions in their existing business model and supply chains? This must be a quantifiable shift in business practice to reduce climate impact (rather than a high score simply because the business is involved in some form of low carbon technology - this would be included under the developing green businesses heading). Examples of this might be successful application to a new certification scheme (FSC, PEFC, ISO 14001 etc.) a switch to a less carbon intensive manufacturing process, successful applications to government decarbonisation schemes etc.
Energy	Local renewable generation capacity	Does the activity include changes to local capacity for renewable electricity heat generation? This might include solar PV panels, heat pumps, biomass boilers, wind turbines, micro-hydro etc. Negative effects would include decommissioning of local capacity, e.g. building on an existing solar farm.
Energy	Reducing energy demand	Does the activity change overall energy demand? This might include installation of more efficient systems, or management to allow reduced heating or lighting energy demand. A negative score would represent a net increase in heating or lighting energy demand.
Energy	Switching away from fossil fuels	Does this activity involve an increase or decrease in static fossil fuel technologies (transport is covered later). For example, replacement of an existing gas boiler with a heat pump of an equivalent rating would be a positive score. Installation of new fossil fuel systems represents a negative score in this category (even if they are more efficient than existing systems)
Influence	Communication & engagement	Does this activity increase awareness of climate change, and our actions to address climate change issues? Does it challenge climate change disinformation, and can we back up what we say with good quality published science? Conversely, is this activity embarrassing from a climate point of view? Is there a climate cost to a positive action that we are delivering for other reasons? Is this reasonable and justifiable?
Influence	Wider influence	Does this activity result in us gaining authority on a climate change issue, could we be a clear example to other local authorities, are we leading on this? A negative outcome would be us missing opportunities, failing to engage with the wider conversation, or re-inventing existing work.
Influence	Working with communities	Does this activity help build awareness, willingness, and skills in our communities to address climate change? Does it have a cost or benefit in terms of our relationships with community groups?
Influence	Working with partners	Are we taking steps in this activity to ensure that we are working with partners with similar values to ours in relation to climate change? Is this activity expanding or limiting our work with partners more generally?
Internal resources	Material / infrastructure requirement	Does this activity result in us using more or less of our existing infrastructure, supplies and council resources? Will this have an indirect impact on the climate change impact of other services? Are we taking the appropriate steps to ensure that we are using the minimum necessary resource, and that it is at the highest possible environmental standard? Is there a clear constraint stopping us from doing more?
Internal resources	Staff time requirement	Council emissions are directly influenced by the amount of time members of staff have to work on an activity - does this activity require more staff time or less? What are the indirect effects? Does this mean that another project will have more or less resources?
Internal resources	Staff travel requirement	Does this activity mean that staff will need to travel more or less? Can this be reduced? Can we modify the project to change the mode of transport (public transport, cycling, walking, remote working etc.) If not, why not?
Internal resources	External funding	Are we able to leverage additional support for the activity from external funders? Does this mean we can achieve more than we could originally? Would support for this project preclude support for something else? How can we use external funding to help us reach our climate goals?
Land use	Carbon storage	Does this project result in a net increase or decrease in land carbon storage? This is likely to be directly correlated with the amount of timber (or mature trees) on the site, but may also be affected by peat formation, wetlands, or peat use as a horticultural medium. Remember that trees take a long time to grow (!) so simply replacing a mature tree with a newly planted one would still result in a loss of carbon.
Land use	Improving biodiversity adaptation	Does this activity help or hinder the natural world's ability to cope with climate change? Are we creating, destroying, or modifying habitats? Are we joining up species rich areas or cutting that connectivity? Are there measures we could be taking to minimise the damage of our activities?
Land use	Natural flood management	Is this activity reducing or increasing the risk of flooding due to changes in land use? Rough vegetation, woodland, and artificial flood storage areas will decrease the risk, impermeable surfaces, open ground, and drainage directly into watercourses will increase it. Are there modifications we could make to the activity to improve its performance?
Goods & services	Food & Drink	Are we working to ensure that we specify lower carbon options when we buy in food and drink? Typically, we want to use food that is less land and carbon intensive to produce, process, and transport. This means we should ideally be reducing red meat and dairy consumption, and keeping supply chains as short as possible (i.e. buying locally produced food where possible). How is the food packaged? Is it wrapped in foil or plastic? Are we increasing the quantities we buy, or decreasing?
Goods & services	Products	Are we increasing overall consumption of products or decreasing them? External businesses providing products have their own carbon emissions. Is the product absolutely necessary? Does the supplier have an environmental policy? Is it better than their competitors?
Goods & services	Single-use plastic	We are committed to phasing out single use plastic where possible. Does purchase of this product increase or decrease our reliance on single use plastic? Is there an effective alternative? What does the supplier pack the product in?
Goods & services	Services	Are we increasing overall consumption of services or decreasing them? External businesses providing services have their own carbon emissions. Does this activity increase or decrease our indirect emissions created by relying on these services? Is the service absolutely necessary? Does the supplier have an environmental policy? Is it better than their competitors?
Transport	Decarbonising vehicles	Does this activity increase or decrease the use of fossil-fuelled vehicles?
Transport	Improving infrastructure	Does this activity increase or decrease the opportunities within the borough for low carbon forms of travel? This may include increased provision of paths, cycle storage and repair facilities, lighting on public rights of way etc. Conversely, does this activity make active forms of travel more difficult? Does it divert traffic, or block access, does it result in a net loss of training and facilities.
Transport	Supporting people to use active travel	Does the activity provide support for people to use active forms of travel (mainly cycling and walking). This may include training and improvements to general health and fitness. Removal of any of these services would result in a negative score.
Waste	End of life disposal / recycling	Do you expect this activity to increase or decrease the proportion of waste which is recycled? Does it increase the amount of mixing of otherwise recyclable material? Does it make recycling easier and more efficient?
Waste	Waste volume	Will this activity increase or decrease the total volume of waste?
Adaptation	Drought vulnerability	By 2050 we expect drier summers. This could mean 34% less rain, with watercourses 65% lower than the current average. How vulnerable is the activity to drought?
Adaptation	Flooding vulnerability	By 2050 we expect the biggest rainfall events to be up to 20% more intense than current extremes (peak rainfall intensity). Average winter rainfall may increase by 29% on today's averages. This means that at their highest, the flow in watercourses could be 30% greater than current extremes. How vulnerable is the activity to flooding both from rivers and surface water?
Adaptation	Heatwave vulnerability	By 2050 we expect summer daily maximum temperature may be around 6°C higher compared to average summer temperatures now. Winter daily maximum temperature could be 4°C more than the current average, with the potential for more extreme temperatures, both warmer and colder than present. How vulnerable is the activity to heatwaves?

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For publication

Civic Arrangements 2022/23 (GV000)

Meeting:	Full Council
Date:	23 February, 2022
Cabinet portfolio:	Governance
Directorate:	Corporate
For publication	

1.0 Purpose of the report

- 1.1 To confirm arrangements for the civic year 2022/23 in respect of the following:
- Election of Mayor of the Borough
 - Election of Deputy Mayor of the Borough
 - Annual Council Meeting
- 1.2 To provide members with an update on the arrangements for the associated civic events, namely the Annual Civic Service and Parade and Mayoral Dinner.

2.0 Recommendations

- 2.1 That Councillor Tony Rogers be invited to become Mayor of the Borough for 2022/23.
- 2.2 That Councillor Mick Brady be invited to become Deputy Mayor of the Borough for 2022/23.
- 2.3 That it be noted that the Annual Council meeting will be held on Wednesday 11 May, 2022, followed by a civic reception at the Winding Wheel.
- 2.4 That it be noted that the Annual Civic Service and Parade will be held on Saturday 14 May, 2022.

3.0 Reason for recommendations

3.1 To enable the Council to confirm civic arrangements for 2022/23.

4.0 Report details

4.1 Each year the Council is asked to confirm its civic arrangements for the forthcoming municipal year, namely the appointment of Deputy Mayor, the date of the Annual Council meeting to elect the Mayor and Deputy Mayor and the associated civic events.

4.2 The appointment of Deputy Mayor as Vice Chairman of the Council is a statutory appointment under Part 1 of the Local Government Act 1972 (LGA 1972). In the case of a Borough Council, the Vice Chairman is entitled to use the title of Deputy Mayor.

4.3 Cabinet adopted the following protocol for electing the Deputy Mayor in November 2006 (Minute No. 124), continuing the practice adopted in 1995, namely that the Deputy Mayor will be elected as Mayor after their year as Deputy Mayor and that the Mayor will be the councillor with the longest service. Priority between councillors with equal length of service is governed by ascending alphabetical order of surname, without regard to membership of political group.

4.4 In accordance with this protocol, Councillor Mick Brady has indicated his willingness to accept the appointment of Deputy Mayor for 2022/23. This will need to be confirmed by Full Council.

4.5 The date of the Annual Council Meeting to elect the Mayor and Deputy Mayor for 2022/23 will be Wednesday 11 May, 2022. In accordance with council policy, confirmed by Cabinet (Minute No. 126, 2008/09), the Annual Council Meeting shall be immediately followed by a civic reception with a Civic Service on the following Saturday. The Civic service will, therefore, be held on 14 May, 2022.

4.6 The Mayor Elect is meeting with the Chief Executive and the Member and Civic Support Officers to confirm details for the civic reception and make preparations for the Mayoral year.

4.7 This report is due to be considered by Cabinet at its meeting on 22 February, 2022 where it is recommended that the report be supported and referred to Council for approval

5.0 Alternative options

5.1 There are no alternative options to consider as the report follows a procedure prescribed by council policy and statutory requirements.

6.0 Implications for consideration – Financial and value for money

6.1 There are no financial implications for consideration. A small budget is allocated for the delivery of civic events.

7.0 Implications for consideration – Legal

7.1 There are no legal implications for consideration. The proposals in this report are in accordance with the LGA 1972 and council policy.

8.0 Implications for consideration – Human resources

8.1 There are no implications for consideration relating to human resources.

9.0 Implications for consideration – Council plan

9.1 There are no implications for consideration relating to the council plan.

10.0 Implications for consideration – Climate change

10.1 The Climate Change Officer has been consulted on the report and is satisfied that there are no climate change implications for consideration.

11.0 Implications for consideration – Equality and diversity

11.1 There are no implications for consideration relating to equality and diversity.

12.0 Implications for consideration – Risk management

12.1 There are no risk management implications for consideration.

Decision information

Key decision number	Non-key
Wards affected	All wards

Document information

Report author
Rachel Appleyard, Senior Democratic and Scrutiny Officer, Corporate.

For publication

Approval of the Senior Pay Policy Statement 2022-23

Meeting:	Full Council
Date:	23 February 2022
Cabinet portfolio:	Governance
Directorate:	Digital, HR and Customer Services

1.0 Purpose of the report

- 1.1 To seek approval to a revision of the current Senior Pay Policy Statement in accordance with the Localism Act 2011 and the Local Government (Transparency Requirements) (England) Regulations 2014.

2.0 Recommendations

- 2.1 That the revised Senior Pay Policy Statement be approved by Council.

3.0 Reasons for recommendations

- 3.1 This report provides transparency of the Council's senior pay policy and enables it to meet the requirements of the Localism Act 2011.

4.0 Report details

- 4.1 A first version of this Policy was developed in March 2012 following the implementation of the Localism Act 2011. Section 38 (1) of the Act requires that English and Welsh local authorities produce a Senior Pay Policy Statement for 2012/13 and each financial year after that. In 2014, the Department for Communities and Local Government published a revised Local Government Transparency Code on 3 October 2014 which sets out the requirement to publish data relating to Senior Pay. This Policy adheres to these requirements.

- 4.2 Legislation requires that the Policy is approved by Full Council each year and published on the Council's website.
- 4.3 The objective for publishing this information is to increase public transparency and local democratic accountability in how senior pay is set in local authorities. The intention is for Councils to be able to demonstrate value for money in the remuneration package of the senior managers and also show the role that local councillors play in determining senior reward.
- 4.4 A copy of the Senior Pay Policy Statement for 2022-23 is attached at Appendix 1.
- 4.5 The Senior Pay Policy 2022-23 reflects the reshape of the Corporate Leadership Team (CLT) which took place during 2020 and the tier four review in 2021.
- 4.6 The revised Corporate Leadership Team structure which was approved by Joint Cabinet & Employment and General Committee in October 2020 accepted the recommendation that the salary of the Chief Executive be increased in line with the external market to a salary of £120,000 (maximum). In light of the current financial circumstances the Chief Executive declined the increased pay offer and has remained on his existing salary.
- 4.6 The Senior Pay Policy is reviewed annually and guides senior officer recruitment. Should there be any significant changes in senior officer pay and conditions during the financial year, the Policy will be updated accordingly.
- 4.7 This report is due to be considered by Cabinet at its meeting on 22 February, 2022 where it is recommended that the report be supported and referred to Council for approval

5.0 Alternative options

- 5.1 As publication of the Senior Pay Policy Statement is a legislative requirement, no alternative options have been considered.

6.0 Implications for consideration – Council Plan

- 6.1 The Senior Pay Policy reflects remuneration levels which are deemed adequate to secure and retain high quality employees who are

dedicated to delivering public services and the successful achievement of the activities set out in the Council Plan.

7.0 Implications for consideration – Financial and value for money

7.1 The Senior Pay Policy sets out the pay structure for senior officers within Chesterfield Borough Council. A benchmarking and evaluation exercise has been completed to ensure that this pay structure meets the Council's needs and is comparable to other Local Authorities.

8.0 Implications for consideration – Legal

8.1 Approval and publication of this Senior Pay Policy meets the legislative requirements set out in the Localism Act 2011 and the Local Government Transparency Code 2014.

9.0 Implications for consideration – Human resources

9.1 The Senior Pay Policy sets out a pay structure and remuneration package which is transparent and enables the human resources team to recruit to senior management posts in a consistent way.

10.0 Implications for consideration – Risk management

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
Failure to publish the Senior Pay Policy Statement	H	L	Clear decision-making timetables will ensure that statutory deadlines are achieved	H	L
Failure to update and publish the statement on an annual basis	H	L	The policy is reviewed annually and when recruitment of senior roles is required.	H	L

11.0 Implications for consideration – community wellbeing

11.1 The senior pay policy supports the recruitment and retention of employees who can deliver the Council's community wellbeing ambitions.

12.0 Implications for consideration – Economy and skills

12.1 The senior pay policy supports the recruitment and retention of employees who can deliver the Council's economic growth ambitions.

13.0 Implications for consideration – Climate Change

13.1 The senior pay policy supports the recruitment and retention of employees who can deliver the Council's climate change ambitions.

14.0 Implications for consideration – Equality and diversity

14.1 The policy does not impact on specific groups or protected characteristics.

Decision information

Key decision number	1088
Wards affected	All wards

Document information

Report author	
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Appendices to the report	
Appendix 1	Senior Pay Policy 2022-23

Senior Pay Policy and Guiding Principles 2022/2023

Prepared by: Human Resources

Date: January 2022

For Review: January 2023



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Senior Pay Policy Statement

1. Introduction

1.1 Legislation

Section 38 (1) of the Localism Act 2011, requires all local authorities in England and Wales to produce a Senior Pay Policy Statement which is updated on an annual basis.

The Act and supporting statutory guidance provide details of matters that should be included in this statutory pay policy, which must be complied with when setting the terms and conditions of Chief Officers. The policy must be formally approved by full Council each year and published on the Council's website.

In addition, the Department for Communities and Local Government published a revised Local Government Transparency Code on 3 October 2014. The Local Government (Transparency Requirements) (England) Regulations 2014 regulates the Code which sets out the information local authorities are required to publish.

1.2 Scope

This Senior Pay Policy Statement will cover the following areas:

- The principles underpinning the Council's pay policy for the whole of the workforce
- The Council's policy on the level and elements of remuneration for each Chief Officer
- The Council's policy on the remuneration of its lowest-paid employees, along with a definition of 'lowest-paid employees'
- The Council's policy on the relationship between the remuneration of its Chief Officers and other officers
- The Council's policy on other specific aspects of Chief Officers' remuneration
- Information about terms and conditions of service for Chief Officers, particularly those that represent a cost to the Council
- The Council's policy on making discretionary payments on early termination of employment
- The Council's approach to remuneration at all levels to balance the need to secure and retain high-quality employees and avoiding excessive cost to the taxpayer
- The factors that are taken into account in deciding on what point of a scale a recruit is appointed, and by whom any decision is made
- An indication of the percentage rate at which the employer's pension contributions is set
- Information about re-employment of employees in receipt of a local government pension

1.3 Context

Chesterfield Borough Council recognises that, in the context of managing scarce public resources, remuneration at all levels needs to be adequate to secure and retain high quality employees dedicated to delivering public services, whilst at the same time not being unnecessarily generous and excessive.

It is essential that local authorities are able to determine their own pay structures in order to address local priorities and to compete in the local labour market. It is recognised that senior management roles in local government are complex and diverse with managers working in a highly politicised environment where often national and local pressures conflict.

If the council is to maintain its high performance, then it must be able to retain and attract high calibre leaders to deliver the complex agenda.

1.4 Definitions

The term Chief Officer covers the following permanent Senior Leadership roles at Chesterfield Borough Council

- Chief Executive
- Executive Director x 2
- Service Director Finance
- Service Director Digital, HR and Customer Services
- Service Director Economic Growth
- Service Director Leisure, Culture & Community Services
- Service Director Housing
- Service Director Corporate

The newly appointed Service Director Finance commenced in the role in September 2021.

The statutory duties of Head of Paid Service is incorporated into the post of Chief Executive, and the new Service Director Finance carries out the responsibilities of the Section 151 officer. The duties of the Monitoring Officer are incorporated into the post of Regulatory and Local Government Law Manager.

2. Background to Pay and Grading

2.1 Whole Workforce

To secure equal pay within the organisation, the NJC job evaluation scheme was applied to all posts covered by the NJC for Local Government Employees (excluding Chief Officers).

A new grading structure was implemented in 2003 for the whole workforce (excluding Chief Officers and Craft Workers) with negotiations then continuing with the relevant Trade Unions to complete the Single Status exercise.

An equal pay audit was undertaken on all evaluated posts to:

- Analyse the pay arrangements for all the Council employees
- Identify any differences in levels of pay between men and women
- Review the reasons for, and possible causes of, difference in pay, in particular whether these can be attributed to direct or indirect sex discrimination, and
- Identify how to close gaps in pay that cannot be attributed to reasons/causes other than sex discrimination.

The final Pay and Conditions were later agreed in the form of a Local Collective Agreement in November 2007. The actual salary at each point is determined by the National Joint Council (NJC) Pay Award, the last one being awarded as at 1 April 2020 for one year. The cost of living increase due from 1 April 2021 has not yet been agreed at national level for any group of staff. The final pay offer was 1.75% for craftworkers and for NJC it was 2.75% for point 1 and 1.75% for points 2 and above.

2.2 Living Wage

The new legislative requirement to pay the National Living Wage of £7.20 came into force from 1 April 2016. However, the council was committed to paying the Living Wage determined by the Living Wage Foundation and this was implemented from 1 April 2016 at the rate of £8.25 per hour for staff at spine points 12 and below and increased in line with the rate set by the Living Wage foundation each April until April 2019.

From April 2019 the living wage element was removed as the NJC award raised the bottom pay to the level of the National Living Wage, however following the conclusion of the national pay award in 2020 the council again reinstated the Voluntary Living Wage rate of £9.30 for all affected staff and this was subsequently increased to £9.50 from 1 April 2021.

The Council is currently considering the financial implications of raising the minimum hourly rate of employees to £9.90 from April 2022 in line with the National Living Wage recommended hourly rate. This could impact on all employees on points 1 and 2 as they would potentially be below the £9.90 hourly rate when the 2020 and 2021 cost of living increases have been applied.

2.3 Corporate Leadership Team

With the unprecedented challenges facing the council it was essential for the Corporate Leadership Team to have the skills and capabilities to deliver the changes required and given that the last review was in 2014, it was felt it was timely for this to happen. A review of the Corporate Leadership Team took place in 2020 and a revised structure was implemented.

The aim of the review was to put in place a Corporate Leadership Team that could lead the successful delivery of the Council plan, in line with the

Council's values and behaviours and meet the ongoing challenges that regularly arise. The key areas, which were addressed as part of the review were: -

- Increasing strategic capacity to shape and lead change across services.
- Ensuring the Council had the right levels of capacity, skills and alignment across services and management tiers to deliver the Council Plan priorities and associated plans.
- Providing the strategic capacity to strengthen the corporate approach to leading business prioritisation, planning, budget and performance management
- Strengthening and adding clarity to the governance, assurance, and compliance arrangements across the council
- Improving engagement and communications with people and teams across the Council.
- Further reducing silo working and embedding the 'One Council' culture.

Following the implementation of the Corporate Leadership Team structure in early December 2020, the council then reviewed the posts at tier four to align these to the new portfolios.

The tier 4 review was concluded and implemented from 1 September 2021, all posts are now filled using internal and external recruitment activity.

3. Senior Management Salaries

3.1 Senior Leadership Team - Benchmarking

In deciding on appropriate salaries for the new Corporate Leadership Team in 2020, a benchmarking exercise was carried out into emerging management structures across district/borough councils in England. The research found that there was a move away from annual incremental progression through an agreed salary scale, to senior officers now being appointed on spot salaries.

The benchmarking and evaluation report recommended that the Chief Executive salary be uplifted (as this had not been reviewed for many years) and recommended a salary minimum of £112,500 to a maximum of £120,000.

Given the current financial burdens not only on the council but the wider economy, the current Chief Executive chose not to accept the increased salary level proposed and remains on the existing salary range (with annual pay rise being added to this lower level).

The Chief Executive and the Chief Officer pay award for 2021 was agreed in February 2022 with an increase backdated to 1 April 2021 of 1.5 %.

The salaries for the current Senior Leadership posts effective from 1 April 2021 are shown in the table below including the 1.5% pay increase.

Post	Salary
Chief Executive	£115,665
Executive Director	£95,964

3.2 Package over £100,000

Where the salary package of any post exceeds £100,000, full council will be given the opportunity to approve the level of remuneration. The salary package is defined as base salary, any routinely paid allowances, bonus fees and other benefits in kind which are due under the contract.

3.3 New Corporate Leadership Team

The new Corporate Leadership Team was implemented from December 1st, 2020 and comprised of six manager posts with new job roles. These all include an identical set of corporate responsibilities, together with a set of service specific responsibilities.

There was also a change to the Senior Leadership Team which saw the Director of Finance and Resources role being deleted.

The new Corporate Leadership Team roles were evaluated by a senior adviser to the Local Government Association, using the LGA Chief Officer method of job evaluation. The recommended salary bands took account of comparable roles in other local authority organisations.

To provide consistency with the approach taken to other roles within the Senior Leadership Team, all the new Service Director roles were appointed on a spot salary. Salaries at April 1st 2021 (including potential 1.5% pay increase to be agreed nationally)

Post	Salary
Service Director Housing	£78,662
Service Director Digital, HR & Customer Services	£78,662
Service Director Economic Growth	£78,662
Service Director Leisure, Culture & Community Services	£78,662
Service Director Corporate	£78,662
Service Director Finance	£78,662

These pay scales will be uplifted in line with the national pay award on an annual basis.

4. Terms and Conditions of Service

The Chief Executive is employed under the terms and conditions of service of the Joint Negotiating Committee for Chief Executives of Local Authorities, and the Executive Directors and Corporate Leadership Team under the terms and

conditions of service of the Joint Negotiating Committee for Chief Officers of Local Authorities.

There are currently no additional local agreements relating to the employment of Chief Officers that represent a charge on the public purse, except for election duties (see following paragraph).

5. Additional Payments

5.1 Election Duties

The Chief Executive receives fee payments pursuant to his appointment as Returning Officer at elections. The fees paid in respect of parish, district and county council elections vary according to the size of the electorate and number of postal voters and are calculated in accordance with a fee structure determined by Derbyshire County Council. Fee payments for national and European elections are set by central government and are, in effect, not paid by the council, as the fees are reclaimed.

5.2 Acting Up Payments

Acting up payments are made where an employee may undertake the full duties and responsibilities of a higher graded post. For employees at Scale 8 and above (which includes Chief Officers) a continuous qualifying period of four weeks will apply before payment can be made. Further details are set out in paragraph 8 of the Local Collective Agreement.

5.3 Honoraria

An honorarium is payable in circumstances where an employee carries out additional duties which are at a higher level than those in their substantive post, but there is no entitlement to a higher salary. Further details are set out in Paragraph 9 of the Local Pay Agreement.

5.4 Telephone Rental

A line rental may be paid to any Chief Officer who is expected to be contactable at home. The same payment is made to all eligible employees, regardless of grade.

A mobile telephone is provided to employees at the discretion of the Service Manager where it is considered appropriate for the delivery of the service. The cost of the monthly rental is paid as well as business related calls.

5.5 Car Mileage and Expenses

All employees, including Chief Officers, can claim for mileage and expenses occurred for business reasons only. A review of car mileage payments was carried out in 2012/13 and a decision made by Cabinet in July 2013 to implement the HMRC rates for mileage claims. These revised payments have been applied to all employees claiming mileage since March 2014. Essential user allowance is no longer paid. Expenses are paid in accordance with the Council's Subsistence Policy.

5.6 Other financial benefits

Post holders employed under the terms and conditions relating to Chief Executives and Chief Officers are not in receipt of any financial benefits that are not also available to other employees. They are exempt from receiving the following benefits which other employees receive:

- Unsocial hours payments
- Overtime Payments

The Chief Executive and Chief Officers do not receive any additional payments relating to performance related pay, bonuses or ex-gratia benefits.

6. Incremental Progression

The policy of the council in respect of incremental progression is the same regardless of the level of the post and is set out at paragraph 1 of the Local Collective Agreement. On taking up employment, individuals will normally start at the bottom spinal column point of the appropriate grade; however, there is discretion to appoint at a higher point depending on skills, experience and any market factors which could impact on the ability to otherwise recruit to the post.

In the case of a Chief Officer appointment, this decision would be made by the Chief Executive. The Appointments Panel would make this decision for any Chief Executive appointment (in accordance with the council's constitution).

7. Lowest Paid Employees

Following the implementation of Single Status and the NJC Job Evaluation Scheme, local grades were implemented. The lowest paid employees are determined by those whose job evaluation score was between 250-279, which placed them on Scale 1 at SCP 4-6. From 1 October 2015, the NJC for Local government Employees agreed that the bottom Spinal Column Point would be removed as this would be lower than the National Minimum Wage.

Following realignment of the local pay grades, the lowest grade currently as at 1 April 2020 starts at the new scale point 1 which is £9.24 an hour with a potential 2.75% pay award from 1 April 2021 taking the hourly rate to £9.50 per hour.

The hourly rate of £9.50 has been paid since 1 April 2020 in line with the Living Wage Foundation rate of £9.50 as announced in November 2020.

8. Relationship between salaries

The ratio of the Council's top earner to that of its median paid employee is 6:1. This ratio has been based on year to date taxable earnings for the financial year 1 April 2021 to 31 December 2021.

9.Pensions

9.1 Contributions

Employees of the Council (including Chief Officers) pay a contribution to the Local Government Pension Scheme relative to their annual full-time equivalent pensionable pay (including pensionable allowances) (rates below as of April 2021):

Actual Pensionable Pay (based on latest pay x 12)	Employee Contribution rate
Up to £14,600	5.5%
£14,601 to £22,900	5.8%
£22,901 to £37,200	6.5%
£37,201 to £47,100	6.8%
£47,101 to £65,900	8.5%
£65,901 to £93,400	9.9%
£93,401 to £110,000	10.5%
£110,001 to £165,000	11.4%
£165,001 or more	12.5%

An assessment is undertaken on an annual basis to determine the contribution rate.

Following changes under the LGPS regulations in 2014, all employees now have an option to pay half contributions and build up half of the normal pension. This is known as the 50/50 section of the scheme and is designed to be a short-term option for when times are financially difficult.

Following the triennial re-evaluation of the pension scheme the Employer's contribution for Chesterfield will be 15.2% of pensionable pay from April 2021.

9.2 Discretions

There are a number of discretions available under the Local Government Pension Scheme applicable to all employees. The aim of the Chesterfield Borough Council Policy on discretions is to ensure:

- fairness and equity in funding and contribution levels are adequate to meet future demands
- elected members are made aware of the financial consequences of decisions
- the age, skills and experience profile of the organisation is balanced

The discretions agreed for all employees are set out in the council's discretions policy.

9.3 Re-employment of employees in receipt of a pension

The council has a statutory duty to appoint on merit and will always seek to appoint the best candidate for a position based on skills, knowledge, experience and abilities.

Under the terms of the Local Government Pension scheme, an employee who has retired from local government service and is in receipt of a pension may reapply for local government employment. However, where this happens, the pension may be subject to abatement, i.e. if the pension added to the new salary is higher than the original salary then the amount of pension will be reduced accordingly.

There are currently no re-employed pensioners in senior management positions and no previously employed Chief Officer has returned under a contract for services.

Where a former employee has left on the grounds of redundancy, the Council will apply the provisions of the Redundancy Modifications Order regarding recovery of the redundancy payment, if relevant.

10. Payments on Termination of Employment

Payments on termination of employment will be made under the LGPS or in accordance with the discretions set out above. Other payments may be made where the council has specific legal advice to the effect that a payment may be necessary to eliminate risk of claims against the Council.

Any severance payment currently over £100,000 must be agreed by full council.

The Restriction of Public Sector Exit Payments Regulations 2020 (Exit Cap Regulations) came into force on 4 November 2020. These regulations limit the value of public sector employee exit packages to a cap of £95,000. The Government announced on 12 February 2021 that the Exit Pay Cap Regulations had been revoked due to their "unintended consequences".

The Council did not make any capped payments under the Regulations for employees who left between 4th November 2020 and 12th February 2021.

11. Publication of Information

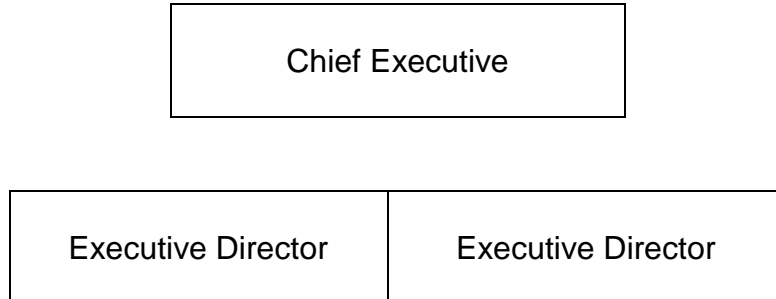
Information relating to the salaries of senior management is already published on the council's website. This policy statement, which has been approved by Full Council, will also be made available and placed on the website by 31 March 2022.

12. Contact details

Employees can be contacted on 01246 345345 or at chesterfield.gov.uk

Corporate Management Structure – 2022/2023

Senior Leadership Team



Corporate Management Team

Service Director Economic Growth	Service Director Housing
Service Director Corporate	Service Director Leisure, Culture & Community Services
Service Director Digital, HR and Customer Services	Service Director Finance

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FOR PUBLICATION

GAMBLING ACT 2005 – STATEMENT OF PRINCIPLES

Meeting:	Full Council
Date:	23 February, 2022
Cabinet portfolio:	Health & Wellbeing
Directorate:	Leisure, Culture and Community Wellbeing
For publication	

1.0 PURPOSE OF REPORT

- 1.1 The Council's Statement of Principles is concerned with the administration of the licensing functions required of the Council under the Gambling Act 2005.
- 1.2 In accordance with the Gambling Act 2005 the Statement of Principles needs to be published every three years. The previous Policy was published in 2019. Therefore, the Policy needs to be approved by the Members via the Full Licensing Committee, and Full Council and published to come into effect in 2022.
- 1.3 The Draft Statement of Principles was approved by the Full Licensing Committee on 17 November 2022 where the Committee approved that the Draft Statement can be consulted upon.
- 1.4 The Policy is now referred to full Council for their approval.

2.0 AMENDMENT TO POLICY

Since the last Policy was published in 2019 the following change has now been made;

- Update to show the maximum stake for Category B2 gaming machines has been reduced from £100 to £2.

- 3.2 The Draft Statement of Principles was approved by the Full Licensing Committee on 17 November 2021.
- 3.3 This document was then circulated to members of the trade, responsible authorities, representatives of local premises, and businesses in its area for comments to the Council by 22 December 2021.
- 3.4 No responses were received.

4.0 RISK MANAGEMENT AND EQUALITIES.

In writing this report Licensing have considered the following licensing objectives:-

- *Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime.*
- *Ensuring that gambling is conducted in a fair and open way.*
- *Protecting children and other vulnerable persons from being harmed or exploited by gambling.*

4.1 When considering applications and taking enforcement action the Licensing Authority will have regard to the provisions of the Human Rights Act and in particular; Article 1, Protocol 1 – peaceful enjoyment of possessions. A licence is considered a possession in law and people should not be deprived of their possessions except in the public interest.

Article 6 – right to a fair hearing.

Article 8 – respect for private and family life. In particular, removal or restriction of a licence may affect a person's private life.

Article 10 – right to freedom of expression.

Human Rights Act 1998 or any other relevant legislation implemented during the period of this Policy.

5.0 RECOMMENDATION:

5.1 That full Council approve the final Statement of Principles including amendments following consultation.

For more information on this report please contact the author,
Emma Marriott, Licensing Officer on 01246 345740, email
emma.marriott@chesterfield.gov.uk

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CHESTERFIELD
BOROUGH COUNCIL

STATEMENT OF PRINCIPLES

Made under the Gambling Act 2005

**Licensing Section, Environment Services, Customer Service
Centre, 85 New Square, Chesterfield, Derbyshire, S40 1AH**

or e-mail to licensing@chesterfield.gov.uk

www.chesterfield.gov.uk

ARE WE ACCESSIBLE TO YOU?

If not, ask us

- ✓ We want everyone to be able to understand us.
- ✓ We want everyone to be able to read our written materials.
- ✓ We aim to provide what you need for you to read, talk, and write to us.

On request we will provide free:

- ✓ Language interpreters, including for British Sign Language.
- ✓ Translations of written materials into other languages.
- ✓ Materials in braille, large print, on tape, in Easy Read.

Please contact us:

Telephone: 01246 345247

Fax: 01246 345252

Email: enquiries@chesterfield.gov.uk

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1.0 Preface

- 1.1 Under the Gambling Act 2005 all gambling and betting provision, apart from the National Lottery and spread betting, will be regulated by the Gambling Commission.
- 1.2 Chesterfield Borough Council, along with other local licensing authorities, has a duty under the Act to license premises where gambling is to take place, and to license certain other activities (such as registering small society lotteries). This document sets out how we intend to approach this task.

2.0 The Licensing Objectives

- 2.1 In exercising most of their functions under the Gambling Act 2005, licensing authorities must have regard to the licensing objectives as set out in Section 1 of the Act. The licensing objectives are:
- 2.2 **Preventing gambling from being a source of crime and disorder, being associated with crime or disorder or being used to support crime.**

Chesterfield Borough Council is aware that the Gambling Commission will be taking a leading role in preventing gambling being a source of crime. Where an area has known high levels of crime, this Authority will consider whether gambling premises are suitable to be located there and whether conditions may be suitable such as the provision of door supervisors. Chesterfield Borough Council is aware of the distinction between disorder and nuisance, and will consider factors such as whether Police assistance was required and the extent to which the behaviour was threatening, so as to make that distinction. Issue of nuisance cannot be addressed by the Gambling Act provisions.

- 2.3 **Ensuring that gambling is conducted in a fair and open way.**

Chesterfield Borough Council has noted that the Gambling Commission has stated that it would, generally, not expect Licensing Authorities to become concerned with ensuring that gambling is conducted in a fair and open way as this will be addressed via operating and personal licences. However, where the Council feels it is aware of unfairness, this information will be relayed to the Gambling Commission.

- 2.4 **Protecting children and other vulnerable persons from being harmed or exploited by gambling.**

Chesterfield Borough Council acknowledges the Commission's Guidance that the protection of children and other vulnerable persons objective means preventing children from taking part in gambling as well as the restriction of advertising so that gambling produces are not aimed at, or are, particularly attractive to children.

Consideration will be given as to whether specific measures should be required at particular premises - these could include, supervision of entrances, machines, segregation of areas etc.

It should be noted that the Gambling Commission has stated: "The requirement in relation to children is explicitly to protect them from being harmed or exploited by gambling".

3.0 Definitions

'Gambling' is defined in the Act as either gaming, betting or taking part in a lottery;

'Gaming' means playing a game of chance for a prize

'Betting' means making or accepting a bet on the outcome of a race, competition, or any other event; the likelihood of anything occurring or not occurring; or whether anything is true or not true

A 'lottery' is where persons are required to pay in order to take part in an arrangement, during the course of which one or more prizes are allocated by a process which relies wholly on chance

Private gaming in private dwellings and on domestic occasions is exempt from licensing or registration providing that no charge is made for participating; only equal chance gaming takes place; and it does not occur in a place to which the public have access. Domestic betting between inhabitants of the same premises or between employees of the same employer is also exempt.

Non-commercial gaming and betting (where no parts of the proceeds are for private gain) may be subject to certain exemptions. Further advice should be sought from the Council's licensing team where appropriate

All references to the Gambling Commission's Guidance for local authorities, in this document, refer to the latest Guidance issued by the Commission.

3.1 Chesterfield Borough Council's vision for the Borough is to

- Secure the safety and amenity of our communities
- Facilitate a safe and sustainable licensed trade that contributes to that economy and vibrancy of the Borough;
- Reflect the needs of the Borough's community in relation to its cultural needs and diversity by supporting licensable activities, including live music, dancing, theatre and other cultural experiences offered by such activities.

We recognise the clear connection between the objectives of the Gambling Act 2005 and the aspirations for Chesterfield Borough.

3.2 Licensing authorities are required by the Gambling Act 2005 to publish a Statement of Principles which they propose to apply when exercising their functions. The Statement can also be reviewed from "time to time" and then any amended parts re-consulted upon. The Statement will then be re-published. The Statement sets out the manner in which applications will be considered, this can be viewed on the Council's website www.chesterfield.gov.uk. Each application will be considered on its individual merits.

3.3 Some premises already licensed under the Licensing Act 2003 are also affected by the provisions of the Gambling Act 2005 - having Amusement with Prizes machines (AWPs). In addition to premises licensed to sell/supply alcohol, the 2005 Act affects betting shops and tracks (i.e. where any sporting activities take place), family entertainment centres, premises where bingo occurs, casinos, adult gaming centres and travelling fairs. Also affected are operations not licensed generally for gambling

purposes but could be used for certain types of gambling for limited periods - these will be covered by Temporary and Occasional Use Permits.

3.4 The Gambling Act requires that the following parties are consulted by Licensing Authorities:

- The Chief Officer of Police
- One or more persons who appear to the Authority to represent the interests of persons carrying on gambling businesses in the Authority's area.
- One or more persons who appear to the Authority to represent the interests of persons who are likely to be affected by the exercise of the Authority's functions under the Gambling Act 2005.

3.5 It should be noted that this Statement of Principles will not override the right of any person to make an application, make representations about an application or apply for a review of a licence as each will be considered on its own merits and according to the statutory requirements of the Gambling Act 2005.

4.0 Declaration

4.1 In producing this Statement of Principles, Chesterfield Borough Council declares that it has regard to the licensing objectives of the Gambling Act 2005, the guidance issued by the Gambling Commission and any responses from those consulted on the Statement of Principles.

5.0 Responsible Authorities

5.1 The Licensing Authority is required by regulations to state the principles it will apply in exercising its powers under Section 157(h) of the Act to designate, in writing, a body which is competent to advise the Authority about the protection of children from harm. The principles are:

- the need for the body to be responsible for an area covering the whole of the Licensing Authority's area; and
- the need for the body to be answerable to democratically elected persons, rather than any particular vested interest group etc.

In accordance with the Gambling Commission's Guidance for local authorities, this Authority designates the Derbyshire Area Child Protection Committee for this purpose.

5.2 The contact details of all the Responsible Bodies under the Gambling Act 2005 are available via the Council's website at www.chesterfield.gov.uk.

6.0 Interested Parties

6.1 Interested parties can make representations about licence applications or apply for a review of an existing licence. These parties are defined in the Gambling Act 2005 as follows:

"a person is an interested party in relation to an application for or in respect of a Premises Licence if, in the opinion of the Licensing Authority which issues the licence or to which the application is made, the person -

- (a) lives sufficiently close to the premises to be likely to be affected by the activities;
- (b) has business interests that might be affected by the authorised activities; or
- (c) represents persons who satisfy paragraph (a) or (b)".

6.2 The Licensing Authority is required by regulations to state the principles it will apply in exercising its powers under the Gambling Act 2005 to determine whether a person is an interested party. The principles are:

- Each representation will be considered on its individual merits.
- All decisions made on Premises Licences will be in accordance with the Gambling Commission Guidance (Section 153).

6.3 An individual wishing to approach Councillors to ask him/her to represent his/her views should ensure that the Councillor(s) is/are not part of the Licensing Committee or Sub-Committee dealing with the licence application. This can be checked by contacting Democratic Services, Chesterfield Borough Council, Town Hall, Chesterfield, Derbyshire, S40 1LP tel: 01246 345229/345236 or democratic.services@chesterfield.gov.uk.

7.0 Exchange of Information

7.1 Licensing authorities are required to include in their Statement of Principles the principles to be applied by the Authority in exercising the functions under sections 29 and 30 of the Act with respect to the exchange of information between it and the Gambling Commission, and the functions under section 350 of the Act with the respect to the exchange of information between it and the other persons lists in Schedule 6 to the Act.

7.2 The principle that Chesterfield Borough Council applies is that it will act in accordance with the provisions of the Gambling Act 2005 in its exchange of information which includes the provision that the General Data Protection Regulation 2018 (GDPR) will not be contravened. Chesterfield Borough Council will also have regard to any Guidance issued by the Gambling Commission to local authorities on this matter when it is published, as well as any relevant regulations issued by the Secretary of State under the powers provided in the Gambling Act 2005.

7.3 Should any protocols be established as regards information exchange with other bodies then they will be made available.

8.0 Enforcement

8.1 In exercising the functions under Part 15 and Section 346 of the Gambling Act 2005, respectively, Chesterfield Borough Council will inspect premises and take any enforcement action in respect of offences specified in accordance with its Environment Services Enforcement Policy, Regulators Compliance Code and the Gambling Commission's Guidance.

8.2 The main enforcement role of the licensing authority will be to ensure compliance with the premises licence and other permissions which it authorises. Chesterfield Borough Council will endeavour to avoid duplication with other regulatory regimes so far as is possible.

8.3 The Gambling Commission will be the enforcing body for the operating and personal licences. Concerns about manufacture, supply or repair of gaming machines will not be dealt with by the licensing authority but need to be notified to the Gambling Commission.

9.0 Licensing Authority Functions

9.1 Licensing authorities are required under the Act to;

- Be responsible for the licensing of premises where gambling activities are to take place by issuing premises licences, permits and receive notifications and registrations
- Provide information to the Gambling Commission regarding details of licenses issued.
- Maintain registers of the permits and licences that are issued under these functions. These are available by contacting the Council's Licensing Section and will be available by accessing the Council's website.

9.2 Chesterfield Borough Council will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling and will expect the applicant to satisfy the Authority that there will be sufficient measures to ensure that under 18 year olds do not have access to Gambling premises.

10.0 Adult Gaming Centres

10.1 An adult gaming centre must hold a general operating licence (adult gaming centre) from the Gambling Commission. They are able to make Category B, C & D gaming machines available.

11.0 (Licensed) Family Entertainment Centre (FEC)

11.1 A licensed FEC must hold a general operating licence (family entertainment centre) from the Gambling Commission. They are able to make category C & D gaming machines available.

12.0 Casinos

12.1 These fall into 2 categories, a large casino or a small casino. There are separate regulations involving a two-stage application process.

12.2 Chesterfield Borough Council will consider conditions in relation to stakes, fees, winning or prizes.

12.3 Chesterfield Borough Council has not passed a 'no casino' resolution under Section 166 of the Gambling Act 2005. Should Chesterfield Borough Council decide to pass such a resolution, it will update this Statement of Principles.

13.0 Bingo Premises

13.1 Bingo is not given a statutory definition in the Act although two types of bingo are commonly understood;

- Cash bingo; where the stakes paid make up the cash prizes that are won

- Prize bingo; where various forms of prizes are won, not directly related to the stakes paid.

14.0 Betting Premises

- 14.1 Category B, C or D gaming machines are allowed although category B machines are restricted to sub-category B2, B3 & B4 machines.
- 14.2 Chesterfield Borough Council can restrict the number of betting machines, their nature and the circumstances in which they are made available by attaching a licence condition to a betting premises licence.
- 14.3 Planning legislation was introduced on 15 April 2015 regarding betting shops. Details of this can be found later on in this policy.

15.0 Tracks

- 15.1 Tracks are different from other premises in that there may be more than one premises licence in effect and that the track operator may not be required to hold an operator licence.
- 15.2 As regards the protection of vulnerable persons, Chesterfield Borough Council will consider measures such as the use of self-barring schemes, provision of information leaflets/helpline numbers for organisations such as GamCare.
- 15.3 Chesterfield Borough Council has the power, under the Gambling Act 2005, to restrict the number of betting machines, their nature and the circumstances in which they are made available by attaching a licence condition to a betting premises licence.
- 15.4 Chesterfield Borough Council would prefer all self-contained premises operated by off-course betting operators on tracks to be the subject of separate premises licences.
- 15.5 Chesterfield Borough Council will attach a condition to track premises licences requiring the track operator to ensure that the rules are prominently displayed in or near the betting areas, or that they are made available to the public.

16.0 Gaming machines at tracks

- 16.1 Consideration will be given to the location of gaming machines at tracks, and applications will need to demonstrate that if using the entitlement to four gaming machines, the machines are located in areas where children are excluded. Children and young persons are not prohibited from playing category D machines on a track.

17.0 Betting machines

- 17.1 Chesterfield Borough Council will take into account the size of the premises and the ability of staff to monitor the use of the machines by children and vulnerable persons. Chesterfield Borough Council may restrict the number and location of machines in respect of track betting premises licences.

18.0 Travelling Fairs

18.1 They may provide unlimited number of category D gaming machines on a site that has been used for fairs for no more than 27 days per calendar year. Category B & C machines are not permitted.

Chesterfield Borough Council will work with its neighbouring authorities to ensure that land which crosses our boundaries is monitored so that statutory limits are not exceeded.

19.0 Unlicensed Family Entertainment Centre Gaming machine permits

19.1 Where a premises does not hold a premises licence but wishes to provide gaming machines, it may apply for an unlicensed family entertainment centre gaming machine permit. The premises will be wholly or mainly used for making gaming machines available for use.

The permit allows any number of category D gaming machines to be available made only when a permit is in place.

20.0 Alcohol Licensed premises gaming machine permits

20.1 Any premises which is licensed to sell alcohol for consumption on the premises will automatically have entitlement for 2 gaming machines, of C and/or D category. The premises will need to apply for a Notification of gaming machines.

20.2 If a premises wishes to have more than two machines it will need to apply for a gaming machine permit.

21.0 Prize Gaming Permits

21.1 A prize gaming permit authorises the provision for gaming with prizes on specified premises. You must not hold a premises licence or club gaming permit for the same premises.

22.0 Club Gaming and Club Machine Permits

22.1 Members clubs and Miners Welfare Institutes may apply for a Club Gaming Permit or a Club Gaming machine permit. The club gaming permit will allow the premises to provide a maximum of three machine of category B, C or D gaming machines.

22.2 Members clubs must have at least 25 members and be established and conducted wholly or mainly for purposes other than gaming. A members club must be permanent in nature, not established to make commercial profit, and controlled by its members equally.

22.3 There is a fast track procedure available for premises who hold a club premises certificate under the Licensing Act 2003. Under this procedure there is no opportunity for objection by the commission or police.

23.0 Temporary Use Notices (TUN)

23.1 Allows the use of premises for gambling where there is no premises licence but where a gambling operator wishes to use the premises temporarily for providing facilities for gambling.

23.2 A TUN may only be granted to a person/company who holds the relevant operating licence. A set of premises may not be subject of a TUN for more than 21 days in a period of 12 months.

24.0 Occasional Use Notices

24.1 Occasional use notices can be used for betting on a track on 8 days or fewer in a calendar year which cannot be exceeded.

25.0 Small Society Lotteries

25.1 Small society lotteries are needed for the promotion of a lottery on the behalf of a non-commercial organisation/charity. A society should be established and conducted;

- For charitable purposes, as defined in s.2 of the Charities Act 2006
- For the purpose of enabling participation in, or of supporting, sport, athletics or a cultural activity
- For any other non-commercial purpose other than that of private gain

25.2 If you are holding a raffle and tickets are sold at the premises during the event and the result of the draw is made public while the event takes place you may not require a small society lottery licence as this could be an incidental non-commercial lottery.

25.3 It should be noted that local licensing authorities will not be involved in licensing remote gambling. This will fall to the Gambling Commission via Operator Licences.

If you wish to apply for any of the above licences/permits or require additional information please contact Licensing at Customer Service Centre, 85 New Square, Chesterfield, S40 1AH, telephone 01246 345230 or email licensing@chesterfield.gov.uk.

The Council will only accept applications which are made in full with any relevant payment included

PREMISES LICENCES

1.0 General Principles

1.1 Premises Licences will be subject to the permissions/restrictions set-out in the Gambling Act 2005 and regulations, as well as specific mandatory and default conditions which will be detailed in regulations issued by the Secretary of State. Licensing authorities are able to exclude default conditions and also attach others, where it is believed to be appropriate.

1.2 Chesterfield Borough Council is aware that in making decisions about Premises Licences it should aim to permit the use of premises for gambling in so far as it thinks it is:

- in accordance with any relevant code of practice issued by the Gambling Commission;
- in accordance with any relevant guidance issued by the Gambling Commission;
- reasonably consistent with the licensing objectives; and

- in accordance with the Authority’s Statement of Principles.

1.3 The Gambling Commission has advised that “moral objections to gambling are not a valid reason to reject applications for premises licences”, and that unmet demand is not a criterion for a licensing authority.

1.4 Premises is defined in the Act as “any place”. It is for the Licensing Authority to decide whether different parts of a building can be properly regarded as being separate premises and as the Gambling Commission states in its Guidance for Local Authorities, it “will always be a question of fact in the circumstances”. The Gambling Commission does not however consider that areas of a building that are artificially or temporarily separate can be properly regarded as different premises.

2.0 Access to Premises

2.1 The Gambling Act 2005 (Mandatory and Default Conditions) Regulations sets out the access provisions for each type of premises. The principle is that there can be no access from one licensed gambling premises to another, except between premises that allow access to under 18’s. A further exception is that licensed betting premises may be accessed from other licensed betting premises.

2.2 An issue may arise when division of a premises is being considered is the nature of the unlicensed area from which a customer may access a licensed gambling premises. The nature of the public area will depend on the location and nature of the premises.

2.3 The Regulations define street as ‘including any bridge, road, lane, footway, subway, square, court, alley or passage (including passages through enclosed premises such as shopping malls) whether a thoroughfare or not’.

2.4 Relevant access provisions for each premises type is as follows;

Type of Premises	Access provisions
Casino’s	<ul style="list-style-type: none"> • the principle entrance to the premises must be from a ‘street’ • no entrance to a casino must be from premises that are used wholly or mainly by children and/or young persons • no customer must be able to enter a casino directly from any other premises which holds a gambling premises licence
AGCs	<ul style="list-style-type: none"> • no customer must be able to access the premises directly from any other licensed gambling premises
Betting Shops	<ul style="list-style-type: none"> • access must be from a ‘street’ or from other premises with a betting premises licence • no direct access from a betting shop to another premises used for the retail sale of merchandise or services. In effect there cannot be an entrance to a betting shop from a shop of any kind unless that shop is itself a licensed betting premises
Tracks	<ul style="list-style-type: none"> • no customer must be able to access the

	premises directly from a casino or AGC
Bingo Premises	<ul style="list-style-type: none"> no customer must be able to access the premises directly from a casino, an AGC or a betting premises, other than a track
FECs	<ul style="list-style-type: none"> no customer must be able to access the premises directly from a casino, an AGC or a betting premises, other than a track

3.0 Access to gambling by children and young persons

- 3.1 Licensees must have and put into effect policies and procedures designed to prevent underage gambling and monitor the effectiveness of these. This must include procedures for;
- checking the age of apparently underage customers
 - removing anyone who appears to be under age who tries to access the gambling facilities and cannot produce an acceptable form of identification
 - taking action when there are attempts by under-18s to enter the premises
- 3.2 Chesterfield Borough Council will specifically have regard to the need to protect children and vulnerable persons from harm or from being exploited by gambling and will expect the applicant to satisfy the Authority that there will be sufficient measures to ensure that under 18 year olds do not have access to the premises.
- 3.3 An applicant cannot obtain a full premises licence until the premises in which it is proposed to offer the gambling is constructed. A licence will only be issued in relation to premises that are ready to be used for gambling. This requirement for a building to be complete before a licence will be issued ensures that it can be fully inspected if necessary, by the appropriate authorities with inspection rights.
- 3.4 Chesterfield Borough Council is aware that demand issues cannot be considered with regard to the location of premises, but that considerations in terms of the licensing objectives can. As per the Gambling Commission's Guidance for Local Authorities, this Authority will pay particular attention to the protection of children and vulnerable persons from being harmed or exploited by gambling, as well as issues of crime and disorder. Should any specific policy be decided upon as regards areas where gambling premises should not be located, this Statement of Principles will be updated. It should be noted that any such policy does not preclude any application being made and each application will be decided on its own merits, with the onus upon the applicant to show how the concerns can be overcome.

4.0 Duplication with Other Regulatory Regimes

- 4.1 This Authority will seek to avoid any duplication with other statutory/regulatory systems where possible, including Planning. This Authority will not consider whether a licence application is likely to be awarded planning or building consent, in its consideration of it. This Authority will listen to, and consider carefully, any concerns about conditions which are not able to be met by licensees due to planning restrictions, should such a situation arise.

5.0 Code of practice

- 5.1 The Licensing Authority will pay particular attention to any Codes of Practice which the Gambling Commission issues as regards the licensing objective, protecting children

and other vulnerable persons from being harmed or exploited by gambling, in relation to specific premises such as casinos.

5.2 It is understood that a Code of Practice for casinos must:

- specify steps that the premises licence holder must take to ensure that children and young persons (that is those under the age of 18) do not enter casino premises, or in the case of the regional casino, do not enter the gambling area;
- amongst those specified steps, ensure that each entrance to the casino or gambling area is supervised by at least one person ("the Supervisor") who is responsible for compliance with the code of practice; and
- require that, unless the Supervisor is certain that a person seeking admittance is an adult, evidence of age must be required of all those seeking to enter the casino or gambling area.

6.0 **Conditions**

6.1 Any conditions attached to licences will be proportionate and will be:

- relevant to the need to make the proposed building suitable as a gambling facility;
- directly related to the premises and the type of licence applied for;
- fairly and reasonably related to the scale and type of premises; and
- reasonable in all other respects.

6.2 When considering applications under the Gambling Act 2005 the Council will consider placing conditions on the licence to include door supervision, supervision of adult gaming machines and appropriate signage of adult areas. Where it is determined that door supervisors are required, the Licensing Authority will consult with the Police.

6.3 When considering multiple premises licences the Council will consider supervision of entrances; segregations of gambling from non-gambling areas frequented by children; and the supervision of gaming machines in non-adult gambling specific premises in order to pursue the licensing objectives.

6.4 We will consider conditions including;

- Proof of Age Schemes;
- Supervision of Entrances/Machine Areas;
- Physical Separation of Areas;
- Self-barring schemes;
- Provision of information leaflets/helpline numbers for organisations such as GamCare;
- Measures/training for staff on how to deal with suspected truant school children on the premises;
- CCTV;
- Door Supervisors;
- Location of Entry;
- Notices/Signage
- Specific opening hours; and

- The location of Gaming Machines.

6.5 Chesterfield Borough Council will ensure that where category C or above machines are on offer in premises to which children are admitted -

- all such machines are located in an area of the premises which is separated from the remainder of the premises by a physical barrier which is effective to prevent access other than through a designated entrance;
- only adults are admitted to the area where these machines are located;
- access to the area where the machines are located is supervised;
- the area where these machines are located is arranged so that it can be observed by the staff or the licence holder; and
- at the entrance to and inside any such areas there are prominently displayed notices indicating that access to the area is prohibited to persons under 18.

6.6 These considerations will apply to premises including buildings where multiple premises licences are applicable.

6.7 It is noted that there are conditions which the Licensing Authority cannot attach to premises licences which are:

- any condition on the premises licence which makes it impossible to comply with an operating licensing condition;
- conditions relating to gaming machine categories, numbers or methods of operation;
- conditions which provide that membership of a club or body be required (the Gambling Act 2005 specifically removes the membership requirement for casino and bingo clubs and this provision prevents it being reinstated); and
- conditions in relation to stakes, fees, winning or prizes.

6.8 The Gambling Commission advises in its Guidance for Local Authorities that licensing authorities may consider whether there is a need for door supervisors in terms of the licensing objectives of protection of children and vulnerable persons from being harmed or exploited by gambling and also in terms of preventing premises becoming a source of crime. It is noted though that the Gambling Act 2005 has amended the Security Industry Act and that door supervisors at casinos or bingo premises cannot be licensed by the Security Industry Authority. Where it is determined that door supervisors are required, the Licensing Authority will consult with the Police.

7.0 Local Risk Assessments and Social Responsibility

7.1 The Gambling Commission's Licence Conditions and Codes of Practice (LCCP) which were revised and published in February 2015, formalise the need for operators to consider local risks.

7.2 From 6th April 2016 all premises licensees are required to assess the local risks to the licensing objectives posed by the provision of gambling facilities at each of their

premises, and have policies, procedures and control measures to reduce those risks. They must take into account any relevant matters identified in the licensing authority's statement of policy.

- 7.3 A local risk assessment must be undertaken when applying for;
- A new premises licence
 - When applying for a variation of a premises licence
 - To take account of any local significant changes in the area
 - When there are significant changes within the premises which may affect the current risk assessment
- 7.4 The Gambling Commissions new Social Responsibility provision requires licensees to share their risk assessment with Licensing Authorities when applying for a new premises licence or a variation to an existing licensed premises. If there are any concerns the Licensing Authority may request that the licensee share a copy of their own risk assessment which will set out the measures the licensee has in place to address specific concerns.

8.0 Location

- 8.1 The licensing authority cannot consider demand issues with regard to location of premises but can consider the terms of the licensing objectives. The licensing authority will pay particular attention to the protection of children and vulnerable persons from being harmed or exploited by gambling, as well as issues of crime and disorder.
- 8.2 Each application will be decided on its own merit, with the onus upon the applicant to show how potential concerns can be overcome.

9.0 Planning legislation for Betting Offices

- 9.1 On the 15th April 2015, the Town and Country Planning (Use Classes) (Amendment) (England) Order 2015 and the Town and Country Planning (General Permitted Development) (England) Order 2015 came into force. All new betting offices now require specific planning permission and have been taken out of general 'A2' financial and professional service use class. Under previous legislation a betting office fell in the same category as an estate agent/bank/restaurant etc. and did not require a change of use application.

10.0 Provisional Statement

- 10.1 An application for a provisional statement shall include such plans and other information in relation to the construction, alteration or acquisition as may be prescribed.
- 10.2 In terms of representations about premises licence applications, following the grant of a provisional statement, no further representations from relevant authorities or interested parties can be taken into account unless they concern matters which could not have been addressed at the provisional statement stage, or they reflect a change in the applicant's circumstances. In addition, the Authority may refuse the premises licence (or grant it on terms different to those attached to the provisional statement) only by reference to matters:
- (a) which could not have been raised by objectors at the provisional licence stage; or

- (b) which, in the Authority's opinion, reflects a change in the operator's circumstances.

10.3 Chesterfield Borough Council will not have regard to whether or not a proposal by the applicant is likely to be permitted in accordance with planning or building legislation.

11.0 Reviews

11.1 A review of a premises licence may be made by interested parties or responsible authorities, however, it is for the Licensing Authority to decide whether the review is to be carried out.

11.2 Chesterfield Borough Council will consider if it is:

- in accordance with any relevant code of practice issued by the Gambling Commission;
- in accordance with any relevant guidance issued by the Gambling Commission;
- reasonably consistent with the licensing objectives;
- in accordance with the Authority's Statement of Principles; and
- whether the request for a review is frivolous or vexatious.

11.3 The Licensing Authority can also initiate a review of a licence on the basis of any reason which it thinks is appropriate.

12.0 Exempt Gaming and Charity Fundraising

12.1 The Gambling Act 2005 allow the following activities and although they do not require permission under Exempt Gaming, there are information sheets available on the Gambling Commission website which outline relevant restrictions.

- Poker in Pubs and Clubs
- Race Nights
- Casino Nights
- Bingo

13.0 General Statement

Chesterfield Borough Council recognises the variety of premises which will require a licence or permit.

In carrying out its licensing functions Chesterfield Borough Council will have regard to any guidance issued by the Gambling Commission.

When considering applications and taking enforcement action the Licensing Authority will have regard to the provisions of the Human Rights Act and in particular;

- Article 1, Protocol 1 – peaceful enjoyment of possessions. A licence is considered a possession in law and people should not be deprived of their possessions except in the public interest
- Article 6 – right to a fair hearing
- Article 8 – respect for private and family life. In particular, removal or restriction of a licence may affect a person's private life
- Article 10 – right to freedom of expression

CONTACT INFORMATION

If you have any queries regarding any licensing matter contact:

Licensing Section
Chesterfield Borough Council
Customer Service Centre
85 New Square
Chesterfield
S40 1AH

Tel: 01246 345230

E-mail: licensing@chesterfield.gov.uk

Website: www.chesterfield.gov.uk

Appendix 1

ADMINISTRATION, EXERCISE AND DELEGATION OF FUNCTIONS

The Powers and duties of the Council in respect of licensing may be carried out by the Licensing Committee, by a Sub-Committee or by the Head of Environment (or an officer duly delegated by the Head of Environment). In the interests of efficiency and cost effectiveness the Council will delegate routine matters to officer level.

Matter to be dealt with	Full Council	Licensing Committee or Licensing Sub-Committee	Officer
Final approval of 3 year Statement of Principles.	X		
Policy not to permit Casinos.	X		
Fee setting when appropriate.			X
Applications for Premises Licences		Where representations have been received and not withdrawn.	Where no representations received / representations have been withdrawn.
Application for a variation to a licence.		Where representations have been received and not withdrawn.	Where no representations received / representations have been withdrawn.
Application for a transfer of a licence.		Where representations have been received from the Commission.	Where no representations have been received from the Commission.
Application for a provisional statement.		Where representations have been received and not withdrawn.	Where no representations received / representations have been withdrawn.
Review of a premises licence.		X	

Matter to be dealt with	Full Council	Sub-Committee of Licensing Committee	Officer
Application for club gaming/club machine permits.		Where objections have been made and not withdrawn.	Where no objections have been made/ objections have been withdrawn.
Cancellation of club gaming/club machine permits		X	
Application for other permits.			X
Cancellation of licensed premises gaming machine permits.			X
Consideration of temporary use notice.			X
Decision to give a counter notice to a temporary use notice		X	
Decision on whether a representation is irrelevant, or falls within the categories defined within section 198 of the Act (frivolous, vexatious etc)			X

Appendix 2

Categories of Gaming Machines

A gaming machine is defined as a machine which is designed or adapted for use by individuals to gamble (whether or not it can also be used for other purposes). Under the Gambling Act 2005 gaming machines fall into categories depending on limits on the stake laid down and prizes available.

Categories A, B and C machines are adult only gaming machines.

Category D machines have no age restrictions.

Gaming Machine Category	Maximum Stake (£)	Maximum Prize (£)
A	Unlimited	Unlimited
B1	£5	£10,000
B2	£2	£500
B3	£2	£500
B3A	£2	£500
B4	£2	£400
C	£1	£100
D – non money prize machine (not crane grab)	30p	£8 (value of non-money prize)
D – non money prize (crane grab)	£1	£50 (value of non-money prize)
D – money prize	10p	£5
D- combined money & non-money prize (coin pusher or penny falls)	20p	£20 (of which no more than £10 may be a money prize)
D – combined money & non-money prize (other than coin pusher or penny falls)	10p	£8 (of which no more than £5 may be a money prize)

COUNCIL MEETING - 23 FEBRUARY, 2022 **MINUTES OF COMMITTEE MEETINGS**

These Minutes are of Committee meetings taken under delegated powers since the last meeting of Council. The Minutes are for information only.

Please click on the links below to view the Minutes you want to read.

Appeals and Regulatory Committee	8 December , 15 December , 22 December , 19 January , 2 February ,
Employment & General Committee	24 January
Planning Committee	6 December , 31 January

If you require paper copies of the Minutes please contact:

Amanda Clayton

Democratic Services, Town Hall, Chesterfield, S40 1LP

Tel: 01246 345237 email: democratic.services@chesterfield.gov.uk

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CABINET

Tuesday, 14th December, 2021

Present:-

Councillor P Gilby (Chair)

Councillors Blank
D Collins
Holmes
J Innes

Councillors Ludlow
Mannion-Brunt
Sarvent
Serjeant

*Matters dealt with under the Delegation Scheme

56 **DECLARATIONS OF MEMBERS' AND OFFICERS' INTERESTS
RELATING TO ITEMS ON THE AGENDA**

No declarations of interest were received.

57 **APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor P Innes.

58 **MINUTES**

RESOLVED –

That the minutes of the meeting of Cabinet held on 23 November, 2021 be approved as a correct record and signed by the Chair.

59 **FORWARD PLAN**

The Forward Plan for the four month period 1 January to 30 April, 2022 was reported for information.

***RESOLVED –**

That the Forward Plan be noted.

60 **DELEGATION REPORT**

Decisions taken by Cabinet Members during October and December, 2021 were reported.

***RESOLVED –**

That the Delegation Report be noted.

61 GENERAL FUND REVENUE BUDGET SUMMARY

The Service Director - Finance submitted a report providing an updated assessment of the Council's forecast budget position for 2021/22 and future financial years.

Solid progress had been made to address the forecast deficit position for 2021/22, which had been reported at the end of Quarter 2. A balanced year-end position was now forecast. The report attributed this improved position to the receipt of additional Cultural Recovery Fund grant funding of £153k to offset the impact of the covid-19 pandemic on the running costs of the council's cultural venues and museums, new burdens grant funding of £62k and extra income from fees and charges.

The report also provided an update on the council's Medium-Term financial position. This showed a projected deficit for 2022/23 of £12k, increasing to £181k by 2025/26.

***RESOLVED –**

1. That the updated budget projections for 2021/22, which forecast a balanced position, be noted.
2. That the progress made in the development of the budget for 2022/23 and the Medium-Term Financial Plan (MTFP) for years 2022/23 to 2025/26 be noted.
3. That the progress made in the development of the Organisation Development Programme and the incorporation of budget savings into an overall change programme be noted.
4. That Cabinet notes that work continues to refine the draft estimates for 2022/23 and future financial years, and to identify ways in which a balanced budget can be achieved, and that this will form part of the MTFP Council report in February 2022.

REASON FOR DECISIONS

1. To present an updated assessment of the Council's forecast outturn for 2021/22 and progress in addressing the deficit in year.
2. To set out the context of the financial environment for the medium term and present the Council's first phase of its draft budget and MTFP setting proposals for 2022/23 to 2025/26.

62 CEMETERIES FEES AND CHARGES 2022/2023

The Bereavement Services Manager submitted a report setting out the proposed fees and charges for the Council's cemeteries for 2022/23.

The proposed fees and charges were detailed in Appendix A of the officer's report.

***RESOLVED –**

1. That the 2022/23 fees and charges, as detailed in Appendix A of the officer's report, be approved.
2. That a new fee of £25.00 for the Transfer of the Exclusive Right of Burial (ERB) be approved.
3. That a new fee of £150.00 for the 'top up' of 50 years on the Exclusive Right of Burial (ERB) after expiry be approved.
4. That a new fee of £45.00 for the removal of a memorial from the grave prior to digging where it is safe and straightforward to do so be approved.
5. That a new fee of £45.00 for the making safe of a memorial where it is safe and straightforward to do so and where the nearest surviving relatives can be traced be approved.

REASON FOR DECISIONS

To generate income to contribute to the costs of providing and maintaining a burial service.

63 PLAYING PITCHES FEES AND CHARGES 2022/23

The Environmental Services Manager submitted a report setting out the proposed fees and charges for playing pitches and outdoor leisure facilities for 2022/23.

The proposed fees and charges were detailed in Appendix 1 of the officer's report.

***RESOLVED –**

1. That the fees and charges, as detailed in appendix A of the officer's report, be introduced from 1 April 2022 for:
 - The hire of football pitches
 - The hire of cricket pitches
 - The hire of recreation grounds
 - The hire of community rooms in parks
 - Launching fees at Poolsbrook Country Park
 - The hire of the netball court at Eastwood Park.
 - The hire of the Petanque facility at Eastwood park
2. That the fees for the following facilities be increased on an individual basis:
 - Catering rights to £100 per unit/stall.
 - Permits for metal detecting to £30.
 - Permits for commercial fitness coaches to £110.
3. That should the new facilities for tennis be available before 1 April 2023 the decision on fees and charges for the remainder of 22/23 be delegated to the Cabinet Member for Health and Wellbeing for approval.
4. That no increase to the charges for the Miniature train be applied.

REASON FOR DECISIONS

To comply with the Council's Budget Strategy, the annual review of fees and charges should aim to recover at least the full cost of the service except where there is an opportunity to maximise income or Members determine a reduction or subsidy should be made for a specific reason.

In preparing this report, due regard has been made to the Council's budget strategy and the need to support the development of a balanced and sustainable budget.

In preparing this report, due regard has been made to the Council's budget strategy and the need to support the development of a balanced and sustainable budget.

64 WASTE MANAGEMENT FEES AND CHARGES 2022/23

The Environmental Services Manager submitted a report setting out the proposed fees and charges for the collection and disposal of waste for 2022/23.

The proposed fees and charges were detailed in Appendix 1 of the officer's report.

***RESOLVED –**

1. That the proposed fees and charges, as detailed in Appendix 1 of the officer's report, be approved and implemented from 1 April 2022 in relation to the following services:
 - The cost of collection and disposal of trade waste
 - The cost of collection and disposal of chargeable household waste
 - The collection and disposal of bulky household items
 - The collection and disposal of trade waste from charity shops
 - The collection and disposal of trade waste from registered charities
 - The collection and disposal of waste from mixed hereditament properties
 - One off waste collection
 - The provisions of new wheeled bins to domestic properties (new builds)

REASON FOR DECISIONS

To comply with the Council's Budget Strategy.

65 ENVIRONMENTAL HEALTH FEES AND CHARGES 2022/23

The Senior Environmental Health Officer submitted a report setting out the proposed fees and charges for various environmental health functions for 2022/23.

The proposed fees and charges were detailed in Appendix 1 of the officer's report.

***RESOLVED –**

1. That the proposed fees and charges, including concessionary rates (where applicable), as detailed in Appendix 1 of the officer's report, be approved and implemented with effect from 1st April 2022.
2. That the Senior Environmental Health Officer be granted delegated authority to continue to have discretion to offer reduced charges for micro-chipping of dogs at promotional events and campaigns associated with the mandatory chipping that came into effect in April 2016.
3. That the Senior Environmental Health Officer be granted delegated authority to continue to have discretion to offer an alternative enforcement option for fly-tipping offences instead of issuing a fixed penalty notice (this could include a simple caution or prosecution).

REASON FOR DECISIONS

In accordance with the Council's Financial Regulations, it is necessary for all fees and charges to be reviewed annually.

66 SPORT AND LEISURE FEES AND CHARGES 2022/23

The Service Director – Leisure, Culture and Community Wellbeing submitted a report setting out the proposed fees and charges for sport and leisure activities at Queen's Park Sports Centre and Staveley Healthy Living Centre for 2022/23.

The proposed fees and charges were detailed in Appendix 2 of the officer's report.

***RESOLVED –**

1. That the proposed fees and charges, as detailed in Appendix A of the officer's report, be approved and implemented from 1 April 2022 until 31 March 2023.
2. That the Service Director – Leisure, Culture and Community Wellbeing, in consultation with the Cabinet Member for Health and Wellbeing, be granted delegated authority to apply appropriate fees and charges to new activities that are introduced during the period covered by this report.
3. That the Service Director – Leisure, Culture and Community Wellbeing, in consultation with the Cabinet Member for Health and Wellbeing, be granted delegated authority to adjust the approved fees and charges to maximise promotional opportunities to stimulate usage, support the retention of customers and/or to respond to external market forces.

REASON FOR DECISIONS

In accordance with the Council's Financial Regulations, it is necessary for fees and charges to be reviewed annually.

67 CHESTERFIELD MARKET FEES AND CHARGES 2022/23

The Town Centre Operations Manager submitted a report setting out the proposed fees and charges for Chesterfield's open markets and the Sunday Car Boot sale for 2022/23.

The proposed fees and charges were detailed in Appendix 1 of the officer's report.

***RESOLVED –**

1. That the fees and charges for the Chesterfield Open Markets for 2022- 23, as detailed in Appendix 1 of the officer's report, be approved.
2. That the agreed 2021-22 rates of Fees and Charges be fully reinstated from Monday 28 February 2022.
3. That the concessionary stall rate of £10 per stall remain in place until Monday 28 February 2022.

4. That, as part of the market reconfiguration project being undertaken between 2021 and 2023, a review of the pricing structure be made during this time, identifying the premium and secondary pitches, following best practice adopted nationally and ensuring a value for money approach is taken to realise the full income potential of the market. These fees to be adopted for 2023-24, subject to the necessary consultation and approvals procedures.
5. That the Service Director for Leisure, Culture and Community Wellbeing, in consultation with the Cabinet Member for Town Centres and Visitor Economy, be granted delegated authority to apply appropriate negotiated fees for new activities and opportunities that are introduced during the period covered by this report.

REASONS FOR DECISIONS

1. Supporting the town centre economy is a key priority for the Council. The Council recognises the importance of investing in town centre support and the need for a long-term recovery plan. It is felt that any increase in market fees would have an adverse effect on this strategy at this time.
2. In line with delegated authority, and with both Portfolio holder and SLT approval, concessionary rates for Traders have been in place since 23 March 2020, initially free rent until July 2020, £5 until September 2020 and currently £10, all per stall, across all market days. This is deemed necessary to support the market.
3. The impact of COVID-19 significantly reduced Markets income to the Council in 2021/22 however trader numbers have started to return to more normal levels of occupancy. It is anticipated that by 2022/23 levels will be back to pre-pandemic numbers.
4. As part of the Revitalising the Heart of Chesterfield project the open market is set to benefit from a £1.15 million intervention alongside a wider Northern Gateway and public realm scheme. It is anticipated that this will support, strengthen and re-invigorate the market area ensuring it bounces back from COVID-19 and is ready to meet the future demands of the town centre.

5. It is imperative that the Council receives an acceptable return from the Market. The Council's budget strategy is to deliver a balanced and sustainable budget. Given the forecast budget challenges it is important that all income streams are reviewed to support the delivery of a sustainable budget. As such it is appropriate to re-instate in full the stall fees agreed for 2021-22 to assist the Council in achieving a balanced budget for 2022/23.

68 **VENUES FEES AND CHARGES 2022/23**

The Arts and Venues Manager submitted a report setting out the proposed fees and charges for venue and equipment hire at the Pomegranate Theatre, The Winding Wheel Theatre, the Market Hall Assembly Rooms and Hasland Village Hall for 2022/23.

The proposed fees and charges were detailed in Appendices A to E of the officer's report.

***RESOLVED –**

1. That the proposed theatre hire charges for the Pomegranate Theatre, as detailed in Appendix A of the officer's report, be approved and implemented from 1 April 2022.
2. That the proposed room hire charges for the Winding Wheel Theatre, as detailed in Appendix B of the officer's report, be approved and implemented from 1 April 2022.
3. That the proposed equipment hire charges at the Winding Wheel Theatre, as detailed in Appendix B of the officer's report, be approved and implemented from 1 April 2022.
4. That the proposed theatre hire charges for the Winding Wheel Theatre for professional companies and commercial use, as detailed in Appendix C of the officer's report, be approved and implemented from 1 April 2022.
5. That the room hire charges at the Assembly Rooms in the Market Hall, as detailed in Appendix D of the officer's report, be approved and implemented from 1 April 2022.

6. That the proposed room hire charges at Hasland Village Hall, as detailed in Appendix E of the officer's report, be approved and implemented from 1 April 2022.

REASON FOR DECISIONS

To make further progress towards a sustainable financial position for the venues.

69 EXCLUSION OF THE PUBLIC

RESOLVED –

That under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act.

70 STEPHENSON MEMORIAL HALL - STAGE 2

The Arts and Venues Manager submitted a report detailing the progress made in the development of renovation and refurbishment proposals for the Stephenson Memorial Hall.

The aims were to create an integrated cultural venue in the town centre and extend the life of one of Chesterfield's most important heritage assets.

The project would be largely funded through the Government's Levelling Up Fund following the success of the council's submission. The council had received £19.98m to support this project and a series of public realm improvements across the town centre.

The council would need to match the funding received with a further allocation of funds to be met through prudential borrowing.

***RESOLVED –**

1. That it be recommend to Council that:

- a) the renovation and refurbishment project for the Stephenson Memorial Hall in Chesterfield be approved and that the scheme be added to the Council's capital programme.
 - b) the funding of the capital works through a combination of funding secured through the Levelling Up Fund and prudential borrowing be authorised.
2. That the Theatre Restoration Levy increase to £2 per ticket for all theatre productions from when the refurbished building reopens be approved.
 3. That, as set out in the addendum to the report, a further stage report be presented to Cabinet following the receipt of tenders for the appointment of the main construction partner.
 4. That delegated authority be granted to the Service Director - Leisure, Culture and Community Wellbeing, in consultation with the Cabinet Member for Town Centres and Visitor Economy, the Service Director for Finance and the Service Director for Economic Growth, to confirm the award of tender for the procurement of the design team, and the award of sequential tenders for the procurement of the enabling works, construction and fit out.

REASONS FOR DECISIONS

1. To ensure that the Stephenson Memorial Hall is restored and refurbished so that it can be enjoyed by the residents and visitors of Chesterfield for many years to come.
2. To create a landmark building which makes a statement about civic pride, and renews an important heritage asset.
3. To develop and improve the cultural services offered in the Pomegranate Theatre and Chesterfield Museum so that they are able to attract increased numbers of visitors, and therefore have a sustainable future.

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CABINET**Tuesday, 18th January, 2022**

Present:-

Councillor P Gilby (Chair)

Councillors Blank
D Collins
Holmes
J Innes

Councillors Ludlow
Mannion-Brunt
Sarvent
Serjeant

Non Voting P Innes
Members

*Matters dealt with under the Delegation Scheme

71 **DECLARATIONS OF MEMBERS' AND OFFICERS' INTERESTS
RELATING TO ITEMS ON THE AGENDA**

No declarations of interest were received.

72 **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

73 **MINUTES**

RESOLVED –

That the minutes of the meeting of Cabinet held on 14 December, 2021 be approved as a correct record and signed by the Chair.

74 **FORWARD PLAN**

The Forward Plan for the four month period February to May, 2022 was reported for information.

***RESOLVED –**

That the Forward Plan be noted.

75 COLLECTION FUND REVISED ESTIMATES

The Service Director – Finance presented the Collection Fund revised estimates for 2021/22 which predicted a surplus of £600,100 on the Council Tax elements. It was proposed to allocate the surplus to the major precepting authorities in proportion to their precepts. The major preceptors, including Chesterfield Borough Council, could then take it into account when setting their Council Taxes for 2022/23.

***RESOLVED –**

That the estimated surplus on the Council Tax Collection Fund of £600,100 be approved and allocated to the major precepting authorities as detailed in Appendix A of the officer's report.

REASON FOR DECISIONS

To fulfil a statutory requirement and to feed into the budget setting process for 2022/23.

76 SHOPMOBILITY FUTURE FUNDING

The Service Director – Corporate presented a report seeking approval to cease the section 137 grant to Chesterfield and District Shopmobility from the start of the financial year 2023/24.

In 2018, the council began discussions with Shopmobility over the need for the charity to develop a self-funding / alternative funding strategy.

The council had allocated an officer to work with Shopmobility and Links CVS to identify potential external funding streams. A range of opportunities had been identified with Links CVS offering to assist Shopmobility with their applications.

The council would continue to work in support of Shopmobility, but on the basis of the charity not having taken advantage of the opportunities identified to help move them to a sustainable self-funding position, the make-up of current service users and the value gained for the council's investment, it was proposed to taper the withdrawal of funding during the financial year 2022/23 ahead of ceasing the grant funding in full from 1 April 2023.

***RESOLVED –**

1. That the section 137 grant to Chesterfield and District Shopmobility be ceased from the financial year 2023/24.
2. That a section 137 grant of £9,531 be allocated to Chesterfield and District Shopmobility for the financial year 2022/23, subject to evidence of Shopmobility progressing the development of a self-funding/alternative funding plan and engaging with Links CVS and the Council in applying for alternative funding sources.
3. That a taper to the section 137 grant for the financial year 2022/23 be applied. The grant funding will be:
 - Quarter 1 (April 2022 – June 2022) 100% of the 2021/22 grant level for the quarter = £5,447
 - Quarter 2 (July 2022 – September 2022) 50% of the 2021/22 grant level for the quarter = £2,723
 - Quarter 3 (October 2022 – December 2022) 25% of the 2021/22 grant level for the quarter = £1,361
 - Quarter 4 (January 2023 – March 2023) 0% of the 2021/22 grant level for the quarter = £0

REASON FOR DECISIONS

1. To respond to the challenging financial position of the Council and providing value for money services.
2. To facilitate a managed and steady withdrawal of funding, which will enable Shopmobility to continue to work with Links CVS and Chesterfield Borough Council officers to develop an alternative funding plan and begin its implementation.

77

HRA RENT AND SERVICE CHARGE SETTING

The Housing Strategy and Enabling Manager presented a report recommending for approval the rent and service charge levels for the council's housing stock for the coming financial year 2022/23.

It was proposed to increase council house rents in accordance with the Government's National Social Rent Policy, which came into effect on 1

April, 2020. This would mean rents would increase by CPI plus 1% which equated to a 4.1% increase in 2022/23. The cost of an average social rent in 2022/23 would rise to £82.78 per week and an average affordable rent to £102.27 per week.

A detailed summary of the proposed service charge levels for 2022/23 was attached at Appendix A of the officer's report. It was noted that these charges were set at a level to ensure that they covered the costs of providing the services.

***RESOLVED –**

1. That, for 2022/23, individual social rents be set based on the current National Social Rent Policy, giving a rent increase of 4.1% with effect from 4 April 2022.
2. That, for 2022/23 and onwards, where a social rent property is re-let to a new or transferring tenant the rent level be increased to the target rent for that property.
3. That, for 2022/23, individual affordable rents be set based on the current National Social Rent Policy giving a rent increase of 4.1% with effect from 4 April 2022.
4. That, for 2022/23 and onwards, where an affordable rent property is re-let to a new or transferring tenant the rent level be set by reference to 80% of the market rent (including service charges where applicable) for a similar property at the time of letting or the formula rent for the property, whichever is the greater.
5. That the Housing Revenue Account service charges for 2022/23 be increased as set out in Appendix A of the officer's report.

REASON FOR DECISIONS

1. To enable the council to set the level of council house rents in accordance with Government guidelines and the Rent Standard.
2. To enable the council to set service charges for 2022/23 and ensure the cost of delivering services continues to break even.

3. To contribute to the council's corporate priority 'to improve the quality of life for local people'.

78 **CAR PARKS FEES AND CHARGES 2022/23**

The Town Centre Operations Manager submitted a report setting out the proposed fees and charges for the council's car parks for 2022/23.

The proposed fees and charges were detailed in Appendix 1 of the officer's report.

***RESOLVED –**

1. That the fees and charges for car parks be increased from 4 April 2022, as detailed in Appendix 1 of the officer's report.
2. That a further review of tariffs take place in 2024/25, in line with the current Parking Strategy which details the requirement for a 2-yearly review.
3. That all residents of the Borough continue to benefit from free parking in 2022/23 before 10am and after 3pm Monday to Saturday, all-day Sunday and Bank Holidays, at selected surface car parks, using the Resident Parking Scheme.
4. That the Service Director - Leisure, Culture and Community Wellbeing, in consultation with the Cabinet Member for Town Centre and Visitor Economy, be granted delegated authority to apply appropriate fees and charges for new activities and opportunities that are introduced during the period covered by the report.

REASON FOR DECISIONS

1. The 2020/21 Car Park Fees and Charges report noted that if the income target for 2020/21 was achieved then there would be no increase in tariffs for 2021/22 and a review would be made for 2022/23.
2. The impact of COVID-19 significantly reduced car park income in 2021/22 however parking numbers have started to return to more normal levels of occupancy. It is anticipated that by 2022/23 levels will be back to pre-pandemic numbers.

3. It is imperative that the Council receives an appropriate return on what are valuable town centre assets. The Council's budget strategy is to deliver a balanced and sustainable budget. Given the forecast budget challenges it is important that all income streams are reviewed to support the delivery of a sustainable budget. As such a review of Car Park fees and charges is to assist the Council in achieving a balanced budget for 2022/23.

CABINET**Tuesday, 8th February, 2022**

Present:-

Councillor P Gilby (Chair)

Councillors Blank
D Collins
Holmes
J Innes

Councillors Ludlow
Mannion-Brunt
Sarvent
Serjeant

Non Voting P Innes
Members

*Matters dealt with under the Delegation Scheme

79 **DECLARATIONS OF MEMBERS' AND OFFICERS' INTERESTS
RELATING TO ITEMS ON THE AGENDA**

No declarations of interest were received.

80 **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

81 **MINUTES**

RESOLVED –

That the minutes of the meeting of Cabinet held on 18 January, 2022 be approved as a correct record and signed by the Chair.

82 **FORWARD PLAN**

The Forward Plan for the four month period March to June, 2022 was reported for information.

***RESOLVED –**

That the Forward Plan be noted.

83 **DELEGATION REPORT**

Decisions taken by Cabinet Members during December, 2021 and January, 2022 were reported.

***RESOLVED –**

That the Delegation Report be noted.

84 **SCRUTINY PROJECT GROUP REPORT ON THE VISITOR ECONOMY STRATEGY**

The Chair of the Scrutiny Project Group, Councillor Caulfield, presented the report and recommendations of the Community, Customer and Organisational Scrutiny Committee on the development of the council's new visitor economy strategy.

The full report of the Scrutiny Project Group was attached at Appendix 1 of the officer's report.

The Group's report and recommendations had been considered, approved and adopted by the Community, Customer and Organisational Scrutiny Committee. The Committee's report and recommendations were now required to be considered by Cabinet and a formal response provided to the Committee, in accordance with the Council's Scrutiny Procedure rules.

***RESOLVED –**

1. That the report outlining the findings of the scrutiny project group be noted.
2. That, subject to the approval of the strategy and action plan by Full Council on 23 February, 2022, an update on the delivery of the action plan be reported to the Community, Customer and Organisation Scrutiny Committee after the strategy has been in place for 12 months to allow scrutiny to review the progress made.

REASONS FOR DECISIONS

1. To contribute to the development of a vision that will provide beneficial and sustainable growth of the town as a destination and establish priorities for marketing, investment, product development and training through constructive 'critical friend' participation.
2. To monitor progress against the implementation of the strategy and action plan during the initial stages of the plan to understand its effectiveness.

85 **CHESTERFIELD VISITOR ECONOMY STRATEGY 2022-27**

The Senior Economic Development Officer presented a report recommending for approval a new Chesterfield Visitor Economy Strategy for the period 2022 through 2027.

The overall aims of the new Visitor Economy Strategy were to attract more visitors to Chesterfield to support existing retail, leisure, and hospitality businesses through generating additional footfall and spend, and to create new jobs in the local economy.

An online public consultation on the draft Strategy had been held for a four-week period. This had closed on 8 December, 2021. A summary of the consultation responses was attached at Appendix 1 of the officer's report. Alongside the online consultation, presentations on the strategy were also made to the Visitor Economy Strategy Scrutiny Project Group and at a Destination Chesterfield meeting of Chesterfield Champions.

A copy of the proposed Visitor Economy Strategy for the period 2022 through 2027 was attached at Appendix 2 of the officer's report.

***RESOLVED –**

That the Chesterfield Visitor Economy Strategy (2022-27) be recommended to Council for approval.

REASON FOR DECISIONS

To secure the adoption of the Chesterfield Visitor Economy Strategy (2022-27).

86 **EXCLUSION OF THE PUBLIC**

RESOLVED –

That under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act.

87 PEAK GATEWAY – REQUEST FOR LOAN ASSISTANCE

The Service Director – Economic Growth presented a report recommending for approval a request for a loan from Chesterfield Borough Council to support the next phase of development activity at Peak Gateway.

The overarching aim of the requested funding would be to support the owners and their development partners to carry out the necessary ground investigations and next phase of detailed design ahead of encouraging investors to fund construction of the Peak Gateway project.

A summary of the business case, which included a breakdown of costs and timescales, was attached at Appendix 2 of the officer's report.

***RESOLVED –**

1. That Chesterfield Borough Council provide a loan to Baylight Properties to support the next phase of development activity for the Peak Gateway project as set out in section 4 of the officer's report.
2. That the loan be approved on the terms set out in section 5 of the officer's report.
3. That the Service Director for Economic Growth, in consultation with the Cabinet Member for Economic Growth and in conjunction with the Service Director for Finance and the Procurement and Contract Law Manager, be granted delegated authority to finalise the terms of the Peak Gateway project loan arrangement between Chesterfield Borough Council and Baylight Properties.

REASONS FOR DECISIONS

1. In December 2019 the council gave approval as part of a report on Business Rates policy for Markham Vale Enterprise Zone for

investment in three key programme areas: key projects delivery, economic growth activities and skills activities; and for the funding to be particularly targeted at unlocking and accelerating key developments and sites and delivering better outcomes for local communities.

2. The successful development of Peak Resort is highlighted as one of several key developments under the Council Plan 2019-23 priority “to make Chesterfield a thriving Borough”. The Plan states that the council has been “working with Peak Resort and other businesses to maximise employment opportunities for local people. The Peak Resort will provide 1,300 jobs when it opens, and hundreds more during the construction phase”.

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OVERVIEW AND PERFORMANCE SCRUTINY FORUM

Thursday, 18th November, 2021

Present:-

Councillor L Collins (Chair)

Councillors Blakemore Borrell Brittain Coy Dyke	Councillors Flood Fordham T Gilby Kellman Kelly Snowdon
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Councillor Amanda Serjeant, Deputy Leader +++

Theresa Channell, Service Director – Finance ++
 Helen Fox, Head of Accountancy & Finance ++
 Charlotte Kearsey, Democratic and Scrutiny Officer
 Will Rolls, Climate Change Officer +

+ Attended for Minute No. 29
 ++ Attended for Minute No. 30
 +++ Attended for Minute No.29 and 30

22 DECLARATIONS OF MEMBERS' AND OFFICERS INTERESTS RELATING TO ITEMS ON THE AGENDA

No declarations of interest were received.

23 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Caulfield, Catt and Hollingworth.

24 FORWARD PLAN

The Forum considered the Forward Plan.

Councillor Fordham noted that there were no items scheduled on the Forward Plan which Forum could do pre-decision scrutiny on ahead of the

next meeting. It was explained that the Forward Plan could often change and asked for comments to be emailed to the Joint Chair.

RESOLVED –

That the Forward Plan be noted.

25 SCRUTINY MONITORING

The Forum considered the Scrutiny recommendations implementation monitoring schedule.

Councillor Flood read out a Chesterfield Borough Council press release regarding the Government's HS2 announcement. The Leader had agreed to attend the next Forum meeting, scheduled to take place on 27 January, 2022, to provide a monitoring update.

Councillor Fordham noted the high number of drug and alcohol related deaths in his ward and enquired about the Crime and Disorder Scrutiny. It was noted that a Crime and Disorder Scrutiny Panel was scheduled to take place within the Community, Customer and Organisational Scrutiny Committee meeting on 31 March, 2022.

RESOLVED –

1. That the Leader be invited to attend the Overview and Performance Scrutiny Forum meeting on 27 January, 2022 to provide a monitoring update on HS2.
2. That the Scrutiny monitoring schedule be noted.

26 WORK PROGRAMME FOR THE OVERVIEW AND PERFORMANCE SCRUTINY FORUM

The Work Programme for the Overview and Performance Scrutiny Forum was considered.

RESOLVED –

That the Work Programme be approved.

27 OVERVIEW AND SCRUTINY DEVELOPMENTS

There was no update.

28 **MINUTES**

The Minutes of the Overview and Performance Scrutiny Forum held on 9 September, 2021 were presented.

RESOLVED –

That the Minutes be approved as a correct record and signed by the Chair.

29 **DEPUTY LEADER - CLIMATE CHANGE ACTION PLAN**

The Climate Change Officer attended to present a report updating the Forum about the progress of the Climate Change Action Plan.

It was reported that significant progress had been made in delivering the climate change action plan since the last report. A number of actions in the plan remained delayed but several others were exceeding the commitments laid out in the original plan. The delays were mostly taking place in the waste category, this was partly due to internal disruption and capacity constraints, but mostly because of expected changes in the regulatory framework for waste which was expected following government consultations.

A further six actions had been added to the action plan to support future climate change action and build capacity within the council to meet the goal of becoming a carbon neutral organisation by 2030. The additional actions were designed to develop a firm foundation for future development by increasing council capacity to identify and take effective climate action. The additional actions include:

- A review of actions to date;
- Development of a programme of Carbon Literacy training for elected members and officers;
- Work to develop a pipeline of potential climate change mitigation projects to take advantage of government support;
- Development of a carbon accounting framework to monitor council emissions and the effectiveness of actions;

- Work to identify clear decarbonisation pathways for council activities estimating milestones for decarbonisation and identifying potential technologies and support for transition to a low carbon Borough.

Of the 45 actions in the Action Plan, a total of 21 were established within the relevant service delivery teams, 19 were expected to be delivered as originally specified and 5 were expected to be delivered but had taken longer than originally envisaged. No items had been removed from the plan or were expected to require significant additional support.

The Covid pandemic had had a substantial impact on the work carried out to date because of the demands that had placed on local government. This had reduced the capacity of many staff across the Council. It had also had a significant impact on the opportunities for engagement with voluntary groups and the private sector.

Members noted that the Council was commissioning a consultant to complete a report regarding carbon neutral and had gone out to tender. Members asked about the timeframes involved and the Climate Change Officer explained that he thought the open tender would go out in early 2022. Members also asked about the budget for the consultants and were informed that £40k had been earmarked due to the size of the report.

Members asked for explanations of acronyms to be included in the Action Plan.

Members enquired whether other Local Authorities, who had refused to acknowledge the climate emergency, were putting every effort into the issue. The Climate Change Officer advised that he had attended a meeting with officers from other Local Authorities and noted that Chesterfield Borough Council (CBC) was far ahead of other councils and many had not put budgets to working to address the climate emergency.

Members enquired when the community sharing and reuse scheme would be open for community groups to be able to put bids in and if there were any bids lined up. The Climate Change Officer advised that the Council was working with Transition Chesterfield for a repair café, outside of the CIL process because of the CIL review taking place. The Deputy Leader noted that community engagement needed to take place to ensure groups across the borough were involved.

Members asked to see the Government's response to the letter sent by CBC after the climate change emergency had been declared and it was agreed that the Democratic and Scrutiny Officer would distribute the response.

Members enquired whether the transition to the new waste service provider had gone well as the action was rated amber. Members were advised that the action was rated amber due to three different Government consultations due to take place which would have a significant impact on waste collection.

Members enquired about whether the action relating to installation of LED lighting in CBC premises would only refer to all premises or only the premises in which the council had direct operational responsibility for. The Deputy Leader was not sure that the Council could force tenants to comply and would look to the Government to do the same as they have with gas boilers. The Climate Change Officer noted that concerns regarding commercial properties would be picked up within the Asset Management Strategy which looks at making the buildings climate ready.

RESOLVED –

That the Climate Change Action Plan report be noted.

30 DEPUTY LEADER - BUDGET UPDATE

The Deputy Leader, Service Director - Finance and Chief Accountant attended to present an update report about Chesterfield Borough Council's (CBC) budget.

The Council approved the original General Fund revenue budget for 2021/22 on 24 February, 2021. The Band 'D' Council Tax was set at £174.89. The forecast budget for 2021/22 was a deficit of £188k, which would be met from the Council's Budget Risk Reserve if savings and efficiencies were not identified during the year.

Indications were that the medium-term outlook would continue to be challenging. The Medium-Term Financial Plan (MTFP) forecast approved by Council on 24 February 2021 showed deficits of £12k in 2022/23 rising to £181k in 2025/26, assuming the delivery of planned savings.

New and ongoing cost pressures had emerged, the most significant of which were the increased cost of providing a kerbside recycling service and the ongoing impact of Covid-19 on fees and charges income. At the end of the second quarter the forecast had worsened to a net deficit position of £1,005k. The Council had identified mitigations and management actions which had reduced this forecast deficit to £355k at year end.

The single biggest influence on the updated General Fund revenue position was the loss of income from fees and charges, most significantly from sports centres, venues, and car parking. Estimates of the initial impact of Covid-19 on fees and charges income were reflected in the month two budget monitoring report to Cabinet. These had been revised based on the latest position and assumptions at quarter two resulting in further reductions in income of £1,195k for sports centres, venues, and car parking. Although the Sales, Fees and Charges Compensation Scheme had been extended until 30 June 2021, the scheme only allowed for 75% of lost income to be claimed after applying a 5% deductible charge based on the approved budget for 2020/21.

Further income pressures because of the Covid-19 pandemic, which were not covered by the government's income compensation scheme, were becoming apparent. These included a slower than expected return of tenants to the Council's commercial and industrial properties and lower rent receipts from the Vicar Lane Shopping Centre.

The Council had four months left to recover the potential overspend within 2021/22 and work was ongoing to identify areas where spending could be contained, and income maximised to ensure projected departmental forecasts were managed within existing budgets.

A review of current reserves and provisions was underway to identify any earmarked money which could be repurposed to finance any shortfall that these activities fail to address. However, it was acknowledged that reserves should be used strictly for one-off events and not to meet service pressures or failures to achieve planning savings.

The MTFP approved at Council in February showed a more challenging outlook from 2022/23 onwards with annual forecast deficits peaking in 2023/24 at £292k.

Members asked for clarification about why the Cabinet report was longer than the report provided to Forum and the Joint Chair noted that in the pre-meet she asked the officer to provide an overview and would take the comments on board.

Members noted that the quarter two deficit had reduced to £355k, with three management items and enquired whether this reduction was aspirational or certain and raised concerns whether a balanced position could be achieved by the end of the financial year. The Service Director – Finance confirmed that she was confident that the savings were realistic and was committed to reducing the deficit through regular monitoring.

Members noted the reduced incomes from car parks and enquired whether this was seen as a long or short term trend and were advised that the reduction had been built into the forecast and working forward assumptions were including the scarring costs of Covid-19.

Members asked whether the underwriting of the rent for the Elder Way Co-op building was now being paid and it was confirmed this was being paid. The Deputy Leader explained that it was a very difficult situation because without the agreement the Premier Inn tenancy would not have progressed so the building would have been empty. It was also noted that the Economic Development Team were working very closely with the management company to achieve tenancy agreements.

Members asked whether recharging the HRA was a standard practice and the Service Director – Finance advised that it was because departments in the Council provide services for the HRA.

RESOLVED –

That the Budget Update report be noted

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**COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY
COMMITTEE**

Thursday, 25th November, 2021

Present:-

Councillor L Collins (Chair)

Councillors Borrell
Dyke

Councillors Fordham

Rachel Appleyard, Senior Democratic and Scrutiny Officer
Rachel O'Neil, Service Director – Digital, HR and Customer Services +

+ Attended for Minute No. 29

*Matters dealt with under the Delegation Scheme

**22 DECLARATIONS OF MEMBERS' AND OFFICERS' INTERESTS
RELATING TO ITEMS ON THE AGENDA.**

No declarations of interest were received.

23 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Blakemore, Hollingworth and Kellman.

24 SCRUTINY PROJECT GROUPS PROGRESS UPDATES

The Senior Democratic and Scrutiny Officer gave an update on the progress of the Scrutiny Project Group (SPG) on the Visitor Economy Strategy. The SPG had met twice since the last Committee meeting. On 8 November, the SPG met with the consultants and key officers to be briefed on the draft strategy document which was undergoing public consultation. The SPG then met on 22 November to review the core proposition and the seven priorities in the strategy in order to agree a written response to the consultation by the beginning of December.

The SPG were aiming to bring their final report and recommendations to the next meeting of the Committee on 3 February, 2022 to coincide with

the timeline for the consideration of the Visitor Economy Strategy by Full Council on 23 February, 2022.

Members discussed the Air Quality Scrutiny Project Group which had been temporarily put on hold due to the pandemic and endorsed the plan to hold a final meeting of the SPG with the key officers in order to formally close the project. It was noted that this Scrutiny Project Group reports to the Overview and Performance Scrutiny Forum.

RESOLVED –

That the update be noted.

25 SCRUTINY MONITORING

The Committee considered the scrutiny recommendations implementation monitoring schedule.

RESOLVED –

That the scrutiny monitoring schedule be noted.

26 FORWARD PLAN

The Committee considered the Forward Plan for the period 1 December, 2021 to 31 March, 2022.

RESOLVED –

That the Forward Plan be noted.

27 WORK PROGRAMME FOR THE COMMUNITY, CUSTOMER AND ORGANISATIONAL SCRUTINY COMMITTEE

The Committee considered the items on its work programme for 2021/22. Members discussed the item on crime and disorder scheduled for the meeting in March, 2022 and requested that the police be invited to send a representative to this meeting.

Members discussed the upcoming Lighting Strategy item which would take the form of a scrutiny project group, following an initial briefing from officers. There was also a request to include the Stephenson Memorial

Hall project on the work programme to support the delivery of the project; it was explained that this could be considered as part of the work programme setting process for 2022/23.

RESOLVED –

1. That the work programme be noted.
2. That the police be invited to send a representative to the meeting on 31 March, 2022.

28 MINUTES

The Minutes of the meeting of the Community, Customer and Organisational Scrutiny Committee held on 16 September, 2021 were presented.

RESOLVED –

That the Minutes be approved as a correct record and by signed by the Chair.

29 CABINET MEMBER FOR BUSINESS TRANSFORMATION AND CUSTOMERS - IMPLEMENTATION OF UNIVERSAL CREDIT

The Service Director – Digital, HR and Customer Services presented a progress report on the implementation of Universal Credit in Chesterfield borough and the latest position regarding the impact of the Coronavirus pandemic. The Cabinet Member for Business Transformation and Customer was unable to attend and provided a written note that was circulated to members of the Committee.

The Universal Credit system had been complex to embed however the staff involved had coped well with all the changes. Relationships had been developed with Job Centre+ and budgeting support had been transferred to voluntary sector organisations such as the Citizens Advice Bureau.

In October, 2021 the Government removed the £20 uplift; the impact of this on residents was still emerging however the number of enquiries about access to housing support fund had increased and it had also

placed additional administrative burdens on the team due to the need to re-calculate the Council Tax Support benefit.

The team were now working with Derbyshire County Council to develop the Household Support Grant scheme which aimed to provide further additional support to residents in need over the winter period. In addition, opportunities to maximise the discretionary housing support fund were being explored to supplement areas where funding had been cut.

Members enquired about the process for moving claimants onto management payments and were advised that there was an additional burden due to the administrative process which increased costs for the Department for Work and Pensions (DWP). The Service Director explained that a different approach to supporting those in rent arrears was needed, targeting those with smaller arrears where there was more chance of making a difference. Members were also advised that behavioural analytics would be used as part of a pilot exercise to get a better outcome for those in rent arrears.

Members asked about how they could best support residents who they know are falling into rent arrears. The advice from the Service Director was to notify the team; the more intelligence they had, the better they could tailor their response. A new digital platform, Salesforce, was being introduced that would pull together all information about a person, in compliance with data protection, to enable whichever advisor they are dealing with to understand their situation fully.

A need to cross-skill staff had been identified as revenues, benefits and housing were all separate teams. A restructure was under development to put those relationships and skills in place which would be formally consulted on with staff in January, 2022 before consideration by the Joint Cabinet and Employment and General Committee in February, 2022.

In response to questions, Members were advised that discretionary housing payments were provided to people who needed extra help with their housing costs and were awarded depending on needs. The payments were often used to support those with arrears in order to prevent homelessness.

Members discussed whether the foodbank network could be used as part of the intelligence gathering and acknowledged that foodbanks relied on volunteers who may not have the time and resources to undertake this

role, however there may be an opportunity for larger organisations such as the Trussell Trust to engage more with the council.

The Chair and Members thanked the Service Director for providing the update and asked for the thanks of the Committee to be passed to the staff involved for all their work. Members also commended the positive reduction in arrears that had been achieved through managed payments. The Chair noted that the Committee's remit and recommendations for the monitoring of Universal Credit had now been achieved and proposed to remove the item from the Committee's work programme and monitoring schedule.

RESOLVED –

1. That the work of the officers involved in the implementation of Universal Credit be supported and that the thanks of the Committee be passed on to the team.
2. That the Committee is satisfied with the progress made towards the implementation of Universal Credit against the recommendations included on the monitoring schedule and therefore resolves that the work on this scrutiny review area is complete, and that this item be removed from the monitoring schedule and work programme.
3. That it be noted that the Committee may consider as part of its future work programme any significant changes or developments with regard to Universal Credit that impact on Chesterfield residents.

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ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE**Thursday, 2nd December, 2021**

Present:-

Councillor Flood (Chair)

Councillors Caulfield
Dyke

Councillors

Hollingworth
BrittainCouncillor Amanda Serjeant, Deputy Leader +
Emily Williams, Skills Delivery Officer +

+ Attended for Minute No.19

**17 DECLARATIONS OF MEMBERS' AND OFFICERS' INTERESTS
RELATING TO ITEMS ON THE AGENDA**

No declarations of interest were received.

18 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Coy.

19 APPRENTICESHIPS

The Deputy Leader of the Council introduced the report on apprenticeships by commending Chesterfield Borough Council's successes in this area. The quantity and quality of promotional work undertaken by the Economic Development Team and the positive feedback it receives from employers, providers and learners were highlighted to the committee.

The Senior Economic Development Officer outlined some of the key findings of the report. The COVID-19 pandemic had a significant impact on apprenticeships, but it was not the only contributing factor in the decline in numbers. Government policy had changed significantly, which affected the availability of apprenticeships, delivery methods had been altered and a decline in Level 2 options were also possible causes. The Government's Plan for Jobs announced in 2020 included the Kickstart scheme and it was thought that a proportion of employers and learners may be taking advantage of this opportunity rather than an apprenticeship.

There had been recruitment challenges due to the pandemic and as a result of Brexit. In contrast to this, there had been more jobs than ever advertised in the e-commerce

sector, with hourly rates of pay that were more attractive to young people than those offered by employers taking on apprentices.

The Senior Economic Development Officer advised the committee that the council's Skills Action Plan was under review and as part of the planning for the refresh it might be useful to hold a session for members to input on what they think the areas of focus should be. This could then be followed up with a second session to look at the draft documentation.

It was suggested that one possible focus could be on older people acquiring skills, such as armed forces veterans, who might be eligible for a wage supplement. Feedback from employers suggested that it was increasingly difficult to find good candidates and the veterans link would be pursued via the armed forces lead at Jobcentre Plus.

Discussions took place around the increase in the number of Level 3 apprenticeships available in the care sector and whether this was as a result of the shortfall of trained staff caused by the pandemic. It was explained that this could be due to the move away from the apprenticeships frameworks, to standards, and also the arrival of Derby University in the town, which delivers a multitude of higher level health sector qualifications.

Questions were asked about the data provided on learners that had taken a break from their learning due to the pandemic and drop out rates in general. This data was only available to providers however, whereas the data the council had access to concerned achievement rates. Redundancy data was not widely reported but it was accepted that the furlough schemes may have impacted on some learners.

The Deputy Leader concluded by congratulating the Senior Economic Development Officer for the Apprenticeship Ambassador of the Year Award that she had recently been presented with.

The Chair thanked the Senior Economic Development Officer for attending and for a very informative report, presented in a concise and user-friendly format.

RESOLVED –

1. To note the report.
2. To accept the offer of scrutiny involvement in the Skills Action Plan, starting with a briefing session early in the new year.
3. To request an update in a year's time to determine the long term impact of COVID-19.

20 SCRUTINY MONITORING

The Committee considered the Scrutiny recommendations monitoring schedule.

RESOLVED -

That the Scrutiny monitoring schedule be noted.

21 **FORWARD PLAN**

The Forward Plan for the four month period 1 December, 2021 to 31 March, 2022 was presented for information.

RESOLVED –

That the Forward Plan be noted.

22 **WORK PROGRAMME FOR THE ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE**

The 2021/22 Work Programme for the Enterprise and Wellbeing Scrutiny Committee was reported for information.

RESOLVED –

That the work programme be noted and updated to include the decisions of the current meeting.

23 **MINUTES**

RESOLVED –

The Minutes of the meeting of the Enterprise and Wellbeing Scrutiny Committee held on 14 October, 2021 were approved as a correct record and signed by the Chair.

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