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The Chair and Members of Cabinet

31 January 2022

Dear Councillor,

Please attend a meeting of the CABINET to be held on TUESDAY, 8 FEBRUARY 2022 at 10.30 am in Committee Room 1, Town Hall, Chesterfield, the agenda for which is set out below.

AGENDA

Part 1(Public Information)

1. Declarations of Members' and Officers' Interests relating to items on the Agenda

2. Apologies for Absence

3. Minutes (Pages 3 - 8)

   To approve as a correct record the Minutes of the Cabinet meeting held on 18 January, 2022.

4. Forward Plan

   Please follow the link below to view the latest Forward Plan.

   Forward Plan

5. Delegation Report (Pages 9 - 12)

6. Scrutiny project group report on the visitor economy strategy (Pages 13 -

32)

Items Recommended to Cabinet via Cabinet Members

Cabinet Members for Town Centres and Visitor Economy and Economic Growth

7. Visitor Economy Strategy (Pages 33 - 94)

8. Exclusion of the Public

To move “That under Regulation 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 3 of Part I of Schedule 12A to the Local Government Act 1972.”

Part 2 (Non Public Information)

Cabinet Member for Economic Growth

9. PEAK Gateway – request for loan assistance (Pages 95 - 122)

Yours sincerely,

Local Government and Regulatory Law Manager and Monitoring Officer

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 Members	P Innes		

*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 **<u>HRA RENT AND SERVICE CHARGE SETTING</u>**

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 MEETING

8 February 2022

DELEGATION REPORT

DECISIONS TAKEN BY LEAD MEMBERS

Leader

Decision Record No.	Subject	Delegation Reference	Date of Decision
12/21/22	**Vision Derbyshire Joint Committee - Host Authority**	**LCO50L**	**26 January 2022**

Decision

1. That recent developments in relation to the establishment of the Vision Derbyshire Joint Committee be noted.
2. That Chesterfield Borough Council be appointed to the role of temporary Host Authority for the Vision Derbyshire Joint Committee on the terms set out in the report.
3. That the potential for the accountable body arrangements for the Vision Derbyshire Joint Committee and for a Derbyshire County Deal, should a deal be secured in the coming months, to overlap be noted.
4. That the proposals to review the temporary Host Authority arrangements in line with the criteria set out in the report be approved and that a further report on progress is presented in due course.

Reason for Decision

1. To ensure there is a shared understanding of the latest position in relation to the establishment of the new Vision Derbyshire Joint Committee.
2. To enable Chesterfield Borough Council as temporary Host Authority to take forward proposals to establish the Joint Committee.
3. To ensure that any arrangements which are put in place are cognisant of the implications of new developments in respect of a potential County Deal for Derbyshire.
4. To ensure that the temporary Host Authority arrangements continue to be fit for purpose and are reviewed at the appropriate point in time as the Vision Derbyshire approach develops and further knowledge emerges of the potential for a Derbyshire County Deal.

Cabinet Member for Economic Growth

Decision Record No.	Subject	Delegation Reference	Date of Decision
13/21/22	**Disposal of Land adjacent to 647 Sheffield Road, Chesterfield**	**G260L**	**22 December 2021**

Decision

1. That the disposal of land adjacent to 647 Sheffield Road, Chesterfield, on the terms set out in the officer's report, be approved.
2. That the Property, Procurement and Contracts Law Manager be granted delegated authority to agree late amendments to the agreements.

Reasons for Decision

1. The Council will receive a capital receipt of £50,000.
2. The Council has no specific use for this area of land which is leased until 2060.

Cabinet Member for Governance

Decision Record No.	Subject	Delegation Reference	Date of Decision
14/21/22	**Regulatory Law Administrator role**	**GV610L**	**27 January 2022**

Decision

1. That the new role of Regulatory Law Administrator be added to the establishment and that recruitment takes place.
2. That the funding arrangements described in section 6.0 of the officer's report be approved.

Reason for Decision

To respond to the administrative capacity challenges identified within the Regulatory Law team.

Cabinet Member for Business Transformation and Customers

Decision Record No.	Subject	Delegation Reference	Date of Decision

15/21/22	Additional Restrictions Grant Scheme Addendum	CB000L	11 January 2022

Decision

1. That Chesterfield Borough Council's Local Authority Additional Restrictions Grant scheme addendum (January 2022) be approved and implemented.
2. That the Service Director – Digital, HR and Customer Services carry out a further review of Chesterfield Borough Council's Local Authority Additional Restrictions Grant Scheme, in conjunction with the Cabinet Member for Business Transformation and Customers, on receipt of any additional grant funds which may be allocated by Central Government to ensure that they are appropriately spent by 31 March 2022.

Reason for Decision

To enable Chesterfield Borough Council to continue to distribute Additional Restrictions Grant funding for the benefit of local businesses and the local economy.

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For publication

Scrutiny project group report on the visitor economy strategy

Meeting:	**Cabinet**
Date:	**8 February, 2022**
Non-executive:	**Report of the Community, Customer and Organisational Scrutiny Committee**
Directorate:	**Corporate**
For publication	

1.0 Purpose of the report

1.1 To present, for consideration by Cabinet, the report and recommendations of the Community, Customer and Organisational Scrutiny Committee on the development of the visitor economy strategy (attached at Appendix 1).

1.2 The report also provides the statutory written notice that must be given by the Community, Customer and Organisational Scrutiny Committee to Cabinet to take required action as at section 4.3 below

2.0 Recommendations

2.1 That Cabinet consider the report outlining the findings of the scrutiny project group.

2.2 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.

3.0 **Reason for recommendations**

3.1 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.

3.2 To monitor progress against the implementation of the strategy and action plan during the initial stages of the plan to understand its effectiveness.

4.0 Report details

4.1 As part of the 2020/21 scrutiny work programme, the Community, Customer and Organisational Scrutiny Committee appointed a scrutiny project group (SPG) to contribute to the development of a new visitor economy strategy and action plan, provide a wider member and community perspective and strengthen the quantitative and qualitative methods and evidence base.

4.2 The SPG met virtually during 2020 and 2021 and provided constructive 'critical friend' engagement at each of the key stages of the strategy development. The report attached at Appendix 1 summarises SPG's aims and objectives along with the findings at each of the stages.

4.3 Statutory scrutiny committees are required to provide written statutory notice to Cabinet requiring action in response to its scrutiny report and recommendations. These actions require Cabinet to:

4.3.1 consider the attached report and recommendations;
4.3.2 indicate the actions it proposes to take, if any; and
4.3.3 publish its response within two months of the receipt of the report.

5.0 Implications for consideration – Financial and value for money

5.1 There are no financial implications arising from the SPG report. Engaging with the council's overview and scrutiny function allows wider member participation and constructive challenge to ensure the strategy is supporting the council's value for money priority.

6.0 Implications for consideration – Legal

6.1 This report constitutes the overview and scrutiny function's written notice to the Cabinet of its findings and the statutory requirements of the Cabinet are outlined in paragraph 4.3 above.

7.0 Implications for consideration – Human resources

7.1 There are no implications on human resources arising from the SPG report.

8.0 Implications for consideration – Council plan

8.1 The Overview and Scrutiny function has a vital role in overseeing reviews of projects, policies and specific services and considering performance against the objectives and priorities in the council plan. The development of a visitor economy strategy and action plan was a key activity for delivery during 2021/22 under the Council Plan 2019-2023 priority "Making Chesterfield a thriving borough". Scrutiny involvement has contributed to the strategy development by strengthening the quantitative and qualitative methods and evidence base and achieving a deliverable action plan that supports the achievement of the Council Plan priority.

9.0 **Implications for consideration – Climate change**

9.1 There are no implications on climate change arising from the SPG report. A climate change impact assessment will be included in the officer's report on the visitor economy strategy.

10.0 **Implications for consideration – Equality and diversity**

10.1 There are no implications on equality and diversity arising from the SPG report.

11.0 **Implications for consideration – Risk management**

11.1 Risks relating to the review and its recommendations, as well as mitigating actions, are shown below:

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
The report of the SPG is not fully considered and responded to.	M	L	SPG reports are considered by the Cabinet at meetings of the Cabinet, providing opportunity for questions and	L	L

			discussions to the SPG lead member.		

Decision information

Key decision number	N/A – non-key decision
Wards affected	All wards

Document information

Report author	
Rachel Appleyard, Senior Democratic and Scrutiny Officer, Corporate directorate.	
Appendices to the report	
Appendix 1	Report of the Community, Customer and Organisational Scrutiny Committee

CHESTERFIELD
BOROUGH COUNCIL

Community, Customer and Organisational Scrutiny Committee

Scrutiny Project Group report on the Visitor Economy Strategy

Date agreed by CC&O Scrutiny Committee:

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Project group members:

Councillors:	
Lead	Kate Caulfield
Group Members	Howard Borrell Stuart Brittain Ian Callan Barry Dyke Ed Fordham Shirley Niblock
Project group officer support was provided by Brian Offiler and Rachel Appleyard	

1.0 Introduction and reasons for the review

1.1 The development of a visitor economy strategy and action plan would create a vision for the beneficial and sustainable growth of the town as a destination and establish priorities for marketing, investment, product development and training.

1.2 The Service Director – Economic Growth and the Cabinet Member for Town Centres and Visitor Economy attended the Community, Customer and Organisational Scrutiny Committee (CC&O) in September, 2020 to provide information on the current position of the Chesterfield visitor economy and shared plans to develop a visitor economy strategy and action plan.

1.3 At the meeting, the committee agreed to establish a scrutiny project group (SPG) to contribute to the preparation of the strategy and action plan and report progress back to the committee. Involvement of the SPG would contribute to the development of the strategy, providing a wider member and community perspective.

2.0 Link to priorities and review aims

2.1 The development of a visitor economy strategy and action plan was a key activity for delivery during 2021/22 under the Council Plan 2019-2023 priority "Making Chesterfield a thriving borough".

2.2 The aim for the scrutiny review was to contribute to the preparation of the visitor economy strategy and action plan through constructive 'critical friend' participation at each of the key stages. Scrutiny involvement would benefit the strategy development by strengthening the quantitative and qualitative methods and evidence base and achieve a deliverable action plan that supports the Council Plan priority of 'making Chesterfield a thriving borough.'

3.0 Review approach and findings

3.1 The approach to the scrutiny review followed the timeline for the visitor economy strategy development. In September 2020, the CC&O Scrutiny Committee received an update on the current state of the visitor economy in Chesterfield along with initial plans for the visitor economy strategy and action plan. This information set the context for the start of the scrutiny review.

3.2 The review was then carried out using a variety of different methods including informal meetings, meetings with key officers and consultants and written responses and evidence. The different stages of the review are detailed below.

3.3 The first meeting of the SPG took place on 8 December 2020 where members discussed and agreed, in consultation with the key officers, the scope for the scrutiny review. The project group then considered the findings from the visitor economy audit along with the draft consultants brief which formed part of the invitation to tender documentation. The council had decided to appoint consultants to prepare a new visitor economy strategy and action plan that will guide the development of Chesterfield's visitor economy over the next 5 years (2021-26). Suggestions and comments from the SPG were taken on board by the officers and the group contributed ideas for who to include in the wider consultation on the development of the strategy.

3.4 The project start report, which set out the scope for the review including the aims and objectives and proposed work schedule, was approved by the CC&O Scrutiny Committee on 25 March, 2021.

3.5 Once the consultants, Team Tourism, were appointed, members invited the consultants along with CBC officers to attend a SPG meeting on 31 March, 2021. Team Tourism shared the aims of the visitor economy strategy and action plan with the SPG along with the timelines for the development of the strategy. The SPG were invited to share ideas based on three core discussion points which Team Tourism would then use to inform their evidence report and options paper; these were:

3.5.1 **Strengths – what are our strengths and what do we have that will motivate people to visit (and stay in) Chesterfield?** The SPG considered these to be the existing Market and Artisan Market, history of the town (Roman, Medieval), attractiveness of the town centre core, friendliness and welcoming nature of the people, proximity to the Peak District and other cities, surrounding attractions (e.g. Bolsover Castle, Staveley Hall), Peak Resort development, football club and art exhibitions at the college.

3.5.2 **Challenges – what are we not good at, what are we missing, and what do we need to improve?** The SPG suggested that the challenges included how to combat internet shopping and how to increase the spend of visitors to support local businesses. The SPG considered there was a need to improve the self-promotion and marketing via various channels, ability to attract independent shops and traders, availability of exhibition space, interpretation information, tours, signposting and greenery.

3.5.3 **Opportunities – where are our opportunities and what can we develop to attract more visitors?** The SPG suggested several opportunities including increasing the residential offer in the town centre, developing the early evening economy, building on existing successful events, nearby developments at Peak Resort and The Glass Yard and the Staveley Town Deal.

3.6 The next stage of the review involved a meeting of the SPG to discuss the visitor economy situation report and agree a written response on behalf of the SPG. The situation report summarised the position of the current visitor economy of Chesterfield and detailed the evidence base used to inform the report's findings. The SPG provided a written response to the consultants, CBC officers and Cabinet Member which included general comments on the core focus areas for the strategy as well as more detailed comments on the different components which comprise and/or support the visitor economy.

3.7 The SPG's written response to the situation report is summarised below, the full response is attached at Appendix 1:

3.7.1 The most productive group to target is day visitors, along with day visitors in the Peak District and the coach/travel trade.

3.7.2 Propose threading the story of Chesterfield through the eventual strategy to address the gaps in heritage and culture by helping to theme the proposals and support the development of the town centre daytime offer.

3.7.3 Endorse the creation of a timed action plan to enable the strategy to be monitored, supporting the delivery of the vision.

3.7.4 Use a two-stage approach when planning events by expanding the current offer to include evenings and weekends as well as weekdays when residents who work during the weekdays miss out.

3.7.5 Maximise the opportunities from existing successful events, such as the Artisan Market and Records Fair, by extending their run times to support the early evening economy.

3.7.6 Using the buildings already in Chesterfield to capitalise on arts and culture e.g. using vacant units in the Pavements shopping centre for art installations or museum exhibits.

3.7.7 Support the inclusion that more budget hotels are needed but also propose that further clarity is needed over self-catering accommodation i.e. Airbnb.

3.7.8 Agreed that the current mixture of marketing resources needs addressing as it creates a confusing image for visitors. Suggest seeking clarity on the roles and responsibilities of the different organisations and agreeing a single marketing image to improve access to information for visitors.

3.7.9 Support the idea of a "Town centre interpretation scheme" to aid visitors navigating the town centre. In addition, consider the marketing information given to coaches in advance to prepare visitors for arrival.

3.7.10 Acknowledge the challenges to transport connectivity due to historic nature of the town and suggest that, whenever possible, improvements to connectivity are considered e.g. the station masterplan will have a benefit to connectivity to the town centre.

3.7.11 Maximise the use of partners in supporting the vision and moving the mentality away from the Council being expected to deliver the strategy on its own.

3.7.12 How to encourage residents to champion and challenge negative perceptions.

3.7.13 Awareness of the need for funding to support the delivery of the action plan and that a clear vision is essential to securing funding.

3.8 Following the submission of the response, the next steps for the SPG were to be consultees on the draft visitor economy strategy. The draft strategy was approved by Cabinet for public consultation on 2 November, 2021; the report and appendices are available by clicking here.

3.9 Team Tourism, the Cabinet Member and key officers met with the SPG on 8 November, 2021 to deliver a presentation on the strategy including the process that had been taken to develop the documentation, the three aims of the strategy and the seven strategic priorities. At this time, other key stakeholders were also being consulted on the strategy as well as a full public consultation which was available on the Council's website.

3.10 This meeting provided the SPG members with an opportunity to ask questions on the strategy ahead of putting together their written response. This included important discussions such as the review of HS2 by the government and the impact this may have on the strategy as well as the recent encouraging announcements about the government's levelling up fund. The SPG also sought information on the possibilities and limitations when considering working more closely with external organisations such as PEAK Resort, universities and colleges.

3.11 The SPG reconvened on 22 November, 2021 to agree a written response using the structure of the public consultation and provided comments on the core proposition followed by each of the seven priorities. The written response is summarised below, the full response is attached at Appendix 2:

3.11.1 **Core proposition: 'A lively market town with the iconic Crooked Spire Church, Chesterfield inspires day and staying visitors with its unique mix of independents, markets, events, festivals and borough-wide attractions, providing a great base from which to explore Derbyshire and the Peak District'.** The SPG recommended some minor changes to the wording to incorporate the idea of the story of Chesterfield and move the emphasis onto Chesterfield as the main destination rather than a leaping off point.

3.11.2 **Priority 1: Creating great places that people enjoy spending time in.** The SPG suggested amending to "…people enjoy staying and spending time in" to reflect the ambition of increasing the dwell time of visitors.

3.11.3 **Priority 2: Developing the Crooked Spire experience.** The SPG welcomed the strengthened focus on the heritage stories that were incorporated into the strategy and proposed adding "Chesterfield's historic story" into this priority to maximise the opportunities of the proposed visitor experience centred around the Church which was also on the location of the original Roman fort.

3.11.4 **Priority 3: Maximising the visitor potential of the PEAK Resort development.** The SPG fully supported this priority and suggested working directly with PEAK Resort on technology and connectivity.

3.11.5 **Priority 4: Developing a year-round programme of speciality and festival markets and events.** The SPG suggested a small amendment to the wording to make the distinction between speciality markets and festivals as well as recognising the existing events which can be further developed.

3.11.6 **Priority 5: Enhancing Chesterfield's cultural and heritage offer.** The SPG proposed adding "Enhancing and sharing" to recognise the existing cultural and heritage offer.

3.11.7 **Priority 6: Securing new hotel provision in Chesterfield.** The SPG suggested altering the wording to "accommodation provision" to broaden the scope of the variety of accommodation on offer.

3.11.8 **Priority 7: A 'Chesterfield Inspired' marketing approach.** The SPG were particularly encouraged to see this as an aim as one of their primary concerns had been around the split marketing resources across different organisations. They felt this priority was key to the rest of the strategy as visitors need to know about Chesterfield and what is happening in Chesterfield in order to be encouraged to visit.

3.11.9 The final comment of the SPG was to suggest an eighth priority focusing on the importance of safety and inclusivity and building on the effective relationships with the police. Their proposed wording was "Continue to offer a town that is entertaining, fun, safe and inclusive."

3.12 The written response was submitted to the key officers and Cabinet Member for consideration along with the responses from other stakeholders and the public.

4.0 Review conclusions

4.1 The aims of the scrutiny review were to contribute to the development of the strategy through constructive 'critical friend' participation at each of the key stages, providing a wider member and community perspective, and contribute to the preparation of a deliverable action plan that supports the Council Plan priority of 'making Chesterfield a thriving borough.'

4.2 The SPG have been involved at each of the key stages of the review and extend their thanks to the officers from the economic growth team, Team Tourism and the Cabinet Member for attending meetings and providing information. The review has benefited from having a clear work schedule and cooperation from all those involved which has enabled constructive 'critical friend' participation at the crucial stages of the strategy development.

4.3 It is evident in the final draft strategy that the comments of the SPG have been taken into account, particularly through the inclusion of a priority to create a 'Chesterfield Inspired' marketing approach and maximising the history and assets that the town already has.

4.4 Following on from this review, the SPG have determined that their aims have been achieved and request that their final report be considered as part of the approval of the strategy and monitoring of the action plan.

5.0 **Recommendations**

5.1 The SPG has provided comments and recommendations throughout the strategy development process which have been taken on board by Team Tourism, CBC officers and the Cabinet Member. The SPG therefore has two final recommendations:

5.1.1 That the findings of the scrutiny project group be considered by Cabinet alongside consideration of the visitor economy strategy and action plan.

5.1.2 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 CC&O Scrutiny Committee after the strategy has been in place for 12 months to allow scrutiny to review the progress made.

Contacts:

Project Group Lead – Councillor Kate Caulfield

Officer supporting the group – Rachel Appleyard

Appendices:

Appendix 1: SPG written response to visitor economy situation report.
Appendix 2: SPG written response to consultation on draft visitor economy strategy.

Appendix 1: SPG written response to visitor economy situation report.

Consultation response from the Scrutiny Project Group

General comments:

The project group largely agree that the focus should be on day visitors as they were the most productive group to target, along with day visitors in the Peak District and the coach/travel trade. They feel that less attention should be given to the potential visitors staying at PEAK resort due to the long timelines for this development and lack of control over the development.

The project group feel that the story of Chesterfield and the town's history was missing from the proposal document, they would like to see this threading through the eventual strategy particularly as the situation report notes that there is a lack of heritage and culture. The story will help to theme the proposals relating to arts and culture mentioned in the opportunities and options section to support the development of the town centre daytime offer.

It is important that this strategy becomes a living, working document. The project group support the inclusion of a timed action plan built into the strategy that can be monitored to ensure the vision is carried forward and delivered.

Open and Indoor Market and Events:

The project group feel that a two-stage approach is needed when considering the Market and future events. Thursday customers tend to be those from outside areas whereas those from the local Chesterfield area come into town on a Saturday or in the evening. The events programme is currently geared towards weekdays meaning that residents miss out, or are not aware of, events; however this needs to change so that events are held on evenings and/or weekends so that local resident's benefit.

The potential of events that bring new visitors into the town, such as the Records Fair and Artisan Market, could be maximised by extending these events into the early evening to support the early evening economy. Those attending these markets also tend to spend more money than on the general market, making it more attractive to future stall holders.

Revitalising the Heart of Chesterfield: this project needs to tie in together with this strategy and there needs to be an awareness that the vision for this project goes beyond the market.

Arts and culture:

The buildings already in Chesterfield should be capitalised. Council ownership of the Pavements shopping centre brings opportunities for art exhibits or museum installations in the empty units. The museum has a wealth of exhibits, there needs to be greater and varied opportunities to share these with visitors to Chesterfield. The new Innovation Centre on the Donut could contain an exhibit on the findings of the archaeological digs.

Accommodation:

The project group generally agree that there is a need for more budget hotels however they also feel that there needs to be a clearer picture of what self-catering is available, in particular Airbnb. Families travelling long distances to visit friends and relatives will not worry as much about renting accommodation a few miles outside Chesterfield so there needs to be clarity on what and where Airbnb accommodation is in Chesterfield for those that are searching for it.

Marketing:

The project group strongly agree with the concerns about the split of marketing resources (i.e. Destination Chesterfield/Visit Chesterfield) and the duplication; this leads to a confusing image for visitors. They feel that there needs to be more clarity on the role of the different organisations involved in promoting Chesterfield as a visitor destination. This needs to be consolidated into a single marketing image to improve access to information when visitors use internet searches to plan their visit.

The staff at the visitor information centre are very knowledgeable about the town and are an underutilised resource.

Visitors by coach:

There used to be incentives for bringing coaches to Chesterfield, do these still exist? Marketing information could be developed to provide information to visitors arriving by coach in Chesterfield before they arrive so they know where to go and what is of interest. This can be supported by installing more story boards and maps to show you where to go when visitors arrived by coach or in car parks. The project group supports the idea of a “Town centre interpretation scheme”.

Transport:

The project group acknowledged the difficulty in improving transport connectivity through the town due to the historic nature of the current road and rail layout. However, where possible, they would like to see connectivity improved, particularly access to and from the station which will be addressed through the station masterplan, and improved bus information.

Perceptions/other:

There is a mentality that everything has to be organised by the Council which needs addressing; events do not need to be organised by the Council, the Artisan Market is a successful example.

Another key challenge is transforming negative views held by residents into positive views.

We need to be wary of where funding would come from, we need to have a clear vision before seeking funding.

Appendix 2: SPG written response to consultation on draft visitor economy strategy.

Scrutiny Project Group response to Visitor Economy Strategy consultation

The proposed core proposition for the development of Chesterfield's visitor economy is:

'A lively market town with the iconic Crooked Spire Church, Chesterfield inspires day and staying visitors with its unique mix of independents, markets, events, festivals and borough-wide attractions, providing a great base from which to explore Derbyshire and the Peak District'.

1. **Do you agree with this core proposition or would you suggest any changes to this?**
    - 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 <u>base</u>" – 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 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."
    - Summary of the proposed changes incorporated into the core proposition:
        - "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."

2. The Strategy outlines seven priorities which are listed below. Where 1 is not really a priority and 10 is an absolute priority, to what extent do you think these are a priority for developing our visitor economy over the next five years?

1) Creating great places that people enjoy spending time in.

- Score: 10/10
- Add "staying" into the wording i.e. "…people enjoy staying and spending time in"
  - Reason: Reflects the ambition to increase the dwell time of visitors by setting the expectation that visitors will be staying in the town.

2) Developing the Crooked Spire experience.

- Score: 10/10
- Include mention of Chesterfield's story." i.e. "Developing Chesterfield's historic story and the Crooked Spire experience."
  - 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.

3) Maximising the visitor potential of the PEAK Resort development.

- Score: 8/10
- 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.

4) Developing a year-round programme of speciality & festival markets and events.

- Score: 10/10
- Amend the order of the wording to "programme of speciality markets, festivals and events".

    - 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…”
    - Reason: Recognises that there is already a year-round programme in place which will be supplemented and developed.

5) Enhancing Chesterfield’s cultural and heritage offer.

- Score: 10/10
- Include “sharing” i.e. “Enhancing and sharing Chesterfield’s…”
    - 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.

6) Securing new hotel provision in Chesterfield.

- Score: 8/10
- Amend wording to “Securing additional accommodation provision in Chesterfield.”
    - 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.

7) A ‘Chesterfield Inspired’ marketing approach.

- 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.

3. Would you like to suggest any other priorities or projects that the Strategy should look to deliver?
    - Continue to offer a town that is entertaining, fun, safe and inclusive.
        - Reason: Important to emphasize the “safe” and “inclusive” qualities of the town and build on the effective relationships with the police.

For publication

Chesterfield Visitor Economy Strategy 2022-27 (TV010R)

Meeting:	Cabinet
Date:	8 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 (2022-27).

2.0 Recommendations

2.1 That the Chesterfield Visitor Economy Strategy (2022-27) be recommended to Council for approval.

3.0 Reason for recommendations

3.1 To secure the adoption of the Chesterfield Visitor Economy Strategy (2022-27).

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.

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) under Priority 1 – Quality Place Making.

5.7 Indicative actions are identified under each of the seven priorities, illustrating the scope of activities the Council (and partner organisations) will be seeking to deliver over the next five years. The majority of these activities can be met from existing budgets (and secured grant funding) and represent a comprehensive programme of activity which will significantly improve the quality of Chesterfield's destination offer. Equally, some activities are only proposals at this stage (for example, the development of a heritage interpretation plan) and their delivery will be subject to the future availability of funding resources.

5.8 An action plan will be put in place to guide the delivery of Council activity on a rolling three year basis. This will be a working document which will be used as the primary tool for monitoring progress of the currently funded programme, as well as prioritising the project proposals for more detailed business case development.

5.9 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 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 indicative 'Action Areas' which comprise a mix of activities, the majority of which are funded from existing budgets and grant funding, whilst others remain project proposals at this stage. An action plan will be put in place that will include the prioritisation of these proposals for more detailed business case development. This will include consideration as to whether these proposals can be delivered through the careful targeting of existing resources, grant funding applications or whether an additional funding request to Cabinet will be required.

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 the future development of specific project proposals 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

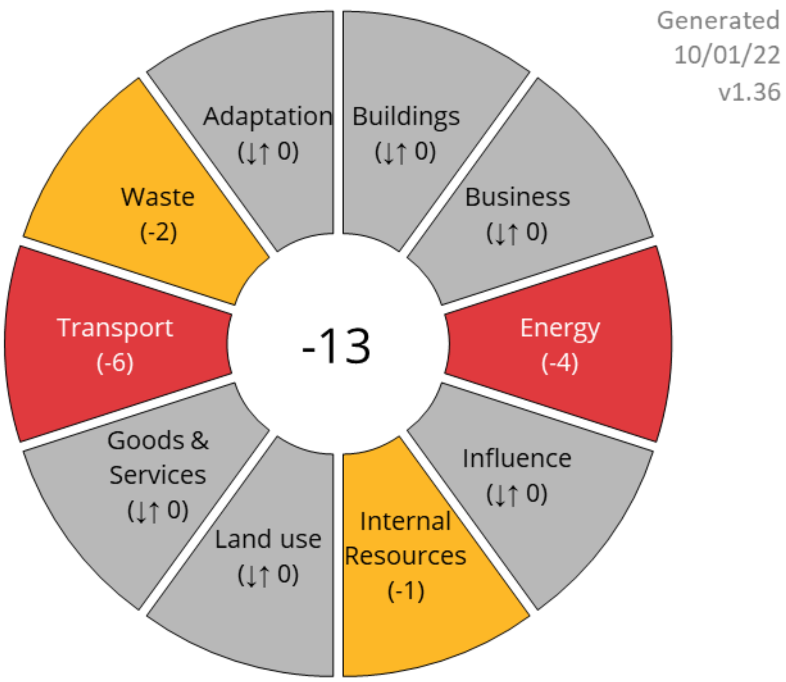
12.1 The Visitor Economy Strategy includes a number of priorities (for example 'speciality markets and events', 'culture and heritage' and 'quality place making') that will deliver activities that will promote community well-being and help improve overall quality of life for residents and visitors alike.

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 3).



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. 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. By encouraging more overnight stays, and actively promoting non-car based itineraries centred on Chesterfield, there is an opportunity to reduce the total number of car miles travelled by each visitor.

14.5 Chesterfield also benefits from 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 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 4). 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)	
Appendices to the report	
Appendix 1	Response to Consultation
Appendix 2	Chesterfield Visitor Economy Strategy
Appendix 3	Climate Change Impact Assessment
Appendix 4	Preliminary Equalities Impact Assessment

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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	
Comments from public consultation	
Add something about access by public transport, walking and cycling.	Probably not a core element of the proposition, strengthen reference under 'sustainable' principle.
Re-look at HS2 if cancelled from Notts to Leeds	In the longer term, Chesterfield station still to be served by HS2 services on a mix of new / existing track.
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'.	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.
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.	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).
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	Clarify reference to 'independent businesses'.

develop the visitor economy but not at all costs, the uniqueness of the town/borough must be maintained and protected.	Reference protecting heritage of town under sustainability principle.
What is a “borough-wide attraction”; What is an “independent”? What makes it a great base for exploring Derbyshire etc?	Independent – see above. Delete reference to ‘borough wide’.
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)	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.
Comments from Scrutiny Project Group • Insert either “ancient” or “historic” prior to market town i.e. “A lively historic market town…” o 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.	Leave it as is, market town implies historic, seeking to balance historic with contemporary.
• 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…” o 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.	Agreed
• “great <u>base</u>” – find an alternative word for base. o 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.	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.

○ An ending suggestion from an SPG member: "…. providing a superb location from which to venture further into the wonders of the Peak District." • Summary of the proposed changes incorporated into the core proposition: ○ "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."	
Priorities:	
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: **Quality Place making (95%), Crooked Spire Experience (51%), PEAK Resort (48%), Markets & Events (81%), Culture & Heritage (85%), Hotel Development (42%), Marketing (60%).**	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.
Comments on Priorities	
Comments from public consultation on priorities: 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.	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'.
Improve the cobbled areas and maintain to a good standard	Noted – considered as part of Revitalising the Heart of Chesterfield project.
Developing the canal link to the basin is a must	Chesterfield Waterside to be referenced under Priority 1.
An emphasis on events is crucial. Make things happen...	Covered under Priorities 4 and 5.

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 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.	See comment above re-building on existing assets. Development of these types of facilities would be a commercial and private sector driven investment. The influence of CBC here would be limited.
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.	See previous comment on these points.
Tidy the place up and stop building eyesores which will remain largely empty like other buildings in Chesterfield.	Priority 1 covers quality place making.
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.	There has been recent investment in carparking signage in town centre.
Online approach to visitor information - physical tourist information centres are really a thing of the past.	To be considered as part of the review of the Visitor Information Centre.
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.	Key events linked to school holidays. Further development of the market and events programme to be considered under priorities 4 and 5.

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.	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.	Noted
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?	Difficult to predict new private sector development. Local Plan provides the framework for assessing developments.
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.	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.
Accessibility is an issue, partly covered by the station approach improvements but the quality and accessibility of car parking is poor.	A wider than Visitor Economy Strategy (VES) issue, although consultant's assessed Chesterfield as having good car parking provision.
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.	A wider than VES issue. CBC committed to fair and reasonable charging for car-parking, benchmarking with surrounding areas.
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.	See above. Future investment in Stephenson Memorial Hall as cultural asset.
Free parking	A wider than VES issue.
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.	Noted – elements covered in priorities 1, 2, 4 and 5.

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)?	
Extending the offer beyond the town centre, e.g. Chatsworth Road, Waterside and the canal.	Town centre presently provides the primary focus; however the Council will support partners in the delivery of Waterside, Chesterfield Canal, Staveley Town Deal etc.
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.	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.
Comments from Scrutiny Project Group on Priorities	
1) Creating great places that people enjoy spending time in. • Score: 10/10 • Add “staying” into the wording i.e. “…people enjoy staying and spending time in” ○ Reason: Reflects the ambition to increase the dwell time of visitors by setting the expectation that visitors will be staying in the town.	Included
2) Developing the Crooked Spire experience. • Score: 10/10 • Include mention of Chesterfield’s story.” i.e. “Developing Chesterfield’s historic story and the Crooked Spire experience.” ○ 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.	Interpretation of Chesterfield’s heritage covered under Priority 5

3) Maximising the visitor potential of the PEAK Resort development.	
• Score: 8/10	
• 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 consideration for future action plans
4) Developing a year-round programme of speciality & festival markets and events.	
• Score: 10/10	
• Amend the order of the wording to “programme of speciality markets, festivals and events”. ○ 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.	Remove word ‘festival’ in this context. Festivals covered under Priority 5.
• Include “enhancing” i.e. “Developing and enhancing a year-round…” ○ Reason: Recognises that there is already a year-round programme in place which will be supplemented and developed.	Included
5) Enhancing Chesterfield’s cultural and heritage offer.	
• Score: 10/10	
• Include “sharing” i.e. “Enhancing and sharing Chesterfield’s…” ○ Reason: Recognises that Chesterfield has a cultural and heritage offer already that needs to be shared more widely as well as being enhanced.	Included
• 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.	Included
6) Securing new hotel provision in Chesterfield.	
• Score: 8/10	
• Amend wording to “Securing additional accommodation provision in Chesterfield.”	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.

○ 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. 7) A ‘Chesterfield Inspired’ marketing approach. • 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.	
Other Comments on the Strategy	
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. 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. 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. 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. This is a strategy? 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.	Noted, however it is the Council’s contention that this mix of activities will attract additional visitors to Chesterfield. 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. Noted The proposal is that the current experience needs further development in terms of interpretation and better services for visitors. Noted Business engagement facilitated via Destination Chesterfield and Council’s Town Centre Engagement Officer. The development of independent businesses more generally included under Priority 1.

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 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.	Funding in place for delivery of significant place making enhancements (Chesterfield town centre and Staveley area), which forms a key element of the strategy. PEAK and Crooked Spire development are partnership projects (not led by the Council) and this will be given additional emphasis in the strategy.
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.	Noted. A key focus of the Strategy will be on quality place making and animation of key outdoor spaces to provide a great town centre experience.
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.	Noted – town centre wayfinding included as part of the Connecting Chesterfield scheme.
Parking	See above re 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.	Strategy includes both funded activities and proposals for future development under each of the priorities.
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).	The Strategy is primarily 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.
It seems incredibly predictable and limited. It does not mention mobility. A bike hire scheme would encourage people to stay longer and explore further.	The Strategy provides an appropriate mix of realism and ambition, seeking to make the most of the assets that are available to us. Reference

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 **Comments from Scrutiny Project Group** Would you like to suggest any other priorities or projects that the Strategy should look to deliver? • Continue to offer a town that is entertaining, fun, safe and inclusive. ○ Reason: Important to emphasize the "safe" and "inclusive" qualities of the town and build on the effective relationships with the police.	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. Chesterfield Waterside is a private sector led development, with the Council playing a supporting role in relation to delivery. Add inclusive/accessible tourism to the core principles.
Other Responses to Consultation 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. 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. The problem is access. 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	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.

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. 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. 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. 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. 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.	Linked to the private sector delivery of the wider Chesterfield Waterside site. See comment above re commercial bike hire.
Chesterfield Champions Event 01/12/21 – Comments from Participants 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. Free carparking at Saltergate MSCP resulted in individual making 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.	The Glass Works is located in Whittington Moor which is classified as a district centre where retail development is permitted. See comments above re parking. Redevelopment of outdoor market will include a new mix of stall types.

Is there any prioritisation of the strategic priorities? 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. 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? What about skills and business support, these don’t appear to be covered in the VES? 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. 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.	Priorities are considered to be of equal weighting, however Council does not have a direct delivery role in relation to each priority. Specification not currently available. See comments above re parking and current activities of Council to support town centre / visitor economy. Business support covered under Priority 1. Council’s role on skills set out in separate Work and Skills Plan. Comment noted. On-going engagement between Destination Chesterfield and business champions to encourage them to advocate for Chesterfield. 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.
Chesterfield Champion written response 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.	Inclusive / accessible tourism to be included as core principle.

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. 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 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	Noted. Promotion of inclusive and accessible tourism to be included as a core principle of the strategy. 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.

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. 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.	

Chesterfield Visitor Economy Strategy
2022 - 2027

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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 hospitality, leisure and retail sectors. 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 town centre 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 potentially 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 series of 'inspired' artworks and architectural features to reinforce a distinctive identity for the town;
    - 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**, the development of a conference and events facility at **Staveley Hall** and a 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, 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 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), a programme of speciality markets and events, 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 (and promote) itself as a sustainable visitor hub, encouraging more people to stay in Chesterfield and access the Peak District and surrounding area using low carbon transport options. Chesterfield benefits from good national rail connectivity (including the future provision of high-speed rail services); established public transport links to visitor destinations such as Bakewell and Matlock; an expanding local cycle network, including links to the Trans Pennine Trail and a proposed cycle hub at the rail station; and a pedestrian friendly town centre. Supporting the growth of independent businesses, including an increased number of traders on the redeveloped outdoor market, is also likely to result in the increased sourcing of local goods and services.

  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, and our events programme will seek to '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:

- Attendance and letting levels at speciality and 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; developing 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 those 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.

Indicative actions are referenced under each priority, illustrating the scope of activities the Council (and partner organisations) will be seeking to deliver over the next five years. The majority of the activities can be met from existing budgets and secured grant funding; however some activities remain proposals at this stage (for example, a new heritage interpretation plan) and their delivery will be subject to the future availability of resources. The Council will be putting in place an action plan to prioritise and undertake further development work on these project proposals.

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 further quality of place investments in future.

5.2 Action Areas

Indicative Actions	Description

Chesterfield Town Centre Place Making	We will progress a series of major public realm projects that will significantly enhance the experience of visiting and exploring Chesterfield town centre through:
	
	• The Revitalising the Heart of Chesterfield project, to include:
	    o Redevelopment of the outdoor market;
	    o New events spaces;
	    o Public realm improvements around the edges of Market Place;
	    o Wayfinding;
	
	• The Connecting Chesterfield project, to include:
	    o Public realm improvements along Corporation Street, Spire Walk, Rykneld Square, Burlington Street, Packers Row and Market Place;
	    o Digital infrastructure to support digital wayfinding, active travel, on-demand leisure and re-programmable flexible event spaces;
	    o Lighting interventions.

	• The implementation of the Chesterfield Station Masterplan, including public realm improvements to Corporation St (funded as part of the Connecting Chesterfield project), the primary pedestrian access route from the station to the town centre. • 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.
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: • Staveley Town Centre public realm • Staveley Hall conference facilities • Chesterfield Canal navigation • Staveley Basin • Barrow Hill railway station
Borough Wide Place Making Investment	Supporting wider investment in place making infrastructure / improvement 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: • 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

Indicative Actions	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

Indicative Actions	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: • Supporting staff recruitment and training programmes for the resort, maximising opportunities for local residents; • Seeking to maximise local supply chain benefits; • Collaborative marketing activity; • Supporting the development of hydrogen and electric 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; • Undertaking a study of wider transport connectivity between PEAK Resort and Chesterfield town centre; • Joint events and festivals, incorporating PEAK Resort venues.

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 town centre events. We will also seek to attract additional (externally organised) events to take place in the borough.

8.2 Action Areas

Indicative Actions	Description

Speciality Markets and Events	We will seek to further develop a year-round programme of high-quality speciality markets and events, to include:
	• 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:
	  ○ 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

Our plans for Stephenson Memorial Hall, as part of our Connecting Chesterfield project, will significantly enhance Chesterfield's cultural and heritage offer, upgrading the Pomegranate Theatre as a performing arts venue and increasing the scale and quality of exhibition space for Chesterfield Museum. Alongside this, the reconfiguration of the Market Place and New Square will provide new spaces for cultural events, whilst the Crooked Spire Church is also looking to develop as a venue for music, choral and cultural activities. There is scope to make better use of public art to highlight Chesterfield as a distinctive place to visit and to better interpret our interesting heritage stories (for example Chesterfield's medieval street pattern, development of the market, the area's industrial heritage etc) to encourage wider exploration of the town and borough.

9.2 Action Areas

Indicative Actions	Description
Stephenson Memorial Hall	A comprehensive transformation/restoration programme designed to: • 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, 'in-spired' public artworks and architectural features. It is envisaged that artworks will be commissioned as part of public realm schemes, including the Revitalising the Heart of Chesterfield, Connecting Chesterfield and Station Masterplan projects. Encouragement will also be given to private sector development projects to incorporate 'inspired' architecture and artworks.
Cultural Festivals Programme	Seek to develop a year-round programme of cultural festivals e.g.: • Music festivals – jazz, folk, choral, opera; • A comedy festival; • Literary, spoken word or poetry festivals; • A film festival; • An illumination festival. making use of a range of venues across the town centre and borough.
Heritage Interpretation Plan	Development of a heritage interpretation plan to better share Chesterfield's heritage stories, seeking to broaden the locations and means used to bring these stories to life. This could include: • Digital content; • Interpretation panels; • Trails; • Itineraries; • Guided tours and talks; • Interpretative literature; • Temporary and portable displays.

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

Indicative Actions	Description
Chesterfield Hotel Investment Strategy	Prepare a strategy to guide any future investment by the Council, to include consideration of: • 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

Indicative Actions	Description
'Chesterfield Inspired' Marketing	A continuous marketing campaign to raise awareness of what is happening in Chesterfield in terms of markets, events and the strengthened visitor offer, to include: • A review of current marketing activity to inform the development of a 'Chesterfield Inspired' brand and marketing approach; • A new image bank; • A new / refreshed 'Chesterfield Inspired' website; • A social media programme; • PR activity targeted at local and regional media, travel writers and influencers;

	• Direct marketing to group travel organisers.
Market Intelligence	A range of visitor (and non-visitor) research and surveys to inform decision making, improve our offer and monitor progress. This could include: • Annual visitor numbers and economic impact; • Town centre footfall; • Attendance and letting levels at speciality markets and events; • Visits to key attractions; • Non-visitor research to assess profile and attitude; • Marketing campaign / website analytics.

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.

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 sharper focus to the way that Chesterfield is promoted.

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 (including the future role of the Visitor Information Centre), 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;

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, the surroundings of the Church and upgrade key pedestrian routeways as part of the Connecting Chesterfield project. 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 seek to maximise the impact of these interventions through the smart deployment of existing resources and consideration of future 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.

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

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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

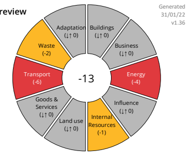
It would be helpful to us if you could send us a copy of any revised or altered version you create and let us know how you are planning to use it. This helps us to gauge the impact of our work and justify similar projects. Please send information via climate@chesterfield.gov.uk

Climate Change Impact Assessment Tool (v1.36)

Developed by Chesterfield Borough Council 2021

Report Name	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

Preview



Chesterfield Borough Council has committed to being a carbon neutral organisation by 2030 (7 years and 11 months

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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 Making' which will provide a framework for future visitor economy infrastructure development, but does not include specific proposals for assessment at	-
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.	-
Buildings			
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 cold include support to businesses to improve their environmental performance	-
Business			
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
Energy			
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 attrcating 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	-
Influence	Working with partners	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
Influence			
Internal Resources	Material / infrastructure requirement	In seeking to significantly increase the number of visitors to Chesterfield, it seems reasonable (in principle) to	-1
Internal Resources	Staff time requirement	Given 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	Staff travel requirement	It is not envisaged that there will be an increased staff travel requirement resulting from the delivery of	
Internal	External funding	It is realistic to assume that some external funding support will potentially to available to deliver activities	+1
Internal			
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	-
Land use			
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	-
Goods & Services			
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 friedly 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 carparking 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
Transport			
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
Waste			
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.	-
Adaptation			
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 geogra... 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, milage 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

Click here to go to tutorial on adding alt text

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 businesses
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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Chesterfield Borough Council Equality Impact Assessment - Full Assessment Form

Title of the policy, project, service, function or strategy:		Chesterfield Visitor Economy Strategy 2021-26
Service Area:	Economic Growth	
Section:	Economic Development	
Lead Officer:	Matthew Southgate	
Date of assessment:	01/22	
Is the policy, project, service, function or strategy:		
Existing *Changed* *New / Proposed*	 x 	

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	☑	☐	☐
Disability and long term conditions	☐	☐	☑
Gender and gender reassignment	☐	☐	☑
Marriage and civil partnership	☐	☐	☑
Pregnant women and people on parental leave	☐	☐	☑
Sexual orientation	☐	☐	☑
Ethnicity	☐	☐	☑
Religion and belief	☐	☐	☑

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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.

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	☐	
Decision information sent to Policy Service	☐	

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of the Local Government Act 1972.

Agenda Item 9

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