



Please ask for Graham Ibberson
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The Chair and Members of Cabinet

21 November 2022

Dear Councillor,

Please attend a meeting of the CABINET to be held on TUESDAY, 29 NOVEMBER 2022 at 10.30 am in Committee Room 1, Town Hall, Rose Hill, 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)
4. Forward Plan

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

[Forward Plan](#)

Items Recommended to Cabinet via Cabinet Members

Deputy Leader

5. Council Plan Delivery Plan 2022/23 Quarter 2 Monitoring (Pages 9 - 34)

Chesterfield Borough Council, Town Hall, Rose Hill, Chesterfield S40 1LP

Telephone: 01246 345 345, Text: 07960 910 264, Email: info@chesterfield.gov.uk

www.chesterfield.gov.uk

6. General Fund Budget Monitoring Quarter 2 2022/23 (Pages 35 - 46)

Cabinet Member for Housing

7. Derbyshire Homelessness and Rough Sleeping Strategy 2022-27
(Pages 47 - 88)

Yours sincerely,

A handwritten signature in black ink, appearing to be 'Randy', written in a cursive style.

Head of Regulatory Law and Monitoring Officer

CABINET

Tuesday, 1st November, 2022

Present:-

Councillor P Gilby (Chair)

Councillors Blank
D Collins
Holmes
J Innes

Councillors Mannion-Brunt
Sarvent
Serjeant

Non-voting P Innes
Members

*Matters dealt with under the Delegation Scheme

**43 DECLARATIONS OF MEMBERS' AND OFFICERS' INTERESTS
RELATING TO ITEMS ON THE AGENDA**

No declarations of interest were received.

44 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Ludlow.

45 MINUTES

RESOLVED –

That the minutes of the meeting of Cabinet held on 11 October 2022 be approved as a correct record and signed by the Chair.

46 FORWARD PLAN

The Forward Plan for the four month period November, 2022 to February 2023 was reported for information.

***RESOLVED –**

That the Forward Plan be noted.

47 DELEGATION REPORT

Decisions taken by Cabinet Members during September to October were reported.

***RESOLVED –**

That the Delegation Report be noted.

48 REVISION OF THE CORPORATE COMPLAINTS PROCEDURES

The Business Transformation Manager presented a report seeking approval to the revised Corporate Complaints policy and procedure which aimed to modernise the Council's approach to complaints handling and embed a "learning from customers" culture which would underpin the delivery of excellent customer services across the Council.

The number of stages in the complaint procedure had reduced from three to two. This would ensure that complaints were dealt with in a timely manner whilst also providing an opportunity for customers to escalate the complaint to an alternative, more senior person if they felt that the initial investigation was not completed fully.

Target response times when dealing with a complaint at Stage 1 had been reduced from fifteen to ten working days. Target response times when dealing with a complaint at Stage 2 had been extended to twenty working days, in recognition that further investigation may be necessary to resolve the complaint.

It was recommended that the complaints procedure was managed within the customer services function instead of the support services team, with customer services officers taking on the role and responsibility of complaints officer for the Council.

The new complaints policy and procedure would place focus on continuous improvement and learning from customer feedback, using data to improve service delivery. The customer services team would be responsible for identifying trends and compiling reports and dashboards which would be regularly shared with service managers and the corporate leadership team, who would, in turn, be responsible for ensuring that actions were allocated within their own teams to ensure lessons were learnt and continuous improvement achieved.

***RESOLVED –**

1. That the revised two stage complaints procedure, as set out in Appendix 1 of the officer's report be approved for implementation.
2. That the co-ordination and oversight of corporate complaints be integrated into the Customer Services function and that Customer Services Advisers take on responsibility for the 'complaint officer' role as set out in the revised complaints procedure.

REASONS FOR DECISIONS

The changes in process will enable the Council to modernise and improve its complaints management system, streamline the data that is generated relating to complaints and comply with the legislative obligations placed on the Council by the Local Government and Social Care Ombudsman and the Housing Ombudsman.

49 APPROVAL TO ADOPT THE ANTI-SOCIAL BEHAVIOUR STRATEGY 2022 - 2025

The Head of Community Safety and Regulatory Services presented a report seeking approval and adoption of the new Chesterfield Borough Council Anti-Social Behaviour Strategy (ASB) for the period 2022 through to 2025.

The proposed Corporate Anti-Social Behaviour Strategy, attached at Appendix A of the officer's report, provided the framework for all Chesterfield Borough Council services involved in responding to ASB. The Strategy sought to ensure consistency of approach including the use of the various powers and responsibilities within each service area.

The new single strategy for the whole authority provided a clear structured approach from the strategic to operational levels. It outlined how the council would work with other key stakeholders to manage and reduce anti-social behaviour whilst aligning to the key legislative requirements of engagement with local communities, taking a preventative early intervention approach, being victim focused and using proportionate enforcement.

The key principles of the new ASB strategy were:

- Early Intervention and Prevention
- Enforcement
- Diversion and Engagement
- Communication

The consultation programme on the draft Anti-Social Behaviour Strategy had taken place between February and August 2022. This programme, in addition to ongoing internal officer engagement, included:

- An online survey for members of the public to respond
- A presentation and discussion with the Chesterfield Community Safety Partnership
- Workshops with external partners including Derbyshire Constabulary, Derbyshire Fire Service and Chesterfield Spire Trust

***RESOLVED –**

That Cabinet recommends to Full council:

That the Chesterfield Borough Council new Anti-Social Behaviour Strategy be approved and adopted for the period 2022 through to 2025.

REASONS FOR DECISIONS

1. It is essential for the Council to have a modern and relevant Anti-Social Behaviour Strategy that reflects recent developments in anti-social behaviour (ASB) characteristics, legislation and national and local policies. This will enable the Council to strategically plan and prioritise resources across the Borough and work to work appropriately with stakeholders to maximise effectiveness.
2. The effective management of ASB related issues will support the Council's wider ambitions regarding making Chesterfield a thriving borough and improving the quality of life for local people by actively contributing to making Chesterfield a great place to live, work and visit.

RESOLVED –

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 involved the likely disclosure of exempt information as defined in Paragraph 1 of Part I of Schedule 12A to the Local Government Act 1972.

51 *ABSENCE OF MEMBER OF THE COUNCIL

The Senior Democratic and Scrutiny Officer submitted a report enabling the Cabinet to consider, for the purposes of Section 85(1) of the Local Government Act 1972, the reasons for the absence of a Member of the Council from meetings of the Authority.

Councillor Andy Bellamy had been prevented from attending meetings of the Authority since his last attendance on 18 May, 2022 due to illness.

***RESOLVED**

That, for the purposes of Section 85(1) of the local Government Act, 1972, the reason for the absence from meetings of Councillor Andy Bellamy since 18 May, 2022 be approved and that his continued absence from meetings be authorised through until 31 January, 2023.

REASONS FOR DECISIONS

To meet the requirements of Section 85(1) of the local Government Act 1972.

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Council Plan Delivery Plan 2022/23 Quarter 2 Monitoring (DL040)

Meeting:	Cabinet
Date:	29.11.22
Cabinet portfolio:	Deputy Leader
Directorate:	Corporate

1.0 Purpose of the report

- 1.1 To report and challenge progress made for the second quarter of the final year of the Council Plan against the milestones and measures identified in the 2022/23 delivery plan.

2.0 Recommendations

- 2.1 That members note the significant achievements against the priority areas within the Council Plan Delivery Plan.
- 2.2 That Corporate Management Team leads for all amber rated milestones meet with relevant key officers to develop improvement strategies to support further progress in quarters 3 and 4.

3.0 Reasons for recommendations

- 3.1 To progress delivery of the Council Plan 2019 - 2023 and maximise positive outputs and outcomes for our communities.

4.0 Report details

4.1 Background

The Council Plan 2019 – 2023 was agreed by Council in February 2019. The plan identifies the Council's key priorities, objectives and commitments over a four year period. In order to track and challenge progress across the four years, annual delivery plans are developed. This report highlights performance against the 2022/23 delivery plan.

4.2 Overall performance

Appendix 1 shows the progress made on the 36 milestones being tracked during 2022/23. 88% of milestones are currently progressing well and are

expected to be completed during 2022/23. 9% are rated as amber but 3% (1 milestone) will not be completed during 2022/23 due to procurement challenges. 20 measures are being tracked on a quarterly basis, 80% are currently meeting their targets.

4.3 Making Chesterfield a thriving borough

14 milestones are currently being tracked for this priority area. 100% of milestones are currently progressing well and are expected to be completed during 2022/23. We are also able to track seven measures on a quarterly basis. These are around planning targets and innovation centre occupancy - all are performing well.

4.4 Improving quality of life for local people

14 milestones are currently being tracked for this priority area. 93% (13) of milestones are currently progressing well and are expected to be completed during 2022/23. For one milestone - the Holme Hall estate improvements, completion will need to move into 2023/24. A tender to commission the development of the improvement plan was placed on the Homes England procurement panel but did not generate any submissions. This framework has now reached capacity and is closed for new work. Availability of expertise has been impacted by demand generated across the country by town funds, levelling up funds, future high streets etc. The tendering process is due to start again in November on a different framework. The brief has been reviewed for clarity on scope and value.

- 4.5 We are currently tracking five measures for this priority on a quarterly basis and all have met their targets so far, this includes strong numbers from leisure provision, SAP ratings and green flags for parks.

4.6 Providing value for money services

Eight milestones are currently being tracked for this priority area. 50% of milestones are currently progressing well and are expected to be completed during 2022/23. 50% of milestones are receiving further challenge and action to secure delivery by the close of 2022/23. This includes Deliver the Council's Medium-Term Financial Plan and actions for 2022/23. This is a large and complex issue which requires rigorous check, challenge and action throughout the year, this is the same for the ICT programme. With organisational development there have been significant achievements but progress has been slower than expected due to recruitment challenges. The asset management plan is now progressing following challenges in quarter 1 and additional capacity and capability being secured to progress this key action.

- 4.7 We are currently tracking seven measures for this priority on a quarterly basis and 50% have met their targets so far. A key area of concern is call

centre answering times due in part to a legacy of Covid-19 increased calls and now cost of living challenges. Although these measures remain above target, significant improvements have been achieved during the second quarter of 2022/23 due to flexible working, training and improved information via other methods including social media, website and Your Chesterfield. Progress around digital services has been outstanding with over 31,000 accounts now registered on our MyChesterfield digital account.

5.0 Alternative options

5.1 No alternative options have been identified.

6.0 Implications for consideration – Financial and value for money

6.1 Progressing several of the milestones within the delivery plan are critical to delivering the medium term financial plan and ensuring financial sustainability.

7.0 Implications for consideration – Legal

7.1 No legal considerations have been identified.

8.0 Implications for consideration – Human resources

8.1 Investment in our people has however continued to be a key focus area with significant achievements against the People Plan and in gaining our Gold Investors in People award. This investment underpins plan delivery.

9.0 Implications for consideration – Council Plan

9.1 The Delivery Plan for 2022/23 contributes to the overall delivery of the Council Plan 2019 – 2023.

10.0 Implications for consideration – Climate Change

10.1 The Climate Change Action Plan is one of the key priorities for delivery within the delivery plan.

11.0 Implications for consideration – Equality and diversity

- 11.1 Individual milestones are assessed for their equality and diversity impact. Overall the delivery plan makes a significant positive impact for the community including people with protected characteristics.

12.0 Implications for consideration – Risk management

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
Failure to make sufficient progress on Council plan delivery	H	H	Re-prioritisation of priorities and resources to respond to emerging challenges.	M	M
Failure to complete projects on time/budget/to quality standards.	H	H	Performance management framework has helped to identify at risk and challenge areas Plans in place to improve performance or re-prioritise.	M	M
Core services unable to identify contribution to the corporate priorities	H	H	Performance management framework has helped to identify at risk and challenge areas. Plans in place to improve performance or re-prioritise.	M	M

Decision information

Key decision number	N/A
Wards affected	All

Document information

Report author
Service Director – Corporate

Background documents

These are unpublished works which have been relied on to a material extent when the report was prepared.

None

Appendices to the report

Appendix 1

Quarter 2 performance report – Council Plan Delivery Plan 2022/23

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Quarter 2 – Council Plan Delivery Plan for 2022/23

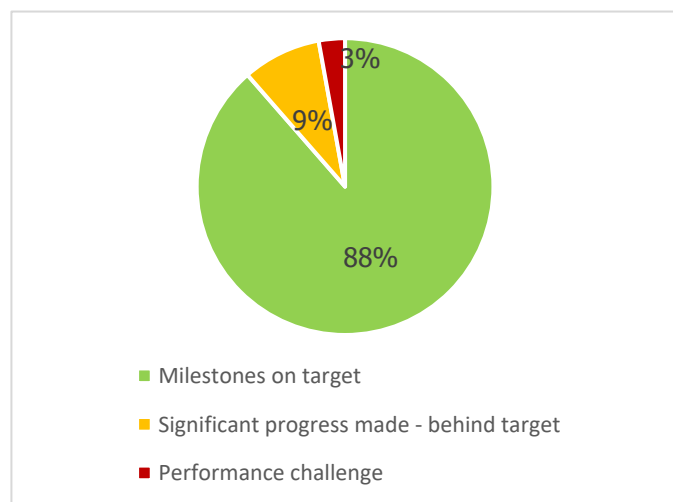
- 1.0 Introduction and performance overview
- 2.0 Performance dashboard
- 3.0 Priority - Making Chesterfield a thriving borough
- 4.0 Priority - Improving the quality of life for local people
- 5.0 Priority - Providing value for money services

1.0 Our Council Plan – Vision, Values and Priorities

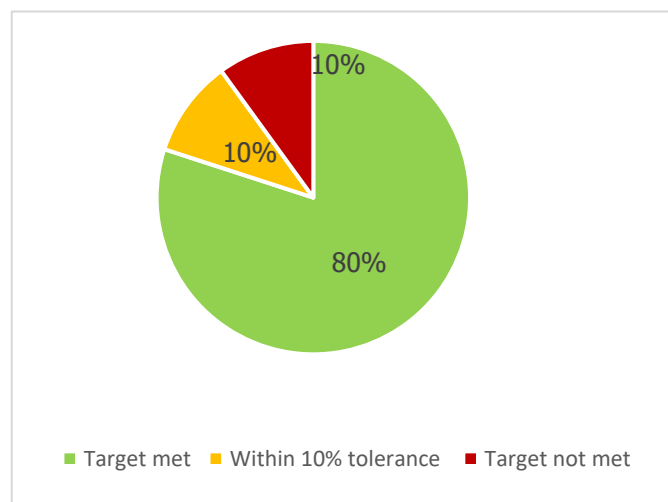
- 1.1 Drawing upon an extensive evidence base and using horizon scanning tools we developed a new four year plan from 2019 to 2023 with the same **vision – putting our communities first**. The plan provides a focus to our activities and identifies the priorities which require a collective corporate effort to deliver real outcomes.
- 1.2 It isn't just about what we do that is important, it is the way that we do it. The council has four **values** that describe how we will work to achieve our vision of putting our communities first:
 - **We are customer focused:** delivering great customer service, meeting customer needs. We regularly carry out satisfaction surveys to find out what our communities and residents think of the services we provide. We engage with our residents, tenants, visitors and businesses through a wide range of groups, forums, roadshows and online, seeking their views on our services and how we can improve them. We look to deal promptly and effectively with complaints and always welcome comments and compliments.
 - **We take a can do approach:** striving to make a difference by adopting a positive attitude. Our staff come up with and deliver solutions to problems and regularly go the extra mile to ensure our communities are well served. We contribute actively to partnerships with other organisations in the borough and beyond. We manage our suppliers and contractors fairly but robustly to make sure we get the best from the public money we spend.
 - **We act as one council, one team:** proud of what we do, working together for the greater good. We value regular and open engagement with all staff and carry out regular surveys to find out how we can improve as an employer. We invest in the development of our staff, regularly attracting additional funding for training. We promote a commercial outlook within our teams, to make sure we secure value for money and look for opportunities to generate additional income that we can then invest in service delivery.
 - **We believe in honesty and respect:** embracing diversity and treating everyone fairly. The council has a strong record of going well beyond its statutory equality duties and regularly works with partners to host and promote events throughout the borough that celebrate diversity. Our staff and councillors work well together and individuals are able to express their views openly within their teams and at wider meetings and events.
- 1.3 To ensure we stay on track for delivery we are also developing annual delivery plans. These delivery plans identify the key milestones, inputs, outputs and measures we will need to deliver during each year of the plan to maintain progress. The delivery plan will be reviewed annually and approved by Council in February alongside the budget and medium-term financial plan.
- 1.4 This report focuses on the progress made during the first quarter on the Council Plan Delivery Plan – 2022/23 and the milestones and measures for our three priority areas:
 - Making Chesterfield a thriving borough
 - Improving the quality of life for local people
 - Providing value for money services

2.0 Performance dashboard

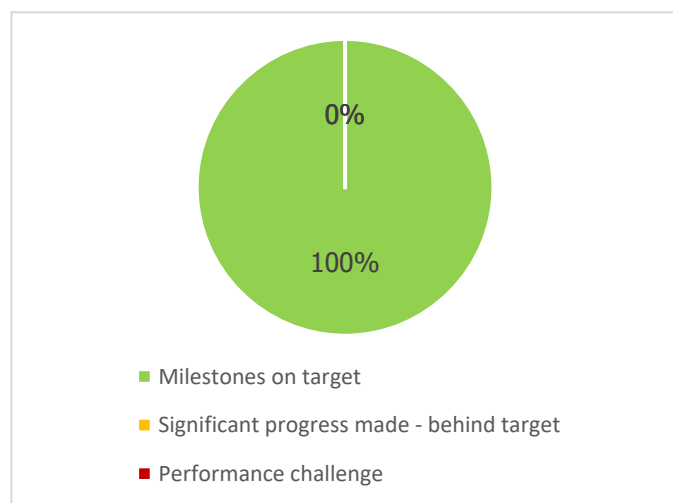
Total delivery plan milestones in 2022/23



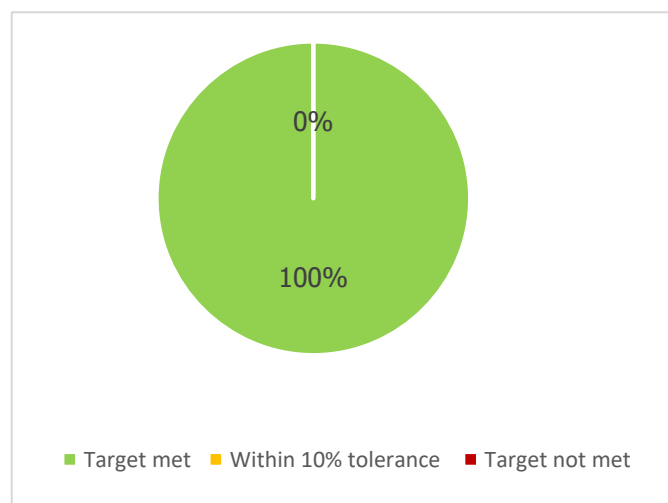
Total delivery plan measures in 2022/23



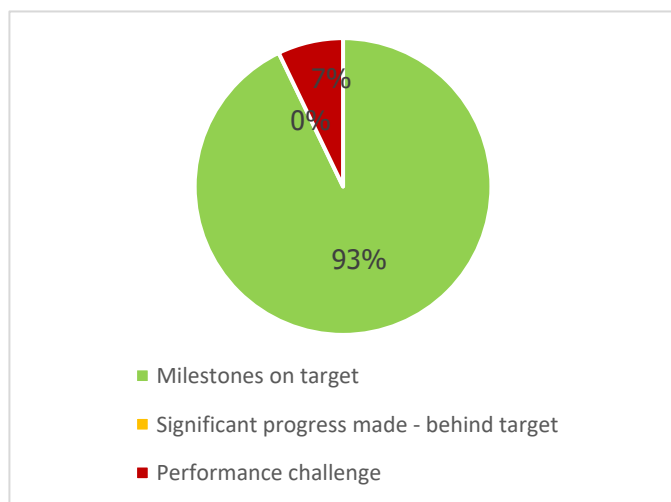
Making Chesterfield a thriving borough milestones



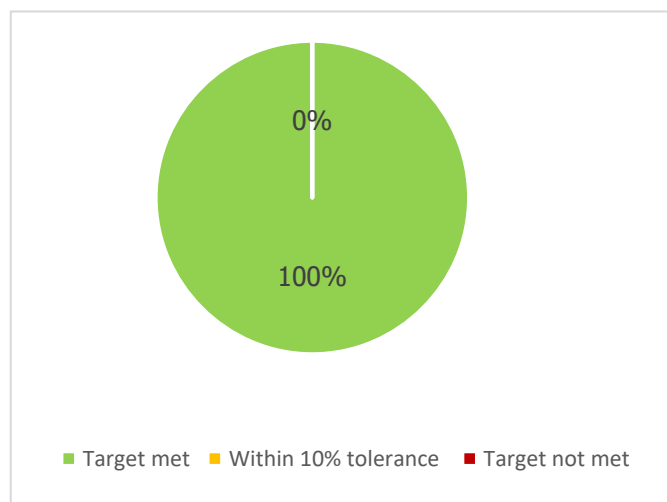
Making Chesterfield a thriving borough measures



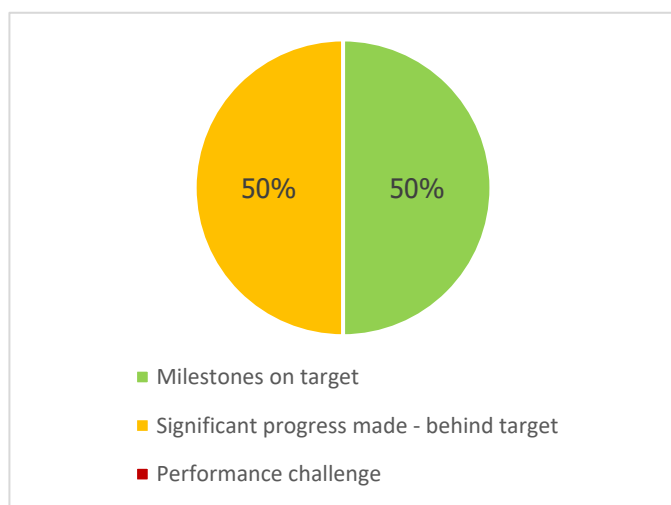
Improving quality of life for local people milestones



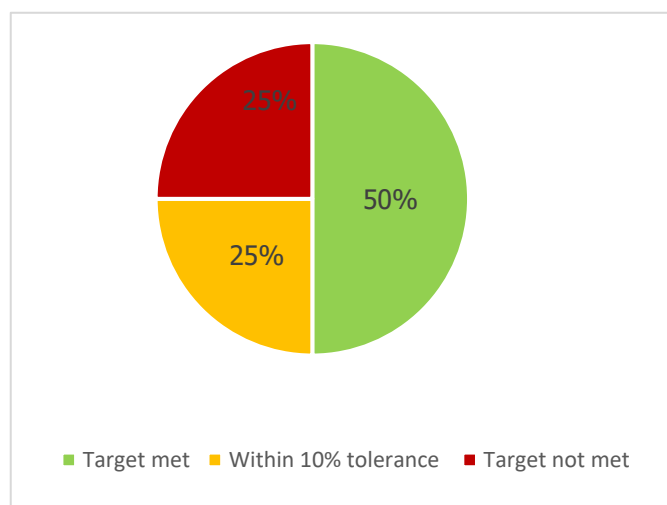
Improving quality of life for local people measures



Providing value for money services milestones



Providing value for money services measures



3.0 Priority – Making Chesterfield a thriving borough

3.1 There are four objectives for this priority area:

- Chesterfield Borough – A great place to live, work and visit
- Vibrant town centres
- Build a stronger business base
- Develop an inclusive and environmentally sustainable approach to growth

3.2 The progress on the key milestones for this priority is detailed in the table below. At quarter 2, 100% of milestones remain on target.

Milestone	RAG	Progress
TB1 - Progress the Covid-19 economic recovery action plan. Minimise the negative impact of Covid-19 in terms of		Progress continues on a range of activities and initiatives within the Economic Recovery Plan. Highlights for quarter 2 include: <ul style="list-style-type: none"> • The Digital High Streets project started in 2021/22 concluded during this quarter. The project supported 120 small retail, hospitality, and leisure businesses across the town to access a dedicated digital business advisor, creation of e-commerce

business closures and jobs lost.		<p>websites with search optimisation and developed e-pay and click and collect systems</p> <ul style="list-style-type: none"> • The 2022/23 Town Centre Events programme has been launched with the return of some of Chesterfield's most loved major events including the Medieval Market, 1940s market and plans in place for Christmas in Chesterfield 2022 • Business enquiries regarding premises and support have continued to increase and occupancy rates at the Enterprise Centres are now back to pre-covid-19 levels. • Occupancy levels at the two innovation centres – Tapton and Dunston are back at pre-covid levels and the new Northern Gateway Enterprise Centre which opened earlier this year, already has 50% occupancy • The environmental improvement work at Packers Row has started as part of the Revitalising the Heart of Chesterfield project
TB2 - Complete and operate the Northern Gateway Enterprise Centre		<ul style="list-style-type: none"> • The Northern Gateway Enterprise Centre is now open and operational with a full compliment of staff and services • 17 Of the 32 units have been let to a wide range of businesses • A proactive marketing campaign to promote the centre continues to let the remaining units
TB3 - Continue to support the delivery of Chesterfield Waterside including review of the masterplan and opening of One Waterside Place		<ul style="list-style-type: none"> • One Waterside Place is nearing completion and we are working towards handover • The first tenants have started to complete their internal fit out works • Economic Development are engaged in discussions with the developer on bringing forward the commercial elements of Basin Square
TB4 - Deliver first phase of station masterplan including the delivery of the Station Link Road (first phase) and demolition of Chesterfield Hotel		<ul style="list-style-type: none"> • The site acquisition and control plan has been delivered and work is currently progressing to build the station link road • Chesterfield Hotel has been demolished and an outline planning application for the site was approved by planning committee in October 2022
TB5 - Deliver year 1 of the visitor economy strategy and action plan		<ul style="list-style-type: none"> • A key focus of the strategy is the Revitalising the Heart of Chesterfield project and the Stephenson Memorial Hall refurbishment • The Pomegranate Theatre and Museum are temporarily closed to enable the multi-million pound renovation project that will create an enhanced customer experience • The first stages of the £10.28 million Revitalising the Heart of Chesterfield scheme have begun with work starting on Packers Row. The scheme aims to transform the look, feel and flow of the town centre – creating a contemporary market town that has better connections between key public spaces, and a more attractive physical environment. • An application for the second round of Levelling Up funding has been developed with PEAK resort to progress the PEAK Gateway development

		<ul style="list-style-type: none"> • A Heritage Interpretation plan is also being considered as part of the UK shared prosperity fund investment plan for Chesterfield borough
TB6 - Deliver and support a programme of borough wide events		<ul style="list-style-type: none"> • The 2022/23 event programme has been developed and is now being delivered • The Chesterfield Area Walking Festival was successfully delivered during May 2022 and the much loved Chesterfield Medieval Market and Fun day returned for July • The 1940s market returned for October 2022 and plans are in place for the Stand Road Fireworks extravaganza and Christmas in Chesterfield events • We have also worked with Derbyshire County Cricket Club to deliver the Chesterfield Festival of Cricket in Queen's Park and sponsored Chesterfield Pride at Stand Road Park for the second year running
TB7 - Support the development of Peak Resort and Gateway, maximising the benefit for Chesterfield's economy		<ul style="list-style-type: none"> • We continue to work collaboratively with PEAK Resort and partners Milligan to progress the Gateway scheme • This includes the development of a bid for round 2 of the national Levelling Up fund
TB8 - Commence the delivery of the Staveley Town Deal Investment Plan projects		<ul style="list-style-type: none"> • The Department for Levelling Up, Housing and Communities deadline was met in March 2022 enabling projects to move forward during 2022/23 • A robust monitoring system has been established to support the Town Deal Board and ensure projects can meet the conditions required for proceeding to contract • A communication plan has been developed and in the coming months you will see much more coverage via social media, media releases and Your Chesterfield of progress • Engagement with the business community has also increased to inform project development and delivery • The eleven projects approved currently remain on track however, challenges remain around access to materials and rising construction costs which are being monitored closely.
TB9 - Levelling Up – Commence delivery of George Stephenson Memorial Hall and Town Centre Transformation Programme		<ul style="list-style-type: none"> • The Revitalising the Heart of Chesterfield part of the Levelling Up Funded project has completed its RIBA Stage 2 design and cost report. Consultation and further design work has been completed and work on the first stage – Packers Row started in autumn 2022 • The Stephenson Memorial Hall refurbishment project is now at RIBA stage 4 (technical design) • An asbestos survey and ground survey have been completed and we are awaiting the findings • The procurement process for appointment of the main contractor has been planned and scheduled to commence in November 2022. It has been agreed that the main contractor will also carry out the public realm works in Corporation Street to ensure that the delivery of both projects is co-ordinated. • The Museum collection decant has also been completed, preserving the collection.

		<ul style="list-style-type: none"> The museum interpretation and design consultants have carried out further engagement with stakeholders, and draft designs will be completed in November.
TB10 - Review and Refresh the Chesterfield Growth Strategy		<ul style="list-style-type: none"> The refresh of the Chesterfield Growth Strategy has commenced – currently in the research stage It is intended that Strategy will be aligned with the refreshed Skills Action Plan and ready for publication/approval in 2023 with the development and engagement activity taking place this year.
TB11 - Develop action plan for implementation of the wider Northern Gateway Vision		<ul style="list-style-type: none"> This forms part of the refresh of the Town Centre Masterplan that is due to be commissioned during 2022/23. A specification for the Masterplan is being developed. It will be issued post the completion of the High Streets Taskforce in Chesterfield Town Centre as this activity is critical to the refresh by setting the vision for the Town Centre
TB12 - Develop a strategic approach, with Derbyshire County Council, landowners and key stakeholders, for the development of the Staveley Works Corridor		<ul style="list-style-type: none"> Regular meetings have been established with key partners including Derbyshire County Council and landowners to secure a strategic co-ordinated approach Overall programme is continually reviewed and key risks identified and managed The area has been submitted for consideration as an Investment Zone and an Outline Business Case has been prepared by Derbyshire County Council for submission to Government for the new road
TB13 - Refresh the Chesterfield Skills Action Plan		<ul style="list-style-type: none"> The refreshed action plan is due to be completed in Quarter 4 2022/23 – alongside the Economic Growth Strategy The focus will continue to be on ensuring residents and businesses have the skills to access opportunities arising from growth National policy is shaping the action plan including the skills and jobs White Paper, Post 16 Education Bill and the development of Local Skills Improvement Plans We have submitted a UK shared prosperity fund investment plan to government which includes a number of skills improvement projects We are also working with partners to ensure issues like the forthcoming devolution of adult education budgets is considered in the plan We are actively working with partners including DCC, Chesterfield College, Derby University and D2N2 LEP to maximise opportunities
TB14 - Support business growth and investment through the provision of Enterprise Chesterfield, delivering Innovation Support, Business Enquiry Service and Key Account Management and		<ul style="list-style-type: none"> The innovation centres at Tapton and Dunston have seen a return to pre-covid 19 occupancy levels and there has been significant interest in the new Northern Gateway Enterprise Centre with 17 of the 32 units let New tenants at the Northern Gateway Enterprise Centre can access business innovation support as part of their tenancy package A range of business start up support is also available via the Vision Derbyshire Business start up project

Inward investment Service		<ul style="list-style-type: none"> We also continue to support inward investors in finding suitable locations, assisting with moves, innovation support and skills Business innovation has been highlighted as a key priority within our UKSPF bid with several projects to enhance and extend our current offer
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3.3 The progress on the key measures for this priority is detailed in the table below. There are 17 measures, seven of which are collected on a quarterly basis. All are currently meeting their target.

Measure	2022/23 Target	Q2	Rag Rating	Comments
Number of new homes in the borough	240	Annual update		
Number of new homes in the town centre	Increase	Annual update		
Major planning applications - speed of decisions	60%	100%		Rolling two-year average required of over 60% to meet national planning standards
Other planning applications – speed of decisions	70%	77%		Rolling two-year average required of over 70% to meet national planning standards
Major planning applications – quality of decisions	Under 10%	2.63%		Rolling two-year average required of under 10% to meet national planning standards
Other planning applications – quality of decisions	Under 10%	0.46%		Rolling two-year average required of under 10% to meet national planning standards
Amount of external funding accessed for Economic Growth Programme	Baseline year	Annual update		
Town centre vacancy rates	Below national average 14.5%	Annual update		
Tapton Innovation Centre occupancy	70%	87%		Now back to pre-Covid levels
Dunston Innovation Centre occupancy	70%	92%		Now back to pre-Covid levels
Northern Gateway occupancy	50%	50%		
Number of businesses	Over 3360	Annual update		
Number of business start-ups in the borough	Over 300	Annual update		
Number of businesses supported to find accommodation	Over 500	Annual update		
% local labour clauses	100%	Annual update		
% jobs secured by local people on developments with local labour clauses	50%	Annual update		

Number of schools and businesses engaged in skills programmes	40	Annual update		
Number of learners engaged in skills programmes	400	Annual update		
Funding levied for skills programmes	Over £500k	Annual update		

4.0 Priority – Improving quality of life for local people

- 4.1 There are four objectives for this priority area:
- Provide quality housing and improve housing conditions across the borough
 - Improve our environment and enhance community safety for our communities and future generations
 - Help our communities to improve their health and wellbeing
 - Reduce inequality and provide support to vulnerable people
- 4.2 The progress on the key milestones for this priority is detailed in the table below. At Q2 93% of the measures were meeting their target progress.

Milestone	RAG	Progress
QL1 - Build upon our Covid-19 community recovery approach by embarking on the development of a social investment initiatives.		<ul style="list-style-type: none"> • An advice leaflet issued to staff, elected members and to Destination Chesterfield Champions to help signpost individuals and families to the right places for support at an early stage has been updated to reflect current cost of living concerns and assistance available • Our cost of living campaign has been launched via social media, Your Chesterfield and our website. It includes a range of advice and support around energy, food, debt, benefits, mental health, housing and homelessness, domestic abuse, education and skills • Extensive support to communities via revenues and benefits service and tenancy sustainment to maximise income levels through benefits and specific cost of living schemes such as the energy rebate • Continuing to support community and voluntary sector around risk assessments, accessing external funding, promoting key activities • Developed the UK shared prosperity fund investment plan to include key community and social investment initiatives – plan submitted to Government, currently awaiting decision
QL2 - Delivering the Rough Sleeper Strategy to build on the Homelessness Covid-19 response and recovery.		<ul style="list-style-type: none"> • We have been working with Derbyshire County Council and all Derbyshire districts to develop a draft rough sleeper strategy – we will be bringing this forward for consideration in November • A review of supported accommodation has been completed and we are now working with registered providers to increase supply and support available • The Rough Sleeper action plan with a focus on prevention is being delivered • Funding has been secured via the Rough Sleeper Initiative to recruit Mental Health and Substance Misuse Linkworkers as part of multi-disciplinary support workers

<p>QL3 - Commence the next phase of Council Housing refurbishment and new builds including:</p> <ul style="list-style-type: none"> • Complete £6 million refurbishment at Pullman Close – Mallard Court and Leander Court • Commence £8 million refurbishment of Dixon/Brierley Court, Tansley/ Birchover Court, Willowgarth Road and Newland Dale • Commence £2 million new build developments at Middlecroft - Court Place, Paisley Close, Rowsley Crescent and Wensley Way 		<ul style="list-style-type: none"> • The £6 million work at Pullman Close, Mallard and Leander Courts has been completed with tenants starting to move in • The £8 million refurbishments at Brierley and Dixon Courts have also now been completed • Willowgarth Road improvement activity has commenced with re-roofing, drainage works and new doors and windows being progressed for completion in December 2022 • Work at Newlandale has also progressed well with new windows and doors being installed, communal areas in flats being painted, electrical work and rendering has now started • A resident consultation was undertaken at Tansley/ Birchover Courts. A decision has been made to retain the garages but to give them a refresh at the same time as the block refurbishments are completed • 2 bungalows at Rowsley Crescent are progressing well with foundations complete, block and beam floor completed, brickwork being progressed and roofing commencing • 2 bungalows at Court Place and 4 at Wensley Way are being progressed and 2 houses at Paisley Close
<p>QL4 - Deliver year 3 of the climate change plan including progressing the climate change communication and engagement strategy</p>		<p>26 of the 45 actions within the Climate Change Action Plan have been completed and are now fully established within mainstream council delivery. A further 16 actions are nearing completion. We are putting additional focus on three areas of work: preferred environmental standards for social housing, the new Asset Management Strategy and a strategic assessment of integrated transport to ensure these are completed by the end of the plan period.</p> <p>Homes and buildings</p> <ul style="list-style-type: none"> • Capital improvements within the Council's housing stock to improve thermal efficiency is continuing to schedule • The average rating for CBC housing stock is currently SAP 72 (Band C). This is well above the national average of 62 (social housing 67, owner occupied 61, and private rented 60.) • All new housing projects for council use are being designed and built to standards that exceed the minimum standards in Part L Building regulations. • £1.5 million of external funding secured to improve thermal efficiency for owner occupiers and private sector landlords with energy inefficient properties • A new Asset Management Strategy has been drafted. This includes clear prioritisation of climate change modifications to the council buildings portfolio.

		<ul style="list-style-type: none"> Climate readiness is a key component of a new asset condition survey being undertaken in support of the development of a ten-year maintenance plan. <p>Power and electricity</p> <ul style="list-style-type: none"> All light fittings in CBC-maintained are being switched to LED when replaced DCC have confirmed that that 96% of the streetlights, bus stops and lit bollards in the Chesterfield area are now LED Local business Don't Do A Dodo has been launched to help people make greener choices and increase buying power – local carbon club. A pilot scheme is taking place in Hasland CBC has green energy suppliers for all electricity used <p>Transport</p> <ul style="list-style-type: none"> A Borough-wide integrated transport assessment is taking place National and regional discussions regarding bus service regulation are taking place and CBC are engaging with the discussion The project to reinstate the Barrow Hill railway has successfully passed another milestone A further £170k has been secured from OLEV for further on-street electric car charging points All new build houses with off-street parking are being fitted with electric charge points as a standard planning requirement The local plan prioritises active modes of travel and this has had a clear impact on the design of a number of residential developments. <p>Industry and business</p> <ul style="list-style-type: none"> A new sustainability working group has been established as part of Destination Chesterfield, and we have engaged with existing specialist groups (e.g. construction) We work with D2N2 LEP around key climate change activities including their Vision 2030 and local industrial recovery strategies The Love Chesterfield Business Awards now includes a Sustainability Award. The £25.2 million Staveley Town Deal funding includes green / clean developments as a key pillar of the programme <p>Land use</p> <ul style="list-style-type: none"> A tree canopy assessment has been undertaken which estimates a canopy cover of around 20% of the borough by area. This report includes an estimated total value of the trees within the borough for: carbon storage (£22,863,094) and an annual value covering carbon uptake, pollution abatement, and avoided flooding (£4,555,446 per year) Tree planting schedules are in place for 2022/22 with a minimum of 1500 trees expected to be planned this season – exceeding the 1000 target for the third year running Changes to verge management have taken place to reduce cutting while maintaining safety standards. We mow less frequently than all neighbouring councils and we have also
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		<p>allocated 27 large areas of Council owned land for a meadow mowing regime</p> <ul style="list-style-type: none"> • Policy CLP16 of Local Plan requires a measurable increase in the biodiversity net gain metric on all planning permissions for development as required under the new Environment Act • The planning team are working on an SPD describing how the requirement for Biodiversity Net Gain will be applied in planning decisions across the borough. <p>Waste</p> <ul style="list-style-type: none"> • A statement of intent has been published, including the guiding principles for waste management in the borough. This is intended to define a strategic direction of travel for domestic and commercial waste strategies when forthcoming national policy changes are announced. • Digitalisation of key aspects of service has improved access to a range of services • Support for community re-use and repair schemes has been ongoing including detailed information on our website for facilitating bulky item waste collection (charity shop donations) • Sponsorship of the Transition Chesterfield Fixfest event • We supported Recycle week including engagement with local schools, published materials, and communication activity. A competition is being held to name the “bin monster” with prizes for school pupils entering a creative competition. <p>Engagement and communications</p> <ul style="list-style-type: none"> • The Communications and Engagement Strategy developed during 2020/21 is now being progressed. This includes the Chesterfield Climate Action Now campaign (CAN) which is engaging audiences on a range of platforms and issues. • Climate change questions were included in the “Are you being served?” resident’s satisfaction survey for the first time. Analysis of these results is informing future campaign activity <p>Policy and general</p> <ul style="list-style-type: none"> • Twelve local authorities are now using our climate change impact assessment tool • We have conducted four tranches of carbon literacy courses for officers and members and are now offering a shorter ‘climate fresk’ version to all teams • Carbon accounting work has been completed and gives us an estimate of our current supply chain emissions • Decarbonisation pathways work has been completed and will inform the next Climate Change action plan
QL5 - Development of costed 5-year delivery plans in line with the Parks and Open Spaces Strategy and Play Strategy		<ul style="list-style-type: none"> • Following approval of the strategies, work has been progressing to develop proposals for the five year parks, open spaces and play delivery plans to commence from 2023/24.

QL6 - Development of the new Climate Change action plan for 2023 – 2030		<ul style="list-style-type: none"> Decarbonisation pathways work has been completed and forms a key part of the evidence base for the next plan A series of workshops have taken place to develop a strategic direction for a number of key topics including buildings (commercial and operational), fleet, housing and offsetting Public engagement on priorities will start in November 2022 and will help inform the strategy and action plan
QL7 - Develop a new local democracy campaign		<ul style="list-style-type: none"> A new local democracy campaign was developed for 2022/23 following the major impact that Covid-19 had on the 2020/21 and 2021/22 campaigns We have worked with schools to re-instate local democracy visits to the town hall so children and young people can learn more about the Council, local democracy and key issues such as climate change Recycling Week also played a key role in our campaign for 2022/23. Creative tasks such as poster design and naming the bin monster competition helped us to engage large numbers of primary school aged children with this key topic Staveley Town Deal have also utilise learning from our local democracy activity ad we supported them to develop materials for primary schools to help them engage in the deal We also have interest from a number of schools in attending our 11th Hour commemoration and a large number of cadets confirmed for Remembrance Sunday. The scale and engagement with these events is returning to pre-covid levels. In early 2023 our voting campaign will start with emphasis on harder to reach groups including potential voters aged between 18 and 25
QL8 - Plan and deliver with the Equality and Diversity Forum four equality and diversity events		<p>The Chesterfield Equality and Diversity Forum have made good progress in planning events for 2022/23. Events and activities delivered or confirmed so far include:</p> <ul style="list-style-type: none"> Stall at Chesterfield Pride (with CBC) in July. Chesterfield Borough Council were the main sponsor for the event LGBT+ research project with Derbyshire LGBT+ Neurodiversity awareness sessions with Derbyshire Autism Services in September Annual Holocaust Memorial Day event in January 2023 Cultural awareness event in January 2023 with Chesterfield Asian Association International Women's Day in March 2023
QL9 - Develop and deliver the LGBT+ research project to coincide with Census 2021 delivery		<ul style="list-style-type: none"> CBC have commenced a joint engagement project with Derbyshire LGBT+. The project aims to capture LGBT+ customer insight and perceptions about our services via questionnaires and focus groups A report including findings and recommended actions has been received and we are now working with services to develop an action plan – this will form part of our new Equality and Diversity Strategy for 2023 – 2027

<p>QL10 - Launch new health and wellbeing campaign showcasing health and wellbeing opportunities and volunteering</p>		<p>A year round health and wellbeing focused campaign has been developed. Key highlights so far in 2022/23 include:</p> <ul style="list-style-type: none"> • There have been a range of improvements to our website, intranet and social media feeds to showcase key health and wellbeing opportunities and encourage engagement • We have also been developing a health and wellbeing community newsletter / bulletin to run alongside increased Your Chesterfield coverage • Holiday hunger activities have continued in key areas and in May 2022 we delivered the Energy bus tour to help residents with the cost of living crisis and climate change initiatives • The Chesterfield Get2Gether at the Winding Wheel was extremely well attended as was further outreach events at Loundsley Green / Holme Hall and Staveley. Health and wellbeing, including tackling social isolation were a key focus of this activity • In September we partnered with several local community and voluntary sector organisations to deliver an inclusive activity day at Queen's Park and Queen's Park Sports Centre. Over 70 people attended and following its success we are now developing a range of inclusive activity sessions for our sports centres • This built upon our 'Outswimming cancer' sessions developed in partnership with Weston Park Cancer Charity which help support people in cancer treatment and recovering from cancer to maintain and regain fitness and reduce social isolation • We also supported Chesterfield Volunteer Centre's 'Swim against loneliness' which aimed to get as many people as possible swimming to raise money and help tackle loneliness locally. • Volunteer walk leaders from local organisations and community groups have been trained ready to launch new walking groups in their local area, using walking as a means of reducing isolation and often also helping people access support. For example, this quarter we have supported Chesterfield FC Community Trust to begin a walking group for people with experience of cancer, and Holme Hall Unite to begin a group based at their community Hub
<p>QL11 - Deliver customer service improvements in Sports Centres through the introduction of new software and operational improvements</p>		<ul style="list-style-type: none"> • A new online booking system was launched in June 2022 which has several functions, to include, booking and cancelling activities, paying for activities, accessing activity programmes, and managing personal details. • Self service kiosks have also been installed out our two leisure centres, these went live in October • All improvements have been accompanied by extensive staff training to ensure improved customer experience
<p>QL12 - Focus on community safety including the strengthening of anti-social behaviour prevention and response, developing</p>		<ul style="list-style-type: none"> • A draft Anti-Social Behaviour Strategy has been developed and approved for consultation by Cabinet • The consultation period has now ended. Residents were very supportive of the proposals with some minor improvements being made following consultation • The new strategy was considered by Cabinet and approved in November and will progress to Council in December 2022

<p>a domestic abuse policy and safe space refuge accommodation</p>		<ul style="list-style-type: none"> • We are working towards achieving the aims of the strategy, including taking a preventative, early intervention, problem solving and engagement approach to anti-social behaviour. To this end, we have developed more responsive and proactive processes to address anti-social behaviour, together with a joint tasking process with key partner agency, which will ensure a coordinated approach to this issue • A domestic abuse policy is currently being developed and will be presented for consideration, later in the year
<p>QL13 - Focus on private sector housing including:</p> <ul style="list-style-type: none"> • Bringing empty homes back into use • Development and implementation of policies to allow enforcement of minimum housing standards regulations in relation to privately rented properties • Provision of financial assistance (as set out in the PSH Renewal Policy) to maintain good standards of repair in privately owned properties 		<ul style="list-style-type: none"> • Cabinet approved additional resource within the private sector housing team in April 21. Whilst we have been able to successfully appoint a Senior Environmental Health Officer to work on our enforcement team, we have so far been unsuccessful in our attempts to recruit an officer to work on the empty homes service. the team are working towards a resolution of this issue. • Cabinet approved the Houses in Multiple Occupation minimum standards for space and amenities and a separate policy in relation to enforcement of minimum energy standards within privately rented properties in July 22, which will further equip the team to deliver appropriate and proportionate enforcement within the private rented sector. • The team continue to deliver a very popular and successful financial assistance policy in relation to home owners and private tenants. This includes the delivery of the statutory Disabled Facilities Grant and also Discretionary disabled adaptations funding and funding for essential repairs to enable homeowners to remain in their own homes for a long as possible. • In the financial year to date £418,214 has been spent in adapting properties to meet the needs of residents. A further £252,465 of disabled adaptations work has been approved, with work currently taking place • £15,000 of the approved £18,000 essential repairs budget has been used to enable vulnerable home owners to remain in their homes
<p>QL14 - Development of the Holme Hall estate improvement plan</p>		<ul style="list-style-type: none"> • A tender to commission the development of the improvement plan was placed on the Homes England procurement panel but did not generate any submissions. • Work to identify reasons for lack of expressions of interest confirmed that the procurement framework targeted were approaching capacity in terms of maximum spend (the limit has since been reached – so is now closed for new work). • Availability of expertise has been impacted by demand generated across the country by town funds, levelling up funds, future high streets etc. • The tendering process is due to start again in November on a different framework. The brief has been reviewed for clarity on scope and value • The project will need to move into 2023/24 delivery due to these delays

- 4.3 The progress on the key measures for this priority is detailed in the table below. There are 11 measures, 5 of which are collected on a quarterly basis. All are currently reaching their target and are likely to remain on track for 2022/23.

Measure	2022/23	Q2	Rag Rating	Comments
Number of new Council homes developed or acquired	30	Annual update		
Decent homes standard	100%	Annual update		
Average SAP rating for CBC properties	70% C	72% C		
Number of people supported via Careline and Neighbourhoods teams	2800	Annual update		
Number of homeless preventions per annum	Over 300	Annual update		
Number and amount spent on disabled facilities grants and adaptations	Over £400k	Annual update		
Additional amount of benefits claimed due to Council support	Over £750,000	Annual update		
Number of memberships in sports centres	6000	6666		
Number of children in our learn to swim programme	1900	2438		
Number of people engaged in health and wellbeing referrals into sports centres	500	477		Expected to rise above 500 during 3 rd quarter.
Number of green flag rated parks and open spaces	5	5		

5.0 Priority – Providing value for money services

- 5.1 There are three objectives for this priority area:
- Become and stay financially self sufficient
 - Make our services easier to access, deliver savings and reduce our environmental impact through the use of technology
 - Improve services and customer interaction by investing in our staff
- 5.2 The progress on the key milestones for this priority is detailed in the table below. 50% of activities are currently fully on track, with a further 50% amber rated at this current time, due to either size and scale of the activity or challenges around specific project elements.

Milestone	RAG	Progress
VFM1 - Deliver the Council's Medium-Term Financial Plan		The budget was constructed in accordance with the Council's budget principles and the Medium-Term Financial Plan (MTFP) was balanced for the first two financial years with an expectation

and actions for 2022/23		<p>that the gaps in the latter two years of the MTFP would be met from savings delivered through the Council's Organisational Development programme.</p> <p>In the months since the Medium-Term Financial Plan (MTFP) was approved, the national fiscal and economic situation has changed dramatically and a number of in-year spending pressures have emerged. This includes challenges around recovery of income streams post pandemic, inflation, interest rates, cost of living crisis and a pay award significantly above that included in the MTFP.</p> <p>These additional financial challenges are being considered as part of the Council's ongoing medium term financial planning. The impact will reach beyond the current financial year and present a real risk that the Council may not be able to deliver its statutory obligations and Council Plan priorities and objectives within the resources available without fundamental mitigations to reduce costs and raising fresh income. The Council will continue to work with other local authorities to raise with Government the significant challenges that this fiscal situation brings to local government.</p> <p>The Council is committed to delivering services within the approved budget and Corporate Leadership Team (CLT) have been working collectively with budget managers to agree clear, robust and immediate management action plans to address the adverse forecast. Measures have included a line-by-line review of budgets, removal of non-essential spending, vacancy control, maximising the use of grant funding and other efficiencies.</p>
VFM2 - Progress the Council's Organisational Development programme to maximise delivery of the Council Plan and key functions – establishing a medium-term plan, which will deliver improvements to the Council's capability and service delivery, while delivering efficiency savings.		<p>The Council's Organisational Development Plan has been developed, approved and implementation of key projects is underway. A Project Management Office is now being established to provide oversight of the projects which are being undertaken across the Council.</p> <p>We have struggled to recruit skilled resources into the PMO function, which has delayed its implementation. A PMO manager has recently been recruited and is now supporting officers across the council in the development and delivery of projects. Project gateways are being implemented, ensuring that decisions to progress to the next stage of project delivery are visible.</p> <p>The Organisational Development team is made up of Programme and Project Managers, business analysts and project support officers.</p> <p>Key achievements so far include:</p> <ul style="list-style-type: none"> • ICT programme delivery (covered at VFM 5) • Customer experience improvements (covered at VFM3) • New ways of working (covered at VFM 4) • Developing digital innovation in CCTV – safer streets initiative • Introduction of new digital systems and concierge service at sports centres (covered at QOL11)
VFM3 - Customer services transformation –		<p>Our Customer Services transformation programme is made up of projects which aim to deliver seamless, easy, and automated</p>

developing the customer experience and accessibility strategy		<p>access to services, and we continue to grow the number of services that are available online.</p> <p>Take up and usage of 'My Chesterfield', our customer portal, is rising each month and at the end of October we have just under 31000 registered users. New services have been developed within the portal including the ability to pay for bulky waste services online and providing information on council house rent bills and balances. Projects to incorporate complaints and licensing services into 'My Chesterfield' are in development.</p> <p>A new access system has been introduced within our leisure centres which provides online access to book and cancel leisure services and onsite kiosk facilities for booking, payments and check-ins have been installed.</p> <p>Our theatre booking system has been replaced, making it easier for customers to book online and access their tickets directly from their phone. We continue to improve our website accessibility and use a wide range of social media channels to increase communication channels.</p> <p>During the next six months we will begin to implement a project which will update our council website.</p>
VFM4 - New ways of working - re-thinking and modernising our services so that we become more efficient, including maximising the benefits of the new and agile working practises that have been introduced throughout the Covid-19 pandemic		<p>A hybrid working policy and application process has been developed and has successfully been embedded across many teams. We have moved away from full time home working to the implementation of a more flexible approach which sees employees equipped to work from any location. It is proving very positive to have employees returning to our core office accommodation for some part of the week. This approach is building morale and increasing innovation, whilst also helping to reduce travel time and energy usage and supporting our climate change ambitions.</p> <p>Several reviews of our services have been undertaken and reshapes are complete for Environmental Services, Housing Solutions and Housing Management. Changes to organisational structures are currently being considered for Health and Safety, Property and Technical Services, Finance, and Customers, Revenues and Benefits services, to ensure they are appropriately structured and right sized for the organisation, with the capacity and capability to deliver against our council plan ambitions.</p> <p>We continue to review our processes to ensure we are maximising efficiency. Work is currently underway to improve the way we process invoices and improve the way we provide financial information to help improve decision making. Work is underway to refresh several of our supporting strategy documents, such as our Anti-Social Behaviour strategy, Asset Management Strategy, ICT Strategy and People Plan, ready for adoption in 2023.</p>
VFM5 - ICT/ transformation programme - continuing to deliver the final year of our ICT Improvement		<p>The Council's digital platform continues to be developed and the ICT Improvement programme is on track to deliver targeted efficiencies this year of approximately £825k.</p> <p>Complaints processes and private sector housing processes have been reviewed and incorporated into the digital platform</p>

Programme so that we can strengthen our ICT infrastructure, cyber security and digital skills and implement our digital platform		<p>alongside information on housing rents and the ability to book and pay for bulky waste collections online.</p> <p>Work is underway to replace the system that is used to collect commercial property rent, but the project has been delayed due to experiencing challenges with data cleansing. It is now not expected to go live until June 2023. Work is also underway to ensure that 90% of our applications are cloud hosted, providing greater resilience. This project remains on track.</p>
VFM6 - Asset Management Strategy – establishing both the new Asset Management Strategy and the supporting delivery plan to manage our land & property estate efficiently, effectively and in support of the Councils vision and priorities		<p>A draft Asset Management Strategy has been developed with the following priorities:</p> <ul style="list-style-type: none"> • Managing our land and property assets efficiently • Keeping our assets safe and well maintained • Maintaining an effective accommodation strategy • Maximising income and overall value • Accelerating development opportunities and maximising growth • Protecting the environment and adapting to climate change <p>The asset management plan is currently in the final drafting stage before being brought forward for Cabinet consideration.</p>
VFM7 - Through our new approach to procurement activity with procurement teams and services working collaboratively to maximise outcomes for the Council		<ul style="list-style-type: none"> • We are currently recruiting for a Head of Procurement • Proactive in applying audit recommendations including improvements to the contracts register and embedding the procurement portal • Work is underway to develop a corporate approach to social value to ensure it is reflected in all procurement activity • During Quarter 1 total of 32 contracts have been awarded with a value of over £1.4million, a further 26 projects are in train • Over a quarter of contracts are awarded locally with small and medium sized enterprises
VFM8 - Maximising value for money and social value via the new waste and recycling contract		<ul style="list-style-type: none"> • Procurement exercise is currently underway with a preferred bidder established • Veolia have been awarded the contract – final legal activity is taking place • Value of the contract is within the budget envelope • Further engagement taking place regarding social value, climate change and improving recycling rates – this included a significant commitments towards Recycle Week 2022

5.3 The progress on the key measures for this priority is detailed in the table below. There are 16 measures, 8 of which are collected on a quarterly basis. 4 are currently reaching their target and are likely to remain on track for 2022/23.

Measure	2022/23 target	Q2	Rag Rating	Comments
Satisfactory opinion from external auditor re VFM conclusion	Yes	Annual update		
Investors in People	Gold	Gold		

Number of CBC apprentices	23	Annual update		
Council tax collection (cumulative over the quarters – so at ¾ of year we would need to be at over 24% collection).	96.4% for year	58%		Collection rates for Council Tax and NNDR remain on target. Since the last quarter housing rent collection rates have improved from 82% to almost 87% and are now within 10% tolerance of the overall target. Further improvement work is being undertaken to increase this figure further.
NNDR collection rates (cumulative over the quarters – so at ¾ of year we would need to be at over 24% collection).	97%	58.1%		
Rent collection rates (rents are collected weekly so could have up to 100% at this stage)	97.7%	87.7%		
Revenues, benefits and rents calls average time to answer	1 minute	3.26		Although the targets continue to be challenging, rates have improved significant in the last quarter across the three main call types.
Switchboard and environmental services calls average time to answer	1 minute	1.12		
Housing repairs hotline calls average time to answer	1 minute	1.57		
Facebook followers	Above 13,000	Annual update		
Twitter followers	Above 9,000	Annual update		
Instagram followers	Above 1,500	Annual update		
You Tube subscribers	Above 300	Annual update		
Linked In	Above 1,500	Annual update		
My Chesterfield sign ups – digital account	Over 19,700	31,000		
Website hits	Over 500,000	Annual update		

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For publication

Period 6 Budget Monitoring Report 2022/23 and Updated Medium Term Financial Forecast

Meeting:	Cabinet
Date:	29 November 2022
Cabinet portfolio:	Deputy Leader
Directorate:	Finance

1.0 Purpose of report

- 1.1 To provide Cabinet with an assessment of the Council's forecast outturn position for the General Fund Revenue Account based on activity to the end of period 6 (September 2022) and the emerging medium-term financial position.
- 1.2 To meet the requirement in the Financial Procedure Rules to provide Council with regular updates on the Council's financial position.

2.0 Recommendations

- 2.1 To note the position of the General Fund Revenue Account at the close of period 6 of the financial year 2022/23.
- 2.2 To support the strategy for achieving a balanced budget outturn position for the financial year 2022/23.
- 2.3 To note the emerging Medium-Term Financial Forecast beginning with the financial year 2023/24.

3.0 Reasons for recommendations

- 3.1 This periodic monitoring report summarises the current assessment of the Council's forecast outturn and sets out the active management mitigations to be progressed to balance the 2022/23 budget. It also provides a robust basis for medium term financial planning.
- 3.2 This is the second monitoring report for the 2022/23 financial year and comes at a time when the Council is experiencing financial pressures due to the current economic situation, the scale of the in-year pay award, cost inflation and the ongoing impact of the Covid-19 pandemic.

4.0 Report Details

Local and national context

- 4.1 The budget for 2022/23 was produced against the backdrop of the ongoing Covid-19 pandemic and some of the medium and long-term effects of the pandemic relating to the demand for Council services were difficult to project. The budget assumed that income from fees and charges and expenditure levels would return to pre-Covid levels from 2022/23 except for Sports Centre income which was anticipated would take one year longer to recover.
- 4.2 In the months since the Medium-Term Financial Plan (MTFP) was approved, the national fiscal and economic situation has changed dramatically and a number of in-year spending pressures have emerged, these include:
- Assumptions around the recovery of income streams following the Covid-19 pandemic have not materialised at the levels expected. With the increased pressures on the cost of living, we are seeing that behaviours and habits have changed as disposable income and secondary spend is impacted.
 - The Office for National Statistics (ONS) published the latest figures for inflation on 16 November 2022. They show that prices rose in the year to October by 11.1% - this is higher than the September figure of 10.1% and the highest in the UK for 41 years. This is due to increases in the price of oil, gas, raw materials and food which have been affected by the Ukraine conflict.
 - In November 2022, the Bank of England increased the bank rate by 0.75 percentage points to 3% which is the highest rate in 14 years and warned that the UK is facing its longest recession since records began. The increase in interest rates will have an impact on the cost of borrowing and the ability to support the future capital programme.
 - The cost-of-living crisis not only impacts on the Council's own expected future costs of supplies, but, also on local businesses' financial viability and the ability of our tenants and residents to pay their bills.
 - The level of inflation and the increases in fuel costs are significantly above that which the Council could have reasonably assumed in setting the budget for 2022/23 and for the medium term. The Council has been protected in 2022/23 from the significant increases seen in utility prices as its current energy contracts endure until 31 March 2023. These contracts were secured at rates significantly below the current government cap levels.
 - The 2022/23 budget included the additional costs relating to the pay award for 2021/22 and the increase in the National Insurance

contribution. It also included an assumption of a 2% pay award for 2022/23. Provision has also been made for the recent increase of the Real Living Wage to £9.90 per hour. In July 2022, the National Employers offered an increase of £1,925 (equivalent to between 4 and 10%) on all Green Book pay points with effect from 1 April 2022. This has led to an estimated pay pressure of **£925k** above the 2% already provided for in the budget.

- The Covid-19 pandemic and Brexit have fundamentally changed the skills landscape, with many local employers struggling to attract, recruit and retain people with the right skills. This has led to skills gaps in the current workforce, skills shortages and difficulties in recruiting across all sectors. The Council has at times had to resort to utilising interim staffing resources pending the achievement of permanent recruitment to specialist roles.

- 4.3 These additional financial challenges are being considered as part of the Council's ongoing medium term financial planning. The impact will reach beyond the current financial year and present a real risk that the Council may not be able to deliver its statutory obligations and Council Plan priorities and objectives within the resources available without fundamental mitigations to reduce costs and raising fresh income. The Council will continue to work with other local authorities to raise with Government the significant challenges that this fiscal situation brings to local government.

General Fund Revenue Account 2022/23 – estimated outturn position

- 4.4 The estimated outturn position for the financial year 2022/23 is driven by unprecedented and unpredicted inflationary pressures upon pay and contracts together with the long-term impacts upon service demands and income from the Covid pandemic.
- 4.5 Table 1 includes a summary of the key variances. It shows that at the end of September 2022 (period 6), the Council is forecasting a year-end overspend of **£1.053m**, after mitigations and management actions of £764k have been applied. A further, one off, **£350k** has been confirmed as a contribution from the Derbyshire Business Rates Pool and if applied in-year, this reduces the year-end overspend to **£703k**. Further details of the key variances are set out in the section below.

Table 1: Summary of main variances based on the period 6 forecast

Budget Movement	Movement Period 2 £000	Movement Period 6 £000	Total Forecast £000
Reduced Income			
Pavements Shopping Centre	96	0	96

Town Centre - Retail Units	16	0	16
Car Parks	457	(57)	400
Markets	0	150	150
Vicar Lane Rental	96	(96)	0
Sports Centre Cafe	0	45	45
Sport Centre - increased income	(100)	0	(100)
Venues	0	39	39
Net Reduced Income	565	81	646
<u>Increased Costs</u>			
Homelessness (Bed and Breakfast)	0	107	107
By Election	10	0	10
Private Sector Housing – legal and professional	0	10	10
Travellers Eviction	17	0	17
Refuse Contract indexation	97	0	97
Other	5	0	5
Increase Costs	129	107	246
Net Increase in Costs before the Pay Award	694	198	892
Additional Pay Award (£1,925 per FTE)	0	925	925
Forecast Deficit before Mitigations	694	1,123	1,817
Forecast mitigations (including line by line review of expenditure budgets)	0	(764)	(764)
Forecast Deficit	694	360	1,053
Additional Business Rates Pool contribution 2021/22	0	0	(350)
Forecast Deficit	694	339	703

Income and cost variances

- Pavements Shopping Centre - Rental income from the Pavements is forecast to be **£59k** lower than expected due to the renegotiation of leases to retain tenants and non-renewal of leases. The budgeted income for 2022/23 is **£1.183m**. Additional business rates on vacant units are estimated to be **£37k**.
- Town Centre - Empty retail units in the town centre and in Falcon Yard are anticipated to reduce annual budgeted income of **£287k** by **£16k**.
- Car Parks – Income from all car parks is lower than expected due to the longer than expected recovery of the economy post pandemic, the ongoing economic impact on town centre footfall (the impact of cost inflation on shopping habits and higher fuel prices) and slippage on expected increases in demand arising from delays in the letting of the Elder Way retail units and completion of the Northern Gateway Enterprise Centre. The reduction in income is forecast to be **£400k** on a budget of **£2.760m**.

- Sports Centres – The MTFP assumed that levels of expenditure and income would return to pre pandemic levels from 2022/23 with the exception of Sports Centres income which we anticipated would take one more year to recover. The income budget was therefore reduced by **£240k** to **£3.5m** for 2022/23. The final months of 2021/22 saw an increase in numbers using the sports centres and this has continued into 2022/23. The forecast for income has been increased by **£100k** to reflect this upturn. Work will continue to monitor and validate this increase in activity.

Markets – Occupancy levels, and corresponding rental income from market stalls is forecast to be £150k lower than anticipated. Chesterfield's markets have not seen a recovery following the pandemic and it is not anticipated that the situation will improve as the cost-of-living crisis continues.

- Vicar Lane Rental – The final rental positions for 2021/22 have now been received and are more positive than previously anticipated, an improvement of £96k on the period 2 position.
- Sports Centre Café – Usage of the café at Queens Park Sports Centre (QPSC) has been lower than budget estimates and is not anticipated to improve. A full review of the provision and the relationship of the café to other income generating activities at QPSC is currently underway.
- Income from Venues – The MTFP assumed that income from venues would return to pre pandemic levels from 2022/23. Venues have to date seen small reductions in income from shows, lettings and bar and catering sales though advanced sales for the key pantomime season look to be strong.
- Homelessness (Bed and Breakfast) - Homelessness services are under significant pressure, and this will only increase with the cost-of-living crisis and more people facing eviction. Pressures on the General Fund have arisen from the increased use of bed and breakfast temporary accommodation and the need for additional staff, but this has been mitigated to some extent by maximising the use of external grant funding to pay for staff costs wherever possible. The latest forecast is for a **£107k** overspend on homelessness services through March 2023.
- By Election - An unexpected by-election arose in 2022/23 leading to additional costs of **£10k**.
- Private Sector Housing Legal and Professional – Additional costs have arisen largely due to increased demand for enforcement activity in relation to private sector landlords, which has necessitated the use of external solicitors at a higher cost.

- Travellers' evictions – Additional spend of **£18k** has been incurred as the eviction of travellers this year has been conducted by bailiffs instead of the usual method, due to backlogs in the magistrate's court.
- Refuse Contract - Indexation of the refuse contract is based on the prevailing rate of CPI in March and is applied from May. The CPI rate to be applied to the contract was higher than the rate included in the budget assumptions, at 7.04%, leading to additional costs of **£97k** on the contract of **£1.95m**.

Forecast mitigations

- 4.6 The Council is committed to delivering services within the approved budget and Corporate Leadership Team (CLT) have been working collectively with budget managers to agree clear, robust and immediate management action plans to address the adverse forecast.
- 4.7 Measures have included a line-by-line review of budgets, removal of non-essential spending, vacancy control, maximising the use of grant funding and other efficiencies. These measures, most of which are one off, will not have an impact on service delivery and have reduced the original forecast overspend of £1.817m by £764k to £1.053m.

Additional business rates pool 2021/22

- 4.8 Chesterfield Borough Council is a member of the Derbyshire Business Rates Pool which consists of all eight Derbyshire District and Borough Councils, Derbyshire County Council and Derbyshire Fire and Rescue Authority. Instead of each District and Borough Council paying 50% of their growth above the baseline over to Government, it is kept within the Pool and distributed amongst all the members on an agreed basis. The estimated return from the pool in 2020/21 (which is to be applied in 2022/23) was c£650k which is c£350k above the budgeted figure. This additional one-off income has therefore been used to reduce the General Fund Revenue Account deficit in year to **£703k**.

Balancing 2022/23

- 4.9 Failure to balance the in-year budget would increase the pressure on our MTFP and significantly deplete reserves. There are significant financial challenges for the future at a scale not seen before and having to use reserves to fund a gap at the current estimated level would have a significant impact on the ability of the Council to balance future years.
- 4.10 Whilst there is an expectation that the Council will need to utilise a proportion of the Budget Risk Reserve to achieve a balanced outturn in year, this should **only be after close monitoring and identification of further**

mitigations. CLT and budget managers will continue to work with Cabinet Members towards delivering a balanced budget. Activities will include:

- Forensic focus on budgetary control - to continue to work with services to minimise spending and identify savings.
- Deep dive / spotlight reviews on income from fees and charges.
- Maximising the use of grant funding and substituting Revenue Account funding with that received from other sources where appropriate.
- Robust and effective vacancy control measures.
- Review of reserves and provisions balances and annual contributions.

Reserves

- 4.9 The General Fund Working Balance has been maintained at **£1.5m** to recognise the financial risks and uncertainties that the Council is currently facing. In addition to this, the Council operates several other reserves, which are largely earmarked for specific purposes.
- 4.10 The Council has also established a Budget Risk Reserve as a supplement to the General Fund Working Balance to provide a further contingency for unforeseen items. The General Fund Draft Outturn 2021/22 was presented to Cabinet in June 2022 and recommended that £440k of the 2021/22 surplus be prudently transferred to the Budget Risk Reserve to mitigate the forecast risks and pressures for 2022/23. This increased the balance on that reserve to **£2.066m**.

Medium Term Financial Forecast/Outlook

- 4.11 The Institute of Fiscal Studies (IFS) has warned that public services face a shortfall of £18bn a year, which is the amount needed to keep pace with inflation and demand pressures across the public services, and that the local government share of that is estimated at £3.2bn.
- 4.12 Following the economic and fiscal turmoil of the last few months, the Chancellor announced the Autumn Statement on 17 November, setting out plans to reduce debt and to grow the economy. The Office of Budget Responsibility also published its updated forecast, confirming the estimated fiscal gap of £55bn.
- 4.13 Despite levels of inflation being significantly higher than forecast at the time of the October 2021 spending review, the government has previously communicated that there will be no further increases in the overall funding envelope over the spending review period to 2024/25. Whilst the Chancellor announced, in the Autumn Statement, that there will be no change in department spending plans for the remainder of the spending review i.e., 2023/24 and 2024/25, departments will have to "make efficiencies to deal with inflationary pressures in the next two years".

- 4.14 There was confirmation that a “policy statement” would be provided in the next couple of weeks setting out in more detail the overall funding for the sector, although we will not know what the announcements specifically mean for this council until the provisional 2023/24 local government finance settlement, which is now due to be announced on or before 21 December 2022. However, some details relating to local government funding were announced in the Autumn Statement and these are set out below:
- Spending increases were announced for adult social care which is set to increase by £2.8bn in 2023/24 and by £4.7bn in 2024/25, to be funded by a combination of the Adult Social Care precept, new money and the postponement of the care charging reforms.
 - The Council Tax Band D “core” threshold has also increased, giving local authorities the opportunity to increase Band D by 2.99% in 2023/24 rather than 1.99% in the current year. It is assumed that the £5 threshold for district councils will also apply.
 - For Business Rates there is a package of relief and support to help businesses and the 2023 Revaluation will go ahead as planned with a government funded transitional relief scheme. In addition there has been confirmation that the business rates multiplier will be frozen in 2023/24 and that the cost of the freeze to local authorities will be fully funded. No announcement has been made about the continuation of business rate pilots.
- 4.15 Despite continued uncertainty, local authorities are required to produce their budget plans and have a legally approved balanced budget for the financial year 2023/24 agreed by 11 March 2023. The delays in funding reform, and political instability however make it incredibly difficult to predict the funding available and it is likely there will be changes that have to be managed at short notice.
- 4.16 The MTFP was approved at Council on 23 February 2022 and evidenced a more challenging outlook from 2023/24 onwards. The budget was constructed in accordance with the Council’s budget principles and the MTFP was balanced for the first two financial years with an expectation that the gaps in the latter two years of the MTFP would be met from savings delivered through the Council’s Organisational Development programme.
- 4.17 In the months since the MTFP was approved, the national fiscal and economic situation has changed dramatically, and a number of spending pressures have emerged, which have already been set out in section 4.2. The impact of these will reach beyond the current financial year and the additional financial challenges will need to be considered as part of the Council’s ongoing medium term financial planning.
- 4.18 The medium-term financial position is being updated to reflect the emerging cost pressures and latest funding assumptions. These will inform the budget

gaps and our strategy for balancing 2023/24 and the medium term. Emerging pressures and changes to assumptions include:

- The ongoing impact of the recently announced 2022/23 pay award is estimated at **c£1.1m**
- Updated pay award assumptions for 2023/24. The current MTFP assumes a pay award of 2%. This is deemed insufficient given the current projections for inflation. A further 2% increase, to 4%, would result in additional costs of **c£350k** per year.
- Utility costs - the Council has previously benefited from low prices for utilities. However, these contracts are due to expire in March 2023 and the retendering of these contracts will cost significantly more than the current budget provision. As there is currently no additional government support planned for businesses and the public sector, the additional costs are likely to be in the region of **c£1m** per year. A report is being prepared, for presentation to Cabinet in December, setting out the procurement process and delegations required to secure best value for the Council.
- Non-pay inflationary pressures – further work will need to be undertaken to understand the financial impact of increased inflation levels on our contracts.
- Service pressures – detailed work is being progressed to understand the ongoing impact of the pressures already identified in the current year e.g., homelessness as well as emerging new pressures.

4.19 The above are subject to more detailed work and political decision making. The overall position will be subject to change both in terms of the level of resources from central government and the continuing impact of inflation.

4.20 Work is ongoing to develop options for balancing the 2023/24 budget and a strategy to balance over the medium term, based on the emerging pressures as set out above. However, given the size and scale of the financial challenges it is anticipated that the Budget Risk Reserve will need to be utilised to smooth the impacts, This will enable the Council to manage the budget gaps and enable a strategic review of priorities to be undertaken in the medium to long term.

4.21 The provisional is now expected on or before 21 December and will provide the funding allocations for 2023/24. These will be reported to Cabinet in January along with the draft MTFP, which will confirm funding levels, pressures and updated assumptions. It will also set out the budget strategy and consider draft proposals to ensure a balance budget is set. The final MTFP will be considered at full Council on 22 February 2023.

5 Implications for consideration – Financial and value for money

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

6 Implications for consideration – Legal

- 6.1 It is a statutory requirement under Section 33 of the Local Government Finance Act 1992 for the Council to produce a balanced budget. Further work is required over the coming months to be able to set a balanced budget for 2023/24.

7 Implications for consideration – Human resources

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

8 Implications for consideration – Risk management

- 8.1 Budget forecasting, particularly over the medium term is not an exact science. Assumptions are made at the time of writing, but the final outcome could be vastly different e.g., reductions or increases in government grants, pay awards, cost inflation, and investment returns; and the ongoing impact of the Covid-19 pandemic on the demand for our services and levels of income from fees and charges. A full risks and uncertainties scenario analysis will be included as part of the final budget setting reports.
- 8.2 There are several significant risks inherent in any budget forecasting exercise and these risks increase as the period covered increases. The most significant budget risks have already been referenced, in summary form within the report.

9 Implications for consideration – community wellbeing

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

10 Implications for consideration – Economy and skills

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

11 Implications for consideration – Climate Change

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

12 Implications for consideration – Equality and diversity

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

Document information

Report author	Contact number/email
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Background documents These are unpublished works which have been relied on to a material extent when the report was prepared.	
This must be made available to the public for up to 4 years.	

For publication

Derbyshire Homelessness and Rough Sleeping Strategy 2022-27 (H000)

Meeting:	Cabinet
Date:	29 November 2022
Cabinet portfolio:	Housing
Directorate:	Housing
For publication	

1.0 Purpose of the report

- 1.1 To advise Members of the development of a Derbyshire Homelessness and Rough Sleeping Strategy 2022-27.
- 1.2 To seek adoption of the Derbyshire Homelessness and Rough Sleeping Strategy 2022-27.

2.0 Recommendations

- 2.1 That Cabinet approves the adoption of the Derbyshire Homelessness and Rough Sleeping Strategy 2022-27.

3.0 Reason for recommendations

- 3.1 Approval of the Derbyshire Homelessness and Rough Sleeping Strategy 2022-27 will ensure that the Council continues to deliver prevention, intervention and recovery to ensure people at risk of, or experiencing homelessness and rough sleeping can access effective services and support.
- 3.2 By adopting this strategy, the Council will be able to meet the continuing challenges ahead including meeting the needs of those with multiple and complex needs, and the increases in the cost of living.
- 3.3 It is a legal requirement to have an agreed and published homelessness and rough sleeping strategy.

4.0 Report details

- 4.1 The Council adopted the current North Derbyshire Rough Sleeping Strategy 2021-23 in June 2021.

- 4.2 The actions in this strategy alongside the impacts of the Covid-19 Pandemic accelerated partnership working across the County and facilitated the delivery of a multitude of services to protect rough sleepers from harm.
- 4.3 The activity undertaken, and knowledge and experiences gained through the delivery of the existing strategy, has been incorporated into the development of the new proposed countywide Derbyshire strategy.
- 4.4 The proposed strategy has been developed by and in collaboration with HomelessLink, a national specialist homelessness consultant and support agency.

Current Demand

- 4.5 There has been a considerable increase in demand for homelessness services, largely caused by social and policy impacts of the pandemic. Repossessions / evictions were suspended in 2020 but this has now been lifted since March 2021, the result of which is a backlog of cases now reaching the homeless prevention service.
- 4.6 The increase in the cost of living has drastically impacted upon household income meaning a further increase in rent and mortgage arrears and subsequent evictions.
- 4.7 Newly proposed private rented sector legislation which removes 'no fault evictions' is already resulting in landlords seeking to evict private tenants before the legislation comes into force. This is currently the most common cause of homelessness enquiries within the service.
- 4.8 In addition to the increase in demand, the service is also experiencing a considerable increase in the complexities of each case including applications from families and households with multiple complex needs. These are inevitably more difficult to deal with and compound the problem caused by overall increased demand.
- 4.9 There are currently severe limitations on suitable accommodation options for the Homelessness Caseworkers to access in order to discharge the homelessness duty. This causes a bottleneck situation where households, including families, remain in temporary accommodation for longer periods of time.
- 4.10 The proposed strategy aims to address these issues and to mitigate the subsequent impact on customers.

Derbyshire Homelessness and Rough Sleeping Strategy 2022-27

- 4.11 The Derbyshire Homelessness and Rough Sleeping Strategy 2022-27 is attached as **Appendix 1**.

- 4.12 The countywide strategy, if adopted, will replace the Council's existing North Derbyshire Rough Sleeping Strategy 2021-23.
- 4.13 The proposed strategy continues to be rooted in a partnership approach between the Council, other statutory services, the third sector and homeless people.
- 4.14 Through the co-ordinated approach to tackling homelessness and service delivery there have been improved outcomes for many people across Chesterfield with long and complex histories of homelessness.
- 4.15 Chesterfield Borough Council has an excellent reputation for its delivery of homelessness services, with a focus upon finding positive outcomes for our residents regardless of the complexities they may encounter.
- 4.16 The Homelessness Prevention Team have on occasions experienced difficulties linking vulnerable people into the services they need. Those with enduring multiple complex needs have often had difficulty engaging with drug, alcohol, and mental health services because often those services apply rigid rules that lead to people falling between the gaps.
- 4.17 There is evidence to show that services will often refuse to accept a referral for a customer if they need one problem addressing such as drug addiction before they can access a further service such as mental health). This leads to situations where people are often left without any support service at all.
- 4.18 The new county wide Homelessness and Rough Sleeping Strategy has a core aim to break down these system blockages and asserts that a multi-disciplinary approach is needed to make systems work better and that services are flexibly designed around the needs of our customers.
- 4.19 The strategy has been developed through close collaboration between the Derbyshire Homelessness Officers Group (DHOG), Derbyshire County Council, Public Health, NHS, Police, Probation, and wide range of partner agencies including from the voluntary sector.
- 4.20 The strategy is ambitious in its vision to "working collaboratively across Derbyshire to prevent and reduce homelessness – making it everyone's responsibility.
- 4.21 The strategy will meet the vision and aims through the delivery of four clear priorities:
- Make homelessness everyone's responsibility through a system-wide approach
 - Prevent homelessness and respond through early intervention and personalised solutions
 - End rough sleeping and repeat homelessness
 - Develop sustainable supported and settled housing solutions
- 4.22 The Director of Public Health for Derbyshire is a signatory of the strategy which will sit under the sponsorship of the Derbyshire Health and Wellbeing Board. This represents a significant shift in how homelessness strategies are

implemented. With the strategy sitting within the wider health spectrum this will provide a real opportunity make “whole system” changes to transform housing and homelessness services for the people we serve.

- 4.23 The proposed countywide Derbyshire strategy will serve as the Council’s main Homelessness and Rough Sleeping strategy for five years.
- 4.24 The Homelessness Reduction Act (2017) is now fully embedded, and this legislation has enabled councils to do much more for people facing homelessness. The Government is committed to ending rough sleeping by 2024 and this new Derbyshire wide strategy is fully in-keeping with the positive spirit of the homelessness legislation and the ambition of the Government’s target.
- 4.25 The Strategy refers to the new Domestic Abuse Act (2021) and contained within the list of priority actions are proposals to increase support and easier access to accommodation for abuse victims.

5.0 Alternative options

- 5.1 Not to approve the recommendation to implement the proposed Strategy. It should be noted that the Council would be in breach of its legal requirement to have a published strategy following expiry of the current strategy in 2023.
- 5.2 The Council develops its own Homelessness Strategy. This would result in the loss of the added support of the other district and borough councils and the influence and added value of Derbyshire County Council’s involvement.

6.0 Implications for consideration – Financial and value for money

- 6.1 The implementation of the Derbyshire Homelessness & Rough Sleeping Strategy 2022-27 will have no direct financial implications for the Council.
- 6.2 Most of the outcomes achieved together with the future commitments have been achieved in partnership with a range of stakeholders each adding considerable value in terms of existing staff resources, knowledge, and experience.
- 6.3 The recent strengthening of these partnerships has resulted in effective decision making and enabled services to become established and respond effectively to the pandemic and now the increase in the cost of living. The new Strategy aims to maintain this partnership structure and momentum.
- 6.4 The forecast demand for the Homelessness Team is considerable due to the pandemic and the increase in cost of living and pressures currently faced within the private rented sector.

7.0 Implications for consideration – Legal

- 7.1 The Derbyshire Homelessness and Rough Sleeping Strategy 2022-27 complies with the Council's legal requirement to have a published strategy detailing its activities to resolve rough sleeping.
- 7.2 The strategy is consistent with the aims and objectives of the national rough sleeping strategy 'Ending rough sleeping for good'.
- 7.3 The strategy will also enable the Council to deliver its statutory functions under homelessness legislation.

8.0 Implications for consideration – Human resources

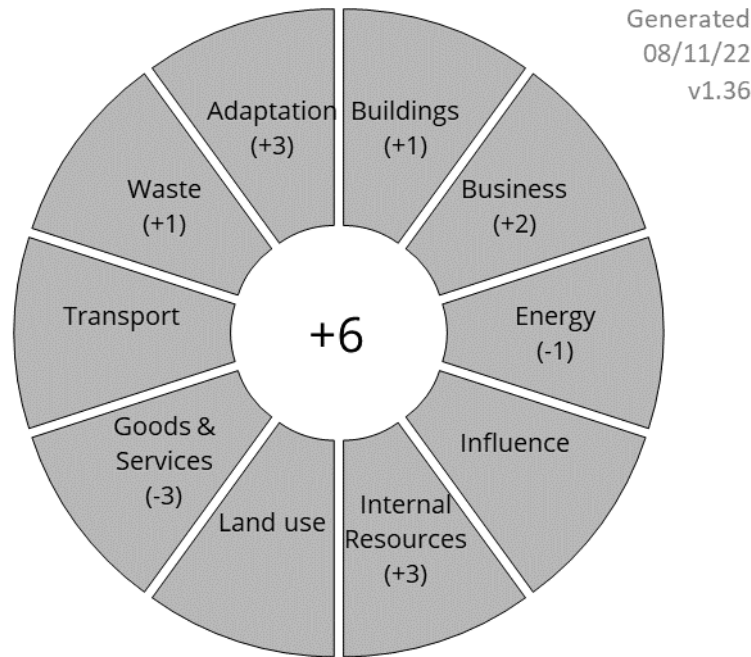
- 8.1 The effective implementation of the preventative services contained within the strategy will assist in alleviating the pressures facing the Council's Homelessness Prevention team by addressing this complex customer group and meeting their needs through cross sector partnership work.

9.0 Implications for consideration – Council Plan

- 9.1 The Derbyshire Homelessness and Rough Sleeping Strategy 2022-27 outlines why it is essential to provide a package of measures to enable vulnerable members of our community, without accommodation and suffering a range of multiple complex needs, to access services and to live safely and independently. The measures will have a positive effect on communities within the borough including the town centre environment.
- 9.2 The policy will be instrumental in delivering the following Council Plan objectives:
 - Vibrant town centres
 - Help our communities to improve their health and wellbeing
 - Reduce inequality and provide support to vulnerable people

10.0 Implications for consideration – Climate change

- 10.1 A Climate Change Impact Assessment has been completed. The resulting impact has been assessed as follows:



Chesterfield Borough Council has committed to being a carbon neutral organisation by 2030 (7 years and 1

- 10.2 It should be noted that the strategy's main aim is protecting vulnerable residents within the borough. However, there are clear climate change impacts achieved through the delivery of many of the actions and commitments.
- 10.3 The external investment brought into the area and the subsequent procurement and commissioning of partnership services each bring a direct impact upon climate change. Most specifically the plan to bring empty properties back into residential use.
- 10.4 A direct consequence of additional accommodation and support services is the corresponding increase in energy use, but this is mitigated by the social value added by the aims of the strategy.
- 10.5 The environmental impact of a reduction in littering and general waste within the town centre can be noted due to the reduction in rough sleeping in the area.

11.0 Implications for consideration – Equality and diversity

- 11.1** A preliminary equalities impact assessment has been conducted on the proposed Rough Sleeping Strategy and is attached in **Appendix 2**.

12.0 Implications for consideration – Risk management

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
The Council failing its legal duties to have a published strategy	M	H	Development of an effective strategy provides effective risk management and delivery of statutory and good practice performance requirements.	L	L
The Council fails to comply with legal duties to protect and support rough sleepers and homeless applicants	H	H	The strategy provides a framework for effective co-ordination and delivery of services and provision of accommodation options. This provides compliance with statutory duties but also protects the lives of some of the most vulnerable individuals in our communities.	M	L

Decision information

Key decision number	1141
Wards affected	All Wards

Document information

Report author
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Background documents
<p>These are unpublished works which have been relied on to a material extent when the report was prepared.</p>
<i>NA</i>
Appendices to the report

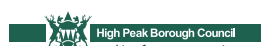
Appendix 1	The Derbyshire Homelessness and Rough Sleeping Strategy 2022-27
Appendix 2	Equalities impact assessment

Derbyshire Homelessness and Rough Sleeping Strategy

2022 – 2027



**Derbyshire
Homelessness
Officers Group**



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Foreword

Stronger Together

I am delighted to introduce Derbyshire's first ever countywide Homelessness and Rough Sleeping Strategy. This strategy marks a pinnacle moment in our approach to tackling homelessness, signalling a multi-agency collaborative approach, recognising that we are stronger together.

The reasons that lead to homelessness are multiple and often extremely complex. Many people have needs that extend beyond the basic need for a home and impact on their health and wellbeing. It is not possible for Local Housing Authorities to meet those needs in isolation, but rather a successful strategic approach to preventing homelessness is dependent upon a coordinated multi-agency response, ensuring that the right advice and support is given at the right time, with opportunities for early intervention and promotion of wellbeing being prioritised wherever possible.

Partners in Derbyshire face considerable challenges in responding to homelessness and rough sleeping, set against a backdrop of the global pandemic, increases in the cost of living and an increasingly unaffordable housing market.

The multi-agency response to protecting people experiencing homelessness during the pandemic shows what can be achieved when we work together. The close collaboration between district and borough councils, our partners at Derbyshire County Council, the NHS, criminal justice system and the Health & Wellbeing board proved what can be achieved when we work together and the driving force behind this strategy is to ensure that this new way of working remains the new normal.

Derbyshire's Homelessness Strategy builds on the work during COVID-19 by further preventing people from experiencing homelessness in the first place and helping people who are experiencing homelessness build a more positive healthier future.



The vision is simple -
“Working collaboratively across Derbyshire to prevent and reduce homelessness – making it everyone’s responsibility.”

This Strategy reflects our strong shared commitment to realising this vision.

Meeting these challenges requires a radical change in how everyone works; simply carrying on as before will not deliver the reduction in homelessness and rough sleeping that needs to be achieved.

This is an exciting time with opportunities to transform our approach to tackling homelessness and ending the need for anyone to sleep rough.



Dean Wallace
Director of Public Health for Derbyshire

Group Members



Cllr Paul Hillier

Deputy Leader and Cabinet Member for Housing & Public Health, Amber Valley Borough Council



Cllr Paul Maginnis

Lead Member for Health and Wellbeing, Erewash Borough Council



Cllr Sandra Peake

Portfolio Holder – Housing, Bolsover District Council



Cllr Fiona Sloman

Executive Councillor for Housing & Licensing, High Peak Borough Council



Cllr Christine Ludlow

Cabinet Minister for Housing, Chesterfield Borough Council



Cllr Carolyn Renwick

Cabinet Member for Housing & Community Safety, North East Derbyshire District Council



Cllr Chris Furness

Chair of Community and Environment, Derbyshire Dales District Council



Cllr Gordon Rhind

Chair of Housing & Community Service Committee, South Derbyshire District Council



**Derbyshire
Homelessness
Officers Group**

We are excited to be able to adopt such an ambitious Countywide Homelessness & Rough Sleeping Strategy and are committed to working in partnership across the County to transform our response to homelessness.

Introduction

This is Derbyshire's first Countywide Homelessness and Rough Sleeping Strategy and signifies a transformation in our response to homelessness. Through this strategy we want to ensure a whole system approach whereby homelessness is everyone's responsibility. The development of this strategy has been commissioned by the eight district and borough Councils to ensure a collaborative and innovative approach to transforming our response to homelessness.

This strategy has been developed at a time of significant pressures – including the recovery from the pandemic, the war in Ukraine, the largest increases in the cost of living witnessed in 10 years, and inflation at the highest level in 40 years. This is set against a backdrop of an increasingly unaffordable housing market and national increases in homelessness levels. The challenges we are facing are significant – and that is why it is more imperative than ever to have a strategic countywide response to tackling homelessness across Derbyshire.

It is widely recognised that homelessness, in its causes and consequences, is a cross-cutting issue, which cannot be tackled by one agency alone. In order to effectively prevent and respond to homelessness it is essential that all partner agencies work collaboratively together in an integrated way to both address the underlying causes that have led to homelessness, but also develop a system that meets the needs of this, often vulnerable, client group in a coordinated way.

The homelessness response to the COVID-19 pandemic has seen a collective partnership approach to protecting the most vulnerable members of our communities. Through our response to the pandemic we have demonstrated what working together can achieve and there is strong evidence to show that our actions have saved lives and prevented hospital and intensive care admissions.

This unprecedented challenge has led to creativity, innovation, improved partnership working, and a wider recognition of the intrinsic link between homelessness and health. Through a co-ordinated approach to service delivery we have witnessed



improved outcomes for some of our clients with long and complex histories of homelessness.

Through this strategy we want to build upon this collaborative approach and create a new normal that breaks down current blockages within the system, ensuring a multi-disciplinary approach designed around the needs of customers.

We now have a unique opportunity to ensure that systems change permanently. Through this strategy we want to ensure that there is a legacy; changing the way homelessness and wider services are designed, commissioned, and delivered across Derbyshire.

This strategy also provides a platform to work in partnership to meet the complex and multiple needs that some individuals experiencing homelessness present with – over recent years we have witnessed a stark increase in the complexity of need that people are presenting with. The solution to homelessness is rarely ever just a home and through the implementation of this strategy we will develop a multi-disciplinary approach that seeks to address the underlying causes of homelessness and the wider support needs that people experience, alongside developing clear pathways between services.

This strategy sets out a clear and ambitious plan to transform our response to homelessness and has been developed through close collaboration between the Derbyshire Homelessness Officer's Group (DHOG), Derbyshire County Council, Public Health, NHS, Police, Probation, and a wide range of partner agencies.

The success of its delivery will rest upon the ongoing commitment of all of these organisations to meet our vision, and to ensure that homelessness is everyone's responsibility and the response that we saw during the pandemic becomes the new normal.

Whilst the ambitions of this Strategy are to collaborate to ensure consistent and high quality provision to meet the needs of the people of Derbyshire, there will still be a need for individual local authorities to undertake localised projects to meet the individual needs of their specific communities.

Building on Success: Derbyshire Homelessness Officers Group

Derbyshire Homelessness Officers Group's (DHOG) purpose is to promote homelessness reduction and prevention through strategic leadership and the development and commissioning of improved and integrated homelessness services in the County. DHOG's mission is to make homelessness, and the causes of homelessness, everyone's responsibility.

DHOG is made up of homeless leads from the 9 District and Borough Authorities (including Staffordshire Moorlands), together with representatives from Public Health and Derbyshire County Council.

DHOG recognises that this Strategy sets out an ambitious plan and vision for tackling homelessness over the next five years, and to successfully deliver this will require significant commitment from all of the Local Authorities and our key partners. However this strategy is built upon a successful partnership, which has a unique reputation for getting things done, and bringing about collaboration and change.

The response to the pandemic has crystallised the impact that a joint and collaborative approach can have, and the combined effort of all DHOG partners ultimately saved lives. Our response included:

- Jointly commissioning the use of a local hotel to provide emergency accommodation.
- Securing match funding of £86,000 from Derbyshire County Council in order to pool COVID-19 emergency funds to enable a collaborative approach.



- Bringing together partners from the NHS, public health, adult social care, police, substance misuse services and the charitable sector to provide support to those accommodated as part of the crisis response.
- Establishing a 'Keeping Everyone In Service' (KEIS) to continue to provide accommodation and support to clients with severe and multiple deprivation, securing funding from a wide range of partners.
- Development of the Mount Cook Winter provision to provide emergency cold weather provision, with multi-agency support available on site.

Other achievements and successes of DHOG include:

- Derbyshire Move-on support protocol.
- Joint commissioning on an integrated ICT solution to meet the requirements of the Homelessness Reduction Act 2017.
- Co-ordination of rough sleeper counts across Derbyshire and Staffordshire Moorlands.
- Successful Rough Sleeper Initiative funding bid to provide outreach services across Derbyshire.
- Joint commissioning of a countywide out of hours service
- Joint commissioning of Call B4U Serve to prevent homelessness from the private rented sector



- These achievements provide us with a solid platform of collaboration to meet the ambitions set out in this strategy.
- Effective and successful partnership established with the Derbyshire Law Centre to deliver the Homelessness Prevention and Court Desk liaison services.

These achievements provide us with a solid platform of collaboration to meet the ambitions set out in this strategy.



Our Vision

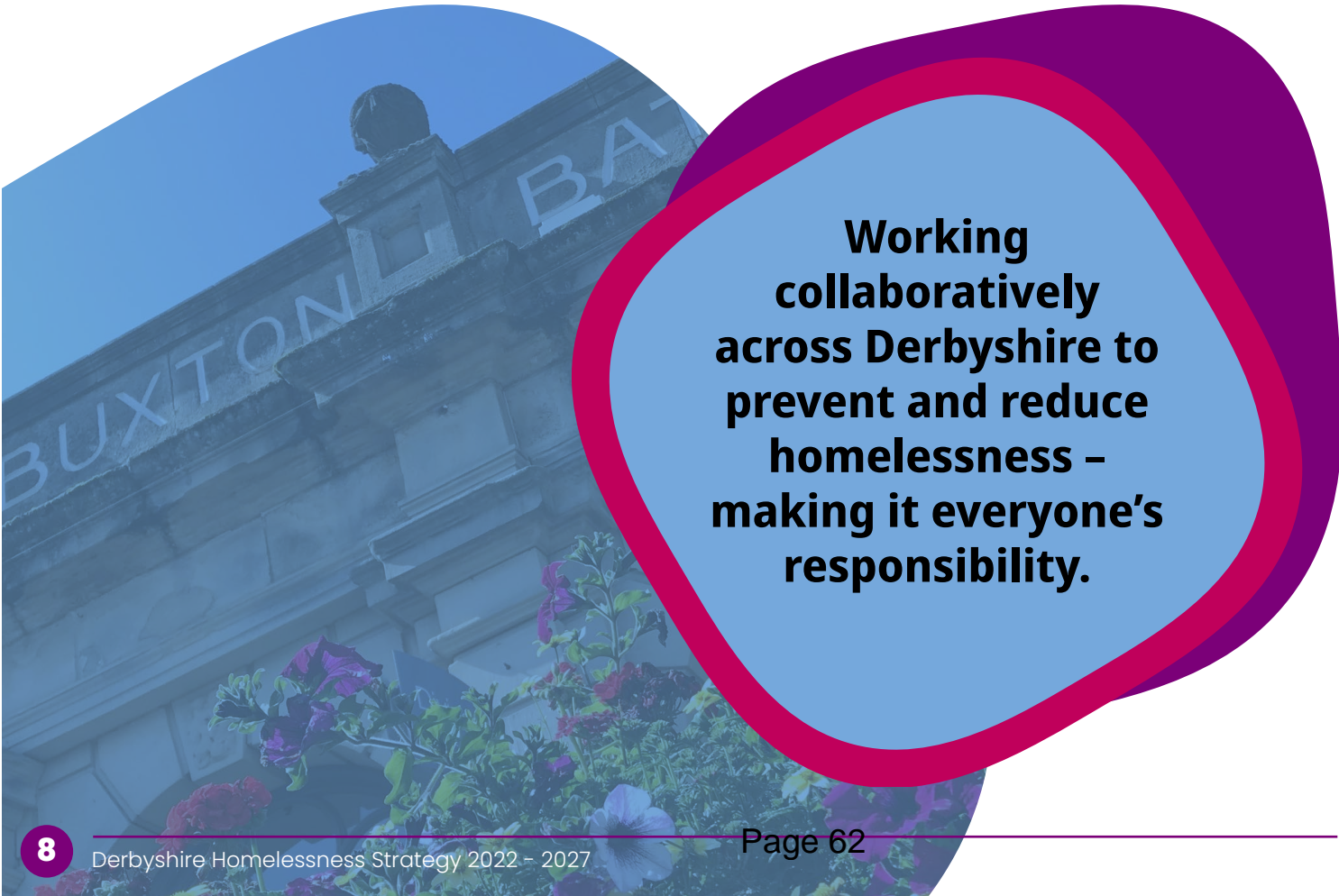
Our Vision for Homelessness across Derbyshire

We recognise that while each district and borough is unique, many of the challenges we face in tackling homelessness are common across the whole of Derbyshire, and therefore this Strategy provides us with a platform upon which to transform homelessness services across Derbyshire. We recognise that the impact that we have when we work together is greater and we can achieve more. Together we are stronger.

Through this Strategy we aim to:

- Create, share, and replicate best practice and innovation in responses to homelessness and its prevention across Derbyshire.

- Commission and develop joint services and improve collaboration wherever possible.
- Prevent homelessness across the whole system by intervening earlier and developing individual solutions.
- Respond to homelessness by ensuring individuals have prompt access to homes and tailored support.
- Secure system wide transformation of all services in recognition that homelessness is everyone's responsibility.
- Increase the range of affordable housing options available across the County.
- Develop a better understanding of the causes of homelessness through improved data capture across the sub region.



Working collaboratively across Derbyshire to prevent and reduce homelessness – making it everyone's responsibility.

Meeting our vision

Transforming our Approach

This Strategy sets out an ambitious plan for transforming our response to homelessness across the County. The scale and complexity of the challenges that face the partnership over the lifetime of this strategy cannot be underestimated; these challenges include the recovery from the pandemic, high increases in the cost of living, national increases in homelessness and rough sleeping, and pressures on budgets – set against an increasingly unaffordable housing market.

Through the delivery of the Strategy we will continue to work closely with partners to develop a new approach to responding to homelessness that focuses on preventing homelessness at the earliest opportunity, while providing rapid housing responses to those that need them. We will work to embed homelessness prevention approaches across all public services.



To meet the vision and aims of the strategy there is a need to transform service delivery through the following principles:

Collaboration

A collaborative partnership approach is fundamental to being able to effectively tackle homelessness. This Strategy is a multi-agency document and has been developed with partners to tackle the underlying causes of homelessness, create effective pathways out of homelessness, and design out system blockages.



Making homelessness everyone's responsibility

We are clear that all agencies have a responsibility to prevent homelessness. We will work with partners and local communities to ensure that the factors that lead to homelessness can be better understood and identified, with effective pathways into preventative services in place, and clear and accessible referral mechanisms. We aim to embed this approach across Derbyshire, significantly reducing crisis presentations and ensuring effective homelessness prevention interventions, partnerships and pathways are in place.

A personalised approach

We recognise that people experiencing homelessness are individuals and have different and unique circumstances and needs. Through this Strategy we intend to deliver solutions that are tailored to the individual needs of people. Our approach is to recognise the strengths and assets that individuals have, and we will build upon these strengths, empowering individuals, and ensuring a trauma informed approach across all key services.

Strategic Priorities

This Strategy will meet the vision and aims through the delivery of 4 clear priorities:

1. Make homelessness everyone's responsibility through a system wide approach

- Secure System-wide commitment to transform services in recognition that homelessness is everyone's responsibility.
- Embed homeless prevention across public services.

2. Prevent and respond to homelessness through early intervention and personalised solutions

- Intervene earlier to ensure opportunities for homeless prevention are maximised with effective and targeted tools in place.
- Promote customer choice in developing bespoke housing solutions.



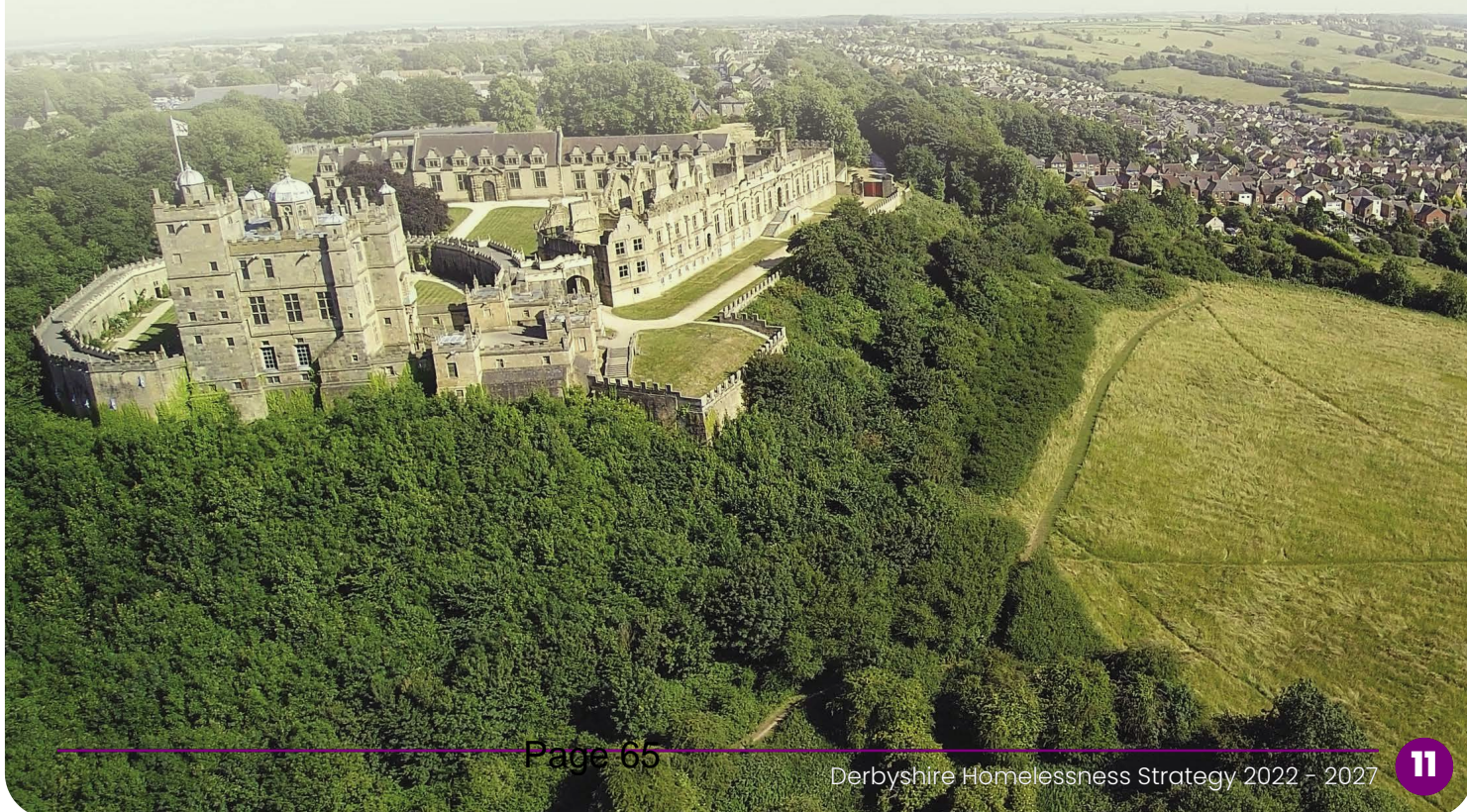
3. End rough sleeping and repeat homelessness

- Deliver a multi-agency, trauma informed approach to meet the multiple and complex needs of individuals through multi-disciplinary interventions
- Develop targeted rough sleeping prevention services and rapid accommodation and support
- Prevent repeat homelessness through individually tailored accommodation and support options.

4. Develop sustainable supported and settled housing solutions

- Advocate for higher standards in the regulation of supported housing at a national level
- Develop, improve, then maintain the standards and management of supported housing provision to meet the needs of our homeless population
- Improve access to affordable, quality, private sector homes to respond to homelessness
- Secure commitment from social housing providers to tackle homelessness as a corporate priority
- Ensure an adequate supply of temporary accommodation and minimise the use of B&B accommodation.

The Strategy sets out how these strategic priorities will be delivered.



Homelessness in figures

Understanding homelessness across Derbyshire

A full data report is available upon request.

In 2020/21, there were

2,603

households who were homeless or threatened with homelessness.



In 2020/21,

104

people were verified rough sleeping across Derbyshire

The main reason for homelessness in 2020/21 was family eviction



613

households were homeless for this reason.

434

households were homeless due to the loss of private rented accommodation in 2020/21.

In 2020/21,

382

households were homeless due to relationship breakdown.



344

households were homeless due to domestic abuse.

In 2019/20,

292

households were evicted from social housing.

In 2020/21,

143

people were evicted from supported housing.



In 2020/21, there were

1,479

people experiencing homelessness had an identified support need.



In 2020/21,

1,031

households had their homelessness prevented.



Mental Health is the most prevalent support need, with

33%

of homeless households having a mental health support need.

In 2020/21,

796

households had their homelessness relieved.

28%

people were verified increase in the use of B&Bs in 2020/21 compared with the previous year.

592

households were accommodated in B&Bs in 2020/21.



43%

increase in the use of temporary accommodation in 2020/21 compared with the previous year.

951

households were accommodated in temporary accommodation in 2020/21.

Make homelessness everyone's responsibility through a system-wide approach

In order to be able to meet the vision of this Strategy we intend to develop a clear Derbyshire Homelessness Charter for partner agencies to be sign up to.

The Charter will set out our vision for homelessness and ask partner agencies to sign up to this and make a pledge as to what they can do to help us achieve the vision. Building upon this we will explore the feasibility of developing a commitment from partners to collaborate to prevent homelessness in order to embed homeless prevention across public services. In the meantime we will streamline the existing duty to refer process to ensure timely and quality referrals.

We know that there are currently missed opportunities across the system to prevent homelessness; a wide range of agencies have opportunities to reduce housing crisis amongst

the clients that they work with. We can achieve this by working in a more joined up way to identify those individuals that are at a greater risk of homelessness. By working to identify the triggers for homelessness and ensuring that agencies can recognise the indicators of housing stress, we can ensure that partner agencies are equipped to prevent homelessness and make appropriate timely referrals. We are clear that homelessness is everyone's responsibility, and by all agencies accepting this responsibility we can transform our approach to homelessness across the County.

While it is widely recognised that there are strong correlations between homelessness and severe physical and mental health conditions, alongside significantly reduced life expectancy, the pandemic has crystallised the links between health and homelessness like never before.



**Embed
homeless
prevention
across public
services**

**Secure system-
wide commitment to
transform services
in recognition that
homelessness
is everyone's
responsibility**

We will work to improve access to health services for people experiencing homelessness to address both immediate and longer term needs, while recognising that people experiencing homelessness may not find it easy to access mainstream service provision.

It is acknowledged that there are currently barriers within the current system that often mean that individuals experiencing homelessness with complex needs aren't always able to access the wider services that they need to, including mental health, substance misuse, and adult social care services. Often individuals with complex and multiple needs fail to attend appointments at specific locations and times, or engage with the necessary services, this can result in them being discharged from services. We will work closely with Public Health, the Primary Care Trust, Derbyshire Foundation Trust, and Derbyshire County Council to ensure that services are accessible to those experiencing multiple and severe deprivation and that individual outcomes are improved.

We have identified high levels of evictions from social housing in some parts of the County, we will work closely with all social housing providers to end evictions into homelessness, through the development of pre-eviction protocols and encouraging landlords to sign up to the principles of Homes for Cathy.

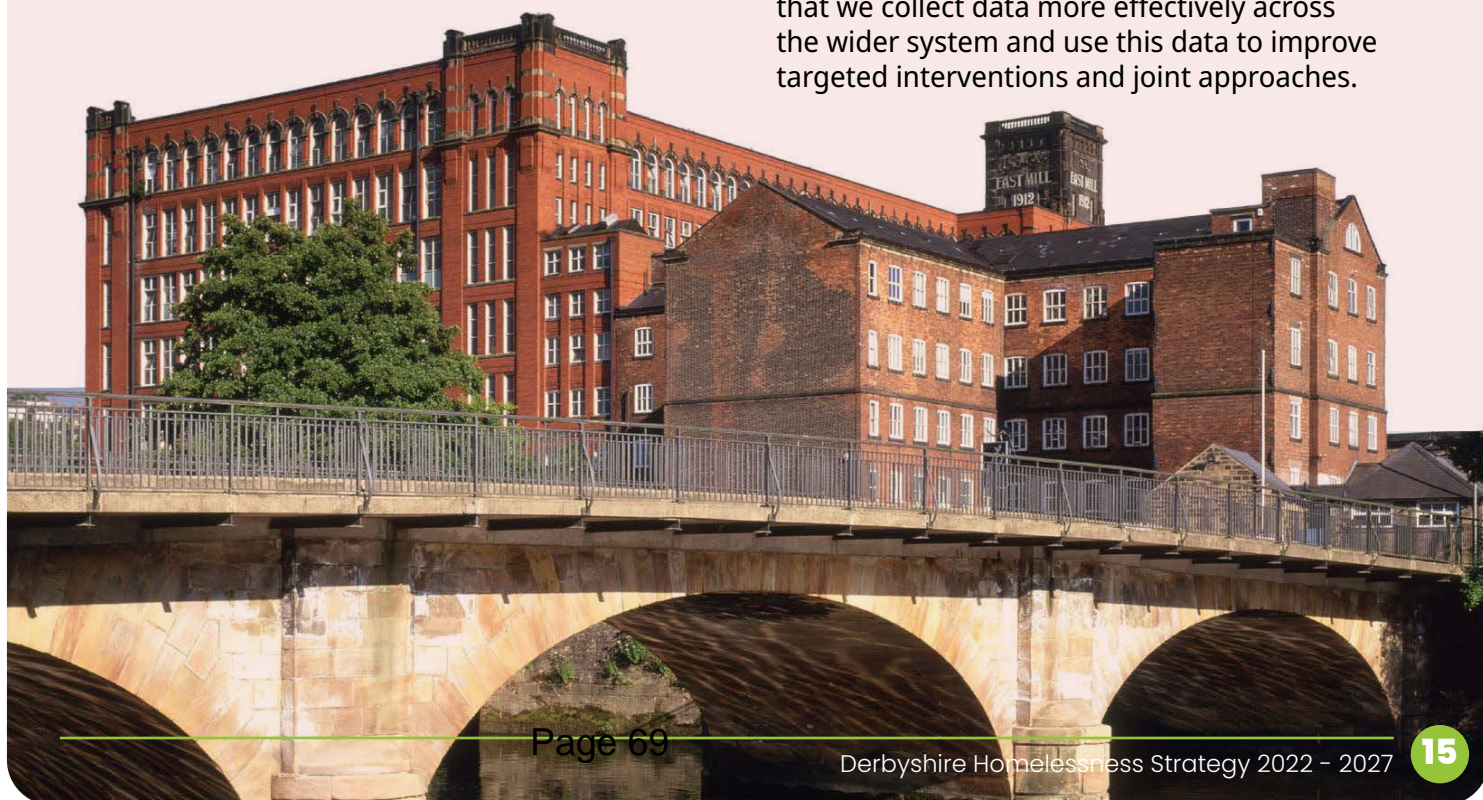
Significant parts of the County are very rural and as such homelessness in these areas is often hidden. People who are experiencing homelessness or in housing difficulty are more



likely to try and make temporary arrangements with family and friends, compared with more urban areas with greater provision available. We will undertake research into the nature and extent of rural homelessness across the County and raise awareness within rural communities of the help and support that is available to people who are at risk of experiencing homelessness.

This Strategy provides the opportunity to develop more consistent approaches to how each Local Authority delivers their housing options and homelessness services, including learning from, sharing, and replicating best practice and innovation.

We will also ensure that data informs and underlies everything that we do. We will ensure that we collect data more effectively across the wider system and use this data to improve targeted interventions and joint approaches.



Actions

What we will do to make homelessness everyone's responsibility through a system-wide approach

1. Gain commitment from partner agencies across Derbyshire to develop a Homelessness Charter together.
2. Assess the feasibility of a Commitment to Collaborate in order to embed homeless prevention across Derbyshire's statutory and voluntary services.
3. Identify the key triggers for homelessness and work with partners to ensure that they are equipped to prevent homelessness and/or make seamless referrals where necessary.
4. Streamline the Duty to Refer referral system and work with partner agencies to improve the timeliness and quality of referrals.
5. Develop a Countywide Homelessness Forum as a vehicle for delivering the Countywide Homelessness Strategy.
6. Seek to better understand the health needs of the homeless population through a health needs audit with partners.
7. Improve access to health services and health outcomes for individuals experiencing homelessness, by working with partners.
8. Work with Derbyshire County Council, the Primary Care Trust, Derbyshire Foundation Trust, and Public Health to influence and inform the commissioning and delivery of mental health, substance misuse, and adult social care services to ensure they are accessible and meet the needs of clients experiencing homelessness with complex and multiple needs.
9. Seek that stock holding authorities sign up to the principles for Homes for Cathy.
10. Encourage all social housing providers to become a member of Homes for Cathy.
11. Evaluate the extent of rural homelessness across the area and the need for a specific public awareness campaign within rural communities.
12. Identify opportunities to create more consistent approaches and promote best practice in the delivery of housing options services.
13. Develop a common referral form to access supported housing services across Derbyshire.
14. Ensure that data is captured widely and effectively across the system to understand homelessness and the wider determinants, and that this data is used to improve interventions and joint approaches.



Prevent and Respond to Homelessness Through Early Intervention and Personalised Solutions

Across Derbyshire we have had significant success in both preventing and relieving homelessness following the implementation of the Homelessness Reduction Act 2017, but we recognise that we can always do more.

By acting quicker and earlier to identify problems alongside the provision of high-quality advice, assistance, and advocacy, we will ensure people have the best chance of staying in their home. We will also develop a greater understanding of the impact of wider social issues such as childhood poverty and disadvantage, unemployment, poor health and wellbeing, and lack of access to affordable, decent homes. We believe this will greatly increase the chances of positive outcomes for people at risk of experiencing homelessness.

Alongside our intention to promote the earliest possible prevention by embedding homelessness prevention awareness and information through a multi layered, whole system, partnership approach, we are committed to ensuring all Housing Options services work with individuals prior to the statutory 56-day threat of homelessness. We will work with people at the earliest possible point to ensure that opportunities for prevention are maximised, this will include undertaking an awareness raising campaign encouraging people to seek help at the earliest point.

In order to ensure that we are able to deliver personalised housing solutions we will develop an integrated homelessness and wellbeing assessment which will identify the wider support and wellbeing areas that people need help with alongside understanding their strengths and aspirations.

We will continue to work with partners to develop and deliver effective, targeted, and consistent homelessness prevention services targeted at the main causes of homelessness – in particular we will undertake research into the causes of family evictions across Derbyshire in order to gain an in depth insight into this area and develop targeted interventions accordingly. We will work with key partners to ensure that a range of joint protocols are in place to prevent homelessness and create clear pathways out of homelessness.

Intervene earlier to ensure opportunities for homelessness prevention are maximised with effective and targeted tools in place.

Promote customer choice in developing bespoke housing solutions.

It is anticipated that increases in the cost of living will lead to people finding it increasingly difficult to meet their housing costs. We will ensure that a range of measures are in place to prevent homelessness linked to the wider economy, increases in the cost of living, and the recovery from the pandemic. We will work in partnership to ensure adequate services are in place to improve people's financial capability, including accessing education, employment and training. We will also ensure that there are targeted interventions to support both tenants and landlords in order to minimise evictions from the private rented sector.

Following the enactment of the Domestic Abuse Act 2021 we will work closely with Derbyshire County Council to meet the requirements of the Act, and ensure that for those experiencing domestic abuse there are a range of options and choice available to assist them in having a safe home to live in.

The months ahead are going to be very hard with soaring food and energy prices on top of extortionate and rising rents. If struggling families are to stand a chance at recovery, the government has to build decent social homes - it is the only solution to homelessness that will last."

The impact of homelessness on families with children can be significant – not only do children feel an overwhelming sense of displacement having lost a sense of home, experiencing homelessness and living in emergency accommodation can impact upon access to healthy meals, limited access to bathrooms and laundry facilities, potentially having to move away from family, schools, and wider support networks. Experiencing homelessness can also lead to severe emotional trauma.

With increases in the cost of living there will be an increase in the number of children living in poverty, an increase in families being able to meet their housing costs, and a very likely increase in homelessness amongst families.

We will work closely in partnership with a range of agencies including Children's Services to minimise the detrimental impact of homelessness on families, specifically children.

Actions

What we will do to prevent and respond to homelessness through early intervention and personalised solutions

1. Consider research projects into the impact of wider social issues on homelessness where shared partnership approaches are central to resolving them. Prioritise projects and seek resources for these based on impact and extent of existing research.
2. Commit to working to prevent homelessness prior to 56 days (in advance of any statutory duty), and where funding allows develop a specialist early intervention project.
3. Undertake an awareness raising campaign focusing on homeless prevention, encouraging individuals to seek help at the earliest point.
4. Work with partners to develop an integrated homelessness and wellbeing assessment.
5. Work with Derbyshire County Council to meet the requirements of the Domestic Abuse Act 2021, including ensuring that there is a range of housing options, choice and information available to those experiencing domestic abuse.



6. React accordingly and ensure a range of measures are in place to prevent homelessness linked to the wider economy and increases in the cost of living.
7. Work with partners to ensure access to services to improve customer's financial capability – including access to education, training, and employment.
8. Commit to improving prevention toolkits across Derbyshire.
9. Work with partners to better understand the nature and extent of family evictions, and develop targeted preventative tools accordingly.
10. Work to maximise preventions from the private rented sector through the development of targeted interventions.
11. Explore the viability of creating a county-wide private landlords forum in order to improve landlord participation and engagement.
12. Develop a supported housing pre-eviction protocol in partnership with providers.
13. Develop a prison release protocol.
14. Secure support from leadership at relevant hospitals to develop discharge protocols with Derbyshire councils.



15. Develop a Young Persons Positive Pathway with Children's Services to include a joint protocol for 16/17 year olds.
16. Work in partnership with Children's services and other key agencies to minimise the detrimental impact of homelessness on children.



End rough sleeping and repeat homelessness

Through this strategy we are committed to ensure that we can end the need for anyone to sleep rough across Derbyshire. Rough sleeping is harmful to both individuals and communities and we believe that no one should have to sleep on the streets.

We will deliver a reduction in rough sleeping and address the multiple harms it brings to individuals and communities through rapid intervention to offer a route off the street for all, improving health and wellbeing, and tackling street activity associated with rough sleeping.

Develop targeted rough sleeping prevention services and rapid accommodation and support

If we are to minimise the considerable harm caused by rough sleeping, the most important thing we can do is to prevent it from happening in the first place. However, we can't do this in isolation, rather, we need to ensure that the right support is in place from other key agencies, including health services, adult social care, prison, probation, police, the care system and the Job Centre working together to support the most vulnerable, with services in place that prevent people ending up in crisis.

Prevent repeat homelessness through individually tailored accommodation and support options

Deliver a multi-agency, trauma-informed approach to meet the multiple and complex needs of individuals through multi-disciplinary interventions

We will identify the key triggers that lead to rough sleeping, and work with partner agencies to ensure that these key triggers and risk factors are identified, and referrals are made. We will also ensure that effective preventative work is targeted at groups who have a greater likelihood of experiencing homelessness and rough sleeping.

We will provide a rapid intervention for all rough sleepers which will offer a route off of the streets for everyone, through an assertive outreach service, that works effectively and rapidly with those new to the streets – alongside supporting more entrenched rough sleepers into accommodation and support and providing supported reconnections to those from out of area.

We will ensure that no one in Derbyshire has to sleep rough through the creation of a clear accommodation pathway from the streets into a range of accommodation options, including exploring the feasibility of a Countywide assessment centre. We will also create specialist winter provision, building upon the success of the Mount Cook project – which provided both accommodation and multi-agency support under one roof.

While rough sleeping is the most visible form of homelessness, and one that creates the greatest risk of harm, we recognise that across the majority of Derbyshire Local Authority areas rough sleeping levels are low; however there has been over recent years an increase in the number of individuals with complex and multiple needs who have a history of repeat homelessness across all areas of Derbyshire.

For many people experiencing homelessness is not just a housing issue, it is closely linked with complex and chaotic life experiences, often having their roots in entrenched disadvantage, and leaving people socially and economically excluded.

We cannot successfully tackle homelessness and rough sleeping without addressing the multiple needs of clients, and to do this we must work in partnership.

Through the establishment of a Multi-Disciplinary Team we aim to deliver assertive and co-ordinated services to those clients with the most complex needs to ensure a holistic and collaborative approach to responding to their homelessness and the wider support and health issues that they experience, breaking down some of the



existing system blockages and preventing repeat homelessness from occurring.

We recognise that homelessness in adults is more likely amongst those who have experienced a history of childhood adversity and poverty. We are committed to working to develop trauma-informed approaches to delivering homelessness services and ensuring that existing systems do not result in retraumatising individuals.

Many of the current rough sleeping and complex needs services across Derbyshire are funded through Rough Sleeper Initiative (RSI) funding from central Government which is only confirmed until 2025. Over the first two years of this strategy we will assess the impact and outcomes of the RSI funded projects, including a cost benefit analysis –working to develop a business case to secure future ongoing funding for these essential services which are critical to our aim to end rough sleeping.

While rough sleeping is the most visible form of homelessness, the COVID-19 pandemic has revealed the true extent of hidden homelessness across the County, individuals living in insecure accommodation, vulnerably housed and/or sofa surfing. We will undertake research to understand the nature and scale of hidden homelessness across Derbyshire and develop targeted interventions.

We will also work in partnership to develop specialist services for families with complex needs to prevent repeat cycles of homelessness occurring, with the aim of tackling inter-generational homelessness.

Actions

What we will do to end rough sleeping and repeat homelessness

1. As part of the Rough Sleeping Initiative, develop a targeted prevention approach to prevent the flow of new rough sleepers on to the street.
2. Develop a multi-disciplinary team to work to deliver assertive and coordinated services to rough sleepers and individuals experiencing homelessness with multiple, complex needs, with a focus on preventing repeat homelessness.
3. Explore how we can provide a rapid offer of off the street accommodation so that no-one has to spend a second night on the streets.
4. Explore the feasibility of developing an assessment centre to provide off the street accommodation for rough sleepers.
5. Plan and develop specialist winter provision for future winters.
6. Develop a supported reconnection policy to support rough sleepers to return safely to their home areas.
7. Assess the impact and outcomes of the Rough Sleeper Initiative funded projects, and develop a business case to secure future funding, including a detailed cost benefit analysis.
8. Develop an alternative giving campaign, and work to promote public awareness around rough sleeping and begging, where there is evidence that the issues exists.
9. Develop specialist education, employment, and training opportunities for those with a complex history of homelessness and rough sleeping.
10. Gather evidence and consider research projects into
 - The extent of dual diagnosis within the homelessness population in order to create an evidence base to work with commissioners to create new service pathways.
 - The nature and scale of hidden homelessness.
 - The nature and scale of intergenerational homelessness across Derbyshire.
 - Prioritise those projects needed based on impact and seek funding to progress them.



Develop sustainable supported and settled housing solutions

We want to maximise every mechanism to increase the number of affordable housing options available across Derbyshire to both prevent and relieve homelessness ensuring long-term solutions to people's housing situation. A range of accommodation options is needed across the social, affordable private and supported sector to cater for a wide range of housing needs.

We will work across Derbyshire with all social housing developers to increase the provision of appropriate and affordable social housing to meet the identified need in each area.

The private rented sector plays an increasingly critical role in meeting the housing needs of those who are experiencing homelessness or threatened with homelessness.

There are clear opportunities to increase access to the private rented sector through the development of an attractive and comprehensive Derbyshire landlord offer, alongside this we will explore the feasibility of developing a countywide private sector leasing scheme.

Supported housing has an important role to play in meeting the housing and support needs of clients who are not ready to live independently. However, this must provide quality accommodation with good support. Increasingly we are seeing a rise in unscrupulous landlords taking advantage of the exempt accommodation rules and failing to provide the necessary levels

Develop, improve, then maintain the standards and management of supported housing provision to meet the needs of our homeless population

Improve access to affordable, quality, private sector homes to respond to homelessness

Secure commitment from social housing providers to tackle homelessness as a corporate priority

of support or expected standards of tenancy management. Through this Strategy we will advocate at a national level for higher standards in the regulation of supported accommodation. We will work closely with Adult Social Care to protect and safeguard the most vulnerable residents of supported accommodation.

Locally we will develop a Charter of Rights and Responsibilities for exempt accommodation, we also recognise we have many good private landlords of exempt accommodation, and we will support them to achieve Registered Provider status.

To ensure that supported housing provision is able to meet our customers' increasingly complex and multiple needs, we will undertake a detailed needs assessment of housing related support services, to understand the current and future needs of our residents. This will provide the basis for a robust delivery strategy.

DHOG is committed to investing in a supported housing model that acts as a place of change. We will work with the Derbyshire County Council to develop appropriate housing for clients with complex, multiple and care needs, ensuring that provision and support is psychologically informed, and builds upon the assets of the individuals supported.

We will also work closely with Derbyshire County Council to develop provision for those experiencing domestic abuse, including rapid safe provision together with advocacy support.

Where homelessness cannot be prevented, temporary accommodation is an essential part of a household's journey out of homelessness. There has been an increase in the use of temporary accommodation across Derbyshire over the last three years, including increases in the use of bed & breakfast accommodation, this is partly linked to the response to the pandemic.

By ensuring a continued focus on early intervention and prevention work we aim to reduce the flow of new placements into temporary accommodation. However, as a County we need to ensure that we have a sufficient supply of temporary accommodation to meet demand, of the right type and in the right place. This will be essential to avoid the high use of B&B.

In order to achieve this we will undertake a review of temporary accommodation identifying future need and an options appraisal for future delivery arrangements. We will also explore the feasibility of jointly commissioning nightly paid accommodation as an alternative to B&B.

Advocate for higher standards in the regulation of supported housing at a national level

Ensure an adequate supply of temporary accommodation and minimise the use of B&B accommodation



Actions

What we will do to develop sustainable supported and settled housing solutions

1. Work towards increasing the provision of appropriate, affordable social housing.
2. Following consultation with private landlords develop a comprehensive and attractive countywide landlord offer.
3. Explore opportunities to develop a countywide private sector leasing scheme
4. Review exempt supported accommodation leading to:
 - A needs assessment.
 - A charter of rights and quality standards.
 - Support for accommodation providers becoming Registered Providers.
 - Advocating at a national level for better regulation.
 - A delivery strategy.
5. In partnership with Derbyshire County Council, develop appropriate housing provision for clients with complex, multiple and longer-term care needs where funding permits.
6. Work with current exempt supported accommodation providers to achieve Registered Provider status.
7. Carry out a review of the use of temporary and interim accommodation:
 - Identifying future need and an options appraisal for future delivery arrangements, including the option of nightly paid emergency accommodation.
 - Explore opportunities for a countywide temporary accommodation forum.



Transforming our approach to homelessness

Delivering our Homelessness and Rough Sleeping Strategy

In order to deliver the priorities that we have set out in this Strategy we need to continue to work closely with our key partners to ensure that across Derbyshire we have the expertise, services, provision, resources, partnerships and infrastructure to deliver the Strategy.

The Strategy and its action plan will be reviewed annually so that it is responsive to emerging needs, alongside policy, and legislative changes.

While Derbyshire Homelessness Officers Group will lead on the delivery of the strategy, it is essential that it joins up with over workstreams across the County. DHOG will report into the County's Housing and Health Systems Group, who will adopt the Strategy as priority 2 of their own work plan. The Housing and Health Systems Group operates as a coalition of partners who share good practice and expertise around housing and health, as well as explore external investment opportunities and work towards a joined-up system.

The delivery of the Strategy will be governed by Derbyshire's Health and Wellbeing Board, ensuring the intrinsic link between homelessness and health is fully understood and cementing the partnership approach required to deliver the Strategy.

We will also ensure that the Homelessness Strategy continues to feed into the Place Board and the seven Place Alliances, joining up housing, health, care and community support.

This strategy will be complemented by a detailed delivery action plan and we will work closely with all of our key partners to agree the detail on how our priorities can be met. We will annually review the strategy action plan to ensure that it remains relevant, up to date and responsive to new policy developments and external pressures.

We acknowledge that the plans set out within this Strategy are ambitious, however we are confident that with the full commitment from all of the Local Authorities and our key partners we can transform our response to homelessness across the County and make homelessness everyone's responsibility.



Appendix 1: About Homeless Link

Homeless Link is the national membership charity for organisations working with people experiencing or at risk of homelessness in England. We aim to develop, inspire, support, and sustain a movement of organisations working together to achieve positive futures for people who are homeless or vulnerably housed.

Representing over 900 organisations across England, we are in a unique position to see both the scale and nature of the tragedy of homelessness. We see the data gaps; the national policy barriers; the constraints of both funding and expertise; the system blocks and attitudinal obstacles. But crucially, we also see – and are instrumental in developing – the positive practice and ‘what works’ solutions.

As an organisation we believe that things can and should be better: not because we are naïve or cut off from reality, but because we have seen and experienced radical positive change in the way systems and services are delivered – and that gives us hope for a different future.

We support our members through research, guidance, and learning, and to promote policy change that will ensure everyone has a place to call home and the support they need to keep it.

Homeless Link,
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2-5 Minorities,
London EC3N 1BJ
www.homeless.org.uk



Local Authority contacts

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Bolsover District Council

Victoria Dawson
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**North East
Derbyshire**
District Council

Chesterfield Borough Council Equality Impact Assessment - Full Assessment Form

<i>Title of the policy, project, service, function or strategy:</i>		Derbyshire Homelessness and Rough Sleeper Strategy 2022-27
<i>Service Area:</i>	Housing	
<i>Section:</i>	Statutory Housing Solutions/Homelessness	
<i>Lead Officer:</i>	Carl Griffiths	
<i>Date of assessment:</i>	08/11/22	
<i>Is the policy, project, service, function or strategy:</i>		
<i>Existing</i>	<input type="checkbox"/>	
<i>Changed</i>	<input type="checkbox"/>	
<i>New / Proposed</i>	<input checked="" type="checkbox"/>	

Section 1 – Clear aims and objectives

1. What is the aim of the policy, project, service, function or strategy?
The Strategy provides a framework and direction for the Council, with partners and stakeholders, to ensure that it meets its statutory duties in relation to homeless people and people sleeping rough, and that appropriate support and accommodation services are delivered in Chesterfield.
2. Who is intended to benefit from the policy and how?
People facing homelessness or sleeping rough are the main beneficiaries of the activity contained within the strategy. It will achieve this by co-ordinating partnership working to tackle the issues encountered by this client group whilst also providing a corporate priority and targets.
3. What outcomes do you want to achieve?
1. Make Homelessness everyone's responsibility.

2. Prevent and respond to homelessness through early intervention and personalised solutions.
3. End rough sleeping and repeat homelessness.
4. Develop sustainable supported and settled housing solutions

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

Limited funding available to meet the needs of this complex client group.
 Limited housing solutions i.e. supported accommodation/mental health support
 Provision of healthcare and recovery solutions is difficult to access at times.
 Willingness of the target client group to engage with services and support.

5. Any other relevant background information

This strategy meets with Government requirement to have a local homelessness and rough sleeper strategy.

Section 2 – Collecting your information

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

Homelessness data
 Health England Data
 Derbyshire Homelessness Officers Group

Section 3 – Additional engagement activities

7. Please list any additional engagement activities undertaken when developing the proposal and completing this EIA. Have those who are anticipated to be affected by the policy been consulted with?

Date	Activity	Main findings
01/04/22 and	Derbyshire Homelessness Officer Group	The groups are attended by a range of specialist services and agencies that provide assistance to rough sleepers. This has

throughout the year to date	Derbyshire Health & Housing System Group Email Circulation with third sector partners.	ensured that all relevant information has been considered alongside national data and best practice.

Section 4 – What is the impact?

8. Summary of anticipated impacts. *Please tick at least one option per protected characteristic. Think about barriers people may experience in accessing services, how the policy is likely to affect the promotion of equality, knowledge of customer experiences to date. You may need to think about sub-groups within categories eg. older people, younger people, people with hearing impairment etc.*

	Positive impact	Negative impact	No disproportionate impact
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability and long term conditions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender and gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage and civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnant women and people on parental leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ethnicity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion and belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Details of anticipated positive impacts.

a)	The strategy has identified a range of minority groups to ensure that ALL members of society that are in need of assistance set out in the strategy can access the same. Specific mention has been made to the LGBT+, BAME and mental health but the strategy ensures services are accessible to everybody in need.						
	<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Gender	<input type="checkbox"/> Marriage	<input type="checkbox"/> Pregnancy	<input checked="" type="checkbox"/> Sexual orientation	<input checked="" type="checkbox"/> Ethnicity <input type="checkbox"/> Religion

10. Details of anticipated <u>negative</u> impacts.								
a)	Negative impact:		None.					
	Mitigating action:							
	<input type="checkbox"/> Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender	<input type="checkbox"/> Marriage	<input type="checkbox"/> Pregnancy	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Ethnicity	<input type="checkbox"/> Religion

11. Have all negative impacts identified in the table above been mitigated against with appropriate action?			
<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> N/A	If no, please explain why:

Section 5 – Recommendations and monitoring

<p>12. How has the EIA helped to shape the policy, project, service, function or strategy or affected the recommendation or decision?</p> <p>The strategy has identified a range of minority groups to ensure that ALL members of society that are in need of assistance set out in the strategy can access the same. Specific mention has been made to the LGBT+, BAME and mental health but the strategy ensures services are accessible to everybody in need,</p>
<p>13. How are you going to monitor the policy, project, service, function or strategy, how often and who will be responsible?</p> <p>The strategy has been developed through close collaboration between the Derbyshire Homelessness Officers Group (DHOG), Derbyshire County Council, Public Health, NHS, Police, Probation, and wide range of partner agencies including from the voluntary sector.</p> <p>Individual partners/stakeholders are responsible for the delivery of some specific actions but this will continue to be monitored via the action plan.</p>

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:	Carl Griffiths
	Date:	08/11/22
Reviewed by Policy Service	Name:	
	Date:	
Final version of the EIA sent to Policy Service	<input type="checkbox"/>	
Decision information sent to Policy Service	<input type="checkbox"/>	