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The Chair and Members of Cabinet

10 July 2023

Dear Councillor,

Please attend a meeting of the CABINET to be held on TUESDAY, 18 JULY 2023 at 11.00 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 5 - 8)

To approve as a correct record the Minutes of the Cabinet meeting held on 20<sup>th</sup> June 2023.

4. Forward Plan

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

[Forward Plan](#)

Items Recommended to Cabinet via Cabinet Members

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

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## Deputy Leader

5. Budget Strategy (Pages 9 - 22)
6. Budget outturn 2022/23 (Pages 23 - 42)
7. Annual Performance Report 2022/23 (Pages 43 - 70)

## Cabinet Member for Finance and Asset Management

8. Asset Management Plan (Pages 71 - 108)

## Cabinet Member for Governance

9. Equality and Diversity Annual Report (Pages 109 - 166)
10. Honorary Alderman / Alderwoman (Pages 167 - 170)

## Cabinet Member for Climate Change, Planning and Environment

11. Climate Change Annual report (Pages 171 - 202)
12. Pre Application Planning Fees (Pages 203 - 220)
13. Chesterfield Waterside Action Plan (Pages 221 - 296)
14. Exclusion of the Public

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

## **Part 2 (Non Public Information)**

15. Options for the Council’s Future Fleet Vehicles (Pages 297 - 310)

## Cabinet Member for Town Centres and Visitor Economy

16. Stephenson Memorial Hall (Pages 311 - 324)

Yours sincerely,

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

Head of Regulatory Law and Monitoring Officer

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## CABINET

Tuesday, 20th June, 2023

Present:-

Councillor Gilby (Chair)

Councillors	Holmes	Councillors	Davies
	Sarvent		J Innes
	Serjeant		Staton
	Baldauf-Good		Stone

\*Matters dealt with under the Delegation Scheme

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

No declarations of interest were received.

2 **APOLOGIES FOR ABSENCE**

There were no apologies for absence.

3 **MINUTES**

**RESOLVED –**

That the minutes of the meeting of Cabinet held on 4 April 2023 be approved as a correct record and signed by the Chair.

4 **FORWARD PLAN**

The Forward Plan for the four month period July, 2023 to October, 2023 was reported for information.

**\*RESOLVED –**

That the Forward Plan be noted.

## **5 RELOCATION OF CUSTOMER SERVICES CENTRE**

The Service Director – Digital, HR and Customer Services presented a report asking Members to approve the relocation of the Council's Customer Service Centre from 85 New Square to Chesterfield Town Hall. The relocation would also involve a number of other Council services which would in future be delivered from the Town Hall.

A feasibility study had been undertaken to determine whether it would be more economic, efficient and effective to deliver more of the Council's services from the Town Hall. The feasibility study had demonstrated that this would be the case, enabling currently redundant space at the Town Hall to be fully utilised.

85 New Square required significant repairs and maintenance work to be completed in the next five years. The work was required to meet new building safety standards, replace critical infrastructure, and address general wear and tear. It was estimated that the Council would need to spend £790k over the next five years to address these matters.

The relocation of Council services from 85 New Square was expected to achieve ongoing revenue savings of £81k per annum, rising to £132k per annum when the building was sold or rented.

It was proposed to provision public access to the Customer Service Centre on the ground floor of Chesterfield Town Hall, to the rear of the main reception area.

To enable the relocation, one-off costs totalling £157k would need to be incurred. These costs were set out in section 6.0 of the Service Director's report.

The enabling works including redecoration to the 2<sup>nd</sup> and 3<sup>rd</sup> floors of Chesterfield Town Hall would be undertaken from late June 2023 and prior to the relocation of staff, to minimise disruption to the delivery of Council services and to the workforce.

It was recognised that additional support would be needed to successfully relocate Council staff from 85 New Square to Chesterfield Town Hall and to enable the transition to agile working principles. This support would be

provided by the Service Director for Digital, HR and Customer Services, supported by HR Business Partners and the Transformational Programme Manager.

**\*RESOLVED –**

1. That the relocation of the Council's Customer Service Centre and the operational services based at 85 New Square into Chesterfield Town Hall during the 2023 – 24 financial year, be approved.
2. That it be noted that minor painting, decoration, and property repairs would be undertaken on the 2<sup>nd</sup> and 3<sup>rd</sup> floor of the Town Hall, as part of the routine maintenance programme for the building. This work would be funded through the Property Repairs Fund (RFP).
3. That 85 New Square be marked as surplus for operational requirements.
4. That delegated authority be given to the Service Director for Economic Growth, working in conjunction with the Deputy Leader and Cabinet Member for Finance and Asset Management, to undertake marketing for sale or lease of 85 New Square, ensuring that an appropriate buyer is secured whose plans align to the Council's Town Centre Master Plan.
5. That Cabinet recommend to full Council that funding of £157k be incorporated into the Council's capital programme so that appropriate customer service facilities can be provisioned.

**REASON FOR DECISIONS**

Relocation of the Customer Service Centre would enable the Council to continue to maximise the use of its operational assets whilst also reducing liability for ongoing maintenance and operational running costs. It would enable the council to continue to modernise service delivery, providing access to a greater number of public services from Chesterfield Town Hall.





## For publication

### Budget Strategy

<b>Meeting:</b>	Cabinet Council
<b>Date:</b>	18 July 2023 19 July 2023
<b>Cabinet portfolio:</b>	Leader of the Council
<b>Directorate:</b>	Finance
<b>For publication</b>	

#### 1.0 Purpose of report

- 1.1 The purpose of this report is to set out the themes of a Budget Strategy to enable the Council to achieve a balanced budget for 2024/25 and over the term of the Medium-Term Financial Plan (MTFP) through 2027/28.

#### 2.0 Recommendations

That Cabinet recommends to Full Council:

- 2.1 To note the financial operating context and the current MTFP gaps.
- 2.2 To approve the Budget Strategy themes (**paragraphs 4.24 to 4.45**).
- 2.3 To approve the movement of **£1m** of reserves from the Business Rates Reserve to the Budget Risk Reserve in 2023/24 (**paragraph 4.51**).

#### 3.0 Reasons for recommendations

- 3.1 To respond to the scale of the challenging financial environment within which the Council is currently operating and enable the Council to continue to deliver against the vision and priorities set out within the Council Plan for the period 2023/24 through 2026/27.

#### 4.0 Report Details

##### Background

- 4.1 Like all local authorities, Chesterfield Borough Council continues to face significant financial challenges. The sustained period of austerity since 2010, the ongoing risks and uncertainties over future funding arrangements, the budgetary impacts of the Covid-19 pandemic and a sustained period of exceptionally high inflation, have all impacted on the Council's financial position.
- 4.2 In response to these challenges, the Council has already made significant savings over many years and taken steps to manage demand and deliver services in the most economic, efficient, and effective way. It is against this context that the Council must now develop its approach to balancing the 2024/25 budget, and the Medium-Term Financial Plan (MTFP). This report covers the General Fund revenue budget, which is one part of a suite of budget reports which together make up the MTFP.
- 4.3 The financial impact of Covid-19 and the cost-of-living crisis on Council services has been and continues to be significant, resulting in new cost pressures and reductions in income, particularly in areas such as car parking, markets and town centre retail units. Income remains significantly below pre-pandemic levels and may never fully recover.
- 4.4 It is also of significant concern that details of how the Government intends to fund local authorities, post the 2023/24 financial year, remain uncertain. The provisional settlement is only for one-year 2023/24 (with some guiding principles and additional amounts identified for 2024/25) which makes medium term financial planning highly unpredictable. Recent Treasury announcements suggest that future growth will be limited, and that further savings are likely to be required although, without knowledge of detailed departmental spending plans, it is difficult to predict how significant these will be.
- 4.5 The report sets out the current assumptions which underpin the General Fund revenue element of the MTFP, the priority work that needs to be undertaken over the coming months, and a strategic framework for delivering the savings that will be needed to deliver a balanced budget for 2024/25 and over the medium-term.

### **Policy & Financial Planning Framework**

- 4.6 The Council Plan draws upon our extensive 'State of the Borough' evidence base and communications, consultation and engagement activities, and defines the Council's key priorities, objectives, and commitments over the four-year period 2023/24 through 2026/27. The following strategic principles have therefore been embedded within the MTFP to align the Council's revenue and capital spending proposals with the priorities, objectives and commitments set out within the Council Plan. It is imperative that the MTFP:

- Covers the whole of the Council’s finances, including the capital strategy, treasury management and housing revenue account.
- Ensures that the Council’s medium- & long-term financial health is built on solid foundations.
- Ensures that an adequate level of reserves is maintained to cover off the risks that the Council faces.
- Ensures that the Council sets a balanced & sustainable budget over the medium term, which is policy led and aligned with the Council Plan.
- Provides the financial parameters for service & budget planning.
- Ensures that resources are directed towards the highest priorities and away from lesser ones.
- Provides the Council with the flexibility to address new policy requirements, or significant changes to existing policies, within the overall envelope of available financial resources.
- Ensures that resources are invested efficiently and effectively and on a sustainable basis.
- Ensures that the Council monitors and manages its financial resources effectively, spending limits are not exceeded, and income is achieved.
- Maintains an ongoing focus on securing efficiencies across the Council and closing our budget gaps.
- Clearly delineates accountability and ownership of budgets and for the delivery of savings proposals.

## **2023/24 Budget and MTFP**

- 4.7 The Council approved the General Fund Revenue Budget for 2023/24 on 23 February 2023. The budget was constructed in accordance with the Council’s budget principles and the 2023/24 budget was balanced with the use of **£1.000m** from the budget risk reserve. This was to enable the Council to take a more strategic approach to reviewing priorities and managing the gaps over the medium term.
- 4.8 The use of reserves in this way is in line with the Government’s expectations. DLUHC encouraged “*local authorities to consider how they can use their reserves to maintain services in the face of immediate inflationary pressures.*” The Government also outlined that it would consult with “*trusted partners*” including the Local Government Association, on releasing data on reserves held by councils.
- 4.9 Whilst the Local Government Finance Act 1992 required the Council to set a legal budget and Council Tax precept for the coming financial year i.e., 2023/24, the Council was not in a position to set a balanced MTFP over the 4-year period. There are significant gaps in the MTFP of **£2.535m** in 2024/25 rising to **£3.408m** in 2026/27.
- 4.10 Whilst there is no legal requirement to set a balanced MTFP, this is considered good practice. However, the most recent Autumn Statement and anticipated government funding still leaves the overall resource equation

uncertain with the reforms to local government funding delayed further until at least 2025/26.

- 4.11 Given the size and scale of the financial challenge referenced in paragraph 4.9, it was recognised that the 2024/25 budget setting process would require an early focus to allow maximum time for the development and delivery of future budget savings.

### **Environmental volatility, uncertainty and budget assumptions**

- 4.12 The latest budget assumptions within the MTFP are set out below:

- A starting budget gap as reported in the February 2023 MTFP of **£2.535m** in 2024/25 rising to **£3.408m** 2026/27, driven largely by pay and non-pay inflation, service demand pressures and income shortfalls.
- Council Tax increase of **1.99%** in 2024/25 and future financial years and a 0.5% growth assumption in all financial years.
- Business Rates – No assumed growth after the 2023/24 financial year.
- Total new 2023/24 income and saving proposals of **£1.035m** in 2023/24. The ongoing impact of these will reduce to **£981k** in 2026/27.
- Additional income of **£316k** from fees and charges increases in 2023/24.
- Provision of a general inflation contingency of **£550k** in 2023/24 rising to **£650k** for the remainder of the MTFP to cover contract inflationary pressures in particular from the waste contracts.
- Assumed service pressures of **£1.412m** in 2023/24 rising to **£1.536m** in 2026/27 – predominately driven by reduced income of **£507k** and increased costs of **£905k**.
- Energy/utilities increases of **£976k** in 2023/24 only; the future scale of energy/utilities increases will be determined by the in-year retendering of energy/utilities contracts.
- Assumed pay inflation of **4.00%** in 2023/24 and **2%** for all future years of the MTFP. A **£250k** vacancy rate has been applied to salary budgets.

- 4.13 Government funding assumptions are based on the Local Government Financial Settlement announced in February 2023. To prioritise certainty and stability for 2023/24 the Government opted for another one year rather than a multiyear settlement. This was the fifth one-year settlement for councils and continues to hamper the ability of councils to undertake effective financial planning and ensure financial sustainability.

- 4.14 The Council received a net increase of circa **£1.000m** in settlement funding over and above that assumed in the budget assumptions in the February 2022 General Fund revenue budget and MTFP report to full Council.

- 4.15 The latest Financial Settlement did provide some direction on what the funding position for local authorities may look like in 2024/25, stating that: the core settlement will continue in a similar manner for 2024/25. The major grants will continue as set out in 2023/24 with some assurance that funding levels uplifted by inflation in 2024/25.
- 4.16 However, the introduction of the expected fair funding reforms, which will look at redistribution of government funding to areas of need, still do not have a confirmed implementation date. This could result in the Council receiving a reduced level of funding from government in the medium to long-term. The impact of this will remain unknown until further information is provided. This means that funding levels over the medium term continue to remain speculative beyond the next financial year.

### **Updating our Budget Assumptions and Pressures**

- 4.17 It is extremely difficult to estimate how future inflation and other global events will impact on local authorities. However, we are required by law to set a balanced budget and we must build our MTFP and budget strategy with the best information that is available and in the full knowledge of the risks and uncertainties involved.
- 4.18 There are a number of key factors that will influence and shape the next phase of the budget process. The Provisional Local Government Settlement expected in December 2023 should provide greater certainty around funding levels. At this stage it is not possible to fully determine the financial impact on the Council's budget gaps.
- 4.19 Further work will be undertaken to check and challenge budget assumptions and identify emerging and new service pressures for 2024/25, and over the term of the MTFP, in light of new information and the volatile environment in which the Council is operating. This work is important to enable the budget gaps to be updated and ensure that the size and scale of the gaps represent out best estimate of the level of savings that will need to be delivered.

### **Efficient and Robust Budget Management and Control**

- 4.20 Effective budget monitoring and forecasting will be critical to understanding emerging budget pressures and ensuring that appropriate plans are implemented to manage and mitigate in-year financial risks. In-year financial management processes have been enhanced and strengthened across the Council. The new processes have been rolled out to budget managers in June 2023 for period 2 (May 2023). The quarter 1 budget monitoring position and year-end forecasts will be presented to Cabinet in September 2023.
- 4.21 Budget holders are responsible for ensuring that services are delivered within budget and for taking early management actions to resolve emerging financial issues. They are also responsible for ensuring external income is

maximised for their service and seeking out new opportunities to generate income.

- 4.22 Where financial pressures are identified that cannot be mitigated through in-year management actions, these will need to be identified and addressed as part of the Council's budget-setting activities over the medium term.
- 4.23 There will also need to be a focus on continuous improvement and a plan of action towards meeting the CIPFA Financial Management Standard. Processes and procedures will be refined to improve the quality of data, and gain a deeper understanding of the operational activity, costs and income that are driving the financial performance of all service areas. This enhanced data set will enable more effective review and challenge in the overall management and control of the Council's short- and medium-term finances.

### **Strategic Approach to delivering a balanced MTFP - Draft Budget Themes**

- 4.24 As it currently stands, the Council will need to drive out savings of at least **£2.5m** at pace. A prudent, responsible, and sustainable approach is required which secures savings in the short- and medium-term to reduce and remove the use of reserves, stabilising the Council's financial position and establishing affordability of Council services.
- 4.25 A detailed approach to addressing the budget gap will be worked through over the coming months. All budget work needs process and method, and it is proposed that this is structured around a number of inter-related budget themes. The themes have been designed to support the development of proposals that will enable a balanced budget to be achieved and provide the supporting information that will be needed for the Council to take decisions about how to deliver the priorities and outcomes in the Council Plan within the available resources. The themes are:
- Identifying General Efficiencies
  - Increasing Income and Establishing Stronger Commercial Operating Principles
  - Transforming how we Deliver Services
  - Reducing Service Offers / Stop Doing – Statutory and Non-Statutory Services
  - Rightsizing the Organisation
  - Asset Rationalisation and Effective Asset Management
- 4.26 Given the considerable size of the budget gap all services, corporate and front line, will need to consider how they develop proposals in relation to each of the themes.

### **Identifying General Efficiencies**

- 4.27 All budget holders have been asked to review the budgets for their service areas in light of the now known outturn positions for 2022/23 and to identify pay and non-pay savings that will have little or no impact on service delivery. Examples will include removing long standing vacant posts, rationalising processes, revisiting procurement practices, optimising external grant sources and reducing supplies and services spending. It is also proposed that 'targets' are allocated to all service areas.

### **Increasing Income and Establishing Stronger Commercial Operating Principles**

- 4.28 The current economic climate and the prevailing high rates of inflation mean that the costs of delivering services are increasing, making it more important than ever that all services are delivered as efficiently and effectively as possible, embedding commercial operating principles to how budgets are set and managed. It is imperative that all budget holders are focused on minimising costs and waste and maximising appropriate income opportunities. This includes the need to ensure that fees and charges are regularly reviewed to ensure that wherever possible the costs of service delivery are recovered, and that there is no cross subsidy from other service areas. This is particularly important for areas of discretionary spend, where the council does not have a statutory responsibility to deliver the service.
- 4.29 The 2023/24 budget and MTFP are constructed on the basis that additional income will be generated from the fees and charges increases that have already been approved. However, the process for reviewing the level of income achieved against forecasted income will need to revisit the original assumptions behind the fees and charges increases and take account of emerging factors including the prevailing economic conditions.
- 4.30 The Council's fees and charges policy will be reviewed following a deep dive into all key income generating areas. A corporate approach to effective management of fees and charges will ensure the Council maximises commercial opportunities to generate income from the delivery of chargeable services. Consideration will also be given to what opportunities there are for new income generation from statutory and non-statutory services.
- 4.31 It is recognised that there are a range of different factors to consider in setting fees and charges including legislative requirements and constraints, the full cost of delivering services, benchmarking with other local authorities and potential impacts upon other policy objectives.
- 4.32 As a minimum a full cost recovery model should be adopted, though there will also need to be due regard paid to the Council's concessionary policy, to include the recovery of both controllable costs and overheads. The revised fees and charges policy will explore options for increasing rates on a more frequent basis to ensure that cost pressures are recovered.

### **Transforming how we Deliver Services.**

- 4.33 This theme will focus on how all services are delivered, service standards and the outcomes that are to be achieved, informed by updated strategies. A modern service offer will need to be developed taking advantage of the latest digital capability to enable new ways of working, enhance service performance and drive cultural change, taking forward the learning and opportunities that have arisen both through the period of the pandemic and over the past 18 months.
- 4.34 A refreshed approach will be needed to how the Council engages with its customers and transitions to data and insight led decision-making. A priority focus must be the introduction of lean and efficient processes that prevent low level need developing into substantial demand for services, helping people find the services they need as efficiently as possible, and ensuring services are designed with a view of to improving outcomes and minimising costs.
- 4.35 Further work will be undertaken on digital transformation to understand the opportunities that exist to reduce manual, repetitive tasks by introducing automation to speed up processes, reduce errors and risk, and create financial efficiencies.

#### **Reducing Service Offers / Stop Doing – Statutory and Non-Statutory Services.**

- 4.36 This theme will look at the options available for reducing service delivery levels and standards, both statutory and non-statutory services, or stopping services, where they are discretionary. This will be the theme where the hardest decisions will have to be made, as it may mean that existing Council Plan priorities, objectives and commitments can no longer be met in full or in part. To inform decision-making there will be a need for a collective depth of understanding of which Council services are discretionary and which are statutory, and in relation to the latter options presented as to the level of service delivery standards that the Council is able or chooses to sustain.
- 4.37 The focus should be on the effective and efficient delivery of all services and to ensure that they are delivering value for money. This can be done by the use of benchmarking and understanding the cost drivers to reduce the overall cost of the service. Decisions can then be made to consider alternative delivery models and/or service reductions.

#### **Right-sizing the Organisation**

- 4.38 Employee pay is one of the biggest financial cost drivers in the Council's financial plans, with budgets in excess of **£21m** in 2023/24. Each 1% pay award increases costs by over **£200k** and the recent pay award which was equivalent to an average 5.6% increase, has contributed to the significant budget gaps now evident in the MTFP.
- 4.39 In view of the significant financial pressure the Council is under, it is expected that there will need to be a reduction in the Council's workforce. There are a number of vacant posts already in the system and a review of



these is underway. These vacancies are being held for a number of reasons, for example, pending a restructure and difficulty in recruiting to certain posts, and some have been held vacant for a period of time. This review will help us to understand if any of the vacant posts can be easily removed from the establishment.

- 4.40 The removal of vacant posts alone will not provide the level of ongoing savings that are required and as a result, the Council's Voluntary Early Retirement (VER) and Voluntary Redundancy (VR) procedures have been reviewed and updated to support the need to reduce headcount. A report will be considered by Joint Cabinet and Employment and General Committee on 18 July 2023, with recommendations to approve a new VR/ VER policy and the launch of a new scheme to be offered to all employees.
- 4.41 The Council has offered employees the opportunity to request VR or VER for several years. The existing scheme was first introduced in 2016, with an initial request from the Council to ask for volunteers to leave the organisation during a fixed period. The scheme has subsequently remained available for employees to request that their role is considered for VR or VER on an ad hoc basis. However, it is now proposed that a fixed window for a new VR / VER scheme is opened between 27 July and 15 September 2023.
- 4.42 The Council is keen to engage with employees to understand those who may be interested in seeking VR / VER. This also provides the opportunity to consider whether cashable savings proposals relating to other budget themes e.g., stopping a service, might be more readily achieved by releasing employees on voluntary terms from the Council's employment.

#### **Asset Rationalisation and Effective Asset Management**

- 4.43 Council will consider a revised Asset Management Strategy at its meeting on 19 July 2023. The Strategy provides an overview of the Council's current land and property assets, considers the key drivers and opportunities, and sets out a vision, policies and strategic objectives to direct how the Council manages its land and property assets over the next four years.
- 4.44 The Strategy provides opportunities for the Council to review both its operational and non-operational estate and rationalise wherever possible. This will result in reduced operating expenses e.g., energy use, business rates etc., lower repair and maintenance costs, and opportunities to generate capital or revenue through sale or lease arrangements. The overarching principle is that all Council assets should support a strategic need or offer a net financial return.
- 4.45 The revised Strategy includes the following strategic objectives:
- Developing and delivering our Corporate Landlord approach
  - Investing in decarbonisation whilst keeping our assets safe and well maintained

- Delivering a land and property rationalisation programme
- Maximising income and overall value from the existing commercial estate
- Using our land and property to maximise inclusive growth opportunities across the borough.

## **Financial Resilience and Reserves**

- 4.46 Reserves are an important part of the Council's financial strategy and are held to create long-term financial stability. They enable the Council to manage change and are a key element of its financial standing and resilience. The Council's key sources of funding face an uncertain future and the Council therefore holds earmarked and unearmarked reserves and a working balance to mitigate future financial risks.
- 4.47 The General Fund Working Balance has been set at **£1.5m** and is informed by a detailed risk assessment undertaken as part of the annual budget setting process. The on-going financial risks set out in this report suggest it imprudent to consider reducing this amount.
- 4.48 In addition to the General Fund Working Balance the Council maintains several other reserves. Earmarked reserves, by their very nature, are set aside and committed for specific purposes, such as property repairs and vehicle & plant replacements.
- 4.49 The Council has also previously 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 emerging for 2022/23 and 2023/24. Given the size and scale of the financial challenges the Council is facing, the Council resolved in February 2023 to utilise **£1.000m** of the Budget Risk Reserve to support the General Fund revenue budget for 2023/24. This was to afford the Council time to take a more strategic approach to reviewing its priorities and agreeing a new Council Plan, and to developing a new Budget Strategy to deliver a balanced budget for 2024/25 and over the medium-term. A further **£292m** of the Budget Risk Reserve has been used to cover the overspend in 2022/23.
- 4.50 As part of the 2023/24 budget setting process an assessment of the adequacy of reserves was undertaken. The assessment of reserves is important in the context of the sustained cuts in Government funding affecting local authorities, the significant risks and uncertainties that the Council faces in this post-pandemic era and recent decisions to apply some of the Council's reserves. It is important to acknowledge that reserves are 'one off' funds and are therefore suitable for funding 'one off' or unexpected costs. The use of reserves to fund ongoing expenditure or to cover failures

to achieve budgeted savings is never advised, except in emergencies and/or to enable transition to new ways of working. Whilst the use of reserves to date has been deemed to be affordable, they are now at a level whereby any significant further use would leave the Council exposed and potentially unable to manage both known and unknown risks.

- 4.51 A full review of reserves is underway, and a refreshed Reserves Policy will be considered as part of the MTFP in February 2024, with a view to strengthening the Budget Risk Reserve. In advance of the full review, the adequacy of the Business Rates Reserve has been assessed. The Business Rates Reserve was set up to help smooth the potential impact of Business Rates volatility in future financial years particularly in preparation for the potential impact of the fair funding review, which was originally expected in 2024/25. There is already evidence that overprovision exists within this reserve and therefore it is recommended that **£1m** of the Business Rates Reserve be repurposed to replenish the Budget Risk Reserve in 2023/24.

### **Conclusions and Next Steps**

- 4.52 Like all local authorities, The Council's financial position over the coming years is challenging. The sustained period of austerity since 2010, the ongoing risks and uncertainties over future funding arrangements, the budgetary impacts of the Covid-19 pandemic, the cost-of-living crisis and a sustained period of exceptionally high inflation, have all impacted on the Council's financial position. This new economic reality has brought and is expected to bring significant financial challenges to the Council over the medium term.
- 4.53 In response to these challenges, the Council has already made significant savings over many years and taken steps to manage demand and deliver services in the most economic, efficient, and effective way. It is against this context that the Council must now develop its approach to balancing the 2024/25 budget, and the Medium-Term Financial Plan (MTFP).
- 4.54 Closing the budget gaps for 2024/25 and over the medium-term cannot be achieved through efficiency savings alone; the magnitude of the cost reductions needed to address the gaps is significant and it is therefore inevitable that service delivery will be impacted. The Budget Strategy sets out a strategic framework and a range of thematic interventions to enable the Council to make prudent steps towards balancing its budgets whilst simultaneously suitable sustaining sufficient resources, as far as practicable, to deliver the Council Plan. Given the size of the budget gap by 2025/26, it is likely that a combination of interventions will be needed.
- 4.53 Further work will continue to be undertaken to check and challenge budget assumptions and to quantify and qualify new service pressures for 2024/25 and over the term of the MTFP, taking account of new information and the

volatile environment in which, the Council is operating. This work is important to enable the current budget gaps to be updated and ensure that the size and scale of the gaps represent the best estimate of the level of savings that will need to be delivered.

4.54 The period 3 (June 2023) budget monitoring report will be reported to Cabinet in September 2023. This is an important report, as it will set out any further financial pressures that are emerging in the current financial year and their potential ongoing impact on the MTFP e.g., it is expected that the current economic uncertainty and resulting inflationary pressures, particularly on energy and staffing costs will impact on the Council's forecast in-year spend.

4.55 Internal officer working groups have been set up to lead and manage delivery of the MTFP, to oversee Workforce Planning including implementation of the VR / VER scheme, to take forward Digital Transformation, and to develop a detailed action plan to give effect to the Asset Management Strategy. These working groups will be supported by the individual actions of budget holders who have tasked with working up savings and income proposals having due regard to the budget themes set out in this report.

## 5.0 **Alternative options**

5.1 There are no real alternative options to the Council having a sound and comprehensive Budget Strategy that optimises its ability to address the multiple risks, uncertainties and challenges that it currently faces. These are set out in the body of the report. The Council's ability to set a balanced budget is not helped by the Government's inability to offer Councils no more than single-year settlements. 2024/25 will be the sixth year of single-year settlements for councils, which hampers the Council's ability to undertake effective financial planning and ensure financial sustainability.

5.2 The budget themes set out in this report provide a range of options for addressing the current budget gaps. Specific interventions will need to be developed under each of the themes to enable the Council to make timely decisions.

## 6.0 **Implications for consideration – Financial and value for money**

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

## 7.0 **Implications for consideration – Legal**

7.1 It is a statutory requirement under Section 33 of the Local Government Finance Act 1992 for the Council to produce a balanced budget each financial year. Before setting the level of the Council Tax the Council must have agreed a balanced budget, differentiated by services, which is sufficient

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

## **8.0 Implications for consideration – Human resources**

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

## **9.0 Implications for consideration – Council Plan**

9.1 In preparing the budget estimates for the coming financial year and updating the MTFP, detailed consideration has been given to the need for the Council's finances to be at appropriate levels to enable the Council to deliver in full on the priorities, objectives, and commitments that it has set itself within the new Council Plan.

9.2 The preparation of sustainable and balanced budgets over the medium term is also a key activity in contributing to delivery of the third Council Plan priority 'delivering value for money services.

## **10.0 Implications for consideration – Climate Change**

10.1 Climate Change is a key consideration in the development of the MTFP. Climate Change Impact Assessments are undertaken for specific spending options and activities and form a key part of informed decision making. The MTFP also makes a significant positive climate change commitment through the allocation of mainstream funding to provide the staffing resources and project funds required to support delivery of the Council's Climate Change Strategy and Action Plan.

## **11.0 Implications for consideration – Equality and diversity**

11.1 Equality and diversity is a key consideration in the development of the MTFP. Equality Impact Assessments are undertaken for specific spending options and activities and form a key part of informed decision making.

## **12.0 Implications for consideration – Risk management**

12.1 There are a number of significant risks inherent in any budget forecasting exercise and these risks increase as the period covered increases. A critical element to achieving long term financial sustainability is to ensure savings proposals included within the budget are delivered. As we move into the development of savings and income generation proposals, budget holders will be required to properly quantify and qualify all risks associated with the delivery and implementation of proposals to avoid underachievement. Detailed implementation plans will be required for each proposal.

### **Decision information**

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

### **Document information**

<b>Report author</b>	<b>Contact number/email</b>
Theresa Channell	Theresa.channell@chesterfield.gov.uk
<b>Background documents</b> These are unpublished works which have been relied on to a material extent when the report was prepared.	
<i>This must be made available to the public for up to 4 years.</i>	
<b>Appendices to the report</b>	
None	

## For publication

### Budget Outturn Report 2022/23

<b>Meeting:</b>	Cabinet Council
<b>Date:</b>	18 July 2023 19 July 2023
<b>Cabinet portfolio:</b>	Deputy Leader Cabinet Member for Housing
<b>Directorate:</b>	Finance

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

- 1.1 To report on the draft General Fund Revenue, Housing Revenue Account and Capital Outturns for 2022/23 and provide details of significant variations.
- 1.2 This report precedes the production of the Council's formal Statement of Accounts, and whilst it is not expected that any further adjustments will alter the final outturn position, it is possible that this could be the case.

#### **2.0 Recommendations**

That Cabinet recommend to Full Council:

- 2.1 To note the draft General Fund Revenue, Capital Outturn and Housing Revenue Account positions for 2022/23.
- 2.2 To approve the use of the Budget Risk Reserve to cover the General Fund Revenue budget deficit of £292k (paragraph 4.15).
- 2.3 To approve the level of and movement in General Fund Revenue Reserves and Provisions (paragraphs 4.10 to 4.16)
- 2.4 To approve the General Fund Capital financing arrangements (**Appendix A**).

#### **3.0 Reasons for the Recommendations**

- 3.1 This report forms a key part of formal revenue and capital monitoring against the 2022/23 budget. The information in this report will be incorporated into the published Statement of Accounts 2022/23.

- 3.2 The approval of the budget outturn, in-year movements and reserves are required by corporate financial procedures.
- 3.3 To consider the reserves position given the challenges facing the Council over the period of the Medium-Term Financial Plan (MTFP).

#### **4.0 Report Details**

##### **Background General Fund Revenue**

- 4.1 The Council approved the General Fund Revenue Budget for 2022/23 on 23 February 2022. 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 that the gaps in the latter two years of the MTFP would be met from savings delivered through the Council's Organisational Development programme.
- 4.2 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, with the exception of Sports Centre income which was anticipated would take one year longer to recover.
- 4.3 In the months since the MTFP was approved, the national fiscal and economic situation has changed dramatically - 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.
  - Inflation has risen dramatically since the 2022/23 budget was set. In July 2021, the Consumer Price Index (CPI) inflation was 2% rising to 5.4% by the time the 2022/23 budget was being finalised. The MTFP assumes no allowance for general inflation, but specific contractual inflation has been included within the pressures where appropriate. In December 2022, the CPI stood at 10.5%, down from 10.7% in November. As at May 2023, CPI inflation was 8.7%; by far in excess of the Government's 2% target.
  - Many of the Council's contracts attract inflationary uplifts for the coming financial year based on inflation in the preceding September and October. Furthermore, uplifts in prices agreed in the early part of 2022/23 will not have included the more recent inflation rises which will then factor into costs for 2023/24.



- The prices of food and non-alcoholic beverages continued to rise sharply during 2022/23 and rose by 18.4% in the year to May 2023. The annual inflation rates for this category in March and April were the highest seen in over 45 years.
  - In November 2022, the Bank of England increased the bank base rate by 0.75 percentage points to 3% which at the time was the highest rate in 14 years, and warned that the UK was facing its longest recession since records began. Bank rate has increased by a further 2% since then, the latest rise on 22 June taking base rate to 5%; this was the thirteenth rise recorded since December 2021. The increase in interest rates has had an impact on the cost of borrowing.
  - 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 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. 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 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. Savings from vacant posts have mitigated some of the pay award pressure in year.
- 4.4 At the end of Period 9 the forecast deficit for 2022/23 was **£470k**, reduced from **£703k** at the end of period 6.
- 4.5 It was acknowledged that the forecast deficit would have major implications for the MTFP, and it was clear that, without further management actions, any adverse variance would increase the financial gap and size of the challenge in future years.

4.6 The Council committed to delivering services within its approved budget and has been working collectively to agree clear, robust, and immediate management actions to reduce the adverse forecast. There was an acknowledgement that the Council may need to use a proportion of the Budget Risk Reserve to achieve a balanced outturn.

### **General Fund – Revenue Outturn**

4.7 **Table 1** sets out the draft outturn variances of **£292k** for 2022/23. This overspend 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.

4.8 The 2022/23 pay award is not included within the services lines for period 9 but is included within the outturn figures. This makes direct comparison of the variances between period 9 and outturn difficult.

**Table 1: 2022/23 Outturn- summary of main variances**

<b>Budget Movement</b>	<b>Period 9 £000</b>	<b>Outturn variance £000</b>
Pavements Shopping Centre	96	<b>136</b>
Town Centre - Retail Units/ Corporation Street £45k and Bus Station £30k	16	<b>102</b>
Car Parks (Saltergate £129k, Beetwell Street £166k, Surface £346k)	400	<b>679</b>
Cafes (Sports Centre £79k and Market Hall £9k)	45	<b>89</b>
Markets (Market Hall £79k, open market £133k)	150	<b>216</b>
Cultural Venues	-21	<b>-44</b>
Industrial Units, Calow Lane and Venture House		<b>140</b>
Planning income	0	<b>318</b>
Community Safety - additional grant	0	<b>-110</b>
Sports Centre Increased Income	-100	<b>-73</b>
Linacre - one off fee recovery	0	<b>-72</b>
Homelessness (Bed and Breakfast)	107	<b>-47</b>
Refuse Contract Indexation	97	<b>92</b>
Recycling	0	<b>249</b>

ICT service costs	0	<b>225</b>
other net underspends and mitigations	-812	<b>-645</b>
Pay Award (£1,925) / within services for outturn	925	Now within services
<b>Sub total</b>	<b>903</b>	<b>1,255</b>
Business Rates / pool	-433	<b>-733</b>
Additional S31 Grant	0	<b>-230</b>
<b>Total deficit</b>	<b>470</b>	<b>292</b>

#### 4.9 Details of the main variances are set out below:

- Pavements Shopping Centre - Rental income from the Pavements is lower than expected due to the renegotiation of leases to retain tenants and non-renewal of leases, while costs were higher than expected due to additional business rates on vacant units and an increase in agents letting fees.
- Town Centre - Empty retail units in the town centre and in Corporation Street, together with reduced income from the Coach Station contract (£28k).
- Car Parks – Income from all car parks is lower than expected by **£552k** 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.
- Sports Centre Café –The cost of operating the café at Queens Park Sports Centre (QPSC) has been higher than budget estimates, particularly in relation to increased cost of supplies which have been affected by the rise in inflation and increased staffing costs due to long term sickness absence. This has been coupled with lower than expected usage for the majority of 22/23, although this increased during the final quarter of 22/23. A full review of the provision and the relationship of the café to other income generating activities at QPSC has been undertaken.
- Markets – Occupancy levels, and corresponding rental income from market stalls is forecast to be **£133k** 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. The Market Hall has also seen increased costs and lower than expected rental and service charge income.
- Income from Venues – The MTFP assumed that income from venues would return to pre pandemic levels from 2022/23. Venues have seen

small reductions in income from shows, lettings and bar and catering sales, although sales for the key pantomime season were strong.

- Industrial Units and Commercial Properties - Reduction in rental Income and service charges together with increased costs from Industrial Units particularly Venture House, Calow Lane and Staveley workshops.
- Planning Income – It was expected that 3 particular planning applications would be submitted by the end of March 2023. These would have resulted in additional income of approximately **£300k**. It is anticipated that these will now be submitted in 2023/24.
- Community Safety - additional Safer Streets grant received in 2021/22 and applied in 2022/23 to offset investment in well evidenced preventative measures.
- 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.
- Linacre one off fee and cost recover- reimbursement of the revenue costs associated with the disposal of land at Linacre.
- Homelessness (Bed and Breakfast) - Homelessness services have been 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. Costs have been mitigated to some extent by maximising the use of external grant funding to pay for staff costs wherever possible.
- 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 **£95k**.
- Recycling Contract – Contract is based on a cost-plus CPI indexation, which is significantly higher than when the budget was set in February 2022.
- ICT costs – This related to annual application and infrastructure contract inflation, plus inflation on other spend areas; offset in part by temporary underspending on staffing.

- The General Fund includes government grants (S31 grants) to compensate for loss of income from business rates. Grant was provided to meet the deficit in business rates income arising from the Covid-19 business rates reliefs awarded in 2021/22, where the impact of which would not be reflected in the General Fund Revenue budget until 2022/23.
- Business Rates Pool – Chesterfield is a member of the Business Rates Pool which consists of eight Derbyshire district or borough Councils, Derbyshire County Council and Derbyshire Fire Authority. Instead of each borough or district Council paying 50% of their growth above the baseline over to the Government, it is kept within the pool and distributed amongst all the members on an agreed basis. The 2022/23 distribution is subject to audit, but it is expected that there will be a further **£733k** distribution to Chesterfield from the pool.

### General Fund Balances, Reserves and Provisions

- 4.10 General Fund Balance – The General Fund working balance has been set at **£1.5m** and has been informed by the risk assessment undertaken as part of the budget process.
- 4.11 Earmarked Reserves – In addition to the General Fund working balance the Council maintains several other reserves. Earmarked Reserves by their very nature, are set aside and committed for specific purposes.
- 4.12 **Table 2** details the balance of earmarked reserves as at 1 April 2022 of **£18.142m** and the closing balance at 31 March 2023 of **£15.291m** (prior to the allocations within this report). These balances exclude S106 contributions and provisions.

<b>Table 2: Reserve Balances</b>		
<b>Reserve</b>	<b>Opening Balance 1 April 2022 £'000</b>	<b>Closing Balance 31 March 2023 £'000</b>
Budget Risk Reserve	2,384	2,437
Repairs and Maintenance - various	2,945	2,630
Service Improvement/ Redesign	814	706
Insurance	923	773
Business Rates Reserve	6,550	4,117
Other Earmarked Reserves	1,957	1,398
Enterprise Zone Business Rates	2,569	3,230
<b>Total Reserves</b>	<b>18,142</b>	<b>15,291</b>

4.13 Earmarked Reserves – these reserves are held for specific purposes. The total balance on these reserves decreased by **£2.851m** during the year, the most significant changes include:

- The Budget Risk Reserve – provides a supplement to the General Fund Balance to provide a contingency for unforeseen items. Whilst the balance at the end of the financial year 2022/23 is **£2.437m** there are commitments of £1.8m in 2023/24. The Budget Risk Reserve will need to be replenished as part of the budget process.
- Repairs and maintenance– reduction in corporate contribution together with increase cost of repairs for vehicle and plant. Increased spend on operational property repairs due to backlog from the pandemic.
- Business rates – use of **£2.433m** of reserve to meet the deficit in business rates income arising from the Covid-19 Business Rates Reliefs awarded in 2021/22, the impact of which is reflected in the General Fund Revenue account in 2022/23 due to accounting regulations. The adequacy of this reserve is under review.
- Enterprise Zone Business Rates (Economic Growth) – underspend due to rephasing of spend into future years caused by delays due to the impact of the pandemic.
- Other reserve – budgeted use of various reserves including ICT.

4.14 Provisions – Provisions are made where an event has taken place that gives the Authority a legal or constructive obligation that probably requires settlement by a transfer of economic benefits or service potential, and a reliable estimate of the obligation can be made. The Council holds two provisions:

- Transport Company Pensions Provision – this provision has been established to cover the Council’s future liabilities for pension costs relating to employees of the former Transport Company.
- Insurance Provision – An independent review of the value and nature of the Council’s insurance provision has informed the level required.

4.15 The balance of the underspend from 2021/22 (**£440k**) was prudently transferred to the Budget Risk Reserve to mitigate the risks and pressures for 2022/23 and for future years. The General Fund deficit of **£292k** will therefore be met from this reserve.

4.16 It is important to note that many of the reserves and provisions are earmarked for specific purposes. The funds should not, therefore, be regarded as being available for general use. An additional consideration is the fact that the council receives interest from investing the reserves and provisions pending their allocation, income that is used to support the Council’s General Fund Revenue budget.

## **Capital Expenditure & Financing**

- 4.17 The Capital Programme is aligned to the Capital Strategy and presents the Council's plan for investment related to the purchasing, building and improvement of capital assets. The Capital Programme for 2022/23 was approved as part of the budget setting process in February 2022. An update to the Programme was included in the budget monitoring report to Cabinet on 19<sup>th</sup> July 2022 and as part of the 2023/24 Capital Programme report to full Council in February 2023.
- 4.18 Actual expenditure on schemes in 2022/23 was **£5.421m** compared with the original budget estimate for the financial year of **£10.929m** (as at Feb 2022) and **£11.984m** (as at Feb 2023).
- 4.19 **Appendix A** provides details of the General Fund Capital Programme expenditure and financing arrangements at year end (2022/23).
- 4.20 The main reasons for the variances from the revised budget estimate in February 2023 (**£6.563m**) include slippage on the following schemes:
- Stephenson Memorial Hall (**£1.666m**) – re-phasing of the budget, as approved by the Department of Levelling up, Housing and Communities (DLUHC), with more works due in 2023/24 and 2024/25 than originally estimated. There is no change to the expected completion date for the project.
  - Hollis Lane Link Road Phase 1 (**£1.318m**) – re-phasing of the scheme contribution to Derbyshire County Council as more works now due in 2023/24 than originally expected.
  - Staveley 21 (**£611k**) – re-phasing of the budget with more works now due in 2023/24 than originally expected.
  - Waterside Basin Square Development (**£1.399m**) – re-phasing of the budget into 2023/24.
  - Green Homes Grants (**£730k**) – a reduction in spend during 2022/23 that arose as a result of a shortage of available contractors in the sector who were able to carry out the Green Homes Grant improvements. A specialist contractor has now been procured and we are therefore able to issue grant support.
- 4.21 There were no significant overspends on any capital schemes during 2022/23.
- 4.22 The financing of the programme has been reduced accordingly particularly in relation to Capital Grants (**£3.718m**) and in the amount of borrowing required (**£2.685m**) to reflect the reduction in the capital programme spending.

### **Capital Receipts**

- 4.23 The movement on useable capital receipts in the financial year 2022/23 is summarised in the **table 3** below. **£359k** of General Fund capital receipts were used to finance spend in 2022/23.

<b>Table 3 - Useable Capital Receipts</b>			
<b>Movement in Capital Receipts</b>	Gen Fund £'000	Housing £'000	Total £'000
Balance b/forward 1 <sup>st</sup> April	1,077	3,168	4,245
Add: Receipts in the year	1,822	6,205	8,027
Less: Applied to capital expenditure	(359)	(4,970)	(5,329)
<b>Balance c/forward 31<sup>st</sup> March</b>	<b>2,540</b>	<b>4,403*</b>	<b>6,943</b>

\* The Housing balance of £4.403m relates to the retained 'one-for-one' element of RTB receipts.

### **Housing Revenue Account - Revenue Outturn 2022/23**

- 4.24 The Housing Revenue Account (HRA) is a statutory account which records expenditure and income relating to council dwellings and the provision of services to tenants.
- 4.25 Since the HRA budget was approved in February 2022, the national fiscal and economic situation has changed dramatically and a number of in year pressures have emerged, particularly in relation to unprecedented and unpredicted inflationary pressures around energy, fuel, contracts, building materials, interest rates (including the cost of borrowing), and pay budgets. This has led to increased costs in service delivery and an increase in demand for our services. The HRA will need to be monitored carefully to ensure that it remains sustainable over the medium term and over the period of the 30-year business plan.
- 4.26 For the financial year 2022/23 the HRA reported a reduction in the balances of **£6.912m**. This represents a movement of **£273k** compared to the forecast reduction in the balance of **£6.639m** reported at quarter 3 – period 9. The main variances are set out in **table 4** below:

<b>Table 4 – 2022/23 summary of Outturn and variances against the Revised Estimate</b>				
<b>Description</b>	<b>Original Estimate 2022/23</b>	<b>Forecast /Revised Estimate</b>	<b>Actual 2022/23</b>	<b>Variances against the Revised Estimate</b>



	£'000	£'000	£'000	£'000
Net rents	(37,408)	(37,027)	(36,777)	250
Non-Dwelling Rents	(950)	(946)	(924)	22
Service Charges and other income	(1,032)	(1,362)	(1,398)	(36)
<b>Total Income</b>	<b>(39,390)</b>	<b>(39,335)</b>	<b>(39,099)</b>	<b>236</b>
<b>Expenditure</b>				
Supervision and Management -General	8,278	7,835	7,715	(120)
Supervision and Management -Special	2,240	2,203	2,899	696
Rent, rates, taxes and other charges	248	344	349	5
Repairs and Maintenance	9,483	11,294	11,402	108
Depreciation and contribution to Major Repairs Reserve	11,801	12,131	13,065	934
Interest and Debt Management Expenses	4,602	4,476	4,530	54
Bad Debt Provision	370	370	363	(7)
Provision for the repayment of debt	1,869	1,869	1,869	0
Direct Revenue Financing	3,405	5,452	3,819	(1,633)
<b>Total Expenditure</b>	<b>42,296</b>	<b>45,974</b>	<b>46,011</b>	<b>37</b>
<b>Deficit / (Surplus)</b>	<b>2,906</b>	<b>6,639</b>	<b>6,912</b>	<b>273</b>
HRA working balance B/F	(6,339)	(13,572)	(13,572)	0
<b>HRA working balance C/F</b>	<b>(3,433)</b>	<b>(6,933)</b>	<b>(6,660)</b>	<b>273</b>

4.27 HRA Services Deficit for the year **£6.912m** – refers to the net position of revenue income (e.g., rents) less revenue expenditure (e.g., management costs and housing repairs expenditure). The reduced surplus is due to:

- Rents income is reduced by **£250k** due to an increase in the level of void properties.
- Supervision and Management costs have increased by a net **£576k** due to increased employee costs together with reduced income and HRA homelessness costs.
- Repairs and Maintenance budgets were increased during the year by £1.8m. Inflation has risen dramatically since the 2022/23 budget was set and the repairs and maintenance budget have been increased by the Consumer Price Index (CPI) in September 2022 i.e., 10.1%. This was to reflect the increased costs of raw materials combined with supply chain issues impacting on staff productivity and the ability to cover costs. There is also a backlog of repairs work as we have emerged from the pandemic which has been factored into 2022/23. As approved as part of the Council's financial strategy (Cabinet, 10<sup>th</sup> November 2020), in September 2020 Housing Property Services moved to a cost recovery model, where the full cost of providing the service is retained within the HRA. Many of the costs of delivering the

service are fixed e.g., labour and overheads, any under recovery of these costs have been reallocated to the revenue and capital works in proportion to the spend.

- Depreciation charges have increased to reflect the increase in valuation of the housing stock – this has been transferred to the Major Repairs Reserve and used to fund the Capital Programme.
- Direct Revenue Financing - The capital budget for 2022/23 was due to be funded by capital receipts, depreciation/major repairs reserve, with the remainder funded from revenue balances. Due to the cost pressures on the revenue account, and to maintain a prudent working balance, capital expenditure funded from revenue has been reduced to **£3.819m**, which is **£1.633m** less than the revised estimate. Additional borrowing will need to be taken out to cover the gap, which will result in an increase in future interest payments. Further work will need to be undertaken to understand the impact on the 2023/24 budget and the impact on the 30-year business plan.

### **Housing Revenue Capital Outturn**

- 4.28 **Appendix B** provides a summary of expenditure on capital schemes in 2022/23. Schemes are funded by borrowing, right to buy receipts, other capital receipts and Direct Revenue Financing.
- 4.29 During the course of the year the capital budget schemes were updated and some elements re-profiled into 2023/24.
- 4.30 Total expenditure was **£24.854m** against the revised budget of **£22.010m**. The final outturn figure was **£2.834m** (13%) over budget after the re-apportioning of the Housing Property Services overheads, and the acceleration of the property improvement schemes during the course of the year.
- 4.31 As part of the continuous review of the capital programme, scheme budgets will be re-assessed based on current progress and expected completion dates with any revisions being brought back to cabinet for approval.
- 4.32 Capital Receipts - The movement on useable capital receipts in 2022/23 is summarised in **Table 3**. The receipts received during the year (**£6.205m**) were generated from 90 right to buy sales and the sale of land at Linacre Road.

### **HRA Balances and 40-year Business Plan**

- 4.33 The financial strategy for the HRA is to deliver a balanced and sustainable budget which is self-financing in the longer term, and which reflects both the requirements of tenants and the strategic vision and priorities of the Council.
- 4.34 The HRA is not permitted to run at an overall deficit and risks will continue to be identified and managed effectively. A minimum balance of **£3.4m** is

maintained to avoid the risk of a negative balance in the event of an exceptional cost arising. The HRA balance was anticipated to fall to **£3.856m** in 2023/24, due to increased capital spend.

- 4.35 The HRA balance is in line with expectations, primarily by reducing the direct financing of the capital programme and can be maintained at or above the minimum set by Council of **£3.4m** over the period of the business plan. However, the increase in costs set out in the MTFP, lower than inflationary increases in income, increased costs from inflationary pressures and increased spending on the capital programme, will have a detrimental impact on HRA balances and reduce the ability to provide further revenue contribution to capital spending. This will necessitate the requirement for additional borrowing (if within the parameters of the business plan) or scale back spending either on service provision or within the capital programme.
- 4.36 The business plan will be kept under review as part of the ongoing revenue monitoring and will be updated when the full impact of the 2022 stock condition survey has been reviewed and understood.
- 4.37 A refreshed business plan will be reported to Cabinet as part of the budget process for 2024/25.

### **Implications for the current year and the Medium- term Financial Plan**

- 4.38 Whilst this report focuses on the 2022/23 outturn position, it is anticipated the implications of the Covid-19 pandemic will have a significant impact on the Council's finances for a number of years. The current economic uncertainty and resulting inflationary pressures, particularly on energy and staffing costs will impact on the Council's forecast spend and will continue to be monitored throughout the year.
- 4.39 Effective budget monitoring and forecasting will be critical to understanding the budget pressures and ensuring that there are appropriate plans in place to manage and mitigate financial risks. In-year financial management processes have been enhanced and strengthened across the Council. The new process has been rolled out to budget managers in June 2023 for period 2 (May 2023). The quarter 1 forecasts will be presented to Cabinet in September 2023.

## **5 Alternative options**

- 5.1 There are no alternative options to present as the closure of accounts is governed by statute.

## **6 Implications for consideration – Financial and value for money**

- 6.1 The report in its entirety considers the financial and value for money implications of maintaining balanced General Fund Revenue, Capital and Housing Revenue budgets over the medium-term whilst ensuring sufficient resources are available to enable the Council to deliver on its agreed priorities and objectives.

## **7 Implications for consideration – Legal**

- 7.1 The Accounts & Audit Regulations 2015 require the council to produce an annual Statement of Accounts prepared in accordance with proper accounting practices.

## **8 Implications for consideration – Human resources**

- 8.1 There are no human resource implications arising from the matters considered in this report.

## **9 Implications for consideration – Council Plan**

- 9.1 Every effort has been made throughout 2022/23 to maintain General Fund Revenue, Housing Revenue, and Capital funds at levels that have enabled the Council to continue to deliver on the priorities and objectives that it has set itself in the final year of the Council Plan 2019-2023

- 9.2 The maintenance of adequate General Fund Revenue reserves and provisions over the medium term is also essential in demonstrating delivery against the third Council Plan priority of delivering value for money services.

## **10 Implications for consideration – Climate Change**

- 10.1 Climate change impact assessment is not required to be undertaken for the closure of accounts process. Such assessments are undertaken as part of the decision-making processes for specific spending plans.

## **11 Implications for consideration – Equality and diversity**

- 11.1 A full equality and diversity impact assessment is not required to be undertaken for the closure of accounts process. Such assessments are undertaken as part of the decision-making processes for specific spending plans.

## **12 Implications for consideration – Risk management**

- 12.1 In preparing the year end accounts, some elements are based on assumptions regarding risks and uncertainties. Any assumptions made take account of historical experience, current trends, and other relevant factors.
- 12.2 The year-end accounts are subject to an audit process conducted by independent external auditors.

### **Decision information**

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

### **Document information**

<b>Report author</b>	<b>Contact number/email</b>
Theresa Channell Karen Ludditt	<a href="mailto:Theresa.Channell@chesterfield.gov.uk">Theresa.Channell@chesterfield.gov.uk</a> Karen.Ludditt@chesterfield.gov.uk
<b>Background documents</b>	
These are unpublished works which have been relied on to a material extent when the report was prepared.	
<i>This must be made available to the public for up to 4 years.</i>	
<b>Appendices to the report</b>	
Appendix A	General Fund Capital Programme
Appendix B	Housing Revenue Account Capital Programme

**APPENDIX A**

**GENERAL FUND CAPITAL PROGRAMME 2022/23**

	<b>Original £'000</b>	<b>Revised £'000</b>	<b>Actual £'000</b>	<b>Variance Rev to Act £'000</b>
<b><u>CAPITAL EXPENDITURE:</u></b>				
Home Repairs Assistance	554	300	69	(231)
Disabled Facilities Grants	2,256	1,386	1,008	(378)
Green Homes Grants	0	1,409	679	(730)
Waterside Basin Square Development	720	1,926	527	(1,399)
Northern Gateway – Public Realm	0	149	95	(54)
Northern Gateway – Enterprise Centre	0	493	263	(230)
Brushfield Recreation Ground	50	50	50	0
Stand Road Bowls Pavilion	0	0	2	2
IT Transformation Project	276	395	395	0
Tapton Terrace Flood Resilience Work	0	33	0	(33)
Staveley Town Deal – DRIIVe	3,100	200	181	(19)
Staveley Town Deal – Construction Skills Hub	65	88	0	(88)
Staveley Town Deal – Staveley 21	500	642	31	(611)
Hollis Lane Link Road – Phase 1	0	1,405	87	(1,318)
Calow Lane Industrial Units	312	0	8	8
Stephenson Memorial Hall	2,457	2,579	913	(1,666)
Revitalising the Heart of Chesterfield	359	604	648	44
UK shared Prosperity Fund	0	33	17	(16)
HS2 Station Masterplan	280	292	342	50
Vehicles (from vehicles reserve)	0	0	106	106
<b>Grand Total</b>	<b>10,929</b>	<b>11,984</b>	<b>5,421</b>	<b>(6,563)</b>

	<b>Original £'000</b>	<b>Revised £'000</b>	<b>Actual £'000</b>	<b>Variance Rev to Act £'000</b>
<b><u>CAPITAL FINANCING</u></b>				
Borrowing: General	1,588	4,018	1,333	(2,685)
Grants & Contributions - see below	9,341	7,312	3,594	(3,718)
Capital Receipts	0	642	359	(283)
Contributions from reserves	0	12	135	123
<b>Cumulative surplus / (deficit) c/f</b>	<b>10,929</b>	<b>11,984</b>	<b>5,421</b>	<b>(6,563)</b>

	<b>Original £'000</b>	<b>Revised £'000</b>	<b>Actual £'000</b>	<b>Variance Rev to Act £'000</b>
<b><u>CAPITAL GRANTS etc:</u></b>				
Flood Risk Management Grant – EA	0	21	0	(21)
Disabled Facilities Grants (BCF/PCT)	2,810	1,686	1,130	(556)
Green Homes Grants	0	1,409	626	(783)
Revitalising the Heart of Chesterfield – Business Rate Growth	150	496	0	(496)
Levelling Up Fund – Stephenson Memorial Hall	2,457	2,553	891	(1,662)
Levelling Up Fund – Town Centre Transformation	209	108	648	540
Staveley Town Deal Funding	3,665	930	211	(719)
Arts Council – Stephenson Memorial Hall	0	26	22	(4)
UK Shared Prosperity Fund	0	33	17	(16)
Brushfield Recreation ground – Viridor	50	50	49	(1)
<b>Grants Total</b>	<b>9,341</b>	<b>7,312</b>	<b>3,594</b>	<b>(3,718)</b>

## HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME 2022/23

Capital Scheme	Original Budget 2022/23	Revised Budget 2022/23	Outturn 2022/23	Variance against the Revised Budget
	£	£	£	£
Kitchens	750,000	300,000	696,644	396,644
Bathrooms + WC	300,000	130,000	197,890	67,890
Central Heating	550,000	188,700	277,970	89,270
Rewiring, smoke detector and CO detector	500,000	55,500	92,966	37,466
Electrical testing	300,000	0	0	0
Blocks Refurbishments inc. environmental works	5,183,756	5,183,756	5,941,905	758,149
Blocks Cyclical Programme	800,000	444,000	359,587	(84,413)
Communal Lighting Replacement to blocks	1,200,000	1,200,000	1,000,453	(199,547)
Internal Soil Stacks	100,000	55,500	26,363	(29,138)
Tenant oncosts	50,000	50,000	41,558	(8,442)
Property Improvement catch-up works	3,500,000	2,200,000	2,876,635	676,635
Sheltered Refurbishment - LOWGATES	3,450,000	2,000,000	2,690,010	690,010
Property Improvement other	0	0	0	0
<b>Externals;</b>				0
Roof Renewals including loft insulation, S&F's, hanging tiles and metal roofs	750,000	943,500	1,421,089	477,589
DPC/Damp Works and Pointing General	500,000	100,000	176,485	76,485
Fences + gates, footpaths + drives inc. new off-street parking	750,000	50,000	127,292	77,292
Windows and Doors	400,000	75,000	106,268	31,268
<b>Future Major Works Total</b>	<b>19,083,756</b>	<b>12,975,956</b>	<b>16,033,114</b>	<b>3,057,158</b>
<b>Contingent Major Repairs;</b>				
Asbestos Removal Works	200,000	100,000	0	(100,000)
Asbestos Management / R&D Surveys	500,000	200,000	219,820	19,820
Fire Risk Works	1,500,000	1,500,000	2,553,619	1,053,619
Fire Remedials		1,220,600	0	(1,220,600)
Fire Risk Assessments	50,000	50,000	27,110	(22,890)
Compliance	100,000	100,000	146,570	46,570
<b>Contingent Major Repairs Total</b>	<b>2,350,000</b>	<b>3,170,600</b>	<b>2,947,119</b>	<b>(223,481)</b>
<b>Environmental Works + Related Assets;</b>				
Footpath Proactive Maintenance	100,000	111,000	0	(111,000)
Structural Works	200,000	100,000	230,442	130,442
Holme Hall Estate Improvements	100,000	50,000	0	(50,000)
<b>Environmental + Related Assets Total</b>	<b>400,000</b>	<b>261,000</b>	<b>230,442</b>	<b>(30,558)</b>
<b>Exceptional Extensive;</b>				
External Wall Insulation / Render programme works	250,000	0	0	0



<b>Exceptional Extensive Total</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Adaptations;</b>				
Disabled Adaptations	750,000	950,000	1,685,137	735,137
<b>Disabled Adaptations Total</b>	<b>750,000</b>	<b>950,000</b>	<b>1,685,137</b>	<b>735,137</b>
<b>Improvements;</b>				
Neighbourhood Action Plan-Barrow Hill Imps	500,000	500,000	437,433	(62,567)
Common Room Refurbishment (Wimbourne etc)	50,000		0	0
<b>Improvements Total</b>	<b>550,000</b>	<b>500,000</b>	<b>437,433</b>	<b>(62,567)</b>
<b>New Build;</b>				
<b>New Build - Site to be identified -Barrow Hill &amp; Belmont Drive</b>				
New Build construction - Markham Court	220,000	100,000	7,327	(92,673)
New Build construction - Middlecroft cluster	1,832,617	700,000	489,989	(210,011)
New Build construction - Aston Court	800,000	0	0	0
New Build construction - Westwood Avenue	2,210,000	0	14,032	14,032
New Build construction - Mastin Moor (Miller, Edale + Lansbury/Rose)	2,250,000	300,000	89,219	(210,781)
New Build - Brockwell Court	0	0	20,175	20,175
New Build feasibility (fees)	50,000	50,000	117,051	67,051
<b>New Build Total</b>	<b>7,362,617</b>	<b>1,150,000</b>	<b>737,794</b>	<b>(412,206)</b>
<b>Miscellaneous spend;</b>				
Property Acquisitions	2,500,000	2,552,632	2,552,632	0
Stock condition survey	200,000	200,000	200,144	144
Northgate Upgrade	250,000	250,000	29,717	(220,283)
<b>Miscellaneous Spend Total</b>	<b>2,950,000</b>	<b>3,002,632</b>	<b>2,782,493</b>	<b>(220,139)</b>
<b>TOTAL</b>	<b>33,696,373</b>	<b>22,010,188</b>	<b>24,853,531</b>	<b>2,843,343</b>

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## For Publication

### **Annual performance report – Council Plan Delivery Plan 2022/23 (J040)**

<b>Meeting:</b>	Cabinet
<b>Date:</b>	18 July 2023
<b>Cabinet portfolio:</b>	Deputy Leader
<b>Directorate:</b>	Corporate

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

- 1.1 To report progress made during the final year of the 2019 – 2023 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.

#### **3.0 Reasons for recommendations**

- 3.1 To close down the Council Plan 2019 – 2023 and the associated delivery plans, enabling the Council to focus attention on the new Council Plan 2023 – 2027 approved at Full Council in February 2023.

#### **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 tracked during 2022/23.

4.3 Quarterly monitoring and challenge has taken place throughout the year, with the Corporate Leadership Team being tasked to develop improvement strategies and alternative options for delivering key outcomes. This has helped us to achieve full delivery of 80% of the key milestones with 20% scheduled for completion during 2023/24 or in the case of one milestone alternatives are being scoped. 86% of key measures achieved their target.

#### 4.4 Making Chesterfield a thriving borough

86% of milestones for this priority area have been delivered and a further 14% have made good progress and are set to be delivered during 2023/24. 95% of the key measures also met their target for the year.

Highlights include:

- The Northern Gateway Enterprise Centre is now open and fully operational with a 65% let rate in its first year of operations
- One Waterside Place was officially opened in January 2023, providing six floors of grade A office and ground floor retail. All office suites are now let subject to legals being completed. Job numbers are to be confirmed but we are anticipating in excess of 200 jobs being created
- We received over 700 business enquiries have been received during 2022/23 with a range of support being offered including business start ups, expanding business and inward investment
- Over 1973 learners have benefited from skills programmes – enhancing their current and future careers
- We have achieved 100% local labour clauses across eligible developments during the life of the Council Plan. In 2022/23 this created 1,017 jobs including 40 apprenticeships and created in excess of £34 million in local supply chain spend
- Over £22 million has been brought in for economic development programmes and projects during the life of the Council Plan
- The events programme has grown throughout the Plan period with traditional favourites such as the Medieval Market, 1940s Market and Fireworks but also a range of speciality markets

#### 4.5 Improving quality of life for local people

86% of the milestones for this priority area have been delivered. 95% of the Climate Change Action Plan has been fully delivered, just two areas have moved into delivery for 2023/24 – asset management and the strategic transport assessment. Alternative approaches for the housing improvements at Holme Hall are being considered. 91% of the key measures within this priority met their target. Highlights include:

- Completing £14 million worth of improvement work at Pullman Close, Mallard, Leander, Brierley and Dixon Courts. Providing high quality

accommodation including sheltered accommodation for older and vulnerable people

- 33 new homes were added to the Council's housing stock with local families moving into high quality homes at Badger Croft and Harehill Mews
- Delivery of a comprehensive range of equality and diversity educational and celebratory events including sponsoring Chesterfield Pride 2022, Holocaust Memorial Day, Neurodiversity awareness sessions, cultural awareness sessions, LBT Research project and International women's day
- New Anti-social behaviour strategy and approach launched focusing on prevention, early intervention, problem solving and engagement with new partnership approaches including multi-agency tasking, greater visibility across all partners and enhanced learning and development
- Over £629,000 worth of disabled facilities grants were provided and adaptations made to enable people to maintain their independence and homes
- We taught 2720 children how to swim and 6662 people are members of our leisure centres. 1454 accessed sessions for health and wellbeing referrals.

#### 4.6 Provide value for money services

62% of the milestones for this priority area have been delivered and 72% of the key measures within this priority met their target. Good progress has been made on the Asset Management Strategy and this will be coming forward for decision shortly. Likewise good progress has been made on the ICT programme but some elements are being completed early in 2023/24 rather than by the end of 2022/23. The report also includes additional challenges and risks around the budget and background information regarding call centre performance. Including a huge number of energy rebate calls (over 14,000 additional calls) and more complex enquiries linked to the cost of living crisis impacting on call waiting times. Delivery highlights include:

- Take up and usage of 'My Chesterfield', our customer portal, is rising each month and at the year end we have over 35,000 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. The new complaints system has also gone live
- Our social media accounts and website are also attracting more views, followers and engagement
- We have exceeded targets for apprenticeships with 35. This includes 25 upskilling opportunities for staff and 10 new apprenticeship roles

#### **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.

## **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.	M	M

			CLT developed improvement plans and alternative approaches for outcome delivery.		
Failure to complete projects on time/budget/to quality standards.	H	H	Performance management framework has helped to identify at risk 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 areas. Plans in place to improve performance or re-prioritise.	M	M

### Decision information

<b>Key decision number</b>	<b>Non-key decision</b>
<b>Wards affected</b>	<b>All</b>

### Document information

<b>Report author</b>	
Service Director – Corporate	
<b>Background documents</b>	
These are unpublished works which have been relied on to a material extent when the report was prepared.	
None	
<b>Appendices to the report</b>	
Appendix 1	Annual Performance report 2022/23





# Annual Performance Report – Council Plan Delivery Plan for 2022/23

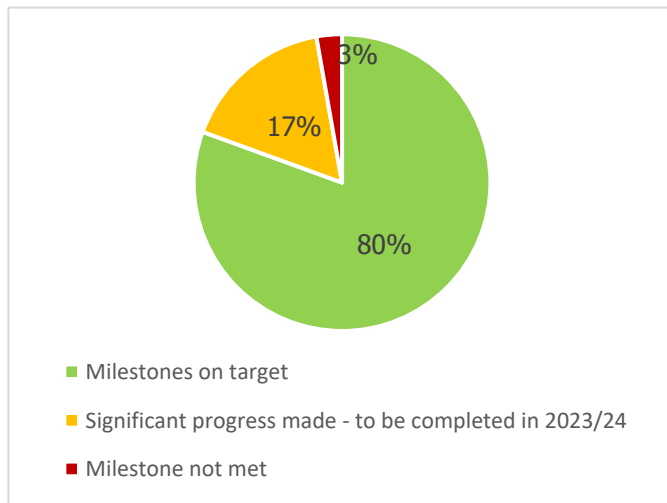
- 1.0 Introduction and performance overview
- 2.0 Performance dashboard
- 3.0 Priority - Making Chesterfield a thriving borough
- 4.0 Priority - Improving the quality of life for local people
- 5.0 Priority - Providing value for money services

## 1.0 Our Council Plan – Vision, Values and Priorities

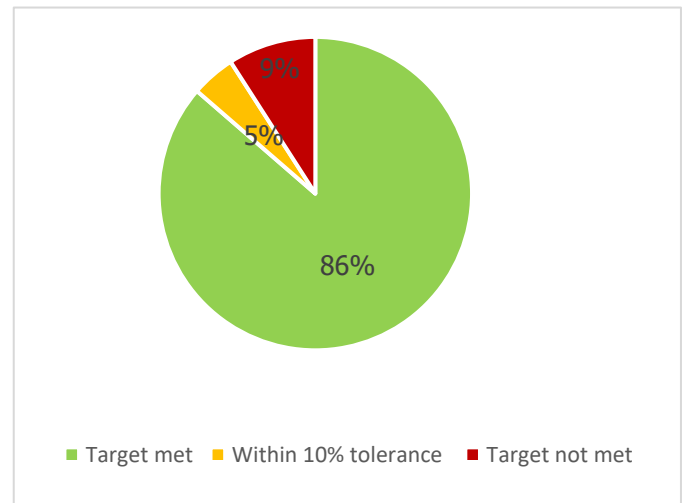
- 1.1 Drawing upon an extensive evidence base and using horizon scanning tools we developed a new four year plan from 2019 to 2023 with the same **vision – putting our communities first**. The plan provides a focus to our activities and identifies the priorities which require a collective corporate effort 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 develop 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 Cabinet in February alongside the budget and medium-term financial plan.
- 1.4 This report focuses on the progress made during the Council Plan Delivery Plan for 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

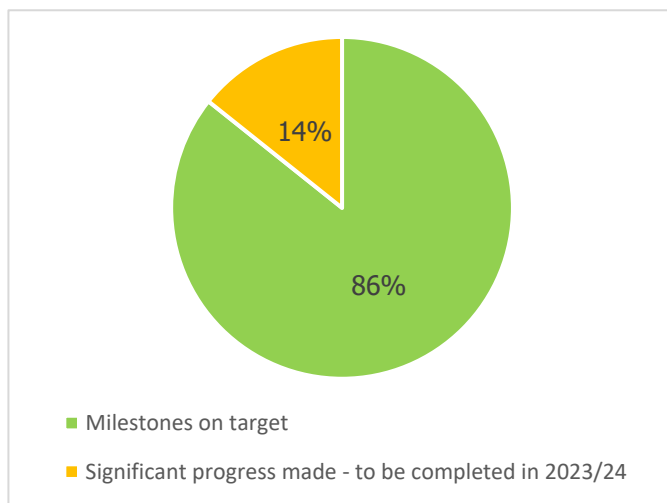
Total delivery plan milestones in 2022/23



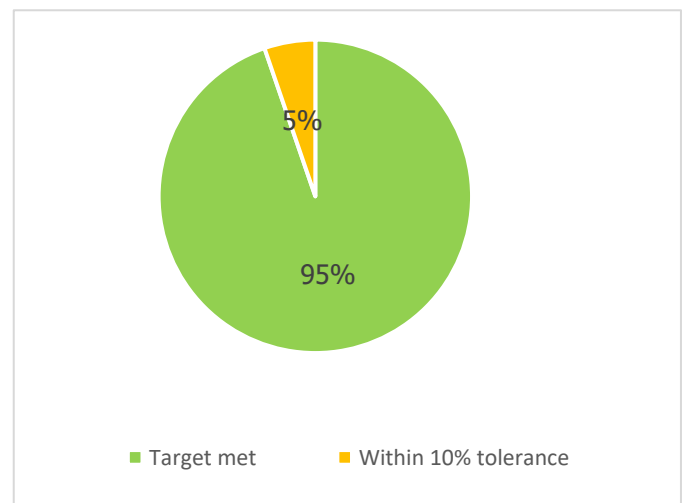
Total delivery plan measures in 2022/23



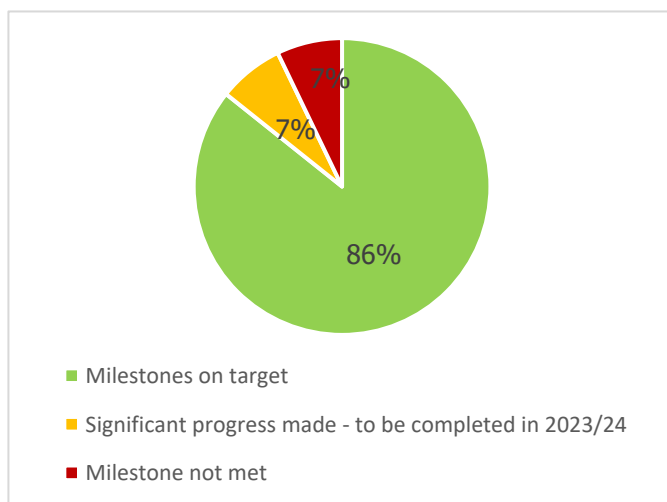
Making Chesterfield a thriving borough milestones



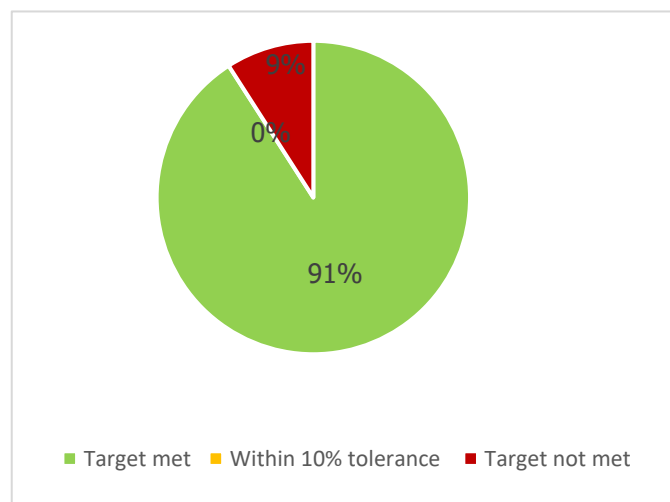
Making Chesterfield a thriving borough measures



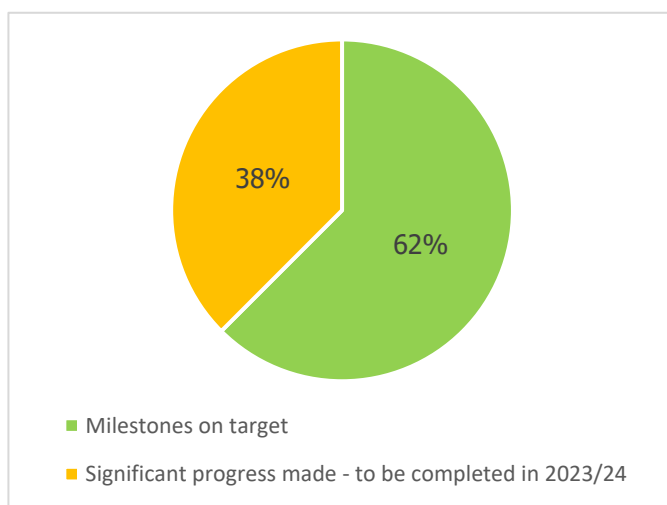
### Improving quality of life for local people milestones



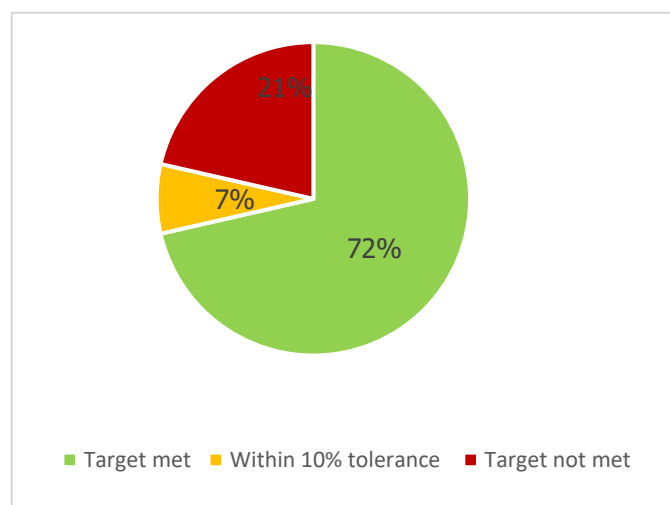
### Improving quality of life for local people measures



### 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 year end 12 of the 14 milestones had been completed. Further work is required in early 2023/24 to complete the Northern Gateway action plan and Skills action plan to maximise emerging opportunities.

Milestone	RAG	Progress
<b>TB1</b> - Progress the Covid-19 economic recovery action plan. Minimise the negative impact of		Strong progress has been made on the range of activities and initiatives within the Economic Recovery Plan. These include: <ul style="list-style-type: none"> <li>• Completing the Digital High Street project. 120 small retail, hospitality and leisure businesses across the town were supported to access a dedicated digital business advisor,</li> </ul>

<p>Covid-19 in terms of business closures and jobs lost.</p>		<p>creation of e-commerce websites with search optimisation and developed e-pay and click and collect systems</p> <ul style="list-style-type: none"> <li>• The 2022/23 events programme was delivered with the return of some of Chesterfield’s most loved major events including the Medieval Market, 1940s market, Christmas in Chesterfield, Chesterfield Pride, the Cricket Festival and the walking festival</li> <li>• Over 700 business enquiries have been received during 2022/23 with a range of support being offered including business start ups, expanding business and inward investment</li> <li>• Occupancy at Innovation Centres is now back to pre-covid levels with the new Enterprise Centre already at 60% occupancy</li> <li>• Work has been completed on Packers Row, the next phase of Revitalising the Heart of Chesterfield</li> </ul>
<p><b>TB2</b> - Complete and operate the Northern Gateway Enterprise Centre</p>		<ul style="list-style-type: none"> <li>• The Northern Gateway Enterprise Centre is now fully operational. It is proving to be a successful location with significant interest from potential tenants</li> <li>• By the end of 2022/23 25 or the 32 units have been let with another completed in early April</li> <li>• Occupancy is 65% based on total floorspace let or 78% based on number of rooms let</li> <li>• We are working with CBC Comms and Destination Chesterfield to promote the success of the Centre as an office location</li> <li>• The Centre is still within the defects and maintenance period. As reported previously the contractor, Woodhead’s, have gone into administration. CBC officers are continuing to review the impact of this on the Council whilst ensuring any urgent defects are rectified within the contractual framework we have in place to protect the interests of the Council</li> </ul>
<p><b>TB3</b> - Continue to support the delivery of Chesterfield Waterside including review of the masterplan and opening of One Waterside Place</p>		<ul style="list-style-type: none"> <li>• The development of One Waterside Place has been completed and a number of tenants have moved in</li> <li>• There is a lot of interest being generated in the remaining office suites and all are now let subject to legals being completed. Job numbers are to be confirmed but we are anticipating in excess of 200 jobs being created.</li> <li>• The Council continues to support the wider Waterside scheme. Planning applications have been received and are anticipated for residential development within the wider Masterplan area and there is an active conversation in relation to a potential hotel development at Basin Square</li> <li>• Planning have identified that the approach to bringing forward development on site has changed since the original Masterplan was developed and are working on a refresh of the Masterplan. This will come forward in early 2023/24</li> </ul>
<p><b>TB4</b> - Deliver first phase of station masterplan including the delivery of the Station Link Road (first phase) and</p>		<ul style="list-style-type: none"> <li>• The site acquisition and control plan has been delivered and work is currently progressing to build the station link road</li> <li>• Chesterfield Hotel has been demolished and an outline planning application for the site was approved by planning committee in October 2022</li> </ul>

demolition of Chesterfield Hotel		
<b>TB5</b> - Deliver year 1 of the visitor economy strategy and action plan		<ul style="list-style-type: none"> <li>• A key focus of the strategy is the Revitalising the Heart of Chesterfield project and the Stephenson Memorial Hall refurbishment</li> <li>• The Pomegranate Theatre and Museum are temporarily closed to enable the multi-million pound renovation project that will create an enhanced customer experience</li> <li>• 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.</li> <li>• An application for the second round of Levelling Up funding has been developed with PEAK resort to progress the PEAK Gateway development</li> <li>• A Heritage Interpretation plan is also being considered as part of the UK shared prosperity fund investment plan for Chesterfield borough</li> </ul>
<b>TB6</b> - Deliver and support a programme of borough wide events		<ul style="list-style-type: none"> <li>• The 2022/23 has been delivered</li> <li>• The Chesterfield Area Walking Festival was successfully delivered during May 2022 and the much loved Chesterfield Medieval Market and Fun day returned for July</li> <li>• The 1940s market returned for October 2022 alongside the Stand Road Fireworks extravaganza in November and Christmas in Chesterfield events in November and December</li> <li>• 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</li> <li>• Engagement with traders has been taking place throughout the programme period. Hospitality retailers have particularly benefit from events with some reporting around a 30% uplift in trade</li> <li>• In February we held half term events at the Pavements centre and undertook town centre walks in March</li> <li>• Events and activities have also taken place in many of our parks and open spaces and the Revolution House</li> </ul>
<b>TB7</b> - Support the development of Peak Resort and Gateway, maximising the benefit for Chesterfield’s economy		<ul style="list-style-type: none"> <li>• We continue to work collaboratively with PEAK Resort and partners Milligan to progress the Gateway scheme</li> <li>• We developed a bid for round 2 of the national Levelling Up fund but were not successful on that occasion</li> <li>• Milligan and Peak continue to work to positively progress the proposals for the site</li> </ul>
<b>TB8</b> - Commence the delivery of the Staveley Town Deal Investment Plan projects		<ul style="list-style-type: none"> <li>• The Department for Levelling Up, Housing and Communities deadline was met in March 2022 enabling projects to move forward during 2022/23</li> <li>• 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</li> </ul>

		<ul style="list-style-type: none"> <li>• 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</li> <li>• Engagement with the business community has also increased to inform project development and delivery</li> <li>• The 10 of the 11 of the approved projects (Staveley Town Council took the decision to withdraw their project from the Programme) currently remain on track</li> <li>• All projects are now in contract or Memorandum of Understanding and are working through pre-drawdown conditions and carrying out a range of value engineering to keep within budget</li> <li>• The Board have agreed a way forward to reallocate the funding from the project withdrawal</li> <li>• The CBC procurement team is assisting VCS project sponsors to offer a scrutiny &amp; support role as their work progresses</li> <li>• The Town Deal Board approved the revised Programme level Equalities Impact Assessment and Assurance Framework in March 2023</li> <li>• We are also awaiting a decision from the Department for Transport on the re-opening of the Barrow Hill Rial Line and Station but a Towns Fund outline business case was approved in January 2023</li> </ul>
<p><b>TB9</b> - Levelling Up – Commence delivery of George Stephenson Memorial Hall and Town Centre Transformation Programme</p>		<ul style="list-style-type: none"> <li>• The redevelopment has received planning consent and has completed RIBA stage 4 design work and a contractor has been appointed as part of a two-stage procurement approach with the contractor visiting the building as part of their immediate work to establish and agree build costs as part of a pre-construction services agreement</li> <li>• 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</li> <li>• Design work for the next stage is expected to be completed in summer 2023</li> </ul>
<p><b>TB10</b> - Review and Refresh the Chesterfield Growth Strategy</p>		<ul style="list-style-type: none"> <li>• Our Growth Strategy for 2023 – 2027 has been approved</li> <li>• The strategy provides a framework for actions over the period 2023 to 2027 that will deliver our priority of making Chesterfield a thriving borough and contribute towards the priority of improving the quality of life for local people</li> <li>• We are building on the success of the last decade which has seen the creation of more than 2000 new jobs in the local economy and more than 500 new businesses operating in the area, along with significant regeneration and investment across the borough</li> <li>• The strategy includes five key objectives, which are: <ol style="list-style-type: none"> <li>1. Help businesses to grow and secure new business investment in the borough.</li> <li>2. Build a competitive place infrastructure that accelerates employment and housing growth.</li> <li>3. Strengthen the distinctive character and vibrancy of our town centres.</li> <li>4. Develop Chesterfield’s role as a visitor destination and as a base for exploring the surrounding area.</li> </ol> </li> </ul>

		<p>5. Ensure local people have the right skills to support progression in the labour market and benefit from future employment opportunities</p>
<p><b>TB11</b> - Develop action plan for implementation of the wider Northern Gateway Vision</p>		<ul style="list-style-type: none"> <li>• This action has not been completed but some significant progress has been made to enable completion during 2023/24</li> <li>• The Northern Gateway Vision will now form part of the Town Centre Masterplan that is due to be commissioned during 2023/24</li> <li>• Some key studies which will inform the plan are underway including an extensive car parking study</li> <li>• We are also in talks with the Government's High Street Task Force regarding developments in Chesterfield town centre</li> </ul>
<p><b>TB12</b> - Develop a strategic approach, with Derbyshire County Council, landowners and key stakeholders, for the development of the Staveley Works Corridor</p>		<ul style="list-style-type: none"> <li>• Regular meetings have been established with key partners including Derbyshire County Council and landowners to secure a strategic co-ordinated approach</li> <li>• Overall programme is continually reviewed and key risks identified and managed</li> <li>• The area has been submitted for consideration as an Investment Zone and an Outline Business Case has been prepared and submitted by Derbyshire County Council to Government for the new road</li> <li>• We are working with partners across the East Midlands to develop the Staveley Works Corridor proposition as part of the East Midlands Growth Strategy.</li> </ul>
<p><b>TB13</b> - Refresh the Chesterfield Skills Action Plan</p>		<ul style="list-style-type: none"> <li>• The refreshed skills action plan will now be completed in June 2023</li> <li>• The refreshed plan will continue to focus on ensuring that local people have the right skills to support progression in the labour market and benefit from future employment opportunities</li> <li>• A review and update of the existing evidence base for the skills action plan has been completed, alongside a range of key consultation activities</li> <li>• 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</li> <li>• We were successful in securing UK shared prosperity funding which will support several of the activities within the action plan</li> <li>• We are also working with partners to ensure issues like the forthcoming devolvement of adult education budgets is considered in the plan</li> <li>• We are actively working with partners including DCC, Chesterfield College, Derby University and D2N2 LEP to maximise opportunities</li> <li>• To support the delivery of the skills action plan, we are progressing the establishment of a Skills and Employment Partnership Board that will sit alongside other strategic partnerships within the Chesterfield System Framework. The first meeting is expected to take place in June 2023 to coincide with the final skills action plan</li> </ul>
<p><b>TB14</b> - Support business growth and</p>		<ul style="list-style-type: none"> <li>• The innovation centres at Tupton and Dunston have seen a return to pre-covid 19 occupancy levels and there has been</li> </ul>

investment through the provision of Enterprise Chesterfield, delivering Innovation Support, Business Enquiry Service and Key Account Management and Inward investment Service		<p>significant interest in the new Northern Gateway Enterprise Centre – 65% of the space is now let</p> <ul style="list-style-type: none"> <li>• New tenants at the Northern Gateway Enterprise Centre can access business innovation support as part of their tenancy package</li> <li>• A range of business start up support is also available via the Vision Derbyshire Business start up project</li> <li>• We also continue to support inward investors in finding suitable locations, assisting with moves, innovation support and skills</li> <li>• We also supported the Festival of Business Event, delivered as part of Destination Chesterfield’s Celebrate event in March 2023</li> <li>• Plans are in place to attend with Destination Chesterfield a large UK property development and regeneration event to showcase some of our investable opportunities</li> <li>• The Chesterfield UKSPF Investment Plan has been approved by Government and is now in its delivery phase. This plan includes a range of business support activity that will now be funded moving forward. CBC is working with other Districts to scope, commission and review business support activity. This work is on-going with the first project, targeting support for businesses to de-carbonise, progressing to procurement. This funding will also fund the continuation of the Innovation Support project, Vision Derbyshire and Destination Chesterfield project.</li> </ul>
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3.3 The progress on the 19 key measures for this priority is detailed in the table below. 18 of the 19 have hit or exceeded their target or expected to exceed their target based on data available.

Measure	2022/23 Target	2022/23 outturn	Rag Rating	Comments
Number of new homes in the borough	240	300		This is an estimate based permissions and banked completions. The final figure will be available in June 2023.
Number of new homes in the town centre	Increase from 10	42		This is an estimate based permissions and banked completions. The final figure will be available in June 2023.
Major planning applications - speed of decisions	60%	97.6%		Rolling two-year average required of over 60% to meet national planning standards
Other planning applications – speed of decisions	70%	80.6%		Rolling two-year average required of over 70% to meet national planning standards
Major planning applications – quality of decisions	Under 10%	0%		Rolling two-year average required of under 10% to meet national planning standards
Other planning applications – quality of decisions	Under 10%	0.57%		Rolling two-year average required of under 10% to meet national planning standards
Amount of external funding accessed for	Over £1 million	£2.4 million		This creates a total of over £22 million during the 2019 – 2023 Council Plan. Additional funds



Economic Growth Programme				have also been secured through Government schemes including the £25.2 million for Staveley Town Deal, £19.98 million Levelling up fund and £2.68 million UKSPF awarded during the plan period.
Town centre vacancy rates	Below national average 14.5%	14.3%		
Tapton Innovation Centre occupancy	70%	90%		Now back to pre-Covid levels
Dunston Innovation Centre occupancy	70%	87%		Now back to pre-Covid levels
Northern Gateway occupancy	50%	65%		
Number of businesses	Over 3360	3350		The number of businesses increased during 2021/22 due to a 'micro' businesses being formed from home. Many of these business ceased to trade once the economy started to return to pre-covid activity. This is a national issue.
Number of business start-ups in the borough	Over 300	350		
Number of businesses supported to find accommodation	Over 500	775		
% local labour clauses	100%	100%		1017 jobs were enabled, including 40 apprenticeships.
% jobs secured by local people on developments with local labour clauses	50%	73%		£34,926,864 was created in local supply chain spend.
Number of businesses engaged in skills programmes	40	Over 40		Figures are available 1 quarter in arrears. Q1 – 3 = 33 so estimated to be above 40 target at year end.
Number of learners engaged in skills programmes	400	1973		Figures are available 1 quarter in arrears. Q1 – 3 = 1973 so already exceeding the target.
Funding levied for skills programmes	Over £500k	Over £500k		Figures are available 1 quarter in arrears. Q1 – 3 = £465,708.3 so estimated to be above £500k target at year end.

## 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. 12 of the 14 key milestones were completed in the period. The two incomplete milestones are now due to be completed in 2023/24.

Milestone	RAG	Progress
<p><b>QL1</b> - Build upon our Covid-19 community recovery approach by embarking on the development of a social investment initiatives.</p>		<ul style="list-style-type: none"> <li>• 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</li> <li>• 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 – this is regularly updated</li> <li>• 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</li> <li>• Continuing to support community and voluntary sector around risk assessments, accessing external funding, promoting key activities</li> <li>• Range of activities delivered by or supported by Chesterfield BC to combat isolation and loneliness. Includes community get togethers, adapted theatre screenings, range of sport and physical activity opportunities within leisure centres and in parks and open spaces</li> <li>• Developed the UK shared prosperity fund investment plan to include key community and social investment initiatives</li> <li>• Successful in UK shared prosperity fund bid. Initiatives starting in 2023/24 will include community grant scheme, community and voluntary sector community compact development, community development support and community and voluntary sector training programme</li> </ul>
<p><b>QL2</b> - Delivering the Rough Sleeper Strategy to build on the Homelessness Covid-19 response and recovery.</p>		<ul style="list-style-type: none"> <li>• Derbyshire wide Homelessness &amp; Rough Sleeper Strategy approved by Cabinet in November 2022. Formally launched with partners in May 2023 following approval by all local authority partners.</li> <li>• A review of supported accommodation has been completed and we are now working with registered providers to increase supply and support available. Specialist Officers have been recruited in North Derbyshire area to work with existing and new supported housing providers.</li> <li>• External funding has been secured to increase key worker provision to carry out inspections and monitor support arrangements within supported accommodation – recruitment is now complete and officers will be in post within the next 2 months.</li> <li>• The Rough Sleeper action plan with a focus on prevention has been superseded by the new action plan under the countywide strategy.</li> <li>• Funding has been secured via the Rough Sleeper Initiative to support mental health and substance misuse partnership work.</li> </ul>

<p><b>QL3</b> - Commence the next phase of Council Housing refurbishment and new builds including:</p> <ul style="list-style-type: none"> <li>• Complete £6 million refurbishment at Pullman Close – Mallard Court and Leander Court</li> <li>• Commence £8 million refurbishment of Dixon/Brierley Court, Tansley/ Birchover Court, Willowgarth Road and Newland Dale</li> <li>• Commence £2 million new build developments at Middlecroft - Court Place, Paisley Close, Rowsley Crescent and Wensley Way</li> </ul>		<ul style="list-style-type: none"> <li>• The £6 million work at Pullman Close, Mallard and Leander Courts has been completed and tenants have moved in.</li> <li>• The £8 million refurbishments at Brierley and Dixon Courts have also now been completed.</li> <li>• Willowgarth Road improvement activity has been completed. This included re-roofing, drainage works and new doors and windows.</li> <li>• Work at Newlandale has progressed well with new roofing, balconies, windows and doors being installed, communal areas in flats being painted and new flooring fitted. Electrical work (including new lighting) and rendering has now started, and the external work for improved parking and spaces has also commenced – the whole improvement programme is on schedule to be completed during 2023/24.</li> <li>• Improvement work including new doors and windows is underway at Tansley/ Birchover Courts. A decision has been made in consultation with the residents to retain the garages but to give them a refresh at the same time as the block refurbishments are completed. Roofing, windows and doors are currently being replaced with work to communal areas to commence, completion anticipated late 2023.</li> <li>• Two bungalows at Rowsley Crescent are progressing well with foundations complete and block and beam floor completed. A new contract is currently under negotiation to complete the work, after the original contractor went in to liquidation, and work is due to recommence in summer 2023.</li> <li>• Two bungalows at Court Place, four at Wensley Way and two houses at Paisley Close are being progressed (as per Rowsley Crescent).</li> </ul>
<p><b>QL4</b> - Deliver year 3 of the climate change plan including progressing the climate change communication and engagement strategy</p>		<p>43 of the 45 actions within the Climate Change Action Plan have been completed and are now fully established within mainstream council delivery. Due to a variety of national and local pressures we were unable to complete two of the actions by year end. This includes the development and approval of a new Asset Management Strategy – this will now be completed in 2023/24. The other incomplete area is linked to a partnership project led by Derbyshire County Council - Strategic transport assessment. This has not yet been completed but we are looking at timescales and alternative options for 2023/24..</p> <p><b>Homes and buildings</b></p> <ul style="list-style-type: none"> <li>• Capital improvements within the Council’s housing stock to improve thermal efficiency is continuing to schedule</li> <li>• 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.)</li> <li>• This programme of improvements has been carried forward into the new Climate Change Strategy 2023 – 2030 and reflected in the housing capital programme.</li> <li>• All new build housing projects for council housing stock are now required to be a minimum of an EPC A rating</li> <li>• £1.5 million of external funding secured to improve thermal efficiency for owner occupiers and private sector landlords with energy inefficient properties this is administered through a service agreement with E.ON</li> </ul>

- A new Asset Management Strategy has been drafted. This includes clear prioritisation of climate change modifications to the council buildings portfolio.
- 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.

#### **Power and electricity**

- All light fittings in CBC-maintained are being switched to LED when replaced
- The latest figures suggest that we have reduced council-controlled greenhouse gas emissions by around a third by purchasing renewable electricity
- The price of renewable electricity has significantly increased over the previous year, and CBC has allocated an additional £38k to ensuring that our electricity supply remains green
- DCC have confirmed that that 96% of the streetlights, bus stops and lit bollards in the Chesterfield area are now LED
- The potential of council-owned sites for deployment of microgeneration technologies is being assessed as part of the asset management programme, and supported by the decarbonisation pathways work

#### **Transport**

- 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.

#### **Industry and business**

- 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
- UKSPF funding has been secured to support decarbonisation innovation support with the business community

#### **Land use**

- 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 allocated 27 large areas of Council owned land for a meadow mowing regime
- 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.

#### **Waste**

- 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.

#### **Engagement and communications**

- 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

#### **Policy and general**

- A large number of other local authorities have expressed an interest in the Climate Change Assessment tool, and several are already operating versions that they have adapted for their own use We have conducted four tranches

		<p>of carbon literacy courses for officers and members and are now offering a shorter 'climate fresh' version to all teams</p> <ul style="list-style-type: none"> <li>• Carbon accounting work has been completed and gives us an estimate of our current supply chain emissions</li> <li>• Decarbonisation pathways work has been completed and will inform the next Climate Change action plan</li> </ul>
<b>QL5</b> - Development of costed 5-year delivery plans in line with the Parks and Open Spaces Strategy and Play Strategy		Following approval of the Parks and Open Spaces Strategy and Play Strategy, costed delivery plans were developed and approved in March 2023.
<b>QL6</b> - Development of the new Climate Change action plan for 2023 – 2030		<ul style="list-style-type: none"> <li>• The new Climate Change Strategy 2023 – 2023 was approved by Full Council in February 2023</li> <li>• A year one action plan for 2023/24 was also approved</li> <li>• The strategy and action plan were informed by the decarbonisation studies, carbon accounting and a range of engagement activities</li> <li>• A series of workshops also took place to develop a strategic direction for a number of key topics including buildings (commercial and operational), fleet, housing and offsetting</li> <li>• These focused areas of work will be key to strategy delivery</li> </ul>
<b>QL7</b> - Develop a new local democracy campaign		<ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> <li>• 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</li> <li>• 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</li> <li>• Schools attended our 11<sup>th</sup> hour commemorations and a large number of cadets confirmed for Remembrance Sunday. The scale and engagement with these events are returning to pre-covid levels.</li> <li>• In early 2023 we undertook a voting campaign which included a focus on harder to reach groups including potential voters aged between 18 and 25</li> </ul>
<b>QL8</b> - 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"> <li>• Stall at Chesterfield Pride (with CBC) in July. Chesterfield Borough Council were the main sponsor for the event</li> <li>• LGBT+ research project with Derbyshire LGBT+</li> <li>• Neurodiversity awareness sessions with Derbyshire Autism Services in September</li> <li>• Annual Holocaust Memorial Day event in January 2023</li> </ul>

		<ul style="list-style-type: none"> <li>• Cultural awareness event in January 2023 with Chesterfield Asian Association</li> <li>• International Women’s Day in March 2023</li> </ul>
<p><b>QL9</b> - Develop and deliver the LGBT+ research project to coincide with Census 2021 delivery</p>		<ul style="list-style-type: none"> <li>• CBC commenced a joint engagement project with Derbyshire LGBT+.</li> <li>• The project aimed to capture LGBT+ customer insight and perceptions about our services via questionnaires and focus groups</li> <li>• A report including findings and recommended actions has been received and we worked with services to develop an actions which form part of our new Equality and Diversity Strategy for 2023 – 2027</li> </ul>
<p><b>QL10</b> - 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"> <li>• 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</li> <li>• We have also been developing a health and wellbeing community newsletter / bulletin to run alongside increased Your Chesterfield coverage</li> <li>• 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</li> <li>• The Chesterfield Get2Gether at the Winding Wheel was extremely well attended as were further outreach events at Loundsley Green / Holme Hall, Whittington and Staveley. Health and wellbeing, including tackling social isolation were a key focus of this activity</li> <li>• 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</li> <li>• 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</li> <li>• 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.</li> <li>• 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</li> </ul>

<p><b>QL11</b> - Deliver customer service improvements in Sports Centres through the introduction of new software and operational improvements</p>		<ul style="list-style-type: none"> <li>• 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.</li> <li>• Self service kiosks have also been installed out our two leisure centres, these went live in October</li> <li>• All improvements have been accompanied by extensive staff training to ensure improved customer experience</li> <li>• The system has also reduced unauthorised access to the centres and helped to manage member access</li> <li>• The new system enabled a single direct debit platform to be introduced, replacing the multiple collection points and formats. This has reduced costs for debit and credit card transactions significantly.</li> </ul>
<p><b>QL12</b> - Focus on community safety including the strengthening of anti-social behaviour prevention and response, developing a domestic abuse policy and safe space refuge accommodation</p>		<ul style="list-style-type: none"> <li>• Following stakeholder and public consultation, the Council's Anti-Social Behaviour Strategy was agreed by Full Council December 2022</li> <li>• The Strategy adopts an approach based on prevention, early intervention, problem solving and engagement with new partnership approaches including multi-agency tasking, greater visibility across all partners and enhanced learning and development</li> <li>• Further work is in train to improve case management and data</li> </ul>
<p><b>QL13</b> - Focus on private sector housing including:</p> <ul style="list-style-type: none"> <li>• Bringing empty homes back into use</li> <li>• Development and implementation of policies to allow enforcement of minimum housing standards regulations in relation to privately rented properties</li> <li>• Provision of financial assistance (as set out in the PSH Renewal Policy) to maintain good standards of repair in privately owned properties</li> </ul>		<ul style="list-style-type: none"> <li>• Cabinet approved additional resource within the private sector housing team in April 21.</li> <li>• Agreement was obtained in March 2023 to recruit a further Environmental Health Officer to conduct wider functions but with an emphasis on empty homes and bringing them back into use. It was subsequently agreed that, rather than having a specific role responsible for empty homes, this responsibility should be mainstreamed across the service.</li> <li>• 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.</li> <li>• The team continues to deliver a 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.</li> <li>• During 2022/23 over £939,000 has been spent adapting properties to meet the needs of the occupier and a further £629,000 of disabled adaptations have been approved with works currently on site. Over £67,000 has been spent on essential repairs to enable vulnerable home owners to remain in their homes.</li> </ul>
<p><b>QL14</b> - Development of the Holme Hall</p>		<ul style="list-style-type: none"> <li>• A tender to commission the development of the improvement plan was placed on the Homes England procurement panel but did not generate any submissions.</li> </ul>



estate improvement plan		<ul style="list-style-type: none"> <li>• 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).</li> <li>• Availability of expertise has been impacted by demand generated across the country by town funds, levelling up funds, future high streets etc.</li> <li>• A second tendering process was launched in November and we continue to be unable to appoint.</li> <li>• Some 'quick win' improvements will be carried out as part of the approved HRA Capital Programme.</li> <li>• Options are being developed to progress the overall improvement plan.</li> </ul>
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4.3 The progress on the key measures for this priority is detailed in the table below. There are 11 measures, 10 of which met or exceeded their target. A further measure missed the target by 0.3%.

Measure	2022/23 target	2022/23 outturn	Rag Rating	Comments
Number of new Council homes developed or acquired	30	33		21 Council build at Badger Croft and 12 acquisitions at Harehill Mews
Decent homes standard	100%	99.7%		
Average SAP rating for CBC properties	70% C	70% C		
Number of people supported via Careline and Neighbourhoods teams	Over 2,500	2,687		
Number of homeless preventions per annum	Over 300	323		
Number and amount spent on disabled facilities grants and adaptations	Over £400k	£629,000		
Additional amount of benefits claimed due to Council support	Over £750,000	Over £750,000		Figures are available 1 quarter in arrears. Q1 – 3 = £734,000 achieved to date so estimated to be above target at year end.
Number of memberships in sports centres	6000	6662		
Number of children in our learn to swim programme	1900	2720		The swim programme has now increased beyond pre-covid 19 levels.
Number of people engaged in health and wellbeing referrals into sports centres	500	1454		
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. Five of the eight key milestones were fully delivered. The remaining three were partially delivered with either alternative provision made or a delay into early 2023/24.

Milestone	RAG	Progress
<p><b>VFM1</b> - Deliver the Council's Medium-Term Financial Plan and actions for 2022/23</p>		<p>The 2022/23 – 2025/26 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 that the gaps in the latter two years of the MTFP would be met from a comprehensive savings programme.</p> <p>By mid 2022/23 the national fiscal and economic situation has changed dramatically and a number of in-year spending pressures emerged. This included 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>During the second half of 2022/23 a series of management action plans were introduced, aiming to mitigate the adverse in-year forecast. Measures 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> <p>The additional financial challenges were considered as part of the Council's ongoing medium term financial planning. In February 2023, Full Council approved the general fund budget for 2023/24 and noted the projections in the Medium-Term Financial Plan for 2024/25 to 2026/27. The report included significant risk and sensitivity analysis, drawing out the key challenges both in-year and for future years. The report can be accessed <a href="#">here</a>.</p>
<p><b>VFM2</b> - 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>		<p>Organisational development has been mainstreamed and now forms part of the Councils core activity and ways of working. This approach has been key in Council plan delivery including:</p> <ul style="list-style-type: none"> <li>• ICT programme delivery (covered at VFM 5)</li> <li>• Customer experience improvements (covered at VFM3)</li> <li>• New ways of working (covered at VFM 4)</li> <li>• Developing digital innovation in CCTV – safer streets initiative</li> <li>• Introduction of new digital systems and concierge service at sports centres (covered at QOL11)</li> </ul>

<p><b>VFM3</b> - Customer services transformation – developing the customer experience and accessibility strategy</p>		<p>Our Customer Services transformation programme is made up of projects which aim to deliver seamless, easy, and automated 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 year end we have over 35,000 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. The new complaints system has also gone live.</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><b>VFM4</b> - 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>		<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 our supporting strategy documents, such as our Asset Management Strategy, ICT Strategy and People Plan, ready for adoption in 2023/24.</p>
<p><b>VFM5</b> - ICT/ transformation programme - continuing to deliver the final year of our ICT Improvement Programme so that we can strengthen our ICT infrastructure,</p>		<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 alongside information on housing rents and the ability to book and pay for bulky waste collections online.</p>

cyber security and digital skills and implement our digital platform		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.
<b>VFM6</b> - 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"> <li>• Managing our land and property assets efficiently</li> <li>• Keeping our assets safe and well maintained</li> <li>• Maintaining an effective accommodation strategy</li> <li>• Maximising income and overall value</li> <li>• Accelerating development opportunities and maximising growth</li> <li>• Protecting the environment and adapting to climate change</li> </ul> <p>The plan is expected to move through the decision making process in the first half of 2023/24.</p>
<b>VFM7</b> - 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"> <li>• Proactive in applying audit recommendations including improvements to the contracts register and embedding the procurement portal</li> <li>• Recently recruited to the key post of Head of Procurement</li> </ul>
<b>VFM8</b> - Maximising value for money and social value via the new waste and recycling contract		<ul style="list-style-type: none"> <li>• Veolia have been awarded the contract</li> <li>• Value of the contract is within the budget envelope</li> <li>• Significant engagement around social value including engagement with climate change initiatives such as Recycling Week</li> </ul>

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	2022/23	Rag Rating	Comments
Satisfactory opinion from external auditor re VFM conclusion	Yes	TBC		Final VFM conclusion expected in the autumn.
Investors in People	Gold	Gold		
Number of CBC apprentices	23	35		Includes 25 upskilling apprenticeships and 10 new start apprentices.
Council tax collection	96%	96%		Collection rates for Council Tax and NNDR were achieved.
NNDR collection rates	97%	97%		
Rent collection rates	97.7%	93%		Housing rent collection in the first quarter was 82%, rising to 85%

				and 87% in quarters 2 and 3. This has increased again to 93% and is now within tolerance. Tenancy sustainment activity has been a key aspect of increasing rent collection with increasing numbers of residents requiring support due to cost of living pressures.
Revenues, benefits and rents calls average time to answer	1 minute	4.41		2021/22 was an exceptional year due to challenges associated with the pandemic, including a variety of grant schemes to administer.
Switchboard and environmental services calls average time to answer	1 minute	3.39		We expected this pressure to reduce in 2022/23 however, the Government's announcements around the energy rebate scheme caused an increase of 14,388 calls alone which had a massive impact on resource availability for other types of calls.
Housing repairs hotline calls average time to answer	1 minute	3.16		The cost of living crisis has also increased call volumes but also crucially the complexity of calls – leading to longer call times and wait times.
Facebook followers	Above 13,000	14,000		
Twitter followers	Above 9,000	9,438		
Instagram followers	Above 1,500	1,749		
You Tube subscribers	Above 300	374		
Linked In	Above 1,500	2,540		
My Chesterfield sign ups – digital account	Over 19,700	35,000		
Website hits	Over 500,000	1,583,908		

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## For publication

### Chesterfield Borough Council Asset Management Strategy

<b>Meeting:</b>	Cabinet Council
<b>Date:</b>	18 July 2023 19 July 2023
<b>Cabinet portfolio:</b>	Deputy leader and Cabinet Member for Finance and Asset Management
<b>Directorate:</b>	Economic Growth
<b>For publication</b>	

#### 1.0 Purpose of the report

- 1.1 To seek Cabinet and Council approval for the adoption of the Councils Asset Management Strategy 2023 – 2027, to ensure the Council is managing its assets safely, effectively and efficiently and to enable the Council to make the best use of its land and property, to support the Councils aims and priorities, as set out in the Council Plan.

#### 2.0 Recommendations

That Cabinet recommends to Full Council:

- 2.1 To approve the adoption of the Chesterfield Borough Council Asset Management Strategy 2023 to 2027.
- 2.2 To note that future delivery plans, with any additional budget requirements to implement the strategy, will be brought to future Cabinet and Council meetings, as appropriate.
- 2.3 To give delegated authority to the Service Director – Economic Growth, in consultation with the Deputy Leader and Cabinet member for finance and asset management, to make minor amendments to the final version of the Asset Management Strategy prior to completion.

### **3.0 Reason for recommendations**

- 3.1 It is important for the council to have a long-term asset management strategy that sets out the vision, asset management policies and strategic objectives to guide the overall management of the councils land and property assets, in line with the vision and priorities of the Council.

### **4.0 Report details**

#### **Context**

- 4.1 Chesterfield Borough Council is committed to making sure that its land and property assets work to benefit the wider borough, as well as enabling the council to deliver its services as efficiently and effectively as possible.
- 4.2 The Council Plan sets out its vision to 'Putting our Communities first', together with three priorities:
- Making Chesterfield a thriving borough
  - Improving quality of life for local people
  - Building a resilient council
- 4.3 The commitment to our communities to maximise social value, deliver inclusive growth, provide good quality housing and attractive green spaces, and achieve net-zero carbon by 2050, can all be driven forward through the way in which the Council uses its assets for the benefit of the borough.
- 4.4 A review of the Council's asset management strategy has been progressing for some time, particularly since the return of the property and technical services from the Arvato/ Kier contract in August 2020.
- 4.5 It has taken some time to develop the approach, largely due to the need to prioritise resources on supporting tenants through the pandemic, the focus on progressing the stock condition surveys and incorporating net zero carbon assessments, and a number of significant property related regeneration projects that continued to be delivered through the pandemic.



## Overview of Asset Management Strategy

4.6 The strategy includes an overview of the council's current land and assets and in consideration of the drivers and opportunities, the strategy sets out a vision, asset management policies and strategic objectives which seek to capture the focus for land and property management over the next four years. The detail is set out in the documents in Appendix 1. Key elements are highlighted below, including the headline outputs and outcomes, under each of the strategic objectives, that the delivery of the strategy will seek to achieve by 2027.

4.7 Vision:

*To actively manage and rationalise our land and property assets in line with the vision and priorities set out within the Council plan, ensuring that our assets are safe, efficient, fit for purpose, sustainable and provide value for money for the communities of Chesterfield.*

4.8 Strategic objectives, outputs and outcomes:

- **Developing and delivering our Corporate Landlord approach**

By 2027 we will have:

- Established effective governance arrangements, under a corporate landlord model, to support effective decision making.
- Reshaped services across the council to support the implementation of a corporate landlord approach, with appropriate resources for successful delivery.
- A range of appropriate policies and procedures in place to guide decision making and the development of work programmes.
- A new ICT software system to effectively manage and analyse asset data to support decision making.
- Regular reporting of statutory compliance performance across the estate.

- **Investing in decarbonisation whilst keeping our assets safe and well maintained**

By 2027 we will have:

- Completed a stock condition and net-zero carbon assessment on all of our assets, and established an on-going five year rolling programme
- Made significant progress in decarbonising our assets, towards the council's net-zero target for 2030.
- An established and sufficiently resourced medium to long term planned maintenance programme.

- An appropriately funded planned maintenance and reactive repairs service.
  - An established corporate landlord approach to premise management with clear responsibilities for the corporate property team and premise managers.
- **Delivering a land and property rationalisation programme**  
By 2027 we will have:
    - Completed a full land and property rationalisation programme and established an annual review programme to review our assets every five years.
    - Completed a four-year disposals programme and achieved a significant level of capital receipts, that have primarily been re-invested in the council's land and property portfolio
    - Established an on-going disposals and acquisitions programme to ensure the estate continues to provide value for money for the Council and support its vision and priorities.
- **Maximising income and overall value from the existing commercial estate**  
By 2027 we will have:
    - Completed a review of the commercial portfolio, seeking to maximise income from land holdings
    - Implemented a new ICT software system to enable the effective management of the financial transactions required to recover rental and service charge income.
- **Using our land and property to maximise inclusive growth opportunities across the borough**  
By 2027 we will have:
    - Worked to support the delivery of the growth and housing strategies of the council; seeking to deliver the council vision and priorities.
    - Identified opportunities to expand the council's commercial portfolio and income generating ability, including green growth opportunities.

4.9 The strategy highlights the significant resourcing challenges to progressing its delivery. This covers both the staff resource, and the significant revenue and capital asset investments that are likely to be required over the four-year period of the plan. This is set against the backdrop of an extremely challenging financial position for this Council, and all local authorities in the aftermath of the pandemic, the cost-of-living crisis and the pressures that inflation has brought.

- 4.10 Whilst it is more regular practise for the Council to approve costed strategies, to provide clarity on what outputs and outcomes can be delivered over the length of the strategy, this has not been possible at this time.
- 4.12 A delivery plan is in development, which will identify the resources needed to deliver the strategic objectives. This plan will be brought back to Cabinet and Council for approval in line with the constitution.
- 4.13 Key priorities that are being progressed at present, in line with the strategic objectives, include the stock condition and net zero carbon assessments, the progression of appropriate asset disposals, a focus on maximising income from the commercial estate, supporting the delivery of a number of major growth projects and the development of a corporate landlord policy. The latter will seek to set out appropriate governance arrangements and define the activities to be delivered through that policy, which will then support a re-definition of the way in which land and property is managed across the council.

## **5.0 Alternative options**

- 5.1 The council could carry on without an overall asset management strategy, but this would not maximise the benefit of the land and property assets of the council to the borough, as there would be a risk of delivering a piece meal and silo' d approach to the treatment of assets.
- 5.2 The council could delay the adoption of the strategy until there is a full understanding of the delivery plan actions and the resource requirements. Whilst this would provide a more holistic approach, there is significant work to complete to crystallise some of the resource requirements, and it was felt it would be more productive to present a strategy that provides a clear direction of travel and provide a framework for the more detailed delivery plan.

## **6.0 Implications for consideration – Financial and value for money**

- 6.1 The Councils land and property assets form a key element of the medium-term financial plan; from the role that is played in providing operational buildings from which services operate, to the significant amount of income that is raised from the commercial portfolio, which supports service provision across the council.
- 6.2 It is critical that we are able to demonstrate, within the medium-term financial plan, that we can afford the estate that we have, and that we are maximising its potential in supporting the Council plan and the medium-term financial plan.

- 6.3 The revenue and capital funding requirements for keeping our buildings well maintained and fit for purpose are significant and must be factored into the council's costs when developing the budgets.
- 6.4 Many of the regeneration and growth programmes that are key to making Chesterfield a thriving borough, make use of the councils existing land and property assets, or have implications for the current estate.
- 6.5 The asset management policy included within the draft strategy provides a clear approach to the use of any capital receipts, setting out that the approach will be, 'to reinvest capital receipts, secured through the disposals programme, into the land and property estate to fund maintenance, decarbonisation and investment activity to support the delivery of the asset management vision'.

## **7.0 Implications for consideration – Legal**

- 7.1 The legal responsibilities for asset management are wide-ranging, from statutory compliance and health and safety requirements in safely operating land and buildings, through to landlord and tenant requirements, and those that regulate disposals and acquisitions.

## **8.0 Implications for consideration – Human resources**

- 8.1 There are no HR implications directly related to this report, but the strategy does recognise that in order to achieve the outputs and outcomes changes will need to be made to the way in which the council delivers its asset management functions, which will lead to a future report that will set out the HR implications at that time.

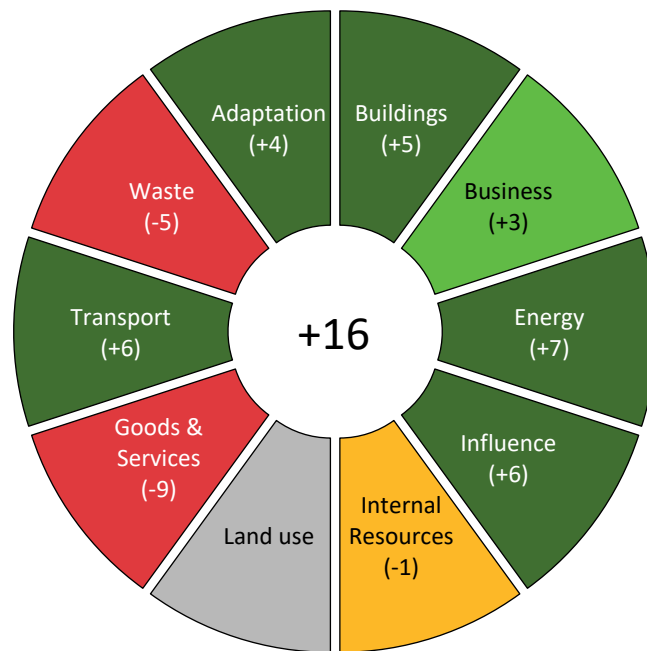
## **9.0 Implications for consideration – Council plan**

- 9.1 The Council's commitments to our communities to maximise social value, deliver inclusive growth, good quality housing, attractive green spaces and achieve net-zero carbon by 2050, are clearly set out in the Council plan and can all be driven forward through the way in which the Council uses its assets for the benefit of the borough.

## **10.0 Implications for consideration – Climate change**

- 10.1 There is a clear commitment in the climate change strategy and this draft asset management strategy to decarbonise the councils land and property estate by the 2030 target. In addition there is a recognition that the council can use its assets to support the achievement of the wider 2050 target, and contribute positively to support green growth opportunities across the borough.

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Chesterfield Borough Council has committed to being a carbon neutral organisation by 2030 (6 years and 5 months away).

10.2 The climate impact assessment tool shows that there are positive climate benefits that will be achieved through the delivery of this asset management strategy. However, it also highlights that in order to achieve those benefits there will be negative impacts in terms of the waste materials that will be produced as buildings are altered to reduce carbon footprints, and also with the additional services the council will need to retain to complete that work.

### 11.0 Implications for consideration – Equality and diversity

11.1 A preliminary equalities impact assessment, EIA, for the draft Asset Management Strategy has been completed and is shown in Appendix 2. At this stage it is not necessary to complete a full EIA, but once projects are progressed that seek to rationalise the estate, there will be a need to consider the equalities impacts of those proposals.

### 12.0 Implications for consideration – Risk management

12.1 The table below sets out a number of risks and the proposed mitigations.

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
Failure to allocate resources to deliver the strategy	H	M	Work through the development of the medium term financial plan to identify revenue resources and	H	L

			progress the asset disposals programme at pace to achieve capital receipts that can support the changes that are needed		
Non-compliance with statutory legislative and health and safety requirements	H	M	Priority is given to these areas of work, but improvements are planned to provide a system of overall assurance for the Council	H	L

### Decision information

<b>Key decision number</b>	<i>All key decisions must be in the Forward Plan at least 28 days in advance. There are constitutional consequences if an item is not in the Forward Plan when it should have been. Contact Democratic Services if in doubt.</i>
<b>Wards affected</b>	All

### Document information

<b>Report author</b>	
Christine Durrant, Executive Director	
<b>Background documents</b>	
These are unpublished works which have been relied on to a material extent when the report was prepared.	
<i>This must be made available to the public for up to 4 years.</i>	
<b>Appendices to the report</b>	
Appendix 1	Draft Chesterfield Borough Council Asset Management Strategy
Appendix 2	Preliminary Equality Impact Assessment



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**APPENDIX 1**

**DRAFT**

**Chesterfield Borough Council**  
**Asset Management Strategy**

2023 to 2027

July 2023



## Foreword

Chesterfield Borough Council is committed to ensuring that its land and property assets work to the benefit of the borough, as well as enabling the council to deliver its services as efficiently and effectively as possible.

The Council Plan sets out our vision 'Putting our Communities first', together with three priorities:

- Making Chesterfield a thriving borough
- Improving quality of life for local people
- Building a resilient council

The commitment to our communities to maximise social value, deliver inclusive growth, provide good quality housing and attractive green spaces and achieve net-zero carbon by 2050, can all be driven forward through the way in which the council uses its assets for the benefit of the borough.

This asset management strategy will set the framework for how we manage our property portfolio effectively over the next four years. It will guide our strategic property decisions to ensure we manage our property portfolio efficiently and sustainably so it will remain fit for the future and support the way future decisions are made concerning disposal, acquisition and the use of property assets to maximise overall benefits across the borough.

Over the next few months, members and officers will seek to develop a costed and achievable delivery plan, using this asset management strategy to guide the priority activities. Whilst that plan is being developed, activities will focus on progressing the stock condition and net-zero carbon assessments, progressing appropriate asset disposals, maximising income from the commercial estate, supporting the delivery of a number of major growth projects and the development of a corporate landlord policy. The latter will seek to set out appropriate governance arrangements and define the activities to be delivered through that policy, which will then support a re-definition of the way in which land and property is managed across the council.

There will be challenges to the delivery of the strategy as the council seeks to tackle the wider financial constraints that are being placed upon it, however having a strategy that can maximise the use of land and property to support this position will be critical.

Councillor Amanda Serjeant

Deputy Leader and Cabinet Member for Finance and Asset Management

July 2023



## **Executive summary**

This strategy seeks to provide a clear direction of travel for the successful and effective management of the council's non-housing assets over the next four years. It provides an overview of the council's land and property assets and sets the context and drivers that will affect the way in which the assets are managed.

The main elements of the strategy are:

### **Vision – overall aim for the strategy**

*To actively manage and rationalise our land and property assets in line with the vision and priorities set out within the Council plan, ensuring that our assets are safe, efficient, fit for purpose, sustainable and provide value for money for the communities of Chesterfield.*

### **Asset management policies**

- Corporate landlord – to adopt a corporate landlord approach to the management of our land and property, including providing a clear governance structure for performance, programme management and decision making; clear policies and procedures, reporting and monitoring arrangements; and putting in place resources to deliver a corporate landlord approach across the council
- Compliance and property maintenance – to keep our properties safe, dry and secure through the implementation of an appropriately resourced, well-managed, rigorous compliance regime and a repairs and renewals programme with evidence-led maintenance plans, which are based on an appropriate balance of investment between planned and reactive maintenance
- Commitment to net zero carbon emissions - to seek to protect the environment by adapting and managing our estate to meet the councils climate commitment to net zero by 2030, in line with the council's climate change strategy and including the consideration of initiatives that support green growth
- Land and property rationalisation – to drive efficiencies through regular asset management reviews of our land and property assets, ensuring they are managed efficiently, provide the right space, in the right place and on the best terms
- Disposals and acquisitions – to dispose of, or acquire land and property as part of the delivery of the outcomes from the rationalisation programme, in line with the council's overall vision and priorities set out in the Council Plan, with particular focus on maximising social value, inclusive growth and the contribution to net-zero commitments



- Use of capital receipts - to reinvest capital receipts, secured through the disposals programme, into the land and property estate to fund maintenance, decarbonisation and investment activity to support the delivery of the asset management vision
- Commercial estate management – to maximise income generation and overall social value from the existing land and property portfolio through proactive estate management recognising the importance of delivering value for money to support council service delivery and the medium-term financial plan
- Supporting growth and housing strategies – to use our assets to support development opportunities and maximise inclusive growth in the borough, as part of the delivery of the council’s growth and housing strategies
- Innovation and technology – to promote a culture of innovation that optimises the use of technology to support new ways of working across the Council

**Strategic objectives – to provide direction for activities from 2023 to 2027**

- Developing and delivering our Corporate Landlord approach
- Investing in decarbonisation whilst keeping our assets safe and well maintained
- Delivering a land and property rationalisation programme
- Maximising income and overall value from the existing commercial estate
- Using our land and property to maximise inclusive growth opportunities across the borough

The strategy sets out the challenges around resourcing in the current financial climate, and with the expectation that additional resources, that have not yet been identified, will be required to deliver this strategy.

A delivery plan is being developed, in line with a corporate landlord policy and the re-definition of the delivery of land and property management functions across the council. This work will identify any additional resourcing requirements and Council will be asked for the appropriate approvals. Current activities are focussed across each of the strategic objectives.

Key outputs and outcomes are articulated in more detail in section five, all targeted at achieving the overall vision.



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## **1.0 Introduction**

- 1.1 Chesterfield Borough Council has a large real estate portfolio which includes commercial land and property, social housing, and the council's own operational estate. Much of the portfolio is efficient and effective, providing value for money for Chesterfield residents and businesses.
- 1.2 This Asset Management Strategy, AMS, provides an overview of our non-housing land and property assets and sets out the council's approach to strategic management of these land and building assets. Housing revenue account, HRA, assets are noted within the plan, but the detailed management arrangements for these assets will be included within the development of the long term HRA business plan.
- 1.3 This document sets out an overall vision, policies and objectives to guide the key activities needed to successfully manage, maintain and develop our assets, over the next four years, in line with the council's overall vision and priorities. It should be recognised that many land and property decisions can take longer than four years to come to fruition, but it is important to set out the activities to be prioritised over a shorter time period.
- 1.4 The strategy has been developed in consultation with elected members and officers from across the council and in the context of the Council Plan and other key policies and strategies, including the growth strategy, housing strategy, parks and open spaces strategy and climate change strategy. It will also provide a key input to our financial and service planning and support delivery of the Medium-Term Financial Plan, MTFP, whilst ensuring compliance with our capital and investment strategies.
- 1.5 This new strategy builds on our previous achievements and will ensure that the council is agile, innovative and forward thinking in the management of its property assets. Over the term of this strategy, it is the council's ambition to review and rationalize the use of all assets to ensure that the real estate portfolio is well managed and maintained and that it continues to positively support the council's financial position and deliver the council's priorities for service delivery, including delivery of our climate change objectives.
- 1.6 The strategy also prioritises the need to ensure that assets are managed and maintained in line with statutory compliance and health and safety legislation and are fit for purpose to deliver the council's responsibilities in terms of its statutory and front-line services. The net zero carbon commitment will guide the direction of the planned maintenance programme in a drive to de-carbonise the current estate, linking in with the opportunities for securing external government support for particular projects.



## **2.0 Context**

### **Overview of land and property assets**

- 2.1 The Council has over 60 operational buildings, covering administrative buildings and depot facilities, as well as those providing services directly for the benefit of the public. There are over 720 individual commercial rental opportunities, set across factories and workshops, office accommodation, retail and leisure, and agricultural land. Across the parks, open spaces, play and sports areas there are over 200 distinct assets, including 28 allotments.
- 2.2 The value of these assets, as they are reflected in the council's accounts, is estimated at £138m. Including the value of the housing revenue account assets at £423m, takes the total value of the Councils assets to over £550m.
- 2.3 Appendix 1 sets out the current breakdown of the overview set out above. This appendix also includes details of the properties held within the housing revenue account.
- 2.4 Over the period of its previous asset management strategy and in pursuit of the delivery of its Council Plan priorities, Chesterfield Borough Council has extended and strengthened its property portfolio, building a new Leisure Centre at Chesterfield's Queens Park, together with 3G football pitches, a multi-story car park at Saltergate, the adjacent new Northern Gateway Enterprise Centre and a six story office development at Waterside. There has also been significant delivery of new social housing provision at several sites across the borough. In addition, investment in parks and open spaces have resulted in improvements to play facilities. These assets have helped to improve service provision within communities.
- 2.5 In July 2021 the council also acquired The Pavements shopping centre in Chesterfield town centre. This was a strategic acquisition for the council, which was appropriate from a value for money perspective, but also gives the council control of a significant proportion of the town, which in the long term will help to facilitate a Southern Gateway regeneration project to the overall benefit of the borough.
- 2.6 Commercial property lettings have largely performed strongly, both across the Borough and within Chesterfield Town Centre. The Council has delivered top quartile performance in the management of its commercial property portfolio, generating annual revenues of £4.1million. During the pandemic the council supported its tenants through a range of initiatives to assist with financial pressures. Having such a large real estate portfolio has helped Chesterfield Borough Council to counter ongoing economic uncertainty and reduced public funding.



- 2.7 Essential repairs and maintenance have been undertaken across the property estate to ensure that it continues to provide safe and appropriate accommodations. The council is currently progressing a significant £20m project to refurbish the Stephenson Memorial Hall, which houses the Pomegranate Theatre and the Museum, and the adjacent public realm on Corporation Street.
- 2.8 The introduction of agile working for employees across the Council has resulted in better utilization of the Council's operational estate. This generated vacant accommodation space at Chesterfield Town Hall which has been leased to voluntary sector organisations and to Derbyshire County Council, supporting a reduced public sector footprint within the town. A project is also starting to move the Customer services centre and operational teams from the Revenues hall in the town centre, into the Town Hall. This will maximise the use of the town hall accommodation and deliver cost savings, as well as being able to consider the reuse, lease or sale of the Revenues Hall.

*Operational/ service-based properties*

- 2.9 The Council's operational property portfolio comprises of office and operational buildings which are situated in the community, such as Chesterfield Town Hall, the Customer Service Centre, Queens Park Leisure Centre and Healthy Living Centre, outdoor markets and the Market Hall, theatres, museums and car parks, alongside more complex operational sites such as Stonegravels depot.
- 2.10 Chesterfield Borough Council's operational property portfolio has undergone a degree of rationalisation over recent years, but there remain further opportunities to make better use of our operational buildings. Paragraph 2.8 above, sets out the progress in relation to the customer service centre moving into the Town hall. A car parking study is currently underway that considers the future requirements for car parking, the opportunities for investment in green technologies within the car parks to contribute to reducing carbon, as well as regeneration opportunities if there is surplus car parking capacity.

*Non-operational/ commercially focussed properties*

- 2.11 The council's commercial property portfolio consists of income producing assets, such as business parks, office space, industrial estates, shopping centres and retail property, together with other commercial buildings and operational space located within the Borough of Chesterfield which is let to tenants.
- 2.12 Office space includes the council's Enterprise Centres, which provide managed work space for a range of businesses from start up to larger



businesses; part of the service offer is also to provide business support activities for those businesses to help them grow and establish themselves within the borough.

- 2.13 This property portfolio generates income levels of £4.1million per annum and is valued at over £38.8million, providing a 10.5% return. The recent acquisition of the Pavements Shopping Centre provides significant opportunities to re-purpose the centre and strengthen our commercial property income.

#### *Commercial land*

- 2.14 The council holds a significant amount of land which typically is let for agricultural or equestrian/grazing purposes. It generates a small rental income and releases the council from ongoing maintenance and running cost liabilities. The council will continue to pursue opportunities to enable some of this land to be developed through regeneration activity and deliver capital receipts.

#### *Parks and Open Spaces and Play Portfolio*

- 2.15 The council has nearly 280 parks, sports, recreation and play areas in addition to 29 allotments and 8 woodland areas – totalling nearly 510 hectares. There has been over £8.5 million investment over the last ten years (70% from external funding) in the council's parks and open spaces. Masterplans and management plans are in place for the main parks with four having Green Flag awards. In addition, over the last 10 years £1.542 million has been spent on improvements to play areas.
- 2.16 The recently approved parks, open spaces and play strategies set out the importance of continually reviewing the quality and quantity of park, open space and play provision, including the consideration of rationalisation opportunities to make best use of the space and potentially raise funds for capital improvement schemes to the retained stock.

#### **Existing asset management arrangements**

- 2.17 The current asset management arrangements are focused on the corporate property and technical services team having key responsibilities for statutory compliance, reactive repairs and planned maintenance works across the land and property estate and managing the significant commercial property portfolio. Significant legal advice and support is provided to this team by the property, procurement and contracts law team and the economic development team.



- 2.18 In addition, there are a range of facilities management activities that are completed by service premise managers. They are responsible for the day-to-day statutory compliance requirements and ensuring health and safety compliance within operational areas. Soft facilities management, such as cleaning, caretaking and catering, are provided through either the service teams themselves, or arrangements with other bespoke teams across the council.
- 2.19 A number of key areas of compliance are currently lead and coordinated within the corporate health and safety team, including asbestos management and fire risk assessments. There is also a key link between the corporate health and safety team and premise managers in terms of the property related health and safety requirements to keeping a building safe.
- 2.20 The majority of property repairs and maintenance budgets are pooled into one central fund, managed by the facilities maintenance team, which is an effective approach to managing properties and finances. The council is seeking to extend this central coordination approach through the development of a corporate landlord approach to the management of its land and property. The aim being to drive closer collaboration across services to achieve improved governance in the strategic management of its assets and greater assurance of health and safety compliance around day-to-day premise management. To support this approach significant investment in new IT software and technological solutions will be needed.
- 2.21 Since the council brought back in-house the property and technical services teams in 2020, there is an opportunity to further embed a corporate landlord approach into how we develop and re-shape these service teams going forward. The aim being for the service to provide a professional, ambitious and dynamic property service, working with services across the council and in partnership with our customers, building occupiers, suppliers and partners to optimise asset performance and income in the delivery of our property services and enabling a corporate landlord approach to be supported across the council.



### **3.0 Key drivers, opportunities and challenges**

#### **Council Plan**

3.1 The council's real estate portfolio is a major resource and is integral to the delivery of many services across Chesterfield. It is vital that these assets contribute to the council's vision and priorities, as set out in the Council Plan for 2023 to 2027.

3.2 The councils overall vision is 'Putting our Communities first'; with three priorities to:

- Making Chesterfield a thriving borough
- Improving quality of life for local people
- Building a resilient council

3.3 The development and delivery of this strategy is set out within the 'building a resilient council' priority, with;

Our aspiration: to embrace new ways of working and maximise potential from our assets, partnership and respond to key challenges:

- We will: progress in our target to become a carbon neutral Council by 2030, by delivering our Climate Change Strategy and action plan, focusing on the delivery of low carbon services through decarbonisation of our operational buildings, maximising opportunities for clean energy generation, fleet management, supplies and services and our policies.
- We will: implement the new Asset Management Strategy and action plan, ensuring the alignment of our asset base to the service needs of a modern, agile Council.
- We will: seek new property-based income opportunities to support our financial resilience, aligned to our core objectives and climate commitments.
- We will: seek the most effective and efficient way of delivering our services and be well placed to take advantage of social, cultural, environmental and technological change.
- We will: collaborate and work in partnership with different parts of the public sector, business community and community and voluntary sector to deliver better outcomes for our borough.

### **Medium Term Financial Plan**

- 3.4 The Council's land and property assets form a key element of the council's medium-term financial plan; from the role that is played in providing operational buildings from which our services are run, to the significant amount of commercial income that is raised from our portfolio which supports services provision across the council.
- 3.5 The revenue and capital funding requirements for keeping our buildings well maintained and fit for purpose are significant and must be factored into the Council's costs when developing the budgets.
- 3.6 Many of the regeneration and growth programmes that are key to making Chesterfield a thriving borough, make use of the council's existing land and property assets, or have implications for the current estate.
- 3.7 It is critical that we are able to demonstrate, within the medium-term financial plan, that we can afford the estate that we have, and that we are maximising its potential in supporting the Council plan and the medium-term financial plan.

### **Growth and Housing Strategies**

- 3.8 Chesterfield's Growth Strategy 2023-2027 provides a framework for regeneration and growth within the Borough. The current Housing Strategy is due to be refreshed during 2023, but the commitment to supporting the delivery of a range of good quality housing to suit the needs of the community will remain a key strand of the strategy. The vision, objectives and key actions set out within this Asset Management Strategy have been developed to support delivery of the growth and housing strategies.
- 3.9 The overall aim for the growth strategy is 'To make Chesterfield a thriving borough, delivering environmentally sustainable growth that benefits local people.' The strategy sets out three core principles that underpin the objectives; higher-value growth; inclusive growth and environmentally sustainable. There are five strategic objectives, two of which are most prominent when considering the role of the council's land and property in supporting this agenda:
- Build a competitive place infrastructure that accelerates employment and housing growth.
  - Strengthen the distinctive character and vibrancy of our town centres.

- 3.10 The council current housing strategy for 2019 to 2023 has the following aim and objectives. A new strategy is currently being developed, which will built on the successes from the current strategy and be set in the context of the new Council Plan.

Aim:

‘To enhance Chesterfield’s housing offer so that people of all ages of life can find, and live in a quality home they can afford’

Objectives:

- Delivery - ensuring that increased new housing provision meets the needs of current and future residents of Chesterfield to provide homes for every stage of life
- Quality—to utilise internal and external resources to ensure that as many homes as possible in all tenures are of decent quality
- People – Ensuring that the needs of all groups to be able to access and sustain housing appropriate for their needs in Chesterfield

### **Parks and open spaces and play strategies**

- 3.11 The Parks and open spaces and play strategies were approved by the Council in February 2022; with a five-year delivery plan being approved by Cabinet in March 2023.
- 3.12 The strategies set out our vision and aspirations for our parks, open spaces and play areas, ensuring that we provide good quality green spaces for our communities to enjoy for many years to come.
- 3.13 The land and property related to the delivery of these services are key assets for the Council, and its important the service delivery teams and the property and technical services teams work closely together in managing these assets for the future. In some instances that will be to invest more in open spaces, and in others it will be to recognise that an area is no longer contributing to that service and we should look for an alternative use.
- 3.14 It is clear that any asset rationalisation programme should reflect the objectives set out in the parks, open spaces and play strategies, as work is progressed to review all of the Council’s assets.

### **Climate Change Strategy**

- 3.15 The councils new Climate Change Strategy for 2023 to 2027 and annual Delivery plan were approved by Council in February 2023. The strategy built

on the previous action plan and sets out a series of key themes that for the council and partners to focus on over the next 7 years, to 2030.

3.16 The strategy sets out the drive to net zero carbon for our buildings as a key priority to support the council in achieving its net zero target for 2030.

3.17 Within the delivery plan and set out under the key theme of building and energy use, relevant actions include:

- **Action BE.01: Stock condition survey:**  
A review of all commercial and operational council properties to include an assessment of the work to decarbonise each building and identify potential opportunities for energy generation etc. The development of a comprehensive report that ensures CBC understands the opportunities and potential costs to decarbonise our buildings portfolio. This action will support the development of the climate ready buildings delivery strand in future years including a commitment to using capital receipts from building sales to support climate adaptation. Data from this action will also support and inform external funding bids.
- **Action BE.02: Asset decarbonisation skills and expertise**  
As part of the Property and Technical Services reshape, develop / acquire asset decarbonisation specialist skills and expertise to lead on future building decarbonisation work. Alongside BE.01 enables the detailed development and delivery of the asset decarbonisation elements of the Asset Management Plan in future years. Strengthens CBC ability to access external funding for decarbonisation activity and energy generation opportunities

3.18 These actions are also incorporated in the asset management delivery plan that sits alongside this strategy.

### **Corporate landlord approach**

3.19 The council is keen to develop its property function to more fully adopt a corporate landlord approach; the aim being to improve the overall governance, including decision making, around the strategic use of the councils assets and to provide assurance on the safe and compliant operation of the assets by building occupiers and users. A corporate landlord policy, which will be considered by Council Cabinet, will set out the framework to be adopted, and rolled out across the council as part of the asset management strategy delivery plan.

- 3.20 The main concept of a corporate landlord approach is that the ownership of an asset and the responsibility for its management and maintenance is transferred from the service departments to the corporate landlord, a function held by the corporate property team.
- 3.21 In broad terms the service departments become corporate tenants and make use of the property or land in delivering a service. There are specific responsibilities that fall to both landlord and tenant, depending on the nature of the asset and the service being delivered.
- 3.22 The landlord's function is to ensure the service is adequately accommodated and to maintain and manage the property asset. Depending on the type of service operating from a building, there could be different tenant responsibilities around operational facilities management compliance requirements. This approach enables the service departments to focus on planning and delivery of the service, to the agreed service standards, rather than being responsible for the full range of property related functions as well.
- 3.23 The corporate landlord's responsibility also extends to the acquisition, development and disposal of land and property. This means the landlord would be responsible for asset review, feasibility and options appraisal across all service departments.

### **General legislative and compliance requirements**

#### *Building Safety Act*

- 3.24 The Building Safety Act, 2022, aims to achieve better safety systems and regulation for all corporate and residential buildings. The Act has put in place a more stringent regulatory framework to implement a stronger focus around building safety for developers and landlords.
- 3.25 The regulator will have 3 key purposes:
- 1) To oversee the safety and standard of all buildings
  - 2) Directly assure the safety of higher-risk buildings
  - 3) Improve the competence of people responsible for managing and overseeing building work
- 3.26 The current understanding is that the councils properties are unlikely to fall within this further regulation, due to the nature of the property assets, however this will be kept under review.



*Minimum energy efficiency standards, MEES regulations*

- 3.27 The Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015 established a minimum level of energy efficiency for rented property in England and Wales. Since 1 April 2018, landlords of non-domestic rented properties have only been permitted to grant a new tenancy, or to extend or renew an existing tenancy, if their property has at least an Energy Performance Certificate (EPC) E. It has been indicated that these requirements will tighten again in the near future, with a proposal that commercial properties must have an EPC rating of C or higher by 1 April 2027, and B or better by 2030.

**One Public Estate**

- 3.28 Increasingly, in the delivery of frontline and support services, economies can be achieved by working with partners from the public, private or voluntary sector.
- 3.29 Chesterfield Borough Council is a member of the Derbyshire One Public Estate partnership, supporting joint working across public sector organisations to release land and property and boost economic growth, regeneration and integrated public services. The council has already embarked on a programme of partnership initiatives that will deliver improved value for money and will continue to support partnership working.





## **4.0 Vision, policies and strategic objectives**

### **Our Vision**

- 4.1 The vision below aims to encompass the overall outcomes that this asset management strategy is aiming to achieve.

*To actively manage and rationalise our land and property assets in line with the vision and priorities set out within the Council plan, ensuring that our assets are efficient, fit for purpose, sustainable and provide value for money for the communities of Chesterfield.*

### **Asset management policies**

- 4.2 The following core asset management policies set out the underlying principles that we will use in managing our assets to deliver the vision:
- Corporate landlord – to adopt a corporate landlord approach to the management of our land and property, including providing a clear governance structure for performance, programme management and decision making; clear policies and procedures, reporting and monitoring arrangements; and putting in place resources to deliver a corporate landlord approach across the council
  - Compliance and property maintenance – to keep our properties safe, dry and secure through the implementation of an appropriately resourced, well-managed, rigorous compliance regime and a repairs and renewals programme with evidence-led maintenance plans, which are based on an appropriate balance of investment between planned and reactive maintenance
  - Commitment to net zero carbon emissions - to seek to protect the environment by adapting and managing our estate to meet the councils climate commitment to net zero by 2030, in line with the council's climate change strategy and including the consideration of initiatives that support green growth
  - Land and property rationalisation – to drive efficiencies through regular asset management reviews of our land and property assets, ensuring they are managed efficiently, provide the right space, in the right place and on the best terms
  - Disposals and acquisitions – to dispose of, or acquire land and property as part of the delivery of the outcomes from the rationalisation programme, in line with the council's overall vision and priorities set out in the Council



Plan, with particular focus on maximising social value, inclusive growth and the contribution to net-zero commitments

- Use of capital receipts - to reinvest capital receipts, secured through the disposals programme, into the land and property estate to fund maintenance, decarbonisation and investment activity to support the delivery of the asset management vision
- Commercial estate management – to maximise income generation and overall social value from the existing land and property portfolio through proactive estate management recognising the importance of delivering value for money to support council service delivery and the medium-term financial plan
- Supporting growth and housing strategies – to use our assets to support development opportunities and maximise inclusive growth in the borough, as part of the delivery of the council’s growth and housing strategies
- Innovation and technology – to promote a culture of innovation that optimises the use of technology to support new ways of working across the Council

### **Strategic objectives for 2023 to 2027**

4.3 The following five strategic objectives have been developed to focus the asset management activity across the Council, over the next four years.

- Developing and delivering our Corporate Landlord approach
- Investing in decarbonisation whilst keeping our assets safe and well maintained
- Delivering a land and property rationalisation programme
- Maximising income and overall value from the existing commercial estate
- Using our land and property to maximise inclusive growth opportunities across the borough

### ***Developing and delivering our Corporate Landlord approach***

4.4 Providing a clear direction on the management of the Council’s assets through strong governance and assurance arrangements is critical to achieving the vision of this strategy.

4.5 To support the approach there must be appropriate levels of staff resources in place, particularly in the corporate property team, investment in the implementation of new ICT software systems to provide accurate, comprehensive and robust asset and compliance data, and clear operational

policies, processes and procedures to support option development and decision making.

***Investing in decarbonisation whilst keeping our assets safe and well-maintained***

- 4.6 Ensuring properties are safe, dry and secure through the implementation of a well-managed, rigorous compliance regime and facilities management and maintenance activities is a fundamental requirement of any corporate landlord.
- 4.7 A key piece of work to be completed is an updated stock condition survey for each of the council's assets, this will include a net zero carbon assessment too. This work is underway, but a detailed programme and delivery is still to be achieved.
- 4.8 The outcome from the stock condition surveys and net zero carbon assessments will be used to develop affordable maintenance plans in response to building condition and actions required to achieve more sustainable properties contributing to the council's ambition to achieve net zero carbon by 2030. This work will also input into the asset rationalisation programme, to ensure the council can make informed decisions on the properties that it retains.
- 4.9 Determining the affordability and financing of the maintenance plans and net-carbon projects programme will be integral to the development of the MTFP, with capital receipts generated from a disposal programme being key to affordability.

***Delivering a land and property rationalisation programme***

- 4.10 This includes carrying out strategic asset reviews to ensure the estate provides the right space, in the right place and on the best terms; together with the stock condition surveys and net zero carbon assessments this will enable decisions to be made about the future of assets. This will include maintaining an effective accommodation strategy for operational assets, progressing a programme of asset disposals and making strategic acquisitions where appropriate.
- 4.11 A number of assets have already been identified as surplus to the councils operational and commercial requirements, and a programme of asset disposal is underway, seeking to generate significant value over the next 5 years to invest in the councils priorities.



***Maximising income and overall value from the existing commercial estate***

- 4.12 The current portfolio achieves a significant income for the council, and this needs to be maintained and enhanced through proactive portfolio management, maximising the available letting space, supporting tenants, promoting the service and seeking to use technology to better manage data and income information.
- 4.13 A new ICT software system is to be introduced over the next 12-18 months to replace the existing end-of-life system and to support a more dynamic approach to property management.

***Using our land and property to maximise inclusive growth opportunities across the borough***

- 4.14 This objective is focused on supporting the delivery of the growth and housing strategies to accelerate development, regeneration and growth across the borough. As well as supporting third party developments, opportunities should be explored to expand the council's commercial portfolio and income generating ability.

**5.0 Resourcing, outputs and outcomes**

**Resourcing**

- 5.1 This strategy is aiming at re-establishing the direction of travel for the management of the council's land and property, following the return of the service from the Arvato/ Kier outsourced contract in August 2020.
- 5.2 There are significant resourcing challenges to progressing the delivery of this strategy. This covers both the staff resource, and the significant revenue and capital asset investments that are likely to be required over the four-year period of the plan. This is set against the backdrop of an extremely challenging financial position for this Council, and all local authorities in the aftermath of the pandemic, the cost-of-living crisis, and the pressures that inflation has brought.
- 5.3 Whilst it is more regular practise for the Council to approve costed strategies, to provide clarity on what outputs and outcomes can be delivered over the length of the strategy, this has not been possible at this time. The outputs and outcomes in this strategy are focussed on the ambitions that the council has to ensure the use of the council's assets can be maximised for its communities, over the next four years.

- 5.4 A delivery plan is in development, which will identify the resources needed to deliver the strategic objectives. This plan will be brought back to Cabinet and Council for approval in line with the constitution.

### Outputs and outcomes

- 5.5 Key outputs and outcomes are set out in Table 1 against each of the strategic objectives. These will be revised as appropriate, as the resourcing plans are developed.

**Table 1: Asset management strategy outputs and outcomes to be achieved by 2027**

Strategic objectives	Outputs and outcomes – we will have.....
Developing our Corporate Landlord approach	<ul style="list-style-type: none"> <li>• Established effective governance arrangements, under a corporate landlord model, to support effective decision making.</li> <li>• Reshaped services across the council to support the implementation of a corporate landlord approach, with appropriate resources for successful delivery.</li> <li>• A range of appropriate policies and procedures in place to guide decision making and the development of work programmes.</li> <li>• A new ICT software system to effectively manage and analyse asset data to support decision making.</li> <li>• Regular reporting of statutory compliance performance across the estate.</li> </ul>
Investing in decarbonisation whilst keeping our assets safe and well maintained	<ul style="list-style-type: none"> <li>• Completed a stock condition and net-zero carbon assessment on all of our assets, and established an on-going five year rolling programme</li> <li>• Made significant progress in decarbonising our assets, towards the council's net-zero target for 2030.</li> <li>• An established and sufficiently resourced medium to long term planned maintenance programme.</li> <li>• An appropriately funded planned maintenance and reactive repairs service.</li> <li>• An established corporate landlord approach to premise management with clear responsibilities for the corporate property team and premise managers.</li> </ul>
Delivering a land and property rationalisation programme	<ul style="list-style-type: none"> <li>• Completed a full land and property rationalisation programme and established an annual review programme to review our assets every five years.</li> <li>• Completed a four-year disposals programme and achieved a significant level of capital receipts, that</li> </ul>



	<p>have primarily been re-invested in the council's land and property portfolio</p> <ul style="list-style-type: none"><li>• Established an on-going disposals and acquisitions programme to ensure the estate continues to provide value for money for the Council and support its vision and priorities.</li></ul>
Maximising income and overall value from the existing commercial estate	<ul style="list-style-type: none"><li>• Completed a review of the commercial portfolio, seeking to maximise income from land holdings</li><li>• Implemented a new ICT software system to enable the effective management of the financial transactions required to recover rental and service charge income.</li></ul>
Using our land and property to maximise inclusive growth opportunities across the borough	<ul style="list-style-type: none"><li>• Worked to support the delivery of the growth and housing strategies of the council; seeking to deliver the council vision and priorities.</li><li>• Identified opportunities to expand the council's commercial portfolio and income generating ability, including green growth opportunities.</li></ul>

## **6.0 Delivery plan, monitoring and review**

- 6.1 A delivery plan is under development which will set out the activities that will be progressed, under each of the objectives, to work towards the achievement of the overall vision. Key priorities that are being progressed at present include the stock condition and net zero carbon assessments, the progression of appropriate asset disposals, a focus on maximising income from the commercial estate, supporting the delivery of a number of major growth projects and the development of a corporate landlord policy. The latter will seek to set out appropriate governance arrangements and define the activities to be delivered through that policy, which will then support a re-definition of the way in which land and property is managed across the council.
- 6.2 Through the corporate landlord governance arrangements, the delivery plan will be monitored regularly and kept under review. This will enable a flexible approach to be taken as information emerges from the various work streams, and the plan will be updated accordingly.



## Appendix A

### Summary of Principal Council Assets

General Fund: Operational Assets		General Fund: Non-Operational Assets	
	22/23		22/23
Town Hall	1	Factories & Workshops	234
Other Admin Office Premises	2	Modern Flexible Office Suites	31
Visitor Information Centre	1	Innovation Centre Office Suites	75
Depots	2	Clock Tower Nursery Units	74
Stores	0	Market Hall Retail Units	49
Open Markets	1	Pavements Centre Retail Units	40
Sports & Leisure Centres	2	Other Retail Shop Units	37
Golf Course & Clubhouse ( 9&18h)	1	Other Commercial Office Suites	68
Pomegranate Theatre	1	Miscellaneous: Bars, Cafes etc	22
Winding Wheel Conference Cntr	1	Private Car Parks (let)	1
Museums	2	Agricultural Land (ha)	98
Public Halls & Assembly Rooms	3	Farms	1
Community & Meeting Rms	8		
Parks, Sports & Rec Areas	86		
Play Areas:			
LAPs LEAPs & Adventure Play	87		
Multi-use Games Areas	6		
Allotment Sites	28		
Woodland Sites not within parks	8		
Cemeteries	4		
Crematorium (joint board)	1		
Coach Station & Interchange	1		
Multi-storey Car parks	2		
Surface Pay Car Parks	16		
Public Conveniences	6		
Historic Buildings	3		
Service Tenanted Houses	2		
		<b>Housing Rev A/c: Operational Assets</b>	
		Dwellings:	
		Houses bungalows & flats	8798
		Meeting Rooms (Category 1)	11
		Meeting Rooms (Category 2)	7
		Call Centre - Careline	1
		Boiler Houses & District Schemes	2
		Lock-up Garages	1179
		<b>Housing Rev A/c: Non-Operational Assets</b>	
		Suburban shops	12
		Farmland (ha)	106
<b>Total asset value - £560,538,394</b>			
General fund	£137,517,497	Housing revenue account	£423,020,897

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## Chesterfield Borough Council Equality Impact Assessment – Preliminary Assessment Form

<i>Title of the policy, project, service, function or strategy:</i>	Asset Management Strategy 2023-2027	
<i>Service Area:</i>	Economic Growth	
<i>Section:</i>		
<i>Lead Officer:</i>	Christine Durrant, Executive Director	
<i>Date of assessment:</i>	22/6/2023	
<i>Is the policy, project, service, function or strategy:</i>		
<i>Existing</i>	<input type="checkbox"/>	
<i>Changed</i>	<input checked="" type="checkbox"/>	
<i>New / Proposed</i>	<input type="checkbox"/>	

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### Section 1 – Clear aims and objectives

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

The aim of the Asset Management Strategy 2023 – 2027 is to ensure the Council is managing its land and property assets safely, effectively and efficiently and to enable the Council to make the best use of its land and property, to support the Councils aims and priorities, as set out in the Council Plan. The strategy seeks to provide a clear direction of travel for the successful and effective management of the councils assets over the next 4 years. It provides an overview of the councils land and property assets and sets the context and drivers that will affect the way in which the assets are managed.

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

Agile Council: The implementation of the new Asset Management Strategy and action plan will ensure the alignment of our asset base to the service needs of a modern, agile Council. Maintaining building standards at an appropriate level will ensure that staff have appropriate accommodation from which they can deliver their service, when needed.

Financial resilience: New property-based income opportunities will be sought out to support our financial resilience, aligned to our core objectives and climate commitments. This will benefit the residents of the Borough, by ensuring a balanced budget is delivered which in turn helps ensure the quality of services delivered continues.

Service users: We will seek the most effective and efficient way of delivering our services and be well placed to take advantage of social, cultural, environmental and technological diversity and change. Linking to the Equality and Diversity Strategy (2023-2027), access to buildings and the provision of inclusive services will be considered on an individual case by case basis, with reasonable adjustments undertaken where necessary.

Partners: We will collaborate and work in partnership with different parts of the public sector, business community and community and voluntary sector to deliver better outcomes for our borough.

The Community: Chesterfield's Growth Strategy 2023-2027 provides a framework for regeneration and growth within the Borough. The current Housing Strategy is due to be refreshed during 2023/24, but the commitment to supporting the delivery of a range of good quality housing to suit the needs of the community will remain a key strand of the strategy. The vision, objectives and key actions set out within this Asset Management Strategy have been developed to support delivery of the Growth and Housing strategies.

### 3. What outcomes do you want to achieve?

The asset management strategy will set the framework for how we manage our property portfolio effectively over the next four years. It will guide our strategic property decisions to ensure we manage our property portfolio efficiently and sustainably so it will remain fit for the future and support the way future decisions are made concerning disposal, acquisition and the use of property assets to maximise overall benefits across the borough.

## Section 2 – What is the impact?

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

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

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## Section 3 – Recommendations and monitoring

If you have answered that the policy, project, service, function or strategy could potentially have a negative impact on any of the above characteristics then a full EIA will be required.

**5. Should a full EIA be completed for this policy, project, service, function or strategy?**

Yes       No

*Please explain the reasons for this decision:*

There are no disproportionate impacts identified within the overall Strategy at this point. Once individual rationalisation projects are started individual Equality Impact Assessments will be conducted for each.

## 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:	Christine Durrant
	Date:	27/6/2023
Reviewed by Policy Service	Name:	Allison Potter
	Date:	22/6/2023
Final version of the EIA sent to Policy Service	<input checked="" type="checkbox"/>	
Decision information sent to Policy Service	<input type="checkbox"/>	

## For publication

### Equality and Diversity Annual Report 2022 - 2023 (GV430)

<b>Meeting:</b>	1. Cabinet 2. Council
<b>Date:</b>	1. 18 <sup>th</sup> July 2023 2. 19 <sup>th</sup> July 2023
<b>Cabinet portfolio:</b>	Governance
<b>Directorate:</b>	Corporate
<b>For publication</b>	

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

- 1.1 To present the Council's Equality and Diversity Annual Report for 2022/23 for consideration.

#### **2.0 Recommendations**

- 2.1 That Cabinet recommend that Full Council approves the Equality and Diversity Annual Report.
- 2.2 That Full Council approve the Equality and Diversity Annual Report.
- 2.3 That the Equality and Diversity Annual Report is published on the Council's website and circulated to partners.

#### **3.0 Reason for recommendations**

- 3.1 Equalities legislation and good practice require public bodies to publish annual equalities reports. The report should summarise equalities progress during the last year, and future plans.

#### **4.0 Report details**

- 4.1 The Equality and Diversity Annual Report is attached at Appendix 1. The report, which has been developed in consultation with the Equality and Diversity Forum, includes improvements and achievements over the last year, including:
- i. Progress in delivering the corporate Equality and Diversity Strategy (2019-2023).
  - ii. The continued success of the Chesterfield Equality and Diversity Forum; acting as a critical friend to the council, hosting guest speakers at meetings to provide education and raise awareness of equality and

diversity issues and hosting four events during the year as per the Council Plan.

- iii. Increased focus on partnership working with a range of organisations to maximise the positive impacts we can achieve in our local communities.
- iv. A summary of the equality impact assessments undertaken during 2022/23 around Council policies, strategies and plans.
- v. Progress updates on Equality and Diversity issues throughout the year.
- vi. The report also helps the Council to show some of the steps being taken to meet the Equality Act 2010 and associated Public Sector Equality Duty.

## **5.0 Alternative options**

- 5.1 The alternative approach would be to not publish the Annual Report, however this would make it difficult to demonstrate the Council's progress in delivering Equalities outcomes.

## **6.0 Implications for consideration – Financial and value for money**

- 6.1 No additional resources are requested in the annual report.

## **7.0 Implications for consideration – Legal**

- 7.1 The annual report provides an opportunity for the council to demonstrate compliance with the Equality Act 2010 and associated Public Sector Equality Duty, including delivery of its Equality Objectives. It is required that all relevant documents and reports are published.

## **8.0 Implications for consideration – Human resources**

- 8.1 Equality and Diversity training continues to be included as part of mandatory induction training for all staff.

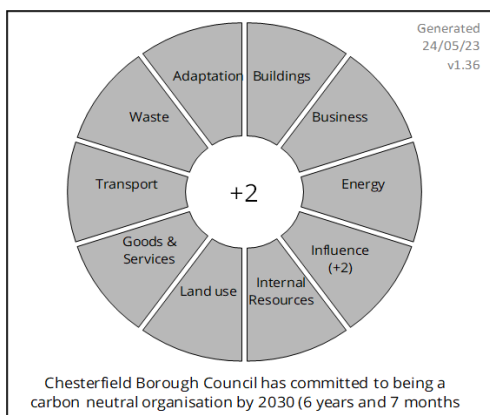
## **9.0 Implications for consideration – Council Plan**

- 9.1 The activities within the Annual Report are linked to the priority of 'Improving the Quality of Life for Local People' - Improving community cohesion, raise awareness of equality issues and celebrate our diverse communities through the delivery of a minimum of four events each year with the Chesterfield Equality and Diversity Forum.
- 9.2 In addition to the Forum's activities, the report also brings together a range of activities delivered across the Council's services which support the promotion of equalities and inclusive services.

## **10.0 Implications for consideration – Climate Change**

10.1 Continuing with a blended approach to online and face to face events and activities will support the climate change agenda.

10.2



### 11.0 Implications for consideration – Equality and diversity

11.1 The annual report provides the community and relevant organisations with an update of the Council’s progress in delivering equalities outcomes.

### 12.0 Implications for consideration – Risk management

12.1 This work concerns the implementation of statutory and good practice performance requirements. It is required that all relevant documents and reports are published.

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
Reputational and legislative risk of not publishing the Annual Report which demonstrates compliance with Equality Annual Report.	M	L	Publish the Annual Report on the Council’s website and distribute via partner mailing lists.	L	L

### Decision information

<b>Key decision number</b>	1176
<b>Wards affected</b>	All wards

### Document information

<b>Report author</b>	
Allison Potter, Policy Officer, Corporate	
<b>Background documents</b>	
These are unpublished works which have been relied on to a material extent when the report was prepared.	
<b>Appendices to the report</b>	
Appendix 1	Equality and Diversity Annual Report 2022/23





**Chesterfield Borough Council**

**Equality and  
Diversity Annual  
Report  
2022 – 23**



**Chesterfield Borough Council is committed to being accessible to all residents and visitors.**

**If you need this document in a different format like large print, easy read, British Sign Language, braille or translating into another language please contact us:**

 **01246 936793**

 **[policyteam@chesterfield.gov.uk](mailto:policyteam@chesterfield.gov.uk)**



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## **1.0 Introduction**

Welcome to Chesterfield Borough Council's Equalities Annual Report for 2022/23. This report highlights some of the work we have been doing over the last year to promote and celebrate equality and diversity within our services and out in the wider community. It also looks to the future and includes our planned activities and focus areas for the next year, including the agreed actions for the next four years within our Equality and Diversity Strategy 2023/27.

Equalities legislation and good practice require public bodies to publish annual equalities reports. The report, which has been developed in consultation with the Equality and Diversity Forum, includes improvements and achievements over the last year, including:

Progress in delivering the corporate Equality and Diversity Strategy (2019-2023).

The continued success of the Chesterfield Equality and Diversity Forum; acting as a critical friend to the council, hosting guest speakers at meetings to provide education and raise awareness of equality and diversity issues and hosting four events during the year as per the Council Plan.

Increased focus on partnership working with a range of organisations to maximise the positive impacts we can achieve in our local communities.

A summary of the equality impact assessments undertaken during 2022/23 around Council policies, strategies and plans.

Progress updates on Equality and Diversity issues throughout the year.

The report also helps the Council to show some of the steps being taken to meet the Equality Act 2010 and associated Public Sector Equality Duty.

## 2.0 Equality and Diversity Strategy

The Equality and Diversity Policy and Strategy provide a framework for the Council to continue to ensure that the services we provide are fair and meet the needs of the local community, and that we discharge and progress our responsibilities under the Equality Act 2010.

### 2.1 Action Plan Progress

In addition to reporting on our progress in implementing the strategy and action plan through these annual reports, progress is also monitored via the corporate performance management framework. The Equality and Diversity Forum also have a role in scrutinising our performance in delivering the strategy.

Below is a table which details progress during 2022/23 for the activities which contributed to the action plan outcomes for the four-year Strategy 2019-2023:

<b>Objective 1: Ensuring a fair approach to the Council’s decision making, and that service changes address the needs of our communities in an equitable way, taking account of the needs of people with protected characteristics.</b>	
<b>Fair decision making</b>	<b>Update</b>
<b>1.</b> Continuing to embed the Council’s commitment to equalities in its service planning and delivery by delivering a robust Equality Impact Assessment process, and upholding the importance of this during financially challenging times.	Equality considerations are a mandatory section of the Council’s reports used in all decision making. EIAs are published alongside the reports via ModGov, with the Policy and Partnerships team providing guidance and expertise to ensure equalities issues are fully considered when the Council makes decisions. We continue to use a preliminary screening assessment, which is supplemented by a full assessment where appropriate.
<b>2.</b> Providing employees with training and development opportunities so that they have the skills, abilities and confidence to recognise and respond appropriately and sensitively to diversity and discrimination, both within the workplace and when delivering services. Delivering ongoing equality and diversity refresher training as required with services and a range of additional awareness raising modules on locally relevant themes.	Working with the Equality and Diversity Forum, the Policy and Partnerships team have provided equality and diversity awareness training which is available for staff to attend (for example Neurodiversity training, a cultural awareness day and the Holocaust Memorial Day event) Induction and refresher training for staff continues to be provided online via Aspire learning, with bespoke sessions for specific services provided where there is a need.
<b>3.</b> Encouraging involvement from all communities in the shaping, development, delivery and monitoring of local services, continuing to monitor use and satisfaction with our services to identify access/accessibility issues / satisfaction with our services from different groups.	The Policy and Partnerships team continue to work closely with the Chesterfield Equality and Diversity Forum which acts as a critical friend for CBC (e.g. reviewing the Equality and Diversity Strategy for 2023-27 and choosing locally relevant themes for training).  Regular engagement and consultation activity supported by the Policy and Partnerships team throughout the year helps the shaping of local



	<p>services (e.g. LGBT+ project, annual Leisure survey). Documentation for the website is now being accessibility checked before being published.</p> <p>We have refreshed our community engagement standards during 2023 to continue to demonstrate our commitment to inclusive engagement, and our corporate equalities monitoring approach ensures that we are able to look for trends in access and satisfaction with our services from people who share protected characteristics, and identify any potential issues.</p>
<p><b>4.</b> Empowering local communities and organisations by publishing equality and diversity information and outcomes so that they feel they can understand the reasons for Council decisions and challenge them if they feel it necessary.</p>	<p>Regulatory Public Sector Equality Duty data is published on line and can be found here: <a href="https://www.chesterfield.gov.uk/living-here/people-and-families/equality-and-diversity/equality-and-diversity-data.aspx">https://www.chesterfield.gov.uk/living-here/people-and-families/equality-and-diversity/equality-and-diversity-data.aspx</a></p>
<p><b>Understanding our communities</b></p>	
<p><b>5.</b> Support the planning and delivery of the local arrangements for the 2021 Census.</p>	<p>The 2021 Census was successfully delivered. Output from the Census is now being received from the ONS on a phased basis. Work on analysing the data will follow during the next year.</p>
<p><b>6.</b> Maintain the State of the Borough report in line with latest available information, including Census 2021 data as available.</p>	<p>The State of Borough for 2023 is now available on the CBC website. This includes the latest data from the 2021 Census, however further updates will be made as more data becomes available</p>
<p><b>7.</b> Ensuring that translation and interpretation made available by Chesterfield Borough Council meets the needs of local communities by reviewing and revising our current arrangements.</p>	<p>Procedures are in place to support translation needs. Census data will be analysed and our translation / interpretation available will be adjusted accordingly.</p>

<p><b>Objective 2: Supporting equitable access to high quality services that recognise the needs of different customers</b></p>	
<p><b>Supporting access to services</b></p>	<p><b>Update</b></p>
<p><b>1.</b> Supporting and facilitating the Chesterfield Equality and Diversity Forum to act as a critical friend, improving and championing access to the Council's services for all.</p>	<p>The Equality and Diversity Forum have met regularly and have worked together with Chesterfield Borough Council and acted as a critical friend when discussing current issues and projects and agreeing relevant topics for discussion at meetings and training events. The forum has worked with the Policy and Partnerships Team to plan activities for the year to meet the Council Plan objective. The forum has also been involved in reviewing / considering new</p>



	initiatives (e.g. Equality and Diversity Strategy 2023-27).
2. Making sure that our communities are able to access our bespoke health and wellbeing offer in our Theatres, parks and leisure centres, for example, by facilitating the Theatres Access Group, providing targeted activities such as autism friendly swim sessions, encouraging groups who share protected characteristics to use our parks for events, maintaining our Green Flag status for five parks, and promoting positive mental health and wellbeing especially in targeted and hard to reach sectors of the community.	Our Health and Wellbeing Officer continues to support the provision of this service; the cultural access group continues to work effectively and targeted swimming sessions are being run. Our Green Flag status for five parks has been retained.  Our corporate Concessions Policy supports equity of access to our discretionary services for people who might otherwise struggle to access them.
3. Retaining our Customer Service Excellence accreditation	The Customer Services Excellence accreditation was achieved in 2021 and our teams continue to maintain customer service provision to meet that high standard.
4. Continuing to take an active role in Dementia Friendly Chesterfield	Dementia friendly walks and films continue to be a regular offer and are well supported by the community. The Council's Health and Wellbeing Officer has chaired this group over the last year.
<b>Accessibility of information</b>	
5. Review the corporate accessibility statement to ensure that it is reflective of and accessible to our local communities.	Some Census 2021 data has now been received. It will now be analysed and translation / interpretation available will be adjusted accordingly.
6. Developing the council's website, intranet and microsites to make them accessible to all our internal and external customers. This will include improving the quality and usability of our online information, to comply with EU Web Accessibility Directive, and to improve the user experience for customers with additional needs (such as visual, reading or motor impairments). We will also include subtitles on all videos published online, such as on YouTube, Facebook, Twitter and on the council website including self service areas.	We are committed to providing accessible content across our digital channels, in line with the EU Web Accessibility Directive. A website accessibility statement was published on 23 September 2020 in accordance with this directive. In January 2022 we passed an accessibility audit that was carried out on chesterfield.gov.uk by the Government Digital Service (GDS), on behalf of the Cabinet Office. We add subtitles to all our videos using the functionality in YouTube; subtitles are carried forward wherever the video is displayed such as on Facebook, Twitter, or embedded in web pages on the council website.

**Objective 3: Encourage mutual understanding and respect between our communities.**

<b>Raising awareness</b>	<b>Update</b>
1. Raising awareness of local equality issues and celebrating our diverse communities through the delivery of a minimum of four events each year	The Equality and Diversity Forum have successfully delivered four events during 2022/23; Neurodiversity training, Cultural





through Chesterfield Equality and Diversity Forum on a range of locally relevant equality themes.	Awareness Day, Holocaust Memorial Day and International Women’s Day.
<b>Supporting vulnerable people</b>	
<b>2.</b> Managing the Syrian vulnerable persons resettlement and associated programmes for CBC.	CBC continues to play a key role in the UK Resettlement Scheme Partnership regional meetings, supporting and coordinating local approaches to a number of schemes including: the Syrian vulnerable persons resettlement, Afghan Relocations and Assistance Policy (ARAP), Afghan Citizens’ Resettlement Scheme (ACRS), Homes for Ukraine and asylum dispersal. We also take part in the newly established county-wide Resettlement, Cohesion and Integration Board.
<b>3.</b> Completing the Safeguarding Children and Vulnerable Adult self-assessment and action plan working with Derbyshire safeguarding Boards	CBC continues to play a key role in the Derbyshire District Safeguarding Leads meetings, where best practice sharing and joint working takes place, particularly in the development of policy and training approaches.
<b>4.</b> Delivering community safety priorities through the Community Safety Partnership using this forum to help tackle issues facing our communities through creating a common vision and sense of belonging developing strong, positive relationships between people from different backgrounds and ensuring joint community engagement and tension monitoring plans are in place where appropriate.	The Policy and Partnerships team have worked extensively with the Community Safety Partnership to ensure that equality and diversity is at the forefront of their strategies, policies, procedures, and practices – for example in the development of the new Anti-social behaviour strategy. The Community Safety Partnership continues to deliver and commission a range of activities including diversionary activities in the local community, aligned with the Health and Wellbeing Partnership’s own programme.  A set of principles have also been developed and adopted by Chesterfield’s strategic partnerships to support cross partnership working and a unified approach.
<b>5.</b> Continue to work with partners to tackle homelessness – dealing with over 900 cases per year	A new Derbyshire wide Homelessness and Rough Sleeper Strategy was approved by Cabinet in November 2022. This strategy will co-ordinate a range of activity across the county and locally in chesterfield bringing together a wide network of key partners and stakeholders

**Objective 4: To maintain a modern and diverse workforce that is reflective of the local community and feels valued and treated fairly**

<b>Employee wellbeing</b>	<b>Update</b>
<b>1.</b> Responding effectively to the gender pay gap reporting requirements including action planning.	The most recent gender pay gap report can be found here: <a href="https://www.chesterfield.gov.uk/living-">https://www.chesterfield.gov.uk/living-</a>



	<a href="https://www.chesterfield.gov.uk/here/people-and-families/equality-and-diversity/gender-pay-gap.aspx">here/people-and-families/equality-and-diversity/gender-pay-gap.aspx</a>
<b>2.</b> Seek employee feedback through the annual employee survey and develop and deliver annual action plans to address issues and trends identified.	The employee survey has been postponed until 2023/24 whilst the Council's new VIP (Valuing Individuals and their Performance) framework was being developed.
<b>Recruitment</b>	
<b>3.</b> Maintain and build on the Council's Investors in People status	Gold standard achieved reflects the culture of trust, collaboration, and strong values that we have all created here at Chesterfield Borough Council. In October 2021 the Council also received the Silver Award in the Ministry of Defence Employer Recognition Award.
<b>4.</b> Transform the recruitment web portal to attract a diverse range of candidates, using best practice from other councils	In 2021 we reviewed and updated the recruitment web portal. Firstly to make sure it was in an accessible format for applicants and secondly to refine all of our documents held on the site. HR worked alongside the Communications and Marketing team to update all of the materials using a variety of methods (as much as COVID lockdowns allowed) and it went live in June 2021. The process has been made more straightforward as CVs are now accepted for many roles advertised by the Council.
<b>5.</b> Maximise opportunities for engagement with businesses and schools, promoting careers and apprenticeships in local government	Monitored in the Council Plan, apprenticeships and careers continue to be promoted. A group of young "ambassadors" has been created in Staveley who are supporting the project team to communicate with young people in the Staveley area throughout the lifetime of the Staveley Town Deal. This helps to provide young people with an insight into democratic approach to local decision making.

**Objective 5: To make sure that local people who share protected characteristics are able to access opportunities in employment and growth.**

<b>Inclusive approach to growth</b>	<b>Update</b>
<b>1.</b> Supporting 5000 children to prepare for future job opportunities through the HS2 and you initiative.	This initiative was superseded by the Science Technology Engineering and Maths engagement programme with schools. Another cohort of the Future Makers Project has been delivered engaging 12 students with careers related mentoring. In addition we have delivered the 'careers made in chesterfield programme' this year that has delivered construction related careers programme which has worked hard to increase awareness of careers and opportunities within the sector through the delivery of 'Careers Made in Chesterfield'.



	<p>The innovative pilot has seen 20 professionals from 11 local businesses deliver a careers workshop programme to 110 year 10 students from Parkside School.</p> <p>44% of the students who have completed the programme have expressed high interest in working in the construction sector, rising from just 20% at the start of the programme. 10 quality work placements have been secured for students taking part in the programme and these will take place in July 23</p>
<p><b>2.</b> Providing the Young Person’s Market, where stalls are available free of charge for anyone aged between 5 and 25 years old.</p>	<p>The Young Persons’ Market is a national initiative being run across England and has been successfully run in Chesterfield for the last 6 years with 4 markets held each year.</p>
<p><b>Apprenticeships</b></p>	
<p><b>3.</b> Help to develop the careers of over 90 apprentices across the Council by ensuring that we provide opportunities for people to develop qualifications, vocational skills and increase employability</p>	<p>Over the last five year we exceeded our target with 107 people completing their apprenticeships (currently 10 undertaking their qualifications).</p>
<p><b>4.</b> Enable 350 apprenticeships via the apprentice town initiative by working alongside and supporting apprentice providers.</p>	<p>Since the Apprenticeship Reforms in 2017 and as a result of the covid pandemic, there has been a steep fall in the number of apprenticeship starts falling form 1460 in 2017 to 660 in 2021; a picture that is reflected nationally. In the last year there have been signs of recovery with apprenticeship starts in chesterfield rising by 18% in the last year to 780 in 2022.</p> <p>Apprenticeship vacancies remain buoyant and we have continued to deliver Apprentice Town Activity to raise awareness of Apprenticeships and increase the visibility of vacancies available. The Apprentice Town Web pages have continued to be updated to highlight local case studies, vacancies and support available to residents and employers – The web pages have also been supported with a social media programme. The web pages have received 18,394 page views between April 2022 and March 2023, which is a 17.79% increase from the previous year. To address rising vacancies and declining applications, in June 2022, we introduced the Apprentice Town ‘Vacancy Widget’ which has seen 4338 views since its launch in June 2022. The vacancy widget pulls all apprenticeship vacancies advertised within 10 miles of Chesterfield into a central location on the Apprentice Town Website. The widget has also been offered to schools to embed on the careers sections of their websites – an offer taken up by Parkside School.</p>



	<p>CBC don't directly deliver apprenticeships but do employ apprentices and currently have 26 apprentices on programme within the council and since 2019 have directly supported 67 apprentices. Through Local Labour activity we ask all major planning applications to submit a skills and employment plan that sets out a strategy for promoting employment, training and supply chain opportunities locally – including apprenticeships. Since 2019 local labour activity has enabled 179 apprenticeships either directly or through the supply</p>
<p><b>5.</b> Work in partnership with Chesterfield college to explore opportunities for joint working (e.g. catering placements, trade staff supporting tutors and assessors)</p>	<p>We have continued to work in partnership with Chesterfield College, particularly in respect of project development for a number of skills capital projects including Drive. We work closely with the College, along with other training provider partners to align 'local labour activity' – For example, a programme of work experience was a range for college students during the construction of the One Waterside Place, the Glassyard development with Morgan Sindall on the new Jewson Building. Students have been involved in other construction related careers activity including site visits and the women in construction mentoring programme which is now in its 3rd year and continues to be supported by the College.</p> <p>As part of the construction skills hub project, we are currently working with level 3 graphic design students at Chesterfield College to develop branding and a logo for the construction skills hub.</p> <p>In addition, we work closely with Chesterfield College and other providers to support inward investment and key account management enquiries and in the last year have facilitated to Pinelog who have relocated from Derbyshire Dales to Chesterfield and required support in relation to expanding and upskilling their workforce and NIBE, a Chesterfield based businesses who requires support with recruitment and training to support expansion plans.</p>

<p><b>Objective 6: Supporting independence at home for our tenants, local residents and vulnerable people.</b></p>	<p><b>Update</b></p>
<p><b>1.</b> Support independence at home for vulnerable people through our Careline and Neighbourhoods service, and delivering Disabled Facilities Grants.</p>	<p>74 Disabled Facilities Grants were completed in 2022/23.</p>



	Careline have continued to operate providing an essential falls service and support for our customers.
<p><b>2.</b> Maintain independent living through the continued support of vulnerable people - Invest in over 1350 major improvements in our council homes including new kitchens, bathrooms, heating systems, windows and rewiring, ensuring that 100% of our Council homes meet the decent homes standard</p>	<p>We continue to strive to maintain independent living for vulnerable people through Careline and tenancy sustainment services. 100% of our homes meet the decent homes standard.</p>

## 2.2 Equality and Diversity Strategy 2023 - 2027

Our new Strategy for 2023 – 2027 was approved at our full council meeting on 15<sup>th</sup> May 2023. Our objectives and proposed actions for the next four years are as follows:

**Objective 1: Ensuring a fair approach to the Council’s decision making, and that service changes address the needs of our communities in an equitable way, taking account of the needs of people with protected characteristics.**

**Fair decision making**

1. Continuing to embed the Council’s commitment to equalities in its service planning, design and delivery by delivering a robust equality impact assessment process capturing challenges and opportunities at the very beginning, ensuring barriers are considered and



<p>mitigated where possible. and upholding the importance of this during financially challenging times. <i>(Lead service: Policy and Partnership)</i></p>
<p><b>2.</b> Providing employees and members with training and development opportunities so that they have the skills, abilities and confidence to recognise and respond appropriately and sensitively to diversity and discrimination, both within the workplace and when delivering services. Delivering ongoing equality and diversity refresher training as required with services and a range of additional awareness raising modules on locally relevant themes. <i>(Lead service: Learning and Development / Policy and Partnership)</i></p>
<p><b>3.</b> Encouraging involvement from all communities in the shaping, development, delivery and monitoring of local services, continuing to monitor use and satisfaction with our services to identify access/accessibility issues / satisfaction with our services from different groups. <i>(Lead service: Policy and Partnership)</i></p>
<p><b>4.</b> Empowering local communities and organisations by publishing equality and diversity information and outcomes so that they feel they can understand the reasons for Council decisions and challenge them if they feel it necessary. <i>(Lead service: Policy and Partnership)</i></p>
<p><b>Understanding, listening to, and working with our communities</b></p>
<p><b>5.</b> Reviewing the output from the 2021 Census to gain up to date and consistent demographic information for CBC and the wider community, enabling us to consider the protected groups in all we do and to support the Equality Impact Assessment process. <i>(Lead service: Policy and Partnership)</i></p>
<p><b>6.</b> Maintain the State of the Borough report in line with latest available information, including Census 2021 data when this becomes available. <i>(Lead service: Policy and Partnership)</i></p>
<p><b>7.</b> Ensuring that translation and interpretation made available by Chesterfield Borough Council meets the needs of local communities by reviewing and revising our current arrangements. Once Census 2021 data is received, it will be analysed and translation / interpretation available will be adjusted accordingly. In addition, procedures are now in place to respond to the translation needs of refugees and asylum seekers, this may mean that additional languages need translation services moving forward. <i>(Lead service: Policy and Partnership)</i></p>
<p><b>8.</b> Continue to listen to residents and service users through consultations and feedback to improve the evidence base that informs service delivery. <i>(Lead service: Policy and Partnership)</i></p>
<p><b>9.</b> Continue further investigations regarding Climate Change and local risks for vulnerable groups. <i>(Lead service: Policy and Partnership)</i></p>
<p><b>10.</b> Progress an action plan from the LGBT+ project report findings, working closely with key service managers to improve the service experiences for our LGBT+ community. <i>(Lead service: Policy and Partnership)</i></p>
<p><b>11.</b> Maintain and update the Equality and Diversity Corporate Monitoring Form in line with current standards and guidelines. <i>(Lead service: Policy and Partnership)</i></p>

<p><b>Objective 2: Supporting equitable access to high quality services that recognise the needs of different customers</b></p>
<p><b>Supporting access to services</b></p>



<p><b>12.</b> Supporting and facilitating the Chesterfield Equality and Diversity Forum and its subgroups (Cultural Access Group and Dementia Friendly Chesterfield) to act as a critical friend, improving and championing access to the Council’s services for all. <i>(Lead service: Policy and Partnership)</i></p>
<p><b>13.</b> Making sure that our communities are able to access our bespoke health and wellbeing offer in our Theatres, (for example by facilitating the Cultural Access Group), parks and leisure centres, (for example, by providing targeted activities such as autism friendly swim sessions and accessible exercise equipment) , encouraging groups who share protected characteristics to use our parks for events, maintaining our Green Flag status for 5 parks, and promoting positive mental health and wellbeing especially in targeted and hard to reach sectors of the community. <i>(Lead service: Policy and Partnership)</i></p>
<p><b>14.</b> Concessions policy – ensuring a consistent approach to how we charge for discretionary services while retaining the flexibility needed to achieve the Council’s social and legal obligations. <i>(Lead service: Policy and Partnership)</i></p>
<p><b>Sharing and presenting information in appropriate and accessible formats</b></p>
<p><b>15.</b> Review the corporate accessibility statement to ensure that it is reflective of and accessible to our local communities. <i>(Lead service: Policy and Partnership)</i></p>
<p><b>16.</b> Developing the council’s website, intranet and microsites to make them accessible to all our internal and external customers. This will include improving the quality and usability of our online information, to comply with EU Web Accessibility Directive, and to improve the user experience for customers with additional needs (such as visual, reading or motor impairments). We will also include subtitles on all videos published online, such as on YouTube, Facebook, Twitter and on the council website including self service areas. <i>(Lead service: ICT, Communications)</i></p>

<p><b>Objective 3: Encourage mutual understanding and respect between our communities.</b></p>
<p><b>Raising awareness</b></p>
<p><b>17.</b> Raising awareness and understanding across communities of local equality issues and celebrating our diversity through the delivery of a minimum of four events each year through Chesterfield Equality and Diversity Forum on a range of locally relevant equality themes. <i>(Lead service: Policy and Partnership)</i></p>
<p><b>Developing joint partnership approaches and activity including the use of intelligence to tackle inequalities, promote equalities and good community relations that have a positive impact and help to support vulnerable people</b></p>
<p><b>18.</b> To engage and be a key partner in the Derbyshire Resettlement, Cohesion and Integration Board to ensure a robust response is in place to address Hate Crime including prevention, and the provision of specialist support and provide strategic direction to the effective resettlement of Refugees the provision of support for Asylum Seekers and Integration projects to minimise any community tensions that may arise. <i>(Lead service: Policy and Partnership, Housing,)</i></p>
<p><b>19.</b> Continue to work with Derbyshire Safeguarding Boards to ensure the safeguarding of Children and Vulnerable Adults, contributing to care leaver offer provisions and modern slavery / human trafficking response. <i>(Lead service: Policy and Partnership)</i></p>



- 20.** Delivering community safety priorities through the Community Safety Partnership using this forum to help tackle issues facing our communities through creating a common vision and sense of belonging developing strong, positive relationships between people from different backgrounds and ensuring joint community engagement and tension monitoring plans are in place where appropriate.  
*(Lead service: Housing)*
- 21.** Continue to work with partners to tackle homelessness – dealing with over 900 cases per year.  
*(Lead service: Housing)*
- 22.** Health and Wellbeing Partnership activities, including financial inclusion activities, fuel poverty, supporting mental health and social connectedness.  
*(Lead service: Policy and Partnership)*

**Objective 4: To strive to maintain a modern and diverse workforce that is reflective of the local community and feels valued and treated fairly**

**Employee wellbeing**

- 23.** Responding effectively to the gender pay gap reporting requirements including action planning.  
*(Lead service: Policy and Partnership, HR)*
- 24.** Seek employee feedback through the annual employee survey and develop and deliver annual action plans to address issues and trends identified.  
*(Lead service: HR and Policy and Partnership)*
- 25.** Providing Leadership and Organisational commitment to actively promote equalities at all levels, ensuring that there is confidence in working together to deliver the best possible services for residents.  
*(Lead service: Policy and Partnership, HR)*
- 26.** Progressing with our Ways of Working post-Covid, ensuring that we are innovative and agile, that our workforce policies are accessible and inclusive and that we have refreshed values and behaviours to underpin what we do.  
*(Lead service: HR)*
- 27.** Developing our workforce development programme that takes account of different needs and also promotes equalities, diversity and inclusion as being at the heart of what we do.  
*(Lead service: HR)*

**Recruitment**

- 28.** Maintain the Council’s Investors in People Gold Award status.  
*(Lead service: HR)*
- 29.** Transform the recruitment web portal to attract a diverse range of candidates, using best practice from other councils.  
*(Lead service: HR)*
- 30.** Maximise opportunities for engagement with businesses and schools, promoting careers and apprenticeships in local government.  
*(Lead service: HR, Policy and Partnership, Economic Growth)*

**Objective 5: To make sure that local people who share protected characteristics are able to access opportunities in employment and growth.**





<b>Inclusive approach to growth</b>
<b>31.</b> Providing the Young Person's Market, where stalls are available free of charge for anyone aged between 5 and 25 years old. <i>(Lead service: Town Centre Management)</i>
<b>32.Social Investment</b> Community and Wellbeing activity supported by the UK Shared Prosperity Fund including digital skills and work readiness activity. <i>(Lead service: Policy and Partnership)</i>
<b>33.Social Value</b> Developing our Social Value Policy and incorporating outcomes and measures to promote equality in the local community. <i>(Lead service: Policy and Partnership)</i>
<b>34.</b> Development and delivery of the Council's Growth Strategy, particularly the 'inclusive growth' theme. <i>(Lead service: Economic Growth)</i>
<b>Apprenticeships</b>
<b>35.</b> Help to develop the careers of over 90 apprentices across the Council by ensuring that we provide opportunities for people to develop qualifications, vocational skills and increase employability. <i>(Lead service: HR)</i>
<b>36.</b> Promote and support an uplift in apprenticeships across the Borough. <i>(Lead service: Economic Growth)</i>
<b>37.</b> Work in partnership with Chesterfield College and Derby University to explore opportunities for joint working (e.g. catering placements, trade staff supporting tutors and assessors) <i>(Lead service: HR, Economic Growth)</i>

<b>Objective 6: Supporting independence at home for our tenants, local residents and vulnerable people.</b>
<b>38.</b> Support independence at home for vulnerable people through our Careline and Housing Services, and delivering Disabled Facilities Grants. <i>(Lead service: Housing)</i>
<b>39.</b> Maintain independent living through the ongoing investment in the quality of council homes including adaptation as required to support vulnerable people. <i>(Lead service: Housing)</i>
<b>40.</b> Look for opportunities to secure Government and external funding to deliver improvements to properties within the private sector to enable vulnerable residents to live as safely and independently as possible. <i>(Lead service: Housing)</i>
<b>41.</b> Continue to support independence at home for vulnerable people by inspecting private rented properties, dealing with landlord where there are reports of disrepair and signposting to other agencies when required. <i>(Lead service: Housing)</i>

### 3.0 Chesterfield Equality and Diversity Forum

The Chesterfield Equality and Diversity Forum has continued to reach wide audiences, with meetings and activities continuing both online and in person. The Forum has continued to work together to share ideas and best practice, be a 'critical friend', and raise awareness in the community of equality and diversity. One of the most important contributions of the Forum is the successful engagement with the wider community, and at the beginning of this year, the Forum held a workshop looking at demographics and locally relevant topics to develop a plan of activities and events for the year. This resulted in a year of excellent educational and awareness raising activities led by the Forum.

A message from Sarah Roy, Chair of Chesterfield Equality and Diversity Forum



I'm delighted to be continuing to chair the Equality and Diversity Forum once again this year. Many of the challenges of the previous couple of years have been overcome and it really has felt like things are back to normal once again, whatever normal is! It's been brilliant to see all the forum members in person once again and to gather in groups to celebrate the ongoing development of our diverse town and commemorate landmark dates in our equality calendar.

Thank you to all of our members, for coming together year after year to uphold the purpose of the forum and send the message that this town is a welcoming one with so much to offer both residents and visitors. When we look back at some of our activities and achievements over the last year, it's easy to see why I am so proud to be part of the Forum.

In September, we welcomed colleagues from Derbyshire Autism Services and Autistic UK to the Town Hall for a training session to raise awareness of Neurodiversity and the Autistic experience. The training was very well attended as well as thought-provoking. Feedback from participants was excellent. Events such as this are always filled very fast and so we hope that we will be able to deliver something similar again in the future for those who had to miss out. Our December forum meeting was busy, with three presentations, including one from CBC Housing department about homelessness and rough sleepers in the borough. It focused on private sector evictions which had led to most of the homeless situations locally and an update on their partnership working with



other agencies to provide more support as well as their contribution to the development of a Derbyshire-wide homelessness and rough sleepers strategy. In mid-January, we held a Cultural Awareness Day, presented by the Asian Association of Chesterfield and North Derbyshire. We heard about their culture and the contributions they make to the local community, as well as discussing misconceptions and myth busting. Some fun group activities followed a special lunch prepared by Saffron Kitchen.

Later in January, our Holocaust Memorial Day event for 2023 featured Aida Salkic Haughton MBE, who is a survivor of the genocide in Bosnia and Herzegovina. Aida is a valued and very active member of the charity Remembering Srebrenica and her first-hand testimony as a survivor of the Bosnian genocide and ethnic cleansing has shown to be a powerful tool for tackling hatred and building stronger communities.

At our February meeting we welcomed a presentation and demonstration of equipment available for hearing-impaired people by Hearing Help. Team members gave an overview regarding the service that Hearing Help provides and demonstrated their range of listeners, loop systems and other aids that are available free of charge for Derbyshire residents.

Finally, we marked International Women's Day on the 8<sup>th</sup> March by welcoming guest speakers from community groups Standing Tall and WORTH who shared their journeys of recovery and how they were empowered to continue their lives beyond domestic abuse. This was followed by our guest speaker, Sarah Wray, who led a mindfulness session.

All of our meetings and events this year, with the exception of HMD, were held in person. If you would like further details of our future meetings or activities, please get in touch.

### **3.1 Equality and Diversity Forum meetings and engagement**

A key aim of the Forum is to raise awareness of equalities and issues affecting local people. The Forum has over 200 members that receive regular information about the meetings, events and equalities news. Some of the participants represent a community group, or statutory organisation, while others are there as individuals from the community with an interest in promotion of equality and diversity.



During 2022/23 there were high levels of engagement at the meetings with a variety of issues being considered including: LGBT+ activity update, Islamophobia pledge, DCC Equality and Diversity training for volunteers, Ashgate Hospice support for local groups and local homelessness issues. During February, the Forum had an initial workshop looking at local data to plan equality and diversity events, training and activities for 2023-2024.

### **3.2 Equality and Diversity Forum events and activities**

In addition to the meetings, the Equality and Diversity Forum have continued to organise, host and support a number of events throughout the year on a range of equality themes that are relevant to the community, and drawing in additional funding to maximise the impact we can all make in the community and to pool our limited resources.

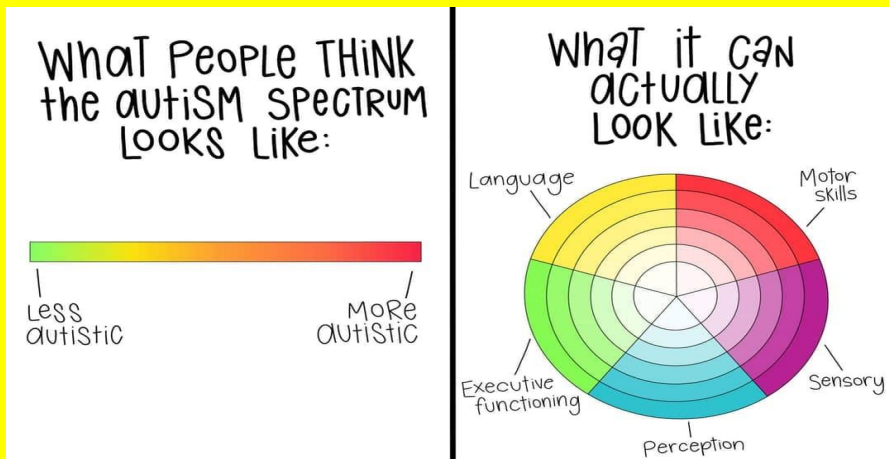
We would like to thank all those who have given up their time to support and help plan the following events that have taken place over the past year. Events during 2022/23 included:



## Neurodiversity Awareness Training

In September 2022 we welcomed Derbyshire Autism Services to the Town Hall.

Chris Pienaar and Michael Hall from Derbyshire Autism Services, and Helen Robson from Autistic UK joined us to discuss the Neurodiversity paradigm and the Autistic experience. Some of the topics discussed included coping and displayed behaviours as well as some top tips for reducing anxiety and creating the right environment.



40 people attended the event and feedback regarding the presenter's knowledge was excellent. Comments included:

Presentation was clear and knowledgeable.

First-hand experiences from presenters was very insightful.

Very useful for adapting our own behaviours and approaches.



### Cultural Awareness Day

In January we were joined by the Chesterfield and North Derbyshire Asian Association who talked about their culture and contributions they make to the local community, as well as discussing some misconceptions and myth busting. There was also an opportunity to learn some traditional dance steps and how to drape and fold a sari. We were also joined by Saffron Kitchen who provided a delicious traditional lunch for everyone.



Feedback and comments included:

I thought the event was very interesting, it was interactive and the food was lovely - thank you.

It was a really lovely experience with lots of knowledge shared. The activities were both interesting to learn about and fun. Of course, the food was delicious too! I liked that the session was fun as well as educational - focused on the positivity.



### **Holocaust Memorial Day 2023**

The Holocaust Memorial Day activities continue to be very well supported by our local community, drawing in large audiences. The theme set by the Holocaust Memorial Day Trust for 2023 was 'Ordinary People'. This year, many people came together to mark Holocaust Memorial Day, to help those in need and to build a better future.

Our guest speaker this year was Aida Salkic Haughton MBE, from the charity Remembering Srebrenica, who is a survivor of the genocide in Bosnia and Herzegovina. Aida's first-hand testimony as a survivor of the Bosnian genocide and ethnic cleansing is a powerful tool for tackling hatred and building stronger communities.

Aida used news footage and photographs to share her story as well as raising awareness around ethnic cleansing, genocide and the lessons that should be learned from genocide.

The online event ended with a Q and A session touching on locally relevant issues and themes.

Feedback was invited after the event and out of those who responded, 100% said that the event was interesting and engaging and that the speaker was very knowledgeable. Comments included:

Huge thank you to Aida for sharing her testimony, it was truly empowering and educational and highlights the importance of the work being done and what more we could do.

A well-advertised, thoughtful and sensitive approach, presented by a survivor of genocide and social cleansing, 'real', touching, inspirational.



Our HMD Memorial Book was presented both at the Customer Services Centre and online for comments this year. The entries are detailed below:





HOLOCAUST  
MEMORIAL  
DAY 27/1

## Messages left in our Holocaust Memorial Day Book of Remembrance 2023

To the families of the 359 people who have been injured / killed, I send you my condolences.

Ordinary people can be extra-ordinary and act to stop oppression now.

It is crucial that future generations continue to remember and commemorate the victims of the Holocaust, the world's darkest moment. Let our horror at the murdering and suffering of the Jewish people and many other victims of the Holocaust strengthen our resolve to prevent such evil ever stalking our earth again.

The atrocities you suffered should never be forgotten and never be allowed to be repeated.

It is important that we continue to remember and pay tribute to the people who have died in all genocides.

Lets hope that genocide one day becomes a thing of the past.

Today let our thoughts and prayers be with victims and survivors on Holocaust memorial day. We must remember the mass atrocities, honour the memory of those no longer with us and provide comfort and support to survivors who bravely share their story with us each day, so that generations can follow the work towards #neveragain.

We must never forget what happened to those who came before us and learn lessons from the past. It's our responsibility to create a safer, better future.

They will not be forgotten from our hearts for what they did for us and the life we have today.



# International Women's Day



## International Women's Day 2023

For International Women's Day in March 2023, we shined a spotlight on some local inspiring women.

We welcomed guest speakers from community groups Standing Tall Support and WORTH who shared incredible journeys of recovery and how they have been empowered to live beyond domestic abuse.



We also welcomed inspirational speaker Sharon Bull from Compassionate Voices CIC who shared how she lived with mental health issues for 30 years and how she has now transformed her life.



Sarah Wray from Live Well Consultancy also joined the event to share some strategies to enhance our well-being.



The day was attended by more than 35 participants who provided some excellent feedback including:

The authenticity and honesty of the speakers, sharing their vulnerability but also the strength to change their life for the better

The safe space that was generated - a comfortable space for discussion and interactivity. The speakers were very moving, and I felt grateful they were able to share their stories with us.

We enjoyed the opportunity to see presentations of local organisations and to share in their inspirational stories.

I'd like to come to more events like this, its a great opportunity to connect and feel part of a community coming together.

#### **4.0 Promoting equality and diversity through our services.**

Throughout the year, a range of activities and developments take place within the Council's services which contribute towards our commitment to embrace diversity and treat everyone fairly.

##### **4.1 Sport and leisure**

The service has been able to provide a range of activities which were well received by our customers as follows;

- Children's swimming lessons have record numbers of children actively engaged on our programme ensuring this life skill is being delivered to a large number of local children, with our autism sessions continuing to prove popular.
- Attendance to other children's courses, e.g. gymnastics and trampolining has been really strong enabling more children to engage in their chosen activities.
- Enabling programmes such as 50+ sessions continue to be delivered providing a range of physical activity options and opportunities.

Gym membership continues to grow enabling large numbers of customers to routinely engage in their chosen forms of physical activity.

The Exercise by Referral programme continues to provide access to hundreds of people in need of support and ensures that those who are vulnerable can access physical activity in a supportive and safe environment.

Other specific activities, e.g. The Light-hearted group, which accommodates people who have recovered from coronary illness and outswimming cancer programmes have been successful through enabling access to physical activity. In addition, a mixed activity group has been established allowing individuals to attend a wide range of supervised activities at QPSC, with both Queens Park Sports Centre and the Healthy Living Centre running Dancing with Dementia sessions.

We participate in the Walk Derbyshire initiative helping to make every day walking the norm for our residents, whether that be walking to the shops, school, work or walking for pleasure in the local community. We have maintained our "Walk With Us" program of group walks giving residents the chance to take safe, simple exercise outdoors and enjoy the benefits to both their physical and mental health. Our largest group at Holmebrook Valley Park celebrated 10 years of weekly walks in all but the worst of weathers!



We have continued to support local organisations and voluntary sector groups with training and advice to help them build walking into their regular activities by setting up their own walking groups. This year many of these organisations were also offering “warm spaces” to residents, with hot drinks, food, advice and support also available and the walking groups have been a useful way to engage with residents. With our support, successful groups have now been established in Staveley, Holme Hall and Brimington and walking is being used by a team of youth link workers as a valuable way to engage with young people.

We repeated a very successful Inclusive Activity Day in Queen’s Park and Queen’s Park Sports Centre, working alongside a local organisation which offers support to people with learning difficulties, which more than 60 people attended. Activities included adapted karate, dance, tennis, football, adapted cycling and chair-based exercise. Following the success of this event and the feedback we received from partner organisations we have established a weekly inclusive activity session at QPSC where participants can try dance and racquet sports with a view to offering a range of activities at the sessions in the future.

The CBC Community Lifestyles Officer continues an outreach program offering healthy lifestyle and physical activity advice and guidance to community and health-related groups, such as Community Respiratory Rehabilitation groups and cancer support groups.

The CBC Community Lifestyles Officer is also supporting the Walk Derbyshire project and Active Neighbourhoods Walking consortium. The vision of Walk Derbyshire is to make every day walking the norm for all residents of Derbyshire. It is intended that a systems approach to walking will create a culture of walking across the county, with a focus on areas with the highest levels of inactivity and deprivation. Holme Hall has been identified as a pilot area for the project and the consortium are working to identify new community connections through groups, organisations and services that are involved in work in the Holme Hall community. Through this work they will intentionally seek the views of marginalized and underrepresented residents whose voice might not have already been heard. Through the year we have supported initiatives to promote positive mental health, such as Mental Health Awareness Week and ThinkFest. We participate in the County-wide "Happy to Chat" scheme where many of our benches in parks and green spaces and in the town and village centres (and more recently in warm indoor spaces) are earmarked to encourage people to sit and chat to fellow residents and hopefully feel less lonely or isolated.

We have organised several community support events through the year, both Borough-wide and in local areas, offering residents an opportunity to engage with



organisations and advice services, particularly those offering help with financial issues, debt advice, energy support and health and wellbeing advice. To enable families with children to get maximum benefit from these events we also provide diversionary activities for children so that parents and carers can spend valuable time with the support agencies without distraction.

We continue to co-ordinate a Dementia Friendly Chesterfield forum and hold a very successful program of Dementia Screenings at the Winding Wheel theatre.

#### **4.2 Parks and open spaces**

Chesterfield's parks continue to provide excellent facilities for the community and visitors. We are proud to hold 5 Green Flags which recognise the best parks and green spaces across the country with one of the key considerations being accessibility. We continue to invest in our smaller local parks aiming to make them as accessible as possible. 2022 saw the opening of a new dementia friendly garden complete with sensory plants and the inclusion of some inspired poetry. Parks provide outlets to play sport (football, petanque, cricket, walking football, bowls and pickleball) and informal recreation and include maintained play areas, several of which have had recent makeovers and new facilities.

A growing number of people are holding events on our parks. For the annual walking festival, we offer easy circular walks for the less able, or as an introduction to walking with one being specifically 'accessible'. In the late summer of 2022, the council repeated the inclusive activity day which was held in the Queen's Park and the sports centre. This attracted around 70 people from a variety of day centres across the borough. We regularly engage with organisations such as Macintyre and Our Vision Our Future and these groups have attended sessions in the park such as outdoor yoga, bulb planting, orienteering and bird box building. An external partner delivers an inclusive 'Pedals in Queen's Park' which is attended by the Freedom Centre.

We aim to instil ownership and pride at a young age by engaging infant and junior school groups, along with many community groups, with bulb planting at their local parks. This has helped contribute towards the 16,000 spring bulbs planted in 2022 by 300 children to make Chesterfield a brighter borough.

#### **4.3 Chesterfield Pride 2022**

Chesterfield Borough Council were proud to once again be the headline sponsor for Chesterfield Pride 2022. After the successful partnership in 2021 the council teamed up with the organisers of Chesterfield Pride again to back the annual family-friendly event which supports and celebrates members of the LGBTQ+ community. As well as live acts on two stages, there was entertainment for all the family along with stalls promoting local services available for the community.



### **4.3 Housing**

During 2022 the Housing Service carried out a reshape of its Housing management and Statutory Housing Services. One of the main drivers for this reshape was to create a more proactive housing service that can meet the needs of all its customers. The recruitment to the roles took place during 2022 and the reshaped Housing Service was launched in January 2023. Three 'meet the teams' events were held venues across Chesterfield providing an opportunity for tenants to speak to staff from new area teams who will be working in their communities. The new service has been designed to meet the diverse needs of our tenants, with increased opportunities for engagement, contact and support through home tenancy visits and more staff in frontline roles.

### **4.4 Tenancy support**

Between April 2022 and March 2023, the tenancy support team have supported 364 tenants. Our specialist team works with our most vulnerable tenants. This includes those who have:

- Physical and mental health needs.
- Learning difficulties and disabilities.
- Had to move away urgently because of an abusive situation.
- The team provide support with:
- Claiming the correct benefits and accessing grants for things like furniture and carpets.
- Money and debt management.
- Accessing and signposting to other specialist agencies. For example, domestic Abuse, mental health, adult care.
- Aids and adaptations.
- Improving health and wellbeing.
- Of the tenants who were supported by the Tenancy Support team, 89% maintained their tenancies a year after support started.

### **4.5 Independent living schemes**

Since 2017, we have refurbished all our independent living schemes to provide modern independent living flats with attractive, accessible communal spaces for socialising. Work to modernise the 41 independent living flats at Mallard Court and



Leander Court in Staveley was finished during 2022/23. Each flat has a new kitchen, level access shower room and integrated Careline equipment.

#### **4.6 Investment and improvements to council homes**

During the past year we have continued to invest in new build properties, as well as making improvements to our housing stock including fitting new kitchens, bathrooms, boilers and improving energy efficiency. The Capital Programme also invests in adapting properties to ensure they meet tenant needs.

During 2023/23 151 major adaptations to council were completed at a cost of £884,661. Installations include level access showers and ramps. In addition, 245 minor adaptations including grab rails and stair rails were completed costing £66,192.

#### **4.7 Private Sector Housing team**

The Council's housing service also includes work on delivering adaptations increasing standards of private properties in the Borough.

In 2022-23 we approved 104 disabled facilities grants for home adaptations and spent £938,645 on disabled facilities grants and loans.

In addition to adaptations completed during the past year, our private sector housing team also:

- Lent £67,000 to vulnerable homeowners to carry out urgent repairs and maintenance to improve their home environment.
- Helped 90 households under our gas safe scheme to service and repair boilers.
- Continued to be part of the 'Healthy Home' programme with Derbyshire County Council, supporting households who are vulnerable to the effects of living in a cold home, including those with a long-term health condition.

#### **4.8 Careline and independent living service**

Over the past year, Careline have continued to provide a 24/7 alarm monitoring and response service, providing peace of mind and a rapid response to falls and requests for assistance. The service has received 84,069 alarm calls and attended 3,947 callouts.

Careline work in partnership with Derbyshire County Council, the NHS and East Midlands Ambulance Service on a pilot project to help reduce pressure on the ambulance service locally. Trained Careline staff attend to take basic medical observations of patients triaged by EMAS via a Local Access Point team.



The service is continuing to roll out its investment in digital equipment and explore options for innovative uses of technology to promote independence and support hospital discharge.

The Independent Living service has continued to support older people to live safely and independently at home. Following the Pandemic where contact was mainly telephone based, needs-led visits have resumed. During the past year, 646 referral and positives outcomes have been achieved in relation to:

- Improving independence and quality of life.
- Improving health and wellbeing.
- Referring to, and working alongside, Adult Care and NHS services to help prevent hospital admissions, falls and deterioration in health.
- Property adaptations and improving the home environment.
- Reducing social isolation and increasing opportunities for meaningful activity.

The team also supported customers to manage money and debt effectively by accessing specialist services, grants and loans and providing support to access benefits. Referrals made by the team to Chesterfield Borough Council's Benefit Team resulted in nearly £76k of additional benefits for customers between April 2022 and February 2023.

#### **4.9 Homelessness**

The Homelessness Team continued their work to rehouse and support vulnerable people in the borough. Cost of living pressures, increasing number of evictions and limited options for alternative accommodation, have resulted in high demand for homelessness services.

Between April 2022 and March 2023, 1,612 homelessness cases were opened. 299 of these cases resulted in Chesterfield Borough Council accepting a duty to prevent or relieve homelessness. Homelessness was successfully prevented or relieved in 69% of cases.

To ensure that people at risk of homelessness have as many options as possible to alleviate and reduce their risk of homelessness the Council also:

Fund a post at Derbyshire Law Centre to support homelessness prevention.

Jointly commissioned the 'Call B4U Serve' service to help prevent homelessness in the private rented sector.

Funded a homelessness hub provided by Pathways, a joint initiative provided by three local councils. The hub provides personalised packages of support for individuals including housing advice and health care.

Funded two homelessness support workers through the charity P3 to help prevent homelessness and assist those with mental ill health.

#### **4.10 Repairs and Maintenance**

Every property we manage is someone's home and we have continued to focus on providing a tailored service to meet the needs of our tenants. Our repairs and maintenance teams continue to support tenants, including those who are elderly and vulnerable to manage repairs and stay safe in their homes. Resolving heating issues has been prioritised to ensure tenants can heat their homes effectively.

### **5.0 Apprenticeships town and improving our economy**

During 2022/23 we have continued to deliver activity outlined in the Skills Action Plan and the economic recovery plan. This includes working with Chesterfield College and other partners to continue to develop Chesterfield as an Apprentice Town. CBC have its own successful apprenticeships scheme that currently supports 26 apprenticeships. However, we want to support all young people in our communities to gain employment, further education and to develop their skills. In 2021/22 1570 individuals were participating in apprenticeships in Chesterfield with 73% participating in apprenticeships at level 3 or above and over 30% being at higher or degree level. So far in Q1 and Q2 of the academic year 2022/23 there have been 370 new apprenticeship starts for Chesterfield, over 70% of which were at level 3 or above and over 27% at higher or degree level.

Apprenticeships once again featured in the 7<sup>th</sup> annual Employability and Skills Conference which took place at the Winding Wheel 8th February 2023. The conference was attended by 108 people including business delegates, operational staff, and school students, and provided a platform for speakers from Chesterfield



College, Devonshire Group and Brookfield Community School. The conference also featured a specialist panel that was chaired by a level 5 apprentice who is currently studying at Chesterfield College and working at Tarmac. The panel included Toby Perkins MP, D2N2 Careers Hub, Dronfield Henry Fanshawe School and employers Rosewood Wealth Management and Tarmac, to highlight what we can do in Chesterfield to address rising youth unemployment and to make apprenticeships more accessible to young people.

The conference also featured a new pilot programme, 'Careers Made In Chesterfield'. The pilot has seen businesses from the Chesterfield Property and Construction forum showcase the sector and raise awareness of the broad range of opportunities available.

The pilot has seen 20 employers across 11 businesses from the sector come together to engage with an entire year group – 110 Year 10 students at Parkside school.

The aim of the initiative has been to deliver a progressive programme of activity across an academic year, starting with an information and speed networking session with multiple employers to provide an overview of the sector and range of opportunities and careers available.

Throughout the pilot, the Year 10 students of Parkside were asked to rank their interest in construction careers on a scale of 1-10 (1-3 being not interested, 4-6 being interested and 7-10 being very interested.) Prior to the pilot beginning, 21 students ranked their interest in construction careers as 'very interested'.

After the first speed networking workshop was carried out, the number of students who took a high interest in construction careers grew to 26.

The second workshop that was delivered in the Spring term, delivered an interactive hands-on activity-based workshop that replicated experiences at work.

Following the second interactive activity-based session, 45 students indicated a high interest in construction careers with 25 students due to undertake work experience placements in July 2023 with the employer organisations who have supported the workshop sessions as well as employers from the wider sector.

Throughout the pilot, only 2 students did not find construction careers at all interesting.

The initiative has been designed to build confidence and inform choice and deliver a model where students can build their knowledge and relationships with employers across the programme over a sustained period of time. The pilot will conclude in

the summer term where up to 25 students are expected to undertake work experience.

The annual MADE in Chesterfield festival was held during November 2022. MADE in Chesterfield is supported by manufacturing and construction business who seek to inspire the next generation into the industry through a series of workplace tours and activities for school and college students. In 2022, 13 school visits took place across 5 different schools and also 8 industry employers in Chesterfield, with a total of 156 individuals supported. As part of the visit, the students were given a tour of the office space, an explanation of roles from a member of each department and a meeting with an apprentice currently with the company.

Recognising the rise in vacancies and recruitment challenges being faced by employers, Chesterfield Borough Council have continued to work in partnership with Job Centre Plus Chesterfield to facilitate three further Market recruitment events in March 22, October 22 and March 23. The events provided members of the public and job centre plus customers with direct access to employment and training opportunities. Employers, apprenticeship and employability providers made use of the market stalls to promote vacancies. At the October event, the Market Hall Assembly Rooms were utilised to provide a health and wellbeing event. 20 organisations attended the March 2022 event, with a total 510 vacancies being advertised. Following increased interest and focus on employability skills providers and networking opportunities, a total of 24 organisations booked on to the October 2022 event advertising over 350 vacancies, leading to 48 positive referrals and 21 immediate job starts, with Marks and Spencer playing a part in contributing to that number. In addition, health and wellbeing support was made available within the Market Hall Assembly Rooms, supported by 24 health and wellbeing organisations booked on to the event with 113 people engaged, leading to a total of 13 people supported. Following the success of the market events in 2022, an additional event was held in March 2023, 44 organisations booked onto the event on the Market place, advertising 382 vacancies with 42 positive referrals and 14 immediate starts. 33 jobs seekers were referred to the event by JCP with over 250 job seekers engaged with the jobs/services advertised on the day.

Ensuring that local people and businesses have the right skills to access current and future opportunities is a key objective underpinning the Skills Action plan and one that contributes to the Councils priority to make Chesterfield a thriving Borough. We are continuing to progress two key skills capital projects through the Staveley Town Deal, including DRIIVE (Derbyshire Rail Industry Innovation Vehicle), a modern innovation centre encompassing research and development, training and commercial office and workshop space at Barrow Hill and a Construction Skills hub in Staveley



that will see the creation of an on-site construction training facility that will help students gain practical skills and experience with direct access to sector employers.

Local labour clauses have continued to be agreed on 100% of eligible developments and from Q1-Q3 of 2022/23 so far 606 local jobs and 38 apprentices have been provided and over £31.9 Million of contracts awarded to local supply chain businesses as well as creating a number of other social value outputs including careers support, school visits, partnerships with FE colleges and work experience.

The Council is still actively supporting the delivery of key regeneration schemes (Peak and Waterside) and is actively engaged in the direct delivery of the Northern Gateway Scheme which has now seen the completion of Saltergate MSCP, the Enterprise Centre And public realm works to Elderway. To date, since opening, the Waterside development has created 88 jobs and it is estimated that 120 jobs have been created at the Northern Gateway Enterprise Centre in which 24 of the 32 rooms have been let since it opened in July 2022.

## **6.0 Equalities training for our staff**



We offer the three mandatory equalities training modules in an online format, covering the Equality Act 2010, equality and diversity in Chesterfield's communities, and a guide to reasonable adjustments. Prevent training has also been added to the mandatory modules for all employees.

Feedback from employees shows that these modules have been effective, with an average of 99% of participating employees stating that the modules either met or exceeded their expectations. In addition, a number of comments were made by employees who completed the modules about how they would apply their learning including:

There are more things to consider when making a decision than we first realise and I need more knowledge on things like cultural differences and religious beliefs.

I now understand more about the Council's specific responsibilities and will look to adhere to these going forward.

I will remain vigilant on equality issues.

I can now ensure that I act in a positive and fair way to everyone.

Understanding that many disabilities are not clearly visible but are equally important and can have a huge impact on a person's life.

I will be able to use this in my work life and my everyday life too.

## **6.1 Mental Health First Aid**

We now have 38 qualified MHFAs across all areas of the council. Mental Health First Aid (MHFA) is an internationally recognised training course which teaches people



how to spot the symptoms and signs of mental ill health and provide help on a first aid basis. In the same way as learning physical first aid, MHFA teaches people how to recognise crucial warning signs of mental ill health and feel confident to guide someone to appropriate support.

MHFA training encourages people to talk more freely about mental health, reduce stigma and create a more positive culture.

## **6.2 Mentoring programme**

Twenty employees have undertaken mentoring training and are available as mentors. There are also now 2 people in HR who are fully trained coaches/mentors and CBC is a member of the East Midlands Coaching and Mentoring Group. This means we can access outside mentors if required.

## **6.3 Lone-working – Specialist Training**

Following the tragic murder of two MPs recently, specialist lone working training is now being offered to all elected members.





## **7.0 Working in partnership to promote equality and celebrate diversity.**

The Council recognises the importance of working in partnership with a range of organisations to maximise the positive impacts we can achieve in our local communities. We continue to play a key role in our local partnerships, many of which have a real impact on our equalities work and the protected groups in our communities including:

Chesterfield Health and Wellbeing Partnership and sub-groups, and the Derbyshire Health and Wellbeing Board  
Chesterfield Local Place Alliance  
Chesterfield Community Safety Partnership  
Chesterfield Childrens Locality Partnership  
Derbyshire Districts Safeguarding Leads  
UK Resettlement Partnership (regional)  
Derbyshire Community Response Forum  
Derbyshire Armed Forces Covenant  
Nottinghamshire and Derbyshire Local Authorities Energy Partnership  
Vision Derbyshire  
Derbyshire Homelessness Officers Group  
Derbyshire MAPPA Strategic Management Board  
Chesterfield and North East Derbyshire Financial Inclusion Group  
Derbyshire Housing Strategy Group  
Derbyshire Fire and Rescue Service  
Social Housing Providers  
Apprentice Town (Chesterfield)  
Destination Chesterfield  
Derbyshire Economic Partnership  
Derbyshire Skills Forum  
Visit Peak District and Derbyshire  
D2N2 Local Enterprise Partnership  
South Yorkshire Mayoral Combined Authority  
Staveley Town Deal  
Chesterfield Waterside  
(Development of the Derbyshire Integrated Care System)

## **7.1 Chesterfield system framework**

A key aim of Chesterfield strategic partnerships is to support and promote community wellbeing; creating healthy, safer and stronger communities. Across the



borough we have created a range of partnerships to coordinate our efforts to maximise outcomes. Key aspects that underpin the approach to how we work in partnership are:

- Understanding the Chesterfield system framework
- Commitment to partnership principles

To work as collaboratively as possible, it is important that all organisations understand how the Chesterfield system framework is set up and how different partnerships relate to each other. If we can gain a collective understanding of this framework, working out how to get things done should become easier; and this will help to improve outcomes for individuals and the borough.

It should be recognised that there are many sub-groups and independent task and finish groups that feed into these community voice and strategic partnership groupings that are not shown on the plan; the connectivity that these other groups and individual partners provide as they work within the partnerships is a key element of achieving successful delivery of overall outcomes.

The framework is not fixed and other partnership groups may be established as the system evolves to support our overall aims; there are discussions being carried out with a view that a skills partnership group might be established.

## **7.2 Chesterfield strategic partnership principles**

- Create strong communication channels and clear messages.
- Value joined up working across partners and agencies, from private, voluntary and community sectors through to statutory bodies.
- Recognise the voluntary and community sector as an equal partner and promote and adopt policies that support this approach.
- Be data and insight led in developing solutions; listen to people and communities, as well as using technical data.
- Focus on supporting the most vulnerable in our communities with solutions to tackle increases in material insecurity, mental health difficulties and social isolation.
- Shift resources to ensure that all partners can support our community resilience.
- Be brave enough to stick to our principles of equity and partnership even when outside forces make it difficult.
- Ensure that our governance is proportional to the issue, to avoid barriers to involvement.
- Commit to working as part of a system, working towards overall outcomes, not just organisational goals.
- Empower employees to work for the system (the greater good), rather than just for their organisation.



- Individuals should feel empowered to really listen to people, the people with lived experiences, in order to make changes and provide person-centred support.

### **7.3 UK Shared Prosperity Fund**

During 2022/23, Chesterfield Borough Council was awarded £2.693 million from the UK Shared Prosperity Fund. The money will be spent over the next three financial years (running until 2024/25) on a range of projects which will benefit local residents and businesses, and to help raise Chesterfield's profile as a visitor destination.

The council was selected as a lead authority to benefit from the national funding pot, after our ambitious three-year investment plan – setting out a range of initiatives to improve life for local people – was approved by Government in December 2022.

It is being used to fund a range of projects, which will have a positive impact on our local communities including:

- Improvements to local parks, greens spaces and outdoor sports facilities to provide residents with even better access to quality outdoor facilities across the borough.
- Help for local businesses to reduce their carbon footprint, contributing towards the council's goal of creating a net zero borough by 2050.
- Grants to help community and voluntary groups fund grassroots projects and to support volunteering opportunities and strengthen our local communities.
- Funding to support entertainment in Chesterfield town centre and across the borough, including speciality markets.
- Investment in anti-social behaviour initiatives, which will help to tackle the root causes of nuisance behaviour, in line with the council's new anti-social behaviour strategy.
- Continued support to help local businesses start and grow, and to boost opportunities for local people to learn new skills.
- Investment in tourism and marketing campaigns to support Chesterfield's appeal as a destination for visitors.

### **7.4 Armed forces community**

Chesterfield Borough Council holds a Silver Award for its support to the Armed Forces. The council was given the award through the Armed Forces Covenant Employer Recognition Scheme (ERS) which encourages employers to implement human resources policies that support members of council staff who are also part of the Armed Forces community while inspiring others to do the same.

We have a number of policies, procedures and practices that aim to support members of the Armed Forces community employed by the council and also the wider Armed Forces community living in Chesterfield, these include:

- Changed leave policies to support staff to carry out their duties including up to ten days per year for reservist duties.
- Access to employee assistance and occupational health schemes to support employees' physical and mental health.
- A generous career break policy which can be used to support mobilisation.
- A clear support plan for members of the Armed Forces returning from mobilisation and a clear cross-council understanding of their rights.
- Chesterfield's Armed Forces cadet units are given pride of place at our key annual ceremonies including Armistice Day, Remembrance Sunday and the Mayor's annual parade.
- We are partners in the Veterans Hub (Chesterfield) led by the Department for Work and Pensions, which includes regular events at the Town Hall
- The council is a registered employer with both the Career Transition Partnership and Forces Families Jobs.

## **8.0 Health and Wellbeing Partnership activities**

Chesterfield Health and Wellbeing Partnership continues to be an effective partnership using a place-based approach, actively working and commissioning activities in the local community to support and promote health and wellbeing. The themed sub-groups continued to focus on financial inclusion, mental health and physical activity, with geographical sub-groups focussing in particular in areas of deprivation in the borough.

During the last year, the partnership has been organising wider team meetings to bring together colleagues from a range of organisations to collectively share experiences, best practise, and identify opportunities for collaborative working.

The Get2Gether events continue to be a success, taking place around various locations in the Borough to raise awareness of local services and community groups, offer advice and support, and to provide opportunities for local people to volunteer and take an active role in their local community.

The main partnership and the sub-groups also offer grant schemes which local community groups can apply to in order to support projects aligned with the partnership's priorities, e.g. mental health and isolation. This is in addition to, but



also compliments the UKSPF Community Grants Fund which was established at the end of the year.

## **9.0 Sport and Leisure**

The Outswimming Cancer sessions, held at Queen's Park Sports Centre, have supported around 50 people over the last two years, and continues to go from strength to strength.

Led by Lesley Rechert, a swimming teacher at Queen's Park Sports Centre, the initiative continues to provide swimming sessions, free of charge, for people living with and beyond cancer in Chesterfield or the surrounding areas.

The project grew from an initial six people to an average attendance of 12 during the two years, with 18 people attending the project's final session last year. We have supported around 50 people over the course of two years, with 47 swim sessions, with an age range from 20s to 85. It has also supported people with a range of different cancer types including bowel, lung, breast, neck, throat and prostate cancer.

## **10.0 Arts and culture accessibility**

The Cultural Venues Access Group continues to meet to improve access at the Council's Theatres. We continue to provide performances with audio description, signed performances and touch tour to improve accessibility for people with disabilities.

We provide a varied programme of arts for health activities during the year including films for people with Dementia.

The Access Group continues to be a key consultee on the extensive improvement works at the Stephenson Memorial Hall and has been actively involved in working with colleagues to ensure that the refurbishments make the venue as accessible as possible. Improvements include a lift providing access to all floors, accessible routes to the theatre stalls and Changing Places toilet.

## **11.0 LGBT+ Project**

The first part of our LGBT+ project captured customer insight and perceptions about our services, identified barriers which the community face in accessing any services and highlighted possible areas for improvement.

A report including findings and recommended actions to improve inclusiveness has been produced by Derbyshire LGBT+, discussed by the Equality and Diversity Forum and an action plan produced. During 2023 we hope to be able to begin to implement

these actions. Some of the key recommendations identified and proposed actions include:

- Review and refresh current staff training (new starters, service specific, refresher training and mandatory training) by working with LGBT+ representatives to tailor a best approach, using specific examples and real life scenarios as discussion points.
- Create a process of reporting incidents and how we can learn from them.
- Design and display posters in key service areas e.g. leisure centres, to give consistent advice for all service users.
- More regular social media items.

## **12.0 Press Releases and Communications**

Throughout 2022/23 the CBC Communications and Marketing Team have continued to promote equality and diversity events and news items via our social media platforms. Some examples (and links) are below:

- Council partners with Chesterfield Pride for 2022 LGBTQ+ celebration (1 June)



- Sign up to Swim Against Loneliness this July (21 June)
- Engaging with our communities on anti-social behaviour (11 July)
- [Charities benefit from Mayor's Appeal](#) (14 July):



- [Queen's Park hosts an Inclusive Activity Day](#) (13 September)
- [Overwhelming success at Outswimming Cancer sessions](#) (20 September)
- Get together to discover groups and activities in the Staveley area (20 September)
- [Join us for a Dementia Friendly Chesterfield event](#) (23 September)
- Recruitment Event returns to Chesterfield Market (30 September) – we had a selection of charities/support agencies in the market hall for this event.
- Creating modern, sociable homes to boost independent living opportunities (17 October)
- [Council calls for urgent action to help families struggling with the cost of living](#) (20 October)
- [Warm spaces](#) (2 November)
- [Extra support for your mental wellbeing](#) (8 November)



- [Further funding available to help residents service gas appliances](#) (21 November)
- [Domestic abuse: how teams across Derbyshire are helping](#) (21 December)
- Attend the Asian Association Cultural Awareness Event (22 December)
- Donate to our food bank collection (5 January)
- [Celebrating 10 years of walking at Holmebrook Valley Park](#) (13 January):



- [Sign up to attend our Holocaust Memorial Day event](#) (16 January)
- [Chesterfield's communities and economy set to benefit from £2.6 million investment](#) (24 January)
- [Celebrate International Women's Day with us](#) (15 February)
- [Chesterfield in Lockdown – A community exhibition](#) (22 February):



- [£100m to be invested in council housing across Chesterfield](#) (23 February)

### 13.0 Equality impact assessments

The Council is committed to demonstrating that all relevant equality issues have been considered before changes are made to policies, projects, services, functions and strategies, or when new ones are created. Chesterfield Borough Council does this through its robust Equality Impact Assessment (EIA) process.



The EIA process enables us to look at our work in depth to see what impact it has on different equality groups, and to mitigate against any potentially negative impacts that are identified. Staff received training in the completion of EIAs ensuring that the process is embedded across all council services.

During 2022/23 the Council undertook around 18 Equality Impact Assessments (EIAs) for a variety of changes to policies, strategies and projects. These have taken into consideration: best practice, demographic information and employee and customer feedback and other engagement activities. The EIAs were published with the relevant reports to the Council's Cabinet. Through the EIA process, we have been able to address any negative impacts on sections of the community promote equality by identifying and acting on opportunities to implement positive impacts for groups where possible.

Examples of EIAs completed this year include the Staveley Town Deal project, homelessness strategy and new leisure equipment for our leisure centres.

#### **14.0 Gender pay gap report 2022**

At Chesterfield Borough Council we value diversity and inclusion and believe that it strongly contributes to the quality of our services. We are committed to being an equal opportunities employer and aim to treat all employees and job applicants fairly, regardless of their gender (including gender reassignment), age, race, sexuality, full or part-time status, marital status and disability. We believe it is important to attract and retain a workforce that reflects the customers and communities we serve.

We welcome the gender pay gap reporting requirements for a number of reasons including:

- It will help to confirm to our existing and prospective employees that we are committed to building a diverse and inclusive workplace, that provides equal opportunity to all employees irrespective of gender
- It will help us to monitor pay and career progression more closely and to ensure that all employees, irrespective of gender are supported to reach their full potential
- It is an opportunity to review our data and consider any issues we need to address and we can capture our journey over the next few years in our gender pay gap reporting and review our progress

#### **14.1 What is the gender pay gap?**

The gender pay gap is concerned with differences in the average earnings of men and women over a standard time period, regardless of their role or seniority. The

law requires any organisation with more than 250 employees to publish its gender pay gap information annually based on a snapshot date. For the public sector the snapshot date is 31 March.

Gender pay gap is not the same as equal pay. The law says that men and women must be paid the same for doing the same or equivalent work. We use job evaluation techniques to evaluate each role and not the post holder to ensure that all roles are fairly remunerated in comparison to other roles. It makes no reference to gender or any other personal

characteristics of any existing or potential job holders. We are therefore confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work, rather it is a result of the roles in which men and women work within the organisation and the salaries these roles attract.

#### **14.2 Our gender pay gap data.**

Gender pay reporting legislation requires employers with 250 or more employees to measure how large the pay gap is between their male and female employees. The measurement must be taken each year - on 31 March for public sector organisations and 5 April for other employers - and must be made public.

As at 31st March 2022 Chesterfield Borough Council employed 1105 people. The gender split of our workforce is 50.6% female and 49.4% male, however, this isn't an equal split across our services. The majority of Chesterfield Borough Council services are provided in-house including services which many authorities have either contracted out such as building cleaning or moved to alternative models such as arms-length organisations for example managing Council housing and associated repairs and maintenance (OSD). These services tend to have a large gender imbalance, for instance, building cleaning employs a large number of female part-time staff whereas the majority of higher-paid trades staff and associated professions working in housing repairs and maintenance (OSD) are male. These services have a disproportionate impact on our gender pay gap data.

Our gender pay gap figures for 2022 are:

<b>Gender pay gap measure</b>	<b>31 March 2022</b>
Average gender pay gap as a mean average	10.1%
Average gender pay gap as a median average	12.6%
Average bonus gender pay gap as a mean average	0.0%
Average bonus gender pay gap as a median average	0.0%



Proportion of males receiving a bonus payment	22.9%
Proportion of females receiving a bonus payment	0.0%

<b>Quartile</b>	<b>Male</b>	<b>Female</b>
Upper quartile	63%	37%
Upper middle quartile	49%	51%
Lower middle quartile	48%	52%
Lower quartile	38%	62%

The Chesterfield Borough Council’s mean gender pay gap for 2022 is 10.1% in favour of males and the median gender pay gap is 12.6% also in favour of males. These figures are significantly affected by the Council’s decision to retain in-house delivery for the majority of our services and the transfer in of staff from outsourced services during the year. The balance of male to female in the top quartile has decreased to 63% male and 37% female.

To understand the gender, pay gap it is essential to understand certain key facts about the distribution of grades, genders and working patterns in each of the four quartiles. Further information and our full gender pay gap reports are available [here](#).

### **14.3 How we are addressing the pay gap**

We aim to recruit from the widest possible talent pool. We have updated our recruitment policy and procedures and trained all our recruiting managers to ensure that language in job adverts is neutral, that they understand the importance of interviewing people with gender balanced panels in order to avoid unconscious bias and can develop a recruitment experience that enables candidates to showcase their knowledge, experience and skills across their whole life experience.

We use job evaluation techniques to evaluate each role to ensure that all roles are fairly remunerated in comparison to other roles and also pay at least the Living Wage Foundations living wage level to all our employees which has a positive disproportional impact on female employees who make up a larger proportion of the workforce in services for example building cleaning that benefit from the living wage.

Once we have the right people, we want them to stay. To support this we have developed a range of flexible working opportunities including part-time, job-share, compressed hours, and so on. We have also updated and promoted our policies and procedures regarding maternity, paternity and adoption leave and have updated our shared parental leave policy and offering career breaks.

We devote significant time and resources to helping our employees progress in their careers and accessing quality learning and development opportunities. This includes regular development conversations with line managers, a formal personal development review meeting every six months and service level succession planning activities. There are also opportunities to learn from women who have progressed into the highest levels of organisations, this is a key consideration for our management conferences, managers seminars and international women's day activities.

We use apprenticeships to enhance the skills, knowledge and experience of our existing employees and to give opportunities to a diverse range of new employees – this includes working with partners to increase engagement with ethnic minority groups. We recognise however that offering new apprenticeship opportunities which are attractive to women may in the short negatively impact our gender pay gap as these roles attract a lower salary, but this is about investing in a pipeline of talent and creating career pathways for apprentices to progress and meet their potential. We carefully consider how to support female staff and apprentices to take the next steps in their career, and identify and reduce any barriers to gender equality. Over time this will reduce the gender gap and quartile distribution.

## **15.0 Looking forward to 2023/24**

We will continue to work with partners to promote and support equality and diversity with our communities and within our organisation. We will need to adapt as we continue towards community and economic recovery post pandemic but here is a sample of some of the activities we would like to take forward in 2023/24:

- Continuing to work in partnership with communities to organise a range of equality and diversity themed awareness activities and events, through the Equality and Diversity Forum.
- Continuing to embed the Council's commitment to equalities in its service planning and delivery of major projects (e.g. Staveley Town Deal and Chesterfield Levelling Up Project) by delivering a robust Equality Impact Assessment process and upholding the importance of this during financially challenging times.



- Providing employees with training and development opportunities so that they have the skills, abilities and confidence to recognise and respond appropriately and sensitively to diversity and discrimination, both within the workplace, when delivering services and, ultimately, in their everyday lives. Delivering ongoing equality and diversity refresher training as required with services and a range of additional awareness raising modules on locally relevant themes.
- Working in partnership to deliver our ambitious UK Shared Prosperity Fund (UKSPF) intervention plan, which includes projects across the following themes: Communities and Place, Supporting Local Business, and People and Skills
- Work with the Communications team to develop a unified approach to promotion of health and wellbeing and equalities events and activities, and key messages.
- Continue to meet our statutory duties including Gender pay gap and Public Sector Equality Duty reporting and working on the objectives detailed in our updated Equality and Diversity Strategy, 2023 - 2027.
- Having refreshed the State of the Borough document with data from the 2021 Census, we will continue to share and utilise up to date and consistent demographic information within CBC and the wider community, enabling us to consider the protected groups in all we do and to support the Equality Impact Assessment process.
- Continuing to work both formally and informally in partnership with local groups, including the Equality and Diversity Forum working more closely with the Cultural Access Group and Dementia Friendly Chesterfield to share knowledge, experiences and resources.
- Continue to develop the Local Democracy campaign, working with younger people to develop their knowledge of the democratic process.



## **16.0 Further information**

If you have any comments on our Equalities Annual Report or would like to request further information or copies of any of the documents highlighted in the report, please contact:

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## FOR PUBLICATION

### HONORARY ALDERMAN / ALDERWOMAN (GV110)

<b>Meeting:</b>	Cabinet
<b>Date:</b>	18 July 2023
<b>Cabinet portfolio:</b>	Cabinet Member for Governance
<b>Directorate:</b>	Chief Executive
<b>For publication</b>	

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

- 1.1 To enable the Cabinet to consider proposals to confer the title of Honorary Alderman and Honorary Alderwoman on former Members of Chesterfield Borough Council.

#### **2.0 Recommendations**

- 2.1 That an extraordinary meeting of the Council be held in September 2023 to confer the title of Honorary Alderman on former Councillors Terry Gilby and Alexis Diouf and the title of Honorary Alderwoman on former Councillor Christine Ludlow.
- 2.2 That the Chief Executive, in consultation with the Leader of the Council, be authorised to make the necessary arrangements for the Council meeting and civic reception including approval of the associated costs.

#### **3.0 Reason for recommendations**

- 3.1 To recognise the eminent services rendered to the Council by long serving and distinguished former Members.

#### **4.0 Background**

- 4.1 Section 249(1) of the Local Government Act 1972 permits Chesterfield Borough Council to confer the title of Honorary Alderman or Alderwoman on former Members of the Council who have, in its opinion, rendered eminent services to it. After the Honorary Freedom of the Borough, it is the highest honour the Council can bestow.
- 4.2 The conferment of the title requires the convening of an extraordinary meeting of the Council and the support of two-thirds of the Members voting at the meeting.

4.3 Since Local Government Reorganisation in 1974, Chesterfield Borough Council has conferred the title of Honorary Alderman / Alderwoman on the following former Members of the Council:

- Walter Everett in 1980
- Harry Haywood in 1987
- Michael G Caulfield in 2004
- Ronald Jepson in 2004
- Donald Arthur Wain MBE in 2004
- Thomas Edmund Whyatt in 2004
- Dr. Asad Shafi Qazi in 2011
- June Beckingham in 2011
- Terence Kendellen in 2011
- Mick Leverton in 2011
- Jim McManus in 2015
- Stewart Bradford in 2015
- David Stone in 2015
- Stephen (Steve) Brunt in 2019
- John Burrows in 2019
- Ray Russell in 2019

## **5.0 Majority Group's proposals**

5.1 The Majority Group wishes to recognise the eminent services rendered to the Council by former Councillors Terry Gilby, Alexis Diouf and Christine Ludlow by conferring upon each of them the title of Honorary Alderman / Alderwoman.

5.2 It is proposed that an extraordinary meeting of the Council be arranged for September 2023 to confer the title of Honorary Alderman / Alderwoman on the 3no. former Members of the Council. The meeting will be followed by a civic reception at the Town Hall.

## **6.0 Implications for consideration – Financial and value for money**

6.1 A supplementary budget provision in the region of £3,500 will be required to fund the extraordinary meeting of the Council and the civic reception at the Town Hall.

## **7.0 Implications for consideration – Legal**

7.1 The legal provisions that enable Chesterfield Borough Council to confer the titles of Honorary Alderman / Alderwoman on former Members of the Council have already been referenced in paragraph 4.1.



## **8.0 Implications for consideration – Human resources**

8.1 There are none arising from the contents of this report.

## **9.0 Implications for consideration – Council plan**

9.1 There are none arising from the contents of this report.

## **10.0 Implications for consideration – Climate change**

10.1 We undertake climate change impact assessments when civic and ceremonial policies and procedures are first prepared or revised to minimise the negative climate change impacts arising from these activities and maximise opportunities for education and positive messaging.

## **11.0 Implications for consideration – Equality and diversity**

11.1 We undertake equality impact assessments when civic and ceremonial policies and procedures are first prepared or revised to ensure that these activities are accessible and celebrate diversity and inclusion. The Council and political groups have for a number of years undertaken work to reduce barriers to becoming an elected member and promoting opportunity, which is enabling a more diverse range of people to engage in local democracy.

## **12.0 Implications for consideration – Risk management**

12.1 There are none arising from the contents of this report.

### **Decision information**

<b>Key decision number</b>	Non-key decision but listed on the forward plan due to importance to the borough.
<b>Wards affected</b>	<b>All</b>

### **Document information**

<b>Report author</b>
Huw Bowen, Chief Executive
<b>Background documents</b>
These are unpublished works which have been relied on to a material extent when the report was prepared.
None
<b>Appendices to the report</b>
None

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## For publication

### Climate Change Annual Report 2022 - 2023 (DL190)

<b>Meeting:</b>	Cabinet
<b>Date:</b>	18 <sup>th</sup> July 2023
<b>Cabinet portfolio:</b>	Climate Change, Planning, and Environment
<b>Directorate:</b>	Corporate
<b>For publication</b>	

#### 1.0 Purpose of the report

- 1.1 To present the Council's Climate Change Annual Report for 2022/23 for consideration.

#### 2.0 Recommendations

- 2.1 That Cabinet approves the Climate Change Annual Report.
- 2.3 That the Climate Change Annual Report is published on the Council's website.

#### 3.0 Reason for recommendations

- 3.1 The Council committed to producing an annual climate change report in its Climate Change Strategy 2023 – 30 and associated Delivery Plan. The annual reports are an opportunity to communicate the Council's emissions and progress in delivering its Climate Change Strategy, and wider related activities in the borough.

#### 4.0 Report details

- 4.1 The Climate Change Annual Report is attached at Appendix 1. The report, which has been developed includes improvements and achievements over the last year, including:
- Delivering the final year of the Climate Change Action Plan 2019-23.
  - A summary of the Council's emissions during 22/23 compared with the baseline taken in 2019.
  - A summary of the wider Borough emissions and climate change issues.
  - Communications and training activity
  - Development of the Council's new Climate Change Strategy, including evidence gathering and consultation

- A brief look at what to expect next year (2023 – 24) including the Delivery Plan and activities such as the Community Grants Scheme.

## **5.0 Alternative options**

- 5.1 The alternative approach would be to not publish the Annual Report, however this would make it difficult to demonstrate the Council's progress in achieving carbon neutrality.

## **6.0 Implications for consideration – Financial and value for money**

- 6.1 No additional resources are requested in the annual report.

## **7.0 Implications for consideration – Legal**

- 7.1 No implications anticipated, although it is expected that local authorities will at some point be required to publish their emissions profiles, and producing an annual report puts the Council in a good position to respond to this requirement in the future if needed.

## **8.0 Implications for consideration – Human resources**

- 8.1 Climate Fresk and Carbon Literacy training continues to be included as part of induction and refresher training for staff and members.

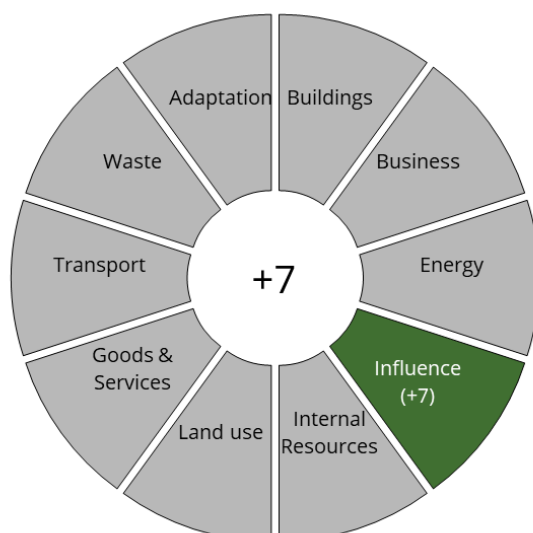
## **9.0 Implications for consideration – Council Plan**

- 9.1 A key aspiration under the Council Plan priority of 'Improving Quality of Life for Local People' is to progress our Climate Change target to be a carbon neutral borough by 2050.
- 9.2 Climate Change activity is embedded across the Council's services, and as such, many of the other priority actions in the Council Plan are also contributing significantly to achieving our targets, for example, delivery of the Asset Management Plan including the development of the 10-year maintenance and carbon reduction plan, within the 'resilient Council' priority.

## **10.0 Implications for consideration – Climate Change**

- 10.1 The annual report is anticipated to have positive climate change impact in terms of influence. This forms part of a range of other benefits delivered under the Climate Change strategy which are not affected by this decision.

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Chesterfield Borough Council has committed to being a carbon neutral organisation by 2030 (6 years and 6 months away).

## **11.0 Implications for consideration – Equality and diversity**

11.1 Although certain groups are more vulnerable to the impacts of climate change, the annual report is not anticipated to have a disproportionate impact on any protected group.

## **12.0 Implications for consideration – Risk management**

12.1 This work concerns the implementation of good practice performance requirements.

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
Reputational and legislative risk of not publishing the Annual Report which demonstrates compliance with Equality Annual Report.	M	L	Publish the Annual Report on the Council's website and distribute via partner mailing lists.	L	L

### Decision information

<b>Key decision number</b>	1177
<b>Wards affected</b>	All wards

### Document information

<b>Report author</b>	
Katy Marshall and Will Rolls, Policy and Partnerships, Corporate	
<b>Background documents</b>	
These are unpublished works which have been relied on to a material extent when the report was prepared.	
<b>Appendices to the report</b>	
Appendix 1	Climate Change Annual Report 2022/23
Appendix 2	



# Climate Change Annual Report

2022 - 2023

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# 1 Introduction

This is the first of Chesterfield Borough Council's annual climate change reports. We have committed to producing these within our new Climate Change Strategy so that we can monitor our progress towards our climate change targets. This report includes a summary of our activities during the last year, which have mainly focussed on bringing the previous Climate Change Action Plan to a close and developing the new Climate Change Strategy and Delivery Plan to take us to 2030. The annual report also includes estimates of the council's and borough's emissions, along with a brief discussion of metrics and reporting and how these will be addressed in future reporting periods.

# 2 Background

In 2019 Chesterfield Borough Council declared a climate emergency<sup>1</sup>. In doing so, we set a goal of reaching carbon neutrality as an organisation by 2030, and as a borough by 2050. As a consequence, we then went on to develop a Climate Change Action Plan which was adopted in February 2020<sup>2</sup> and amended in 2021<sup>3</sup>. We have recently come to the end of the action plan reporting period (March 2023) and adopted a new Climate Change Strategy<sup>4</sup> and associated delivery plan<sup>5</sup> unanimously at a meeting of Full Council in February 2023<sup>6</sup>.

### 3 Climate Change Action Plan 2019 - 2023

The Climate Change Action Plan (CCAP) was developed as a response to our council's climate emergency declaration and comprised 39 separate actions intended to start us on a road to carbon neutrality. The CCAP was revised to include a further six actions in 2021 to develop our internal training provision and evidence base for the new Climate Change Strategy. We have monitored and regularly reported our progress in delivering the previous action plan through the council's performance management framework. Highlights of this work included:

- Development of the council's Climate Change Impact Assessment tool which has received wide interest from other local government partners and has been modified and adopted by several other councils in England.
- Implementation of a programme of training to council officers and elected members using the Climate Fresk<sup>7</sup> and Carbon Literacy<sup>8</sup> courses.
- An extensive programme of tree planting in the borough (around 6000 trees planted).
- A substantial programme of investment and funding made available for improvements to homes and social housing in the borough.
- A switch of energy purchasing to an exclusively green electricity contract which has saved approximately 2,500 tonnes of CO<sub>2</sub> so far.

Of the 45 actions in the Climate Change Action Plan, 43 were completed to satisfactory outcome, and two actions were incomplete as of 1 April 2023. These actions have been captured within the first year Delivery Plan<sup>5</sup> of the new Climate Change Strategy (under actions BE.01, BE.02, and T.10).

## 4 Some highlights from the year's activities

### Electric vehicles

Over the last year, our teams have trialled a range of electric vehicles and equipment as we consider options to move away from diesel and petrol fuel. Some of these trials have been successful, and we now have several electric vehicles in our fleet.

*Electric vehicles now being used by our parking services and tenant engagement teams*



Community volunteers have supported our annual tree planting programme, which has resulted in over 6000 trees being planted since 2019.

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 allocated 27 large areas of council-owned land for a meadow mowing regime.

Biodiversity Net Gain (BNG) requires an approach to development that aims to leave the natural environment in a measurably better state than it was beforehand. A 10% net gain in biodiversity is set to become mandatory in late 2023 (through the 2021 Environment Act), however our Local Plan has required development to demonstrate a measurable net gain since its adoption in July 2020.

Work is currently underway with Derbyshire Wildlife Trust to develop a 'Plan for Nature' and to determine the locations in the borough that can best support habitat creation and enhancement in the future. This includes a review of our land and its potential for supporting biodiversity net gain in cases where it is not possible to achieve a measurable gain on a development site.

*Top right: One of our Volunteer Tree Wardens.*

*Middle right: Reduced mowing area in Holmebrook Valley Country Park*

*Bottom right: Grub hub signage created to identify areas that have a reduced mowing schedule, with links to more information.*



## Economic growth

During 2022, we opened our new BREEAM 'Excellent' rated Northern Gateway Enterprise Centre, which provides modern office space (32 suites) for start-up and medium-sized businesses. The project builds on the success of Enterprise Chesterfield, that includes the council's Dunston and Tapton Innovation Centres which for many years have offered excellent support and accommodation for innovative and growing businesses.

It was confirmed in April 2023 that the centre was already 75% occupied, proving a major success in the first year since the building officially opened. It has been designed to a BREEAM Excellent standard. BREEAM (Building Research Establishment's Environmental Assessment Method) is a sustainability rating scheme and focuses on building design, construction and use. It helps measure and reduce the environmental impacts of buildings. Some of the low carbon and sustainability features include:

- Encouraging sustainable forms of transport with enough cycle storage space to cater for the number of occupants.
- A flexible building, allowing for future expansion, room subdivision and to allow further segregation and / or open-plan office spaces.
- Incorporating the latest water minimisation technologies where possible which will substantially reduce water use.
- Low energy lighting throughout.
- High performance double glazing.
- Bird boxes and mixed planting around the building to support urban wildlife.



In January 2023, we officially opened One Waterside Place which is a BREEAM 'Very Good' rated office provision for larger businesses looking to relocate or expand. The building features six floors of office space with a ground floor space for retail. It provides all the modern features expected of a high-quality office space including air conditioning, on-site bike parking, showers and with high energy efficiency throughout.



## Council homes

We are continuing our substantial programme of investment in Council Homes to improve environmental standards and support decarbonisation, for example, by improving insulation and replacing windows. All new build houses with off-street parking are being fitted with electric charge points as a standard planning requirement.

The recent refurbishment project at Mallard and Leander Courts, and all other sheltered refurbishment projects completed to date, are being designed and built to standards that exceed the minimum as set out in Part L Conservation of Fuel and Power of the current building regulations.

We have achieved increased efficiency of the properties through the installation of energy efficient boilers and increased levels of insulation in the floors, walls, ceilings and void roof areas; they have been upgraded to meet and exceed current building regulation standards, for example ceiling voids now receive 400mm of quilt insulation where previously they had in some instances zero or 100mm. The existing projecting gables and bays, amounting to over 25% of the original buildings' external envelope which were previously uninsulated, are now fully compliant to current standards bringing the building up from a notional EPC C rating to an EPC rating of B, score 70 (in comparison to the average energy rating in the UK of D with an average score rating of 60).

In addition to the buildings' fabric being upgraded throughout, all construction materials are locally sourced from sustainable suppliers and local traders to reduce the carbon footprint. For future use, sustainable features such as cycle stores will be introduced, electric car charging points and rainwater recycling through collection points in the garden. Water usage is calculated and features such as perforated taps and low flow baths have been incorporated to reduce consumption.



Refurbishing, fully insulating and upgrading these particular buildings has been found to be a greener solution than demolition and rebuilding when we considered the embodied energy in the existing structures, and issues through waste materials to landfill, carbon emissions during the demolition process etc.

However, at the sheltered accommodation at Aston Court, we are proposing to refurbish part of the existing buildings, and other areas (flat roof common and circulation areas that are of poor quality, flat roofs etc) have been assessed as requiring full replacement with new housing designed to exceed the building regulation thermal U-values/SAP ratings.

As part of the refurbishment of Aston Court, electrical services will be upgraded and will replace previous gas provision. New solar panels and enhanced insulation will also be installed to improve efficiency.

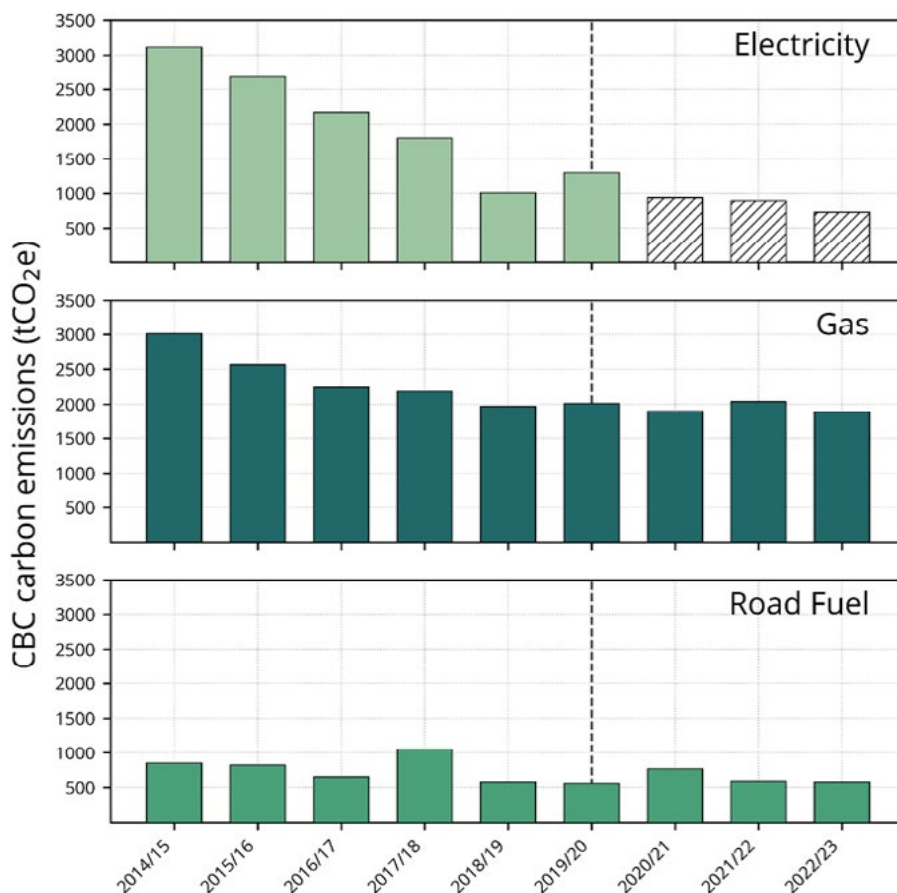


*Above left: Badger Croft - Brockwell Court - a new council housing development that has been built on the site of the former Brockwell Court. Each of the new properties has increased levels of insulation.*

*Above right: Mallard and Leander Court - older persons housing which have been refurbished and brought up to a higher thermal standard.*

## 5 Chesterfield Borough Council emissions reporting

Using 2019/20 as a baseline (the year we declared a climate change emergency), our organisational emissions have fallen by 36%, to around 2,500 tonnes of CO<sub>2</sub> equivalent per year in 2022/23. This has been primarily as a result of decarbonising our electricity supply. The bulk of our remaining emissions come from gas-fired boilers which heat the overwhelming majority of our premises, and also by the combustion of road fuels (predominately diesel). As shown below.



Council emissions from electricity, gas, and road fuels. The climate emergency declaration is denoted by the dotted line. Electricity use is shown as a hatched bar where use has been from exclusively low carbon sources. We show this to illustrate the amount of carbon saved through using a decarbonised electricity supply.

When the long-term change in the emissions from council sources is shown, a number of notable features become apparent.

Firstly, emissions from electricity have been steadily falling since the 2014/15 financial year<sup>a</sup>; this is due to wider decarbonisation of the electricity sector, primarily the transition of UK power generation away from coal, and while our electricity use has fallen by about 40% during this period, the carbon intensity of electricity on the national grid has also fallen by around 61%. The significant drop in emissions associated with our electricity emissions is largely due to the policy decision to purchase of Renewable Energy Guarantees of Origin (REGO) certificates from 2020/21 which ensure that an equal amount of renewable electricity is generated to what we use as an organisation. This makes a substantial difference to our emissions from electricity (the shaded area in figure 1) but cannot be repeated in other areas: decarbonising other fuels is significantly more difficult.

Emissions from gas have been falling over the same period; improvements in the efficiency of gas supply chains have partly caused this improvement (the average carbon intensity of gas production and use has fallen by 37%) but we are also using 36% less gas than in 2014/15.

In contrast, the use of road fuels has remained largely static over this period showing a minor reduction which is well within the variability seen on an annual basis. 2020/21 saw an increase in road fuel usage, which was caused by the Covid-19 pandemic as restrictions on sharing vehicles led to less efficient travel arrangements for staff.

It is important to note that a simple extrapolation of the change in our emissions will not result in a useful rate of decarbonisation to project whether we are on target to hit our 2030 target or not. The substantial decrease already seen in emissions was largely the result of decarbonisation of our electricity supply and future decarbonisation efforts are likely to be more difficult.

Success rests particularly on our ability to transition building heating away from natural gas. This issue has been recognised in the development of the new Climate Change Strategy and delivery plan where the decarbonisation of our commercial building stock, and vehicle fleet are addressed in a range of actions under themes 1 and 2 (buildings and energy, and travel).

## 6 Borough-wide emissions

According to BEIS estimates of territorial emissions within the scope of influence of Local Authorities<sup>b</sup>, Chesterfield emissions were around 375,000 tonnes of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e<sup>-1</sup>) during 2020 (the most recent dataset). When these emissions are broken down by sector (as shown in the table below) by far the largest emitters in the borough are shown to be domestic properties and transport. All sectors showed a reduction in emissions since 2014 much of which is likely to have been driven by the electricity grid decarbonisation process described above. The proportion of emissions coming from electricity use (versus gas for heating for example) is likely to be a major cause of the disparity between emissions reductions in different sectors.

<sup>a</sup>2014/15 is when we switched to our current bills recording system, which makes it a convenient starting point for data collection. <sup>b</sup>Excludes large industrial sites, railways, motorways, land-use and waste / landfill emissions

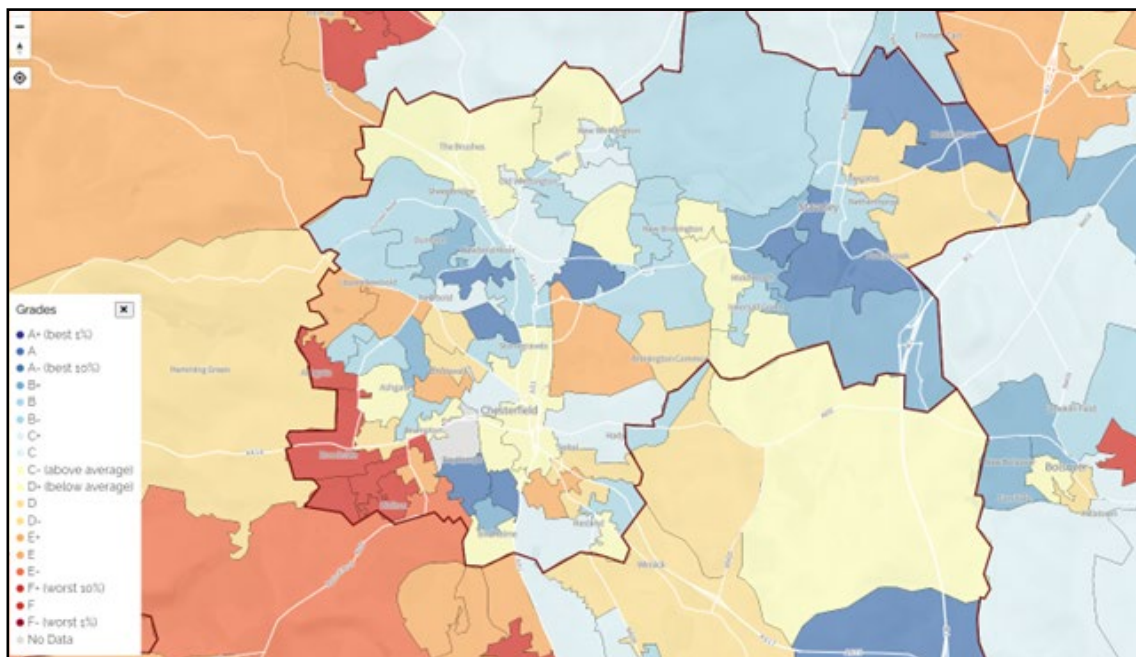
*Emissions in Chesterfield broken down by sector based on 2020 data from BEIS.*

	Emissions in 2020 (ktCO <sub>2</sub> e <sup>-1</sup> )	% of total emissions in 2020	% change since 2014
Industry	61.32	16.4	-37.4
Commercial	44.47	11.9	-16.0
Public Sector	20.18	5.4	-10.7
Domestic	143.30	38.3	-19.3
Transport	103.85	27.7	-17.5
Agriculture	1.38	0.4	-2.9

Realistically, attribution of any changes to borough-wide emissions to the council's activity is impossible. This is partly because of the wide range of influences on emissions from other sources, and partly because the BEIS dataset does not yet include data for the full period covered by the Climate Change Action Plan.

Based on a comparison of borough emissions and Chesterfield Borough Council emissions over a similar period (2020, compared with 2020/21 financial year) the council was directly responsible for 0.96% of borough-wide emissions. Indirect influence on emissions is far larger (through grey fleet, or gas boilers in our social housing portfolio for example) but it is not currently possible to quantify this with any certainty.

The image below shows an estimation of carbon emissions across the borough per head of population using the Place Based Carbon Calculator (PBCC). It draws on a wide range of data and research to give a representative view of how carbon footprints vary across the country. PBCC is intended to help communities and policy makers understand where their carbon footprints come from and what we need to do to reduce them.



*Estimation of carbon emissions across the borough per head of population using the Place Based Carbon Calculator.*

## 7 Communications and training

### Communications

We continue to proactively communicate with key stakeholders on climate change issues, through a range of internal and external communications projects – delivered under the Climate Action Now (CAN) campaign. These projects help demonstrate what actions we are taking as a community leader, to meet our own climate change commitments, while also encouraging behaviour change within the borough's population, to help lower carbon emissions.



This work is aligned to the key themes set out in the Climate Change Strategy, and also links in with national initiatives throughout the year. Examples of communications include:

- Social media campaigns across the council's main channels on Facebook, Twitter and LinkedIn – which combined have more than 25,000 followers.
- Email newsletter – two Climate Action Now e-newsletters have been produced to date, with more planned over forthcoming months. The March 2023 newsletter was sent to more than 3,500 recipients with

around 1,400 of those estimated to have opened the publication. This equates to an 'open rate' of 40 per cent, which is considered high by email marketing average metrics. We are continually and proactively growing this audience by encouraging members of the public to sign up via our website.

- Updates in the our residents' newsletter, which reaches around 45,000 households every quarter. Recent features have included a focus on the Climate Change Strategy and considering green travel options as part of a daily routine.



Above: an example of recycling campaign and information on the council's bin lorries

- A series of mini campaigns (including social media and website content) to highlight how we can all play our part in reducing our carbon emissions by making small changes to our routines. To date, this has included a focus on how we can protect our environment together and the difference we can make by switching to greener forms of transport.
- A consideration of climate change and related issues is built into all communications and marketing plans to help achieve the objectives of the Climate Change Action Plan. For example, climate messages are embedded within communications with council tenants, in relation to things like the energy efficiency of their homes.

## Training

In collaboration with partners from the D2N2 Local Authority Energy Partnership (LAEP) we have adopted a two-phase climate change training programme which incorporates elements from both the Carbon Literacy<sup>8</sup> course and Climate Fresk<sup>7</sup> exercise. The training takes the form of two half-day sessions, the first of which we aim to roll out to all council staff, with a top-up session for volunteers to become accredited as Carbon Literate. So far, we have trained elected members in key positions as well as approximately 14% of council staff (with just under half of these, 42%, going on to become certified Carbon Literate). This includes 88% of senior officers at service director and higher.

Feedback from the training sessions over the last year has been very positive:

*The card game was a really good way of getting us to think about climate change.*

*Very informative - good use of verbal and visual mixed with a practical session. This worked well to embed ideas and keep interest in the session.*

*Eye opener to listen to the motivational video of how to speak to others about climate change.*

*Learning the science behind the whole issue. Done in a non-science way that was more accessible.*

*Information which realistically set it in the context of the scene and what the local context is for CBC/the Borough.*

*It made me think about what I didn't know and what I could do to make a difference - both as an individual and within the authority.*



## 8 Developing the new Climate Change Strategy

### Evidence and data

During the last year, a significant amount of our activity has been focussed on developing our new Climate Change Strategy (2023 – 2030) to guide us to 2030. We wanted to ensure that the new strategy was evidence and data led, and, therefore, gathered an improved set of evidence and information about climate change in Chesterfield through independent research projects. The findings of these projects have shown:

- The predicted impact of climate change on the borough.
- A clarified definition of the council’s 2030 carbon neutral target, and what activities and emissions should be included in this (procured bespoke research project).
- Possible pathways and activities for us to consider to become carbon neutral (procured bespoke research project).
- Possible pathways and activities for the wider borough to consider to become carbon neutral (procured bespoke research project).

We also considered:

- Lessons learned and progress made when developing and implementing our first Climate Change Action Plan.
- Changes in our understanding of the climate emergency.
- Improvement in our understanding of the actions of other local councils.
- National changes to strategies and legislation.
- Changes in public perception of the climate emergency (largely due to significant news coverage of COP26 in autumn 2021 and record-breaking heatwaves in the summer of 2022).

## 9 Consultation and engagement

A whole-organisation approach is essential to the delivery of our Climate Change Strategy and reaching our target to become carbon neutral. Therefore, in addition to the training programme, an internal engagement programme was developed to ensure each service was able to contribute to the development of the strategy and delivery plan.

Initial one-to-one sessions were held with all service managers to capture ideas, priorities and discuss potential issues and barriers. Following these, a series of strategic workshops were established to continue the development and support monitoring of the strategy and delivery plan. These workshops are ongoing, with each one focussing on a particular workstream / theme e.g. fleet.

In addition to the internal consultation, the wider community were also consulted during the development of the strategy during November and December 2022. A draft set of themes and proposed activities were circulated, and respondents were asked to comment on how effective they felt these would be in achieving our climate change targets. There were also opportunities to make additional suggestions for priority areas of work.

A range of promotional activities took place to encourage participation including:

- Website landing page with consultation pack including background information and glossary.
- Regular social media posts on Facebook, Twitter and LinkedIn.
- Press release shared with local and regional media.
- Carousel item on the council's homepage throughout live period.
- Newsletter sent to 4000 My Chesterfield contacts.
- Email to council tenants who have provided contact details.

- Face-to-face information sessions offered to local organisations, e.g. secondary schools, interest groups.
- Attending Chesterfield College Kindness events over two days, where 93 students talked to us about climate change (including 30 ESOL students).
- Consultation 'scene setting' session with the council's Overview and Performance Scrutiny Committee.
- A total of 98 individuals and organisations took part in the public consultation. We used the consultation responses to further shape our delivery plan and strategy, in particular in relation to waste, development and planning, transport and engagement.



## 10 Looking forward to next year (2023 – 2024)

We start 2023-2024 with the launch of our new and ambitious Climate Change Strategy to take the Council to 2030. The accompanying Delivery Plan which is reviewed annually will shape our activities for the year.

### Climate Change Strategy Themes

1. Buildings and energy use – with most of the council’s operational buildings being reliant on gas, decarbonising our assets is a critical factor to enable us to reach our 2030 target. Also in this theme are wider 2050-related activities, such as decarbonising our housing stock.
2. Travel – our fleet includes vehicles and machinery used to repair and maintain our council homes and the green spaces in the borough. While we have trialled a number of alternatives, the fleet is currently mostly petrol and diesel fuelled, and we will need to move to alternatives where possible.
3. Green space, land use and offsetting - whilst direct emissions reduction measures are being prioritised, given the hard-to-treat nature of some emissions, such as those from larger vehicles or listed buildings, it is also likely that despite best efforts, there will be some residual emissions in 2030. This theme will support activities around maximising opportunities to tackle climate change through our green spaces and land use, as well as developing an offsetting plan to tackle any residual emissions.
4. Communications, engagement and training – the first annual delivery plan will see the launch of a new climate change forum which will support our ongoing public engagement around climate change. Activities in this theme will also include further CAN campaign initiatives and training programmes to raise awareness, with a focus on establishing a climate change forum during 2023/24.

5. Data, monitoring and corporate activity – the first annual delivery plan sees a set of new measures to capture more comprehensively the data we need to track our progress towards carbon neutrality, inform our decision making, and also to determine which areas are in need of prioritising. This will include feasibility studies and business cases, in addition to more in-depth monitoring of data such as road fuel use, gas and electricity usage at our premises, wastewater and recycling rates (further information below).
6. Council influence and partnership activity – partnership working with other councils, organisations, and businesses to establish solutions to issues that many of us are facing is crucial to delivering action on climate change. This includes climate-focussed partnerships such as the Local Authorities Energy Partnership, Vision Derbyshire, Local Government Association networks, and local business and community groups. The council also has a degree of influence where we have contracts with suppliers who provide a range of services on our behalf, e.g. construction and waste collection.

## Future changes in reporting

In order to effectively monitor and report on the council's emissions, and the progress we make towards our carbon neutral targets, we have included within the year one delivery plan a series of projects to develop improved, robust data sets. These will be reported in our annual reports, and include:

- BE.05 Development of metrics (private sector housing improvement)
- BE.09 Development of metrics (council housing improvement)
- T.07 Grey fleet research project
- DM.01 Report usage of electricity, gas, water, wastewater, road fuels
- DM.02 Report borough-wide waste and recycling rates
- DM.03 Annual climate change report



*Above : Fairplay is one of the groups to have received grant funding. The charity supports children and young people with disabilities and additional needs, and their families, across North Derbyshire. Funding will be used to support a new project that will give young people with learning disabilities the chance to engage in work-based activities within their communities.*

## Community Grants Fund

The close of 2023/23 saw the launch of our new Community Grants Fund. This fund is aimed at community and voluntary sector organisations to bid into and comprises both UK Shared Prosperity Funding (UKSPF) and neighbourhoods Community Infrastructure Levy funding.

The criteria for the community grants fund have been designed to maximise climate change contribution. This will support community infrastructure decarbonisation and maximise opportunities for wider engagement. A total of 16 organisations received a grant during the first round, and we are very pleased to say that Transition Chesterfield were successful in receiving funding for their new Eco-Hub project.

Transition Chesterfield have received £2,500 from the Community Grants Fund to run a 'Eco Hub' project in Chesterfield town centre.

The pilot project will run for 12-months and work with residents to:

- Improve their awareness of 'Transition Chesterfield' and the aims and objectives of the community group.
- Improve their awareness of climate action and the protection of the environment.
- Improve their understanding of net zero and a more sustainable Chesterfield.
- Access further learning and volunteer opportunities.

*Kathy Farr, a volunteer with Transition Chesterfield, said "We're excited to win this funding, which will enable us to be a contact point one day a week on climate change and related issues. Our Hub project will encourage interest and participation amongst residents to reduce their carbon footprint. It's also a great opportunity for people to volunteer to help our environment and meet new people."*

We look forward to telling you more about the impact of this and other grant-funded climate change projects in the next annual report.





## 11 References

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**CHESTERFIELD**  
BOROUGH COUNCIL

## For publication

### Pre Application Charging – Planning

<b>Meeting:</b>	Cabinet
<b>Date:</b>	18 <sup>th</sup> July 2023
<b>Cabinet portfolio:</b>	Economic Growth
<b>Directorate:</b>	Regeneration
<b>For publication</b>	

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

- 1.1 To consider the appropriateness of introducing a charge for the provision of pre application planning advice.

#### **2.0 Recommendations**

- 2.1 That the charges for pre application advice by the Planning Service, as set out in Appendix A, are introduced from 1<sup>st</sup> September 2023.
- 2.2 That data on pre application submissions is collected to assist in a 6 monthly assessment and review of the charging schedule fees.

#### **3.0 Reason for recommendations**

- 3.1 To secure the recovery of costs associated with provision of pre application advice in accordance with s93 of the 2003 Local Government Act. This will assist the Council in meeting its budgetary requirements and provide a formal process to pre application planning advice.

#### **4.0 Background**

- 4.1 Paragraph 38 of the 2021 National Planning Policy Framework (NPPF) sets out that local planning authorities should approach decisions on proposed development in a positive and creative way and that they should use the full range of planning tools available to work proactively with applicants to secure

developments that will improve the economic, social and environmental conditions of the area.

- 4.2 NPPF Paragraph 39 comments that early engagement has significant potential to improve the efficiency and effectiveness of the planning application system for all parties and that good quality preapplication discussion enables better coordination between public and private resources and improved outcomes for the community. At paragraph 40 it states that local planning authorities have a key role to play in encouraging other parties to take maximum advantage of the pre-application stage and whereas they cannot require that a developer engages with them before submitting a planning application, they should encourage take-up of any pre-application services they offer. They should also, where they think this would be beneficial, encourage any applicants who are not already required to do so by law to engage with the local community and, where relevant, with statutory and non-statutory consultees, before submitting their applications.
- 4.3 The government advice comments that the more issues that can be resolved at pre-application stage, the greater the benefits. Paragraph 41 sets out that for their role in the planning system to be effective and positive, statutory planning consultees will need to take the same early, pro-active approach, and provide advice in a timely manner throughout the development process. This assists local planning authorities in issuing timely decisions, helping to ensure that applicants do not experience unnecessary delays and costs.
- 4.4 Paragraph 42 therefore advocates that the participation of other consenting bodies in pre-application discussions should enable early consideration of all the fundamental issues relating to whether a particular development will be acceptable in principle. The right information is crucial to good decision-making, particularly where formal assessments are required (such as Environmental Impact Assessment, Habitats Regulations assessment and flood risk assessment). To avoid delay, applicants should discuss what information is needed with the local planning authority and expert bodies as early as possible and the guidance in the NPPF states that local planning authorities should publish a list of their information requirements for applications for planning permission.
- 4.5 The National Planning Practice Guidance (NPPG) contains a chapter called “before submitting an application” which focuses on pre-application discussions and which builds on the NPPF by providing guidance on process.
- 4.6 The legislative framework for the provision of charging fees for providing discretionary services is set out under section 93 of the Local Government Act 2003. These provisions allow fees to be charged in relation to any function of a local planning authority and for matters ancillary to those functions (ie

Preapplication discussions) however it clearly states that the income from a fee must not exceed the cost of performing the fee – related function. ie the fee cannot be used to make a profit.

4.7 The government’s current consultations also promote opportunity for local authority to charge for preapplication guidance. The Levelling-up and Regeneration Bill promotes planning reform but also intends to introduce changes where there is a requirement for applicants on certain applications to consult with local communities, and specified persons prior to submitting a planning application. This is already the case for certain wind turbine development however there will be new types of applications where this will become mandatory and the government intend on further consultation in due course.

## 5.0 **Research by Planning Advisory Service (PAS)**

5.1 PAS has worked with the University of Gloucestershire, Hyas and the Countryside and Community Research Institute to deliver a DLUHC funded programme on best practice in pre-application advice and PPAs. This research has resulted in a comprehensive set of guidance for use by councils. They compared the fees at 87 different councils and carried out a detailed analysis of the fee approaches at 10 councils. From the research comparative information is available to help set fees, provides guidance on working out fees and lessons that can be learnt from to address common issues. A set of 10 principles for having a successful pre application and PPA service are established.

✓ Principle 1 – a good pre app or PPA service relies on having the right staff with the right skills to deliver a quality service
✓ Principle 2 - You need to set appropriate charges that meet the cost of the council's input and enables the council to provide the service that applicants need
✓ Principle 3 - You need to understand and communicate the benefits of pre-application services and Planning Performance Agreements (PPAs)
✓ Principle 4 - You should consider using PPAs throughout the planning process
✓ Principle 5 - You need a clear and reliable pre application service offer
✓ Principle 6 - Provide sufficient flexibility in your pre application service offer
✓ Principle 7 – It is really important to have a proper collaborative approach with statutory consultees
✓ Principle 8 - Pre applications and PPAs engagement can be greatly improved with effective community engagement
✓ Principle 9 - staff involved in pre apps and PPAs need to have great project management skills so that they really add value to the engagement with an applicant
✓ Principle 10- You should regularly review and monitor your pre application service

- 5.2 Principle 1 advocates that through a pre application process an applicant is paying for planning officers and other specialists to provide expert advice that will de-risk a development proposal and if the quality and quantity of staff are not available at the Council then the pre application service will not be effective. PAS suggest that the Council should use income received to bring in technical specialisms and additional planners.
- 5.3 Under Principle 2 PAS advocate that the most simple route to establishing a fee is to establish an hourly rate for internal staff involved which includes the whole cost to the Council (salary including oncosts and overheads). This can be an hourly rate for a planning officer, senior planning officer and principal planning officer which can then be used to determine the fee for each pre application enquiry type (ie planning officer responding to householder but a principal planner responding to more complex proposals)
- 6.0 **Opportunity for PreApplication Charging**
- 6.1 The introduction of pre application charging is a way of increasing fee receipts in the Planning Service and which has been promoted in budget papers as an opportunity to achieve approximately £15,000 over the year.
- 6.2 Pre-application engagement by prospective applicants offers significant potential to improve both the efficiency and effectiveness of the planning application system and improve the quality of planning applications and their likelihood of success. This can be achieved by:
- providing an understanding of the relevant planning policies and other material considerations associated with a proposed development
  - working collaboratively and openly with interested parties at an early stage to identify, understand and seek to resolve issues associated with a proposed development
  - discussing the possible mitigation of the impact of a proposed development, including any planning conditions
  - identifying the information required to accompany a formal planning application, thus reducing the likelihood of delays at the validation stage.
  - putting in place a Planning Performance Agreement where this would help with managing the process and agreeing any dedicated resources for progressing the application
- 6.3 Pre-application engagement is a collaborative process between a prospective applicant and other parties which may also include statutory and non-statutory consultees, elected members and / or local people. It is recognised that the parties involved at the pre-application stage will vary on a case by case basis,

and the level of engagement needs to be proportionate to the nature and scale of a proposed development.

- 6.4 Under s93 of the Local Government Act it is made clear that it is important that any charging does not discourage appropriate pre-application discussions. In this context, local planning authorities are advised to consider whether charging is appropriate in all cases, given the potential for pre-application engagement to save time and improve outcomes later in the process. Where possible, local planning authorities are strongly encouraged to provide at least a basic level of service without charge.
- 6.5 To ensure transparency, where local planning authorities opt to charge for certain pre-application services, they are strongly encouraged to provide clear information online about:
- the scale of charges for pre-application services applicable to different types of application (eg minor or major and other)
  - the level of service that will be provided for the charge, including:
    - the scope of work and what is included (eg duration and number of meetings or site visits)
    - the amount of officer time to be provided (recognising that some proposed development requires input from officers across the local authority; or from other statutory and non statutory bodies)
    - the outputs that can be expected (eg a letter or report) and firm response times for arranging meetings and providing these outputs
- 6.6 Democratically elected members are strongly encouraged to participate at the pre-application stage, where it is appropriate and beneficial for them to do so. Section 25 of the Localism Act 2011 confirms that elected members do not have a 'closed mind' just because they have historically indicated a view on a matter relevant to the proposal.
- 6.7 The NPPF is also clear that statutory consultees have an important role to play at the pre-application stage. In order for their role to be effective and positive, statutory consultees will need to take an early, pro-active approach and provide advice in a timely manner and local planning authorities also have a role to play in encouraging statutory consultees to be as co-ordinated as possible.
- 6.8 Pre-application engagement with the community is encouraged where it will add value to the process and the outcome. It is currently mandatory to carry

out pre-application consultation with the local community for planning applications for wind turbine development involving more than 2 turbines or where the hub height of any turbine exceeds 15 metres.

6.9 Pre-application advice provided by the local planning authority cannot pre-empt the democratic decision making process or a particular outcome, in the event that a formal planning application is made. The advice could, however, be a material consideration to be taken into account and given weight in the planning application process.

7.0 **Planning Application Fees**

7.1 It is accepted that fees received by the Council from planning application submissions are an important component in the revenue it receives for the services it delivers however the annual outturn cannot be guaranteed as this is not controlled in any way by the Council.

7.2 The introduction of a pre application charging service, which is likely to be taken advantage of by the applicants of larger schemes, can however help provide some certainty over the timing of submissions helping to predict and monitor fees received period by period.

7.3 Planning Application fees were last increased in 2018 and the government has indicated, and consulted on, an intention to increase them again this summer by 35% for majors and 25% on all other submissions. The government has indicated that the increase in fees should be reinvested in the planning service to improve the service provided for its customers. In the event that the fees are increased as suggested and whether or not the increases are ring-fenced to planning, the increase is substantial and which will undoubtedly assist the Councils financial position by covering additional costs of the service it provides.

8.0 **Derbyshire wide position**

8.1 The picture across Derbyshire is mixed with the only authorities currently charging for pre application advice being Derby, Derbyshire Dales, Erewash, High Peak and Derbyshire County Council. Amber Valley and the National Park Authority have recently stopped charging as a result of lack of staff resources to respond. Bolsover, North East Derbyshire and South Derbyshire do not have charges for pre application advice.

8.2

Authority	Pre appl charging	Meetings + Letters	Letters	Exemptions



Amber Valley	X – stopped 21/6/19			
Bolsover	X			
Derby	✓ from 1/1/23	<p><b>Householder</b> - £100</p> <p><b>Single dwelling</b> - £100</p> <p><b>Change of Use</b> - £250</p> <p><b>Listed building</b> - £600</p> <p><b>Minor</b> - £1,560+£300 / extra meeting/hour (2-9 dwellings or 0-1ha or 0-1,000m2)</p> <p><b>Major</b> - £3,000+£400 / extra meeting/hour (10-199 dwellings or 1-4ha or 1,000-9,999m2)</p> <p><b>Major</b> - £3,600+£500 / extra meeting/hour (&gt;200 dwellings or 4ha or 10,000m2 for offices, industry and retail or 2ha for other uses)</p>		
DCC	✓	<p><b>Major</b> - £1,200 (Quarries, landfill, &gt;5.0ha, &gt;2,000m2)</p> <p><b>Major</b> - £750 (1-5ha, 1,000-2,000m2)</p> <p><b>Minor</b> - £350 (&lt;1ha or 1,000m2)</p> <p><b>Meeting only</b> - £150</p> <p>Additional meetings - £150</p>		Anything not covered in categories
Derbyshire Dales	✓ from 1/4/23	<p><b>Householder</b> - £123.17</p> <p><b>Listed Building</b> - £184.70 (household)</p> <p><b>Listed Building</b> – £246.23 (Commercial)</p> <p><b>Uses/Buildings</b> - £184.70 (0-499m2)</p> <p><b>Uses/Buildings</b> - £430.92 (500-999m2)</p> <p><b>Uses/Buildings</b> - £615.62 (1,000-9,999m2)</p> <p><b>Major</b> – £923.37 (10-99 dwellings or 0.5-1.99ha)</p> <p><b>Major</b> – £1,080.03 (99-199 dwellings or 2.0-4.0ha)</p> <p><b>Major</b> - £1,231.11 - &gt; 200 dwellings, 10,000m2, 4.0ha</p> <p><b>Subsequent exchanges</b> - £half original fee</p>	<p><b>Householder</b> – £61.53</p> <p><b>Listed Building</b> - £61.53 (household)</p> <p><b>Listed Building</b> – £123.17 (Commercial)</p> <p><b>Uses/Buildings</b> - £123.17 (0-499m2)</p> <p><b>Uses/Buildings</b> - £184.70 (500-999m2)</p> <p><b>Uses/Buildings</b> - £369.34 (1,000-9,999m2)</p> <p><b>Major</b> – £615.62 (10-99 dwellings or 0.5-1.99ha)</p> <p><b>Major</b> – £800.21 (99-199 dwellings or 2.0-4.0ha)</p> <p><b>Major</b> - £923.37 - &gt; 200 dwellings, 10,000m2, 4.0ha</p> <p><b>Advert</b> – £61.53</p> <p><b>Change of Use</b> – £123.17</p>	Adaptations; Fully Affordable schemes; Parish Council;
Erewash	✓ from 1/4/23	<p><b>Minor</b> - £240 (single building)</p> <p><b>Minor</b> - £480 (multiple building)</p> <p><b>Major</b> - £1,200 (up to 20 dwellings or 2,000m2)</p>	<p><b>Minor</b> - £120 (single building)</p> <p><b>Minor</b> - £240 (Multiple building)</p>	Charities; Community Groups; Parish Council; County Council; Government Agencies;

		<b>Major</b> - £3,000 (over 30 dwellings or 2,000m2) <b>Major</b> – £1,200 subsequent meeting	<b>Householder</b> - £60	Own Development;
High Peak	✓	<b>Strategic</b> - £1,130 (over 50 dwellings or 10,000m2) <b>Major</b> - £845 (10-50 dwellings or 1,000-10,000m2) <b>Minor/Other</b> - £570	<b>Strategic</b> - £565 <b>Major</b> - £425 <b>Minor/Other</b> - £285	Householders; Listed Building; Advertisements; CLUD;
North East Derbyshire	X			
Peak District National Park	X – stopped 10/1/22			
South Derbyshire	X			

## 9.0 **The case for charging at Chesterfield**

- 9.1 The Council has a considerable number of ongoing pre application enquiries of all scales, many of which are not currently being processed due to other competing demands. There are currently between 60 and 80 such ongoing enquiries.
- 9.2 Each case is afforded considerable time and effort (proportionate to scheme being considered) to offering pre-application advice, seeing it as a key part of delivering a good planning. Each case is usually provided with written advice and usually involves a site visit, planning history check, internal and specific statutory party consultation and meetings where requested.
- 9.3 Currently the offer of free pre application advice is encouraged on all development proposals in Chesterfield Borough varying from simple domestic extensions through to major redevelopment schemes. Many requests for advice are of a speculative nature and do not lead to the submission of an application.
- 9.4 The introduction of a charge will certainly help with the Councils budgetary pressure and which is likely to generate additional income of say £15,000 a year (but not guaranteed). Furthermore, charging will remove from the system a number of enquiries which would otherwise have been made thereby better focusing staff resources on delivering better outcomes.
- 9.5 There is a cost associated with the current free service which is met by the Boroughs council tax payers, many of whom will never use or engage with the Planning Service. A large amount of officer time is spent on dealing with

requests for pre-application advice and recovery of at least some of the cost of providing this service may be beneficial.

- 9.6 For those taking advantage of pre application discussions it will help ensure better quality application submissions by filtering out speculative and poorly thought out development proposals. Charging may help focus the thoughts of potential applicants, making it less likely that planning officers would be presented with poorly thought out or purely speculative proposals. This has the potential to improve the quality of actual planning application submissions, thereby reducing the number of invalid applications;
- 9.7 On the other hand charging may discourage development with a risk of discouraging developer interest and inward investment particularly where the economy is not so buoyant. Indeed charging when neighbouring authorities at Bolsover and North East Derbyshire District Councils do not charge would potentially put the authority at a competitive disadvantage.
- 9.8 Furthermore whilst the government are advocating pre application discussions, they would be introduced at a time when the government are trying to reduce the perceived burden of planning control on businesses.
- 9.9 Once a charge is introduced for a service provision, a customer will expect a specific level of service in response and such service level standards would need to be set. It will not be sufficient to just apply a fee charge to pre application enquiries but there will also need to be sufficient staff resources and commitment from statutory consultees if such standards are to be maintained. It is the case as at Amber Valley that the pre application service has had to be stopped due to the shortage of resources to be able to provide the committed service levels.
- 9.10 The introduction of charges will undoubtedly discourage some from taking pre application advice potentially resulting in an increase in unacceptable development, an increase in refusals and potentially an increase in appeals.

#### 10.0 **A Possible Charging Scheme**

- 10.1 It is considered that major developers would be generally happy to pay if they believe they will receive in return assured and timely access to a planning officer and carefully considered written advice at the end of the process. A written response would need to be as constructive as possible. A response that simply lists policy constraints and other obstacles will represent a poor return for the fee and it would defeat the object of the exercise if positions were to become entrenched at the outset. Having paid for the advice received developers may well expect this to be advice on which they can rely and

would become more of an issue if planning committee arrived at a different conclusion to officers however this is accepted and would be unusual.

- 10.2 A Charging schedule would need to be easy to understand and to administer. For this reason a standard fee based on the average Development Management hourly rates at Chesterfield can be established and multiplied by the expected time taken to deliver a response. The hourly rate can be charged for follow-up meetings.
- 10.3 Charging guidance would need to include the rationale for charging, the levels of charges, what the customer will be required to submit by way of drawings and background information when requesting a meeting (or written advice if appropriate) and what they can expect from the council in return. This would include target timescales within which the request would be processed.
- 10.4 The charging schedule set out at Appendix A is recommended to be introduced at Chesterfield.
- 10.5 It is suggested that no fee would be charged to provide advice to Parish Councils, government departments, County Council, local voluntary and community groups or for Borough Councils own proposals.
- 10.6 The introduction of charges for pre application advice will involve entering each request into uniform (remain sensitive with no public access) where a number of standardised letters can be used to acknowledge, invalidate/validate and respond. It is suggested that each entry includes a PREAPP suffix. Advice and guidance including appropriate forms will need adding to the Councils website.
- 10.7 A written service response to the enquiry would be expected within 6 weeks of the detailed query and fee and the dedicated case officer involved in the pre-app process would be likely to see the scheme to application stage.
- 10.8 The charging schedule should be kept under review and an initial annual assessment be made to establish what changes or improvements can be made to enhance its efficiency.

Examples:

Householder

Staff member	Hourly rate (exc VAT)	Time Taken (hrs)	Cost (£)
Technician	£17.70	0.25	£4.43
Senior Case Officer	£29.78	1.5	£44.67

Total			£48.97
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#### Minor commercial

Staff member	Hourly rate (exc VAT	Time Taken (hrs)	Cost (£)
Technician	£17.70	0.25	£4.43
Senior Case Officer	£29.78	1.5	£44.67
Total			£48.97

#### Listed Building

Staff member	Hourly rate (exc VAT	Time Taken (hrs)	Cost (£)
Technician	£17.70	0.25	£4.43
Conservation Officer	£36.72	2.0	£73.44
Site visit	£36.72	1.0	£36.72
Meeting	£36.72	1.0	£36.72
Total			£114.59 or £151.31 with meeting

#### Minor Residential

Staff member	Hourly rate (exc VAT	Time Taken (hrs)	Cost (£)
Technician	£17.70	0.25	£4.43
Senior Case Officer	£29.78	3.0	£89.34
Transport officer	£36.72	1.5	£55.08
Policy/Biodiversity	£36.72	1.5	£55.08
Flood Authority	£36.72	1.5	£55.08
Principal Officer	£40.13	0.5	£20.06
Meeting	£36.72	1.0	£36.72
Total			£279.07 or £315.79 with meeting

#### Large Scale Major Residential

Staff member	Hourly rate (exc VAT	Time Taken (hrs)	Cost (£)
Technician	£17.70	0.5	£8.85

Principal Case Officer	£40.13	10.0	£401.30
Urban Design Officer	£36.72	2.0	£73.44
Transport officer	£36.72	2.0	£73.44
Policy/Biodiversity	£36.72	2.0	£73.44
Flood Authority	£36.72	2.0	£73.44
Team manager	£42.63	2.0	£85.26
Meeting	£36.72	2.0 x 2 staff	£146.88
Total			£789.17 or £936.05 with meeting

#### 11.0 **Alternative options**

11.1 The only alternative is not to progress with introducing a charge for pre application enquiries however this will not realise the potential additional fee income.

#### 12.0 **Implications for consideration – Financial and value for money**

12.1 The introduction of charging for pre application advice is discretionary but brings with it an opportunity for the Council to recover costs. The charges put forward cannot result in a profit being made and so have been worked out based on the costs of providing the service. One of the LGA commitments referred to above commits councils to demonstrating their pre-application services are good value for money, whether or not a charge is made for the service. For prospective applicants, an effective pre-application service is one where the longer term benefit of having the LPA's advice and early community involvement outweighs the short term cost of both providing the information and paying for the LPA's service.

12.2 It is clear that the service must have the capacity to deliver useful answers and advice within a promised timeframe and this will need careful analysis as part of the monitoring of the scheme. It is crucial that the correct cost is levied to avoid the risks of applicants being deterred because of a charge.

12.3 The prospect of generating an income estimated up to £15,000 towards service delivery is a realistic proposition.

#### 13.0 **Implications for consideration – Legal**

13.1 Pre-application advice provided by the local planning authority cannot pre-empt the democratic decision making process or a particular outcome, in the event that a formal planning application is made. The advice provided would be offered without prejudice to the outcome of any subsequent application received. The advice provided will however be a material consideration to be taken into account and given weight in the planning application process.

14.0 **Implications for consideration – Human resources**

14.1 Other than the potential to ensure the pre application advice service is adequately resourced there are no HR issues. It is considered that in the first instance the service can be provided within existing staff resources.

15.0 **Implications for consideration – Council plan**

15.1 No significant issues to consider with the introduction of charges for the service. There are however obvious links between being customer focused with the intention of promoting good quality development in Chesterfield to make it a thriving borough and working together positively as a team to promote investment in the town.

16.0 **Implications for consideration – Climate change**

16.1 None of relevance.

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

17.1 None of relevance.

18.0 **Implications for consideration – Risk management**

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
Fees set too high discouraging applicants from seeking advice	high	high	Consider reducing costs as part of a review	medium	low
Fees set too low such that the cost of delivering the service is not recovered.	high	high	Consider increasing costs to cover full costs as part of a review	medium	low
giving more priority to pre-application work may affect the	medium	medium	Results in better quality applications	medium	low

council's ability to maintain the performance standards in relation to time periods for determination of planning applications					
Expectation that pre application advice will result in planning permission being granted.	medium	medium	It will be made clear to applicants that all advice is given without prejudice and does not prejudice the decision making powers of the Local Planning Authority.	medium	low

### Decision information

<b>Key decision number</b>	1187.
<b>Wards affected</b>	all

### Document information

<b>Report author</b>	
<i>Paul Staniforth – Development Management &amp; Conservation Manager – Economic Growth Directorate.</i>	
<b>Background documents</b>	
<ul style="list-style-type: none"> <li>• Calculating the cost of pre-application services – PAS</li> <li>• Pre-application Fee Calculator – LGA</li> <li>• Evidence based research on National Best Practice in Local Authority approaches to pre-application discussions and PPAs March 2023 - PAS</li> </ul>	
<b>Appendices to the report</b>	
A	Pre-Application Charging Schedule



## APPENDIX A – Pre Application Charging

From 1st September 2023, the Borough Council will introduce a charge to prospective applicants for advice provided prior to submitting a formal planning application.

The schedule of charges can be found below in part 1 together with expected service standards in part 2.

If you have already made a planning application and wish to discuss this with your Case Officer, their contact details will be on your acknowledgement letter.

If you want to know if planning permission would be required for development, you should refer to the relevant legislation (non-domestic development) and guidance available on the Planning Portal (for householder development) at [interactive.planningportal.co.uk](https://www.interactive.planningportal.co.uk). For a formal determination as to the need for planning permission you should submit an application for a Certificate of Lawfulness of Proposed Use or Development and details of how to do this are available on the Planning Portal website.

Pre-application enquiries must be submitted in writing (ideally by email to [planning@chesterfield.gov.uk](mailto:planning@chesterfield.gov.uk)) with the requisite fee. **The fee should be paid over the telephone on 01246 345007. Please provide details of the site address at that stage and advise that the fee relates to a request for pre-application advice.** You are advised to provide sufficient details of sufficient quality to allow the council to fully understand and interpret your proposals and to allow a proper assessment of the proposed works.

Upon receipt, your enquiry will be attached to the Council's system and given a reference code. It will be allocated to a Planning Officer and you will receive an acknowledgement giving their contact details and the reference code. Please allow the Officer time to consider the proposals, in accordance with the service standards below, before contacting them for an update. The Officer will contact you if you have requested a meeting or further information/clarification is required.

You should note that whilst pre-application advice is always given in good faith and on the basis of the facts available at the time, the advice you are given is not binding on the council in the event of the submission of a planning application when full consultations will be undertaken and a full assessment will be made.

Chesterfield Borough Council retains the right not to respond to requests for pre-application advice which are not entered into cordially or objectively.

### Fee Schedule

Any enquirer: Enquirers will be referred to Town & Country Planning (General Permitted Development) Order 2015 (as amended) or Planning Portal. Written confirmation of need for planning permission will be given following assessment of an application for a Certificate of Lawfulness of Proposed Use or Development. (see planning application fees schedule)

No fee will be charged for preapplication advice sought by Local Voluntary and Community Groups, Parish Councils, County Council and government agencies or for development proposals by the Council.

## Part 1

	letter	Meeting and letter
Household	£48.97	n/a
Change of Use	£48.97	n/a
Advertisement	£48.97	n/a
Listed Building	£114.59	£151.31
Trees	£48.97	n/a
Minor Residential (1-9 units or < 0.5ha)	£279.07	£315.79
Small Scale Major Residential (10-199 units or 0.5ha – 4.0ha)	£588.52	£661.96
Large Scale Major Residential (> 200 units or > 4.0ha)	£789.17	£936.05
Minor None Residential (< 1,000m <sup>2</sup> or 1.0ha)	£279.07	£315.79
Small Scale Major None Residential (1,000m <sup>2</sup> – 9,999m <sup>2</sup> or 1.0ha – 2.0ha)	£588.52	£661.96
Large Scale Major None Residential (> 10,000m <sup>2</sup> or 2.0ha)	£789.17	£1,009.49
Subsequent meetings	n/a	£55.08 per officer

## Part 2: Service Standards for Charged Pre-Application Advice

1. Advice will be based on the proposals as originally made in writing. Consequently proposers are urged to ensure that sites can be readily identified, and that proposals are adequately described, to enable a meaningful response. To this end, site location maps, block plans, and written descriptions including details of the scale of proposals are recommended. Detailed elevations are encouraged especially in conservation areas, and where proposals concern listed buildings.
2. All proposals will receive a planning history and planning policy review. Proposals for non-householder minor or major development will also receive an unaccompanied site visit from the public realm however it may be necessary to make arrangements to access land and property to undertake an appropriate inspection.
3. Requests for written advice will normally receive a written response to the matters raised within 6 weeks of receipt of the detailed query and fee.
4. Requests for a meeting will normally result in the offer of a meeting within 4 weeks of receipt of the detailed query and fee, and a written response to the matters raised in the initial query as discussed at the meeting within 2 weeks of the meeting.

5. All written responses to proposals will include a list of the validation requirements for a planning application for those proposals, the heads of terms to be sought in any supporting s106 agreement for such an application, and a list of the consultees Chesterfield Borough Council would approach on receipt of such an application.
6. Chesterfield Borough Council cannot be held accountable for advice from third parties, including the Highways Authority or other statutory consultees. Consequently responses from third parties on proposals cannot be guaranteed within the above timescales, and may be subject to additional fees payable to them by the proposer.
7. Requests to consider revised schemes will be treated as a new request for advice subject to a new fee, with the exception of Major proposals where they will be considered as a request for an additional meeting and be subject to that additional fee.

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## For publication

### Title of report (EG010R)

<b>Meeting:</b>	Cabinet
<b>Date:</b>	18 July 2023
<b>Cabinet portfolio:</b>	Cabinet Member for Climate Change, Planning, and Environment
<b>Directorate:</b>	Economic Growth
<b>For publication</b>	

### 1.0 Purpose of the report

- 1.1 Provide Cabinet members with an update on progress and current planning and delivery position relating to strategic regeneration project known as Chesterfield Waterside
- 1.2 Seek approval from Cabinet to carry out targeted consultation with land owners and stakeholders on a revised masterplan for Chesterfield Waterside.

### 2.0 Recommendations

- 2.1 That Cabinet approve the draft masterplan for the Chesterfield Waterside site for targeted consultation with landowners and stakeholders.
- 2.2 To delegate authority to the Cabinet Member for Climate Change, Planning, and Environment, in consultation with officers and the Service Director for Economic Growth to finalise materials and arrangements for consultation.

### 3.0 Reason for recommendations

- 3.1 An updated masterplan is required to support the determination of planning applications relating to Chesterfield Waterside in accordance with policy SS3 of the adopted Chesterfield Borough Local Plan 2018-2023. To provide a robust update to this masterplan, planning officers are required to consult with landowners and stakeholders who have an interest in the area covered by Chesterfield Waterside.
- 3.2 To allow for the preparation of materials and arrangements for consultation on the masterplan.

## 4.0 Report details

4.1 Chesterfield Waterside is a strategic regeneration area within the borough, defined as site SS3 in the 2020 Chesterfield Local Plan. It is located towards the south east of the town centre and adjacent to the railway station.

*"SS3 Chesterfield Waterside and the Potteries*

*Within the Chesterfield Waterside area as set out on the Policies Map, the council will support development proposals that contribute towards:*

- a) creating jobs in office, industry, retail, tourism and education;*
- b) restoring Chesterfield Canal and the River Rother to navigation and*
- c) creating a new canal terminus;*
- d) achieving a mix of uses including residential (up to 1550 new homes),*
- e) office (up to 30,000 sqm), employment, leisure, health and fitness, hotels,*
- f) creche, doctor's surgery and nursing home;*
- g) improving access to the site including enhancing the footpath and cycle network through the site and making links to the wider Trans Pennine Trail and Chesterfield Railway Station;*
- h) a high quality urban environment including eco-park and green infrastructure corridor;*
- i) managing flood risk.*

*Land within the Chesterfield Waterside area will be comprehensively redeveloped in accordance with an approved masterplan, including provision of a new Local Centre located adjacent to the existing canal basin.*

*Planning applications submitted for development outside of the existing outline planning permission, but which otherwise deliver the objectives of the approved masterplan, will be expected to contribute towards the overall delivery of the infrastructure required for comprehensive development, secured through a section 106 agreement."*

4.2 Waterside is also one of the projects set out in the Council Plan 2023-2027 under the Priority "Making Chesterfield a thriving borough", under the aspiration: "To build a competitive place infrastructure that accelerates employment and housing growth".

4.3 Covering approximately 23 hectares, Chesterfield Waterside extends north from the junction of Brewery Street/Makin street to the northern end of the DCC Highways Depot on Meltham Lane, between the A61 and the Midland Mainline railway, and is predominantly previously developed employment or 'brownfield land' located between Brimington Road to the east and the A61 to the west.

- 4.4 The Council has worked over a number of years with landowners and potential developers to help secure the redevelopment of land previously occupied by industrial and commercial uses following the closure of factories from 2006 onwards.
- 4.5 A legal partnership known as Chesterfield Waterside Limited (CWL) was formed, constituted of two substantial land owners (Bolsterstone and Arnold Laver) and Chesterfield Borough Council, to bring forward the regeneration of the area. In 2011 CWL secured outline planning consent for comprehensive redevelopment of the area based on an illustrative masterplan, planning reference: CHE/09/00662/OUT
- 4.6 The 2011 outline planning permission referenced above, permitted a new residential neighbourhood of up to 1550 high density homes (predominantly apartments) centred around the river Rother. The key principles were to establish a new community, maximise active travel connections, bring forward new infrastructure and create a new commercial centre ( approximately 30,000 sqm of employment space ) centred around a new canal basin which would accept boats accessing a river which had been returned to navigation.
- 4.7 It was anticipated that CWL would act as a 'master developer' working towards a fully comprehensive development across the whole area, taking a calibrated approach, initially establishing a market and subsequently building value as development progressed, enabling CWL to purchase land from owners within the Waterside boundary and help fund the required infrastructure.
- 4.8 Since obtaining the outline consent in 2011, CWL have enabled residential development of 192 homes by Avant Homes and Great Places Housing on an area of Chesterfield Waterside previously occupied by the Arnold Laver timber yard. The Council has also demonstrated leadership and supported development through securing external funding for infrastructure and funding a new office building around the canal basin (One Waterside Place).
- 4.9 Development of the wider SS3 – Waterside comprehensive neighbourhood has not progressed as planned and, despite physical development identified in para 4.7 which has come forward under the 2011 outline permission, CWL were not able to secure further development or ownership of land, and the outline permission lapsed in respect of new reserved matters planning applications in March 2021 (with the exception of two reserved matters applications already submitted, for a Multi Storey Car Park, and Hotel and 314 apartments respectively, both in the Basin Square character area).
- 4.10 It is therefore not possible for CWL or other landowners to bring forward further developments as a reserved matter planning applications under the 2011 outline permission CHE/09/00662/OUT.

- 4.11 This has subsequently created ambiguity for landowners and developers around the planning requirements, and challenges for the Council in its role as place shaper, especially in relation to the Council's ability to enable a comprehensive or wider development and negotiate with developers on developer contributions.
- 4.12 As stated in para 4.5, Chesterfield Waterside outline permission CHE/09/00662/OUT contained an illustrative masterplan on how development across the area would look and how the area would connect internally and externally, and Local Plan policy SS3 refers to specifically to land within the Chesterfield Waterside area being "comprehensively redeveloped in accordance with an approved masterplan". Therefore, as the outline permission has now lapsed, the illustrative masterplan still carries planning 'weight' in decision making.
- 4.13 However, in the 13 years since the application was approved there have been changes in national and local planning policy, and the market demand for high density homes and not developed in Chesterfield as predicted when the masterplan was written. Furthermore, structural changes to how businesses operate has meant that the demand for office and commercial space has also changed. The Council sought advice from the surveyors BNP Paribas, which highlighted there is limited speculative demand for commercial space in this area.

### **Masterplan Review**

- 4.14 To ensure the council are able to respond to changes in market conditions and ensure it is able to demonstrate leadership in setting the framework for a new neighbourhood that is comprehensive and brought forward in a co-ordinated way, the Council has produced a revised of the masterplan.
- 4.15 This draft masterplan takes the adopted Local Plan policies and the outline planning permission masterplan (as updated in 2016 and 2018) as the starting point. The 'refresh' is intended to replace and update the previous masterplan. The draft refresh retains the 'core' principles of connectivity and addressing the river environment and is fully in conformity with the Local Plan allocation, whilst recognising that building densities would likely be lower across the site, and the mix of development have a higher ratio of houses than apartments and a reduced amount of office floorspace.
- 4.16 In support of the masterplan review, the Council commissioned a number of pieces of work to provide specialist and technical advice. These consist of:
- Strategic Review (Planning and Transport Planning) June 2021 – AECOM;



- Review of Development Options and Market Setting, March 2022 – BNP Paribas;
  - Infrastructure Study, June 2023 – AECOM.
- 4.17 In preparing the masterplan review, Council officers have had regard to the evidence, national and local planning policy, and other national guidance including the government’s National Cycling Infrastructure Design Guidance (LTN1/20), and the National Design Guide.
- 4.18 The draft masterplan refresh can be viewed in appendix 1.
- 4.19 The revised masterplan still envisages a mixed use development structured around restoration of the river to navigation, with a commercial and local centre around the existing canal basin.
- 4.20 The number of dwellings anticipated has been reduced from up to 1550, to 880, although the majority of these are now anticipated to be family houses rather than apartments. Commercial development will largely be limited to the existing office, retail and food and drink uses around the canal basin, and a hotel.
- 4.21 The work undertaken by AECOM has provided indicative costs and designs for the infrastructure required to support the development of Waterside, including walking and cycling routes, new and replacement bridges, and the works necessary to restore the river to navigation and provide a lock to the existing canal basin. The total cost of infrastructure is in the region of £10m, the majority of which is expected to be funded from developer contributions via Section 106 agreements on planning applications and Community Infrastructure Levy (CIL), combined with external grant funding. Initial discussions have been undertaken with Homes England and Sustrans regarding the development.

### **Consultation**

- 4.22 Consultation on the revised masterplan will be undertaken in accordance with the Council’s Statement of Community Involvement (SCI) and Community Engagement Standards.
- 4.23 Proposals for Chesterfield Waterside have already been the subject of significant consultation, through various planning applications and, most recently, the consultation and Examination in Public of the Chesterfield Borough Local Plan (adopted in 2020). As the masterplan retains the mix of uses and strategic objectives set out in the Local Plan, and concentrates on changes of detail and implementation, the intention is to focus the consultation on those most directly impacted. This will consist of:

- Statutory, Duty to Co-operate and General consultees (as set out in the SCI)
- Land owners and developers with an interest in land within the Waterside site
- Adjoining occupiers, including residents of the Avant and Great Places Development

## **Planning Appeal**

4.24 In August 2022 Woodall Homes submitted a planning application for 145 homes on the site of Tapton Business Park, Brimington Road, within the Waterside area. In May 2023 Woodall Homes submitted an appeal to the Planning Inspectorate against the non-determination of their application by the Council. This is to be heard as a Planning Inquiry commencing on 19<sup>th</sup> September 2023. The timetable for consultation and approval of the refreshed masterplan is intended to result in an approved masterplan by the time the appeal is heard, to ensure that the Planning Inspector's determination of the appeal is based on the most up to date evidence possible.

## **5.0 Alternative options**

5.1 **Retain existing masterplan** – The original masterplan was prepared in 2009 and approved in 2011. Although individual elements have been amended through planning applications (in 2016 and 2018 specifically), the outline permission to which it was related has now lapsed, and elements of the masterplan and evidence that it was based on, particularly the market conditions and infrastructure costs, have changed. In addition the masterplan was based on the assumption that the site would be delivered by a single master developer and did not break down infrastructure costs by character area or by element of infrastructure. Over time the existing masterplan is likely to face further challenges from potential developers and it will be increasingly difficult to afford full weight to the masterplan in determining planning applications.

5.2 **Start Masterplan from Scratch** – It would be possible to review the masterplan from the ground up, including reviewing all the land uses and requirements. However as the principles of the development were recently examined as part of the Examination in Public into the Local Plan and found sound, and developer interest in the scheme suggest that it is still attractive to the market, this is not considered to be an effective use of time or resources.

## **6.0 Implications for consideration – Financial and value for money**

- 6.1 Development of the masterplan review has been undertaken largely by Council officers in the Strategic Planning Team using existing resources. Expert and technical advice has been funded using a combination of external funding, including a £50K contribution from Homes England, Community Infrastructure Levy (CIL – to undertake high level design and costing of infrastructure) and Business Rates Retention.
- 6.2 The costs of providing the infrastructure needed to support the development of Waterside are expected to be met by a combination of developer contributions (secured by S106 agreement, planning conditions and/or CIL) and bids for external funding.

## **7.0 Implications for consideration – Legal**

- 7.1 The masterplan has been prepared in accordance with the Council's own procedures, and consultation will be undertaken in accordance with the adopted Statement of Community Involvement and the Council's Community Engagement Standards.

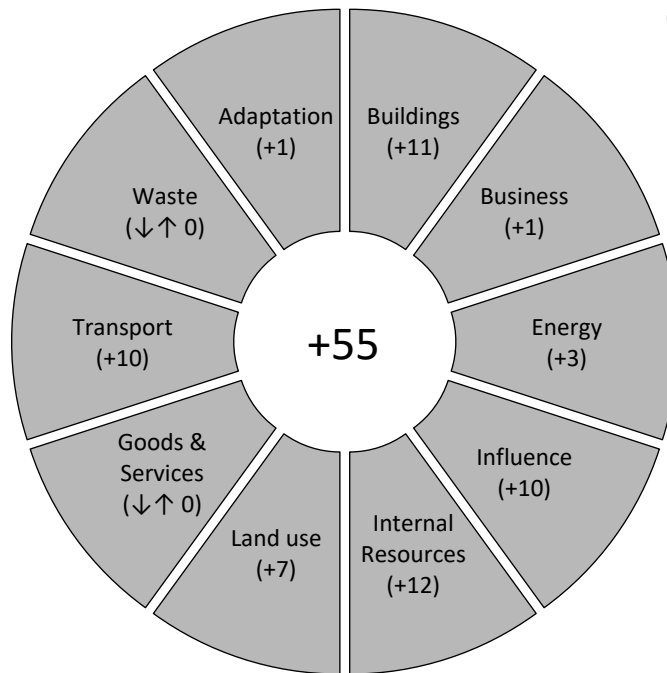
## **8.0 Implications for consideration – Human resources**

- 8.1 There are no implications for Human Resources.

## **9.0 Implications for consideration – Council plan**

- 9.1 Waterside is also one of the projects set out in the Council Plan 2023-2027 under the Priority "Making Chesterfield a thriving borough", under the aspiration "": To build a competitive place infrastructure that accelerates employment and housing growth".

## **10.0 Implications for consideration – Climate change**



Chesterfield Borough Council has committed to being a carbon neutral organisation by 2030 (6 years and 5 months away).

10.1

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

11.1 A preliminary EIA has been undertaken, which identified no negative impacts on groups with protected characteristics, and a potential positive impact in respect of disability and long term conditions through the provision of improved, accessible pedestrian and cycling facilities that will encourage activity and access to green infrastructure and the countryside

**12.0 Implications for consideration – Risk management**

12.1

Description of the Risk	Impact	Likelihood	Mitigating Action	Impact	Likelihood
Masterplan is not updated	High	Medium	Undertaken consultation on, and adopt, revised masterplan	Low	Low
Objections received to masterplan	Medium	High	Consider all representation prior to approval of final masterplan	Medium	Low
Further planning applications received	High	High	Undertaken consultation on, and	Low	Low

before revised for development			adopt, revised masterplan		
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### Decision information

<b>Key decision number</b>	1189
<b>Wards affected</b>	<b>Spire</b>

### Document information

<b>Report author</b>	
Alan Morey, Strategic Planning and Key Sites Manager, Strategic Planning and Key Sites, Economic Growth Directorate	
<b>Background documents</b>	
These are unpublished works which have been relied on to a material extent when the report was prepared.	
AECOM Strategic Review of Waterside Masterplan - 2021 BNP Paribas Review of Development Options and Market Setting – 2022 AECOM Infrastructure Study and Technical Reports - 2023	
<b>Appendices to the report</b>	
Appendix 1	Chesterfield Waterside Masterplan – consultation draft

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# CHESTERFIELD WATERSIDE

## REVISED MASTERPLAN – DRAFT

### MARCH 2023

Introduction

The Site and Context

Constraints and Opportunities

Design Framework

- Context
- Identity
- Built Form
- Movement
- Nature
- Public Spaces
- Uses
- Homes & buildings

Canal Restoration

Delivery and Infrastructure

Character Areas

- Basin Square
- Station Approach
- Waterfront
- Riverside East
- The Park

# 1.0 INTRODUCTION

Chesterfield Waterside, made up of a number of employment sites between the A61 and the Midland Mainline Rail Line, will be transformed from redundant industrial land into a vibrant waterside urban village, a destination for working, living and recreation.

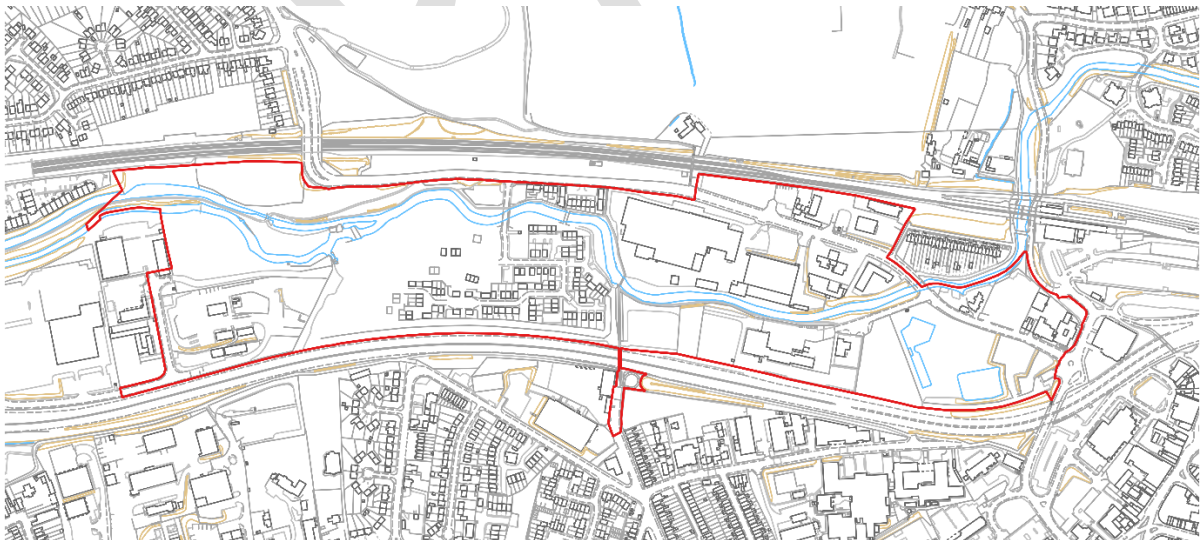
The focus of Chesterfield Waterside is on high quality place-making and architectural design, with a coherent sequence of new streets and public spaces.

The development aims to reconnect the town centre with a revitalised riverside whilst protecting and enhancing existing wildlife habitat.

## AIMS OF PROJECT

The overriding aims of Chesterfield Waterside are:

- Rejuvenate one of Chesterfield's most important sites for a mix of uses;
- To create a thriving and diverse mixed-use high quality urban village at a range of scales and densities focused around new waterside public realm;
- To ensure activity through active street frontages reinforcing a sense of place and local distinctiveness;
- To protect and enhance the site's most important existing habitat and to effectively mitigate the impacts of built development on the natural environment;
- To reinvigorate Chesterfield's historic waterside providing improved public access and a new navigable route to the recently constructed Canal Basin



## PURPOSE OF MASTERPLAN

It is important that Chesterfield Waterside should achieve high standards of design and accessibility. This Masterplan outlines the ambitions, objectives and proposals for the comprehensive development of this important strategic site.



It forms the 'approved masterplan' for the purposes of policy SS3 of the adopted Chesterfield Borough Local Plan 2018-2035.

It will inform the design, layout and structure for the development of Chesterfield Waterside and ensure it delivers a high quality and Coherent regeneration of the site, which should be used to shape planning applications for development within the Waterside area. As such the masterplan will serve as the 'touchstone' for determining planning applications for character areas and phases of development.

## PLANNING HISTORY

As a key strategic site, a masterplanned approach to development has been taken to the site since first inception in the A61 Corridor Planning Brief, prepared in 2005. This considered a larger corridor, that included additional land to the north that has already been developed for a mix of uses including retail, commercial, and the relocation of Chesterfield Football Club from their previous town centre site.

In 2010, Chesterfield Borough Council granted outline planning permission for the comprehensive development of the remaining Waterside site (application reference CHE/09/00662/OUT), subject to a masterplan set out in an illustrative masterplan drawing and detailed design and access statement. Under the coverage of this outline permission significant progress has been made, including:

- Construction of a new canal basin
- Redirection of essential services and construction of noise bund
- 19 affordable homes on Brimington Road
- 173 new homes under construction by Avant Homes (due to complete before end of 2023), including construction of a new bridge to provide access from Brimington Road
- Construction of new office space at One Waterside Place
- Site clearance, remediation and creation of development platforms at Basin Square

The masterplan underpinning these developments has been updated on a number of occasions to reflect changes in circumstances and understanding of the site through variations of the outline permission in 2016 and 2018.

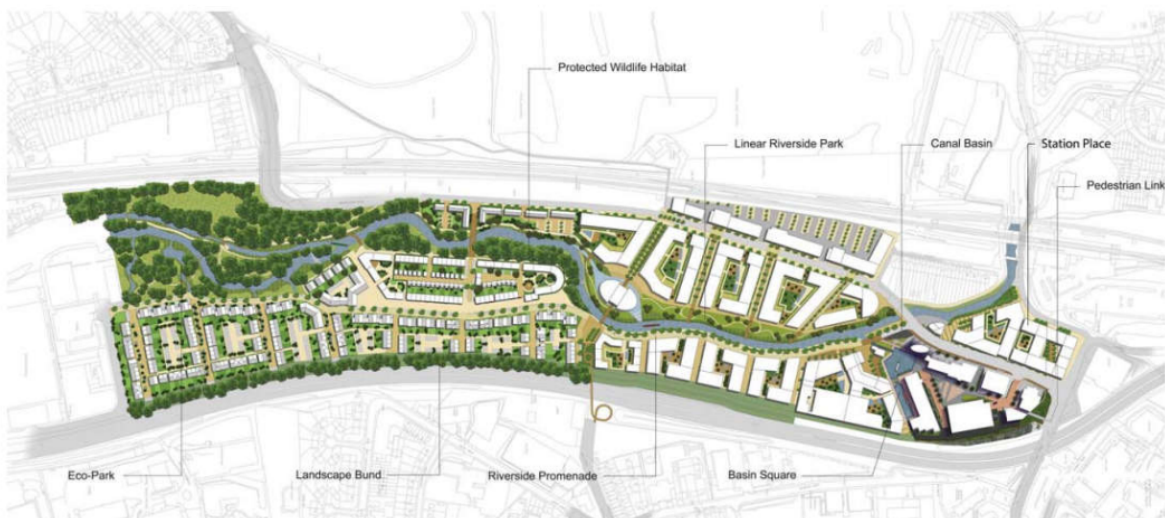
The development described in the outline planning permission and its associate masterplan provided the basis for the allocation of Waterside as a Strategic Site in the Council's 2013 Local Plan Core Strategy, and the Chesterfield Local Plan 2018-2035 that subsequently replace it in 2020.



2011



2016



2018

The outline permission lapsed in March 2021 in respect of new applications for reserved matters although, at the time of writing, two reserved matters applications remain to be determined under the outline application – for residential development and a hotel, and a multi storey car park respectively, both in the Basin Square character area.

## PLANNING POLICY

The Chesterfield Waterside site is allocated as a Strategic Site in the adopted Chesterfield Borough Local Plan 2018-2035 under policy SS3:

### **SS3 Chesterfield Waterside and the Potteries**

**Within the Chesterfield Waterside area as set out on the Policies Map, the council will support development proposals that contribute towards:**

- creating jobs in office, industry, retail, tourism and education;**
- restoring Chesterfield Canal and the River Rother to navigation and creating a new canal terminus;**
- achieving a mix of uses including residential (up to 1550 new homes), office (up to 30,000 sqm), employment, leisure, health and fitness, hotels, creche, doctor's surgery and nursing home;**
- improving access to the site including enhancing the footpath and cycle network through the site and making links to the wider Trans Pennine Trail and Chesterfield Railway Station;**
- a high quality urban environment including eco-park and green infrastructure corridor;**
- g) managing flood risk.**

**Land within the Chesterfield Waterside area will be comprehensively redeveloped in accordance with an approved masterplan, including provision of a new Local Centre located adjacent to the existing canal basin.**

**Planning applications submitted for development outside of the existing outline planning permission, but which otherwise deliver the objectives of the approved masterplan, will be expected to contribute towards the overall delivery of the infrastructure required for comprehensive development, secured through a section 106 agreement.**

## MASTERPLAN REVIEW

With the lapse of the outline planning permission and recognises that planning policy at Local and National level, and the local property market, has moved on, Chesterfield Borough Council took the decision to undertake a review and update of the masterplan.

In reviewing this masterplan the Council took the Design and Access statement from the outline permission as the starting point, on the basis that the principles it set out had been recently tested

through a Local Plan examination in 2019, and commissioned further work to support the review, including:

- Market Review (BNP Paribas)
- Strategic Review (AECOM)
- Review of planning policy and DAS (CBC)
- Review of technical supporting information and infrastructure requirements (AECOM)

This review confirmed that the overall objectives and principles of the masterplan remained sound, and this is reflected in the adopted Strategic Planning policy, but that more emphasis should be placed on delivering family housing, with a reduced number of residential apartments and amount of commercial office floorspace.

DRAFT

## 2.0 Site and Context

The 23 ha (57 acre) Chesterfield Waterside site is located to the north of Chesterfield town centre and lies directly adjacent to the mainline railway station, which provides direct public transport links with Sheffield, London and other UK destinations, and which will host hourly HS2 services as part of the development of HS2 Phase IIb

The site, which is linear in nature, is bounded to the west by the A61 dual carriageway and to the east by the Midland Mainline rail line. Land to the immediate north of the site is occupied by a mixture of commercial uses, whilst the southern boundary is defined by Malkin Street and Crow Lane.

Flowing through the site is the River Rother and alongside it lays a stretch of the Chesterfield Canal and tow path. The main vehicular and pedestrian route running through the site is Brimington Road (B6543)

### WIDER CONTEXT

Chesterfield lies in the East Midlands, some eleven miles south of Sheffield and is the largest town in Derbyshire. It stands on a network of regional routes including the A61 to Sheffield and Derby, the A617 to Mansfield, connecting also with the M1, the A619 to Worksop and Manchester, and the A632 to Bolsover and Matlock.

Due to its close proximity, the town has a strong relationship with Sheffield and more widely the South Yorkshire and East Midlands sub-regions.

Chesterfield is located near to the Peak District which is famously known for a striking landscape of topographical extremes. The town centre of Chesterfield is largely sited upon a hill (approx. 100-110m AOD) overlooking the river/canal valley where the Chesterfield Waterside redevelopment site is located.

Due to a low lying site area (approx. 65m AOD) any proposed building is likely to have little significant visual impact on the historic character of Chesterfield as structures will not protrude into the skyline. This suggests that parts of the site are a suitable location to propose buildings that are in excess of four storeys in height.

### EXISTING LAND USE

The site as it stands includes areas that have already been developed in accordance with the previous iterations of this masterplan (set out in Outline Planning permission CHE/09/00662/OUT) and as subsequently amended). The remainder predominantly consists of warehouse and industrial structures and large expanses of vacant land, on most of which hard surface remains. There is a mix of uses occupying the plots on the site, with some established companies using the space.

## LOCAL FACILITIES

### RETAIL:

Chesterfield town centre to the south of the site and the Tesco Extra and Sainsbury's stores to the north provide the main sources of retail locations close to the site. It is considered appropriate for future local shopping to be located within the Chesterfield Waterside site in order to provide the new residential population with day to day convenience retail within walking distance.

### LEISURE:

Leisure opportunities within a 30 minute walk include Tapton Park, Tapton Golf course, and Chesterfield Town Centre, including the Pomegranate and Winding Wheel Theatres, and Chesterfield Museum, undergoing a refit and restoration at the time of writing. Chesterfield Football Club's stadium is located within walking distance of the site to the north on Sheffield Road. Travelling further allows access to parks, recreation grounds, sports centre, allotment gardens and open green space.

Chesterfield is ideally situated for access into the Peak District National Park and Derbyshire Dales, with direct bus services to Chatsworth House from Chesterfield Station, and rail services to the Hope Valley via Sheffield.

### COMMUNITY FACILITIES:

The community facilities located within a ten minute walk from the south of the site include two places of worship, a college, the transport hub of the railway station, four important buildings: Chesterfield Museum and Art gallery, the Magistrates Court, Alexandra Private Hospital, and the site of St Helen's Chapel. Doubling the walking time to twenty minutes provides a wide range of facilities, including the Pavement's and Vicar Lane shopping centres, Chesterfield market and café culture located within the town centre.

Two Primary Schools are close to the site, Abercrombie Primary (less than 15 minutes from the majority of the site) and Christchurch CE Primary School.

Chesterfield College is a 10 minute walk from the majority of the site.

## ACCESSIBILITY AND ACTIVE TRAVEL OPPORTUNITIES

### PEDESTRIAN & CYCLE LINKS

The diagrams (below) illustrate the key strategic cycling and walking routes.

The cycling infrastructure in Chesterfield is gradually building and connectivity is improving. The West of Chesterfield is well served by the Hipper Valley Route and Holmebrook Valley Trail. To the North the Trans Pennine Trail comes into the town on the path beside the Chesterfield Canal or the alternative more hilly routes through Brimington or down Crow Lane. Derbyshire County Council is currently implementing improvements in East-West cycling provision that include the closure of Crow Lane (immediately to the south of the site) to motorised traffic – to improve active travel connections to Chesterfield Royal Hospital to the east.

The Waterside site provides a critical link between these strategic routes, as well as a key opportunity for improvement. Currently, pedestrian links between the TPT, HVT, Crow Lane and key facilities (including primary and further education facilities) rely on a combination of on-road advisory cycle routes and poor quality footpaths and bridges that do not conform to LTN1/20

standard. The development of Waterside presents an opportunity to improve or replace this provision with LTN1/20 off road provision.

[EXTRACT FROM THE MOST RECENT CYCLE DIAGRAM & SHOW TPT AND PROW TO BE ADDED]

## PUBLIC TRANSPORT

### BUSES

The bus network in Chesterfield is excellent, offering a broad selection of destinations and relatively frequent services. A number of services either run close or traverse the site on Brimington Road and Malkin Street, with additional services accessible from the Railway Station immediately to the South.

The majority of the Chesterfield Stagecoach fleet are low-floor, easy access buses, with dedicated space for pushchairs, shopping trolleys and wheelchairs.

The site is serviced mainly by Brimington Road, which passes through the east of the site, by the bus routes 74 and 77, linking Chesterfield with Staveley and onwards to Worksop. Chesterfield Station currently also provides access to Services 170 to Bakewell, serving the Peak District and Chatsworth House; 55 to Alfreton, and 54 to Clay Cross. A short walk to Chesterfield Town Centre provides access to a wide range of services across Chesterfield and beyond.

### RAILWAY

Chesterfield station is located on Brewery St/ Crow Lane, approximately 5 minutes walk from Chesterfield town centre and within close proximity of the site. The station operator at the time of writing is East Midlands Railways (EMR).

There are a range of services stopping at the station between 08:00-09:00 Monday to Friday providing easy access to the national network and a range of destinations.

Key journey times for direct services from Chesterfield include:

Under 1 hour	1-2 hours	2-3 hours	3+ hours
<ul style="list-style-type: none"> <li>• Sheffield</li> <li>• Birmingham New Street</li> <li>• Derby</li> <li>• Nottingham</li> <li>• Leicester</li> </ul>	<ul style="list-style-type: none"> <li>• London St Pancras</li> <li>• Leeds</li> <li>• Manchester Piccadilly</li> </ul>	<ul style="list-style-type: none"> <li>• Bristol</li> <li>• Newcastle</li> <li>• Liverpool Lime Street</li> </ul>	<ul style="list-style-type: none"> <li>• Edinburgh</li> </ul>

### HIGH SPEED RAIL

Chesterfield Railway station is on the route of HS2 phase IIb, which will provide classic compatible services from the main HS2 line south of Toton to Leeds via Sheffield. It is anticipated that Chesterfield will be served by a minimum of one service per hour in both direction, providing connections to London taking less than an hour.

### RESTORING YOUR RAILWAYS – BARROW HILL LINE

The Government has announced that plans to reopen the Chesterfield -Sheffield ‘Barrow Hill Line’ to passenger services will go to the next stage of the national ‘Restoring Your Railways’ programme. If successful, re-opening the Barrow Hill Line to passenger services could see stations reinstated at

Beighton, Killamarsh, Eckington/Renishaw, Barrow Hill/Staveley, with a potential new station at Clay Cross south of Chesterfield, and the return of a regular service linking Sheffield, North East Derbyshire and Chesterfield.

Providing new stations on the existing Barrow Hill Line would enable the introduction of two trains per hour, providing local (stopping) passenger services with minimal infrastructure interventions. Introduction of these new local services would link existing communities, where public transport is limited, to employment and training hubs in Sheffield and Chesterfield and would also support strategic housing allocations along the Staveley corridor. Improvement to public transport connectivity for these areas would significantly boost the local economy, unlocking the jobs, training and infrastructure, as well as delivering significant environmental benefits. The line is connected to an existing and expanding cluster of rail related facilities at Barrow Hill. It would also improve access to leisure opportunities in the countryside, such as the Trans Pennine Trail and Chesterfield Canal.

## ROAD

The strategic road network of Chesterfield is generally permeable with a number of A roads converging on the town centre. The nearest motorway, the M1, offers access to the national road network and is located approximately three and a half miles to the east. The proposed Chesterfield Staveley Regeneration Route (CSRR) will provide direct access from just north of the site directly to Junction 29a on the M1.

North-south movement through the site is provided in the form of Brimington Road which is currently not of a residential character exhibiting relatively high observed traffic speeds.

The site currently has excellent access to the southern slip road of the A61, which in the long term is planned to be replaced with a direct link road past the Railway Station

## PUBLIC SPACES

### EXISTING OPEN SPACE

The existing site provides natural space alongside the River Rother, with some open areas acting as ecological locations for wildlife. Until recently the Rother provided a habitat for Water Voles, Britain's fastest declining mammal, and is a home for a range of birds, it not being unusual to see the electric blue flash of a kingfisher darting along the river.

Within the wider local area there are areas of open space and sport and recreational facilities with the greatest provision being in open countryside and fields.

The majority of localised open space falls to the east of the site, beginning immediately with Tapton Park and golf course and progressing into farmland with extensive public rights of way provided access. Scattered recreation and sports grounds provide open green space in the more developed areas to the west of the site.

However the site itself is poorly provided with more structure open space and, whilst there is access to the most of the riverside, much of this is in poor condition with minimal management and maintenance.

GREEN INFRASTRUCTURE NETWORK DIAGRAM TO BE ADDED



## BARRIERS

The Chesterfield Waterside site is flanked on both sides by significant man-made barriers. The A61 runs North-South along the eastern boundary – crossed by vehicles on Brewery Street and pedestrians at the Wharf Lane footbridge,, whilst the western site boundary is defined by the Midland Mainline railway, with a limited access footbridge carrying public right of way FP18 over it.

The main barriers internal to the site consist of Brimington Road, the River Rother and the existing Chesterfield Canal, currently only crossed by a poor quality footbridge at the end of the Wharf Lane Footbridge and the laver's Drive bridge.

[PHOTOS]

## CHESTERFIELD CANAL

The Canal is a key driver behind the regeneration of the site. It holds the key to creating a special place where people will want to spend time and live. Currently the site contains contrasting characteristics with leisure uses, light industrial and ecological landscapes coexisting side by side. One of the core challenges includes how to tackle these landscapes.

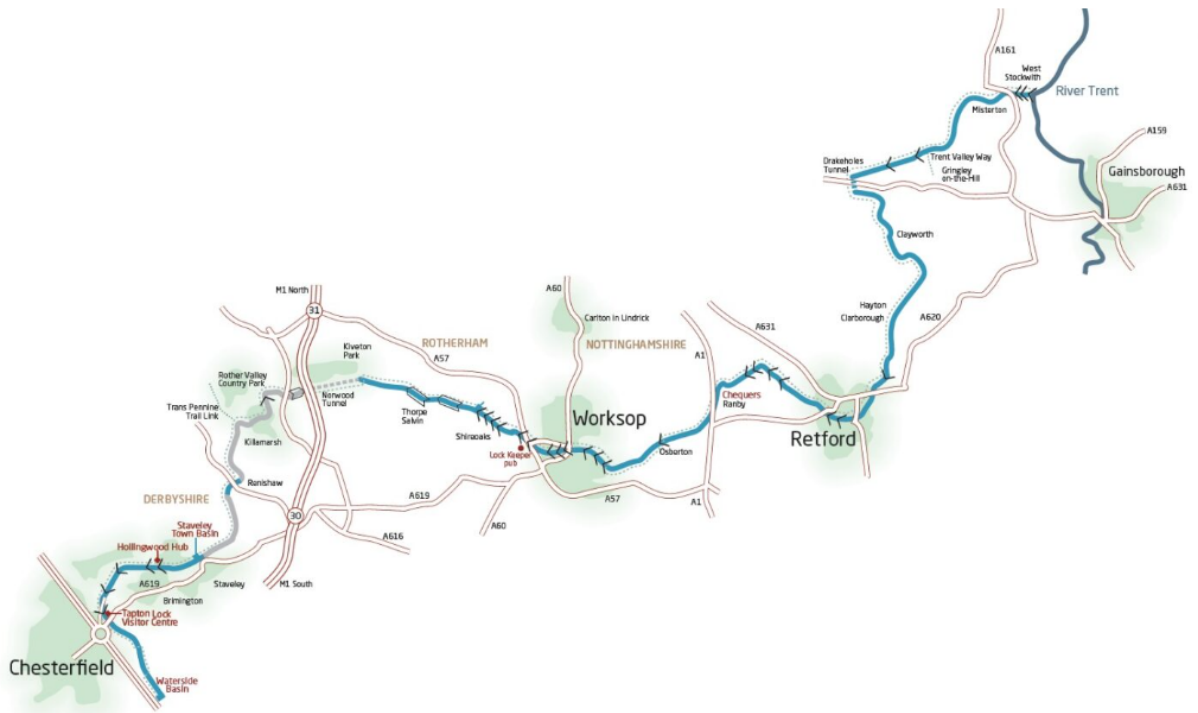
The Canal was created in the early years of the Industrial Revolution, and opened in 1777, with the original surveys were carried out by the celebrated engineer James Brindley. It's main function was to transport Derbyshire's coal to market, although it also served Brewery's and other industries. The Canal featured one of the earliest examples of a large staircase of locks – the 2880 yard Norwood Tunnel. After gradual deterioration, in 1907 the Derbyshire section of the canal was isolated due to the collapse of part of the Norwood Tunnel.

## RESTORATION

In July 2003 the navigable section in British Waterway's section was extended into Rotherham, allowing movement off the River Trent. In Derbyshire, the isolated five mile section between Chesterfield and Staveley was opened to navigation in 2002 and has been extended significantly since then, including a new basin at Staveley, and the basin constructed within the Waterside site.

Canal-side walking is available along the total 46 mile length of the canal on the Cuckoo Way, (named after the unique look of the canal boats that operated on the canal). The Cuckoo Way forms a vital east-west link between the Trent Valley Way and the Trans-Pennine Trail. Cycling is permitted on limited sections of the canal towing path, including the section immediately to the north of the Waterside site, with is also part of the southern link of the Trans-Pennine Trail, a multi-user route between Liverpool and Hull.

With the aim to re-connect the isolated Derbyshire stretch of the canal with the British Waterway's section, the Chesterfield Waterside site will become the terminus to the Chesterfield Canal in its journey from the River Trent. The Canal Partnership, which consists of the Chesterfield Canal Trust and the Local Authorities along its route (which includes Chesterfield Borough Council and Derbyshire County Council), aspires to restore the full canal to navigation by 2027, the 300<sup>th</sup> anniversary of the canal opening.



# 3.0 Constraints and Opportunities

## WEAK PEDESTRIAN LINKS/POOR LEGIBILITY

Confused pedestrian relationship between the train station and town centre and waterfront development opportunities.

## EXISTING PEDESTRIAN ACCESS

Access to the site is generally limited to poor quality footpaths along the canal/river, which are not to LTN1/20 standards.

## FOOT AND CYCLE BRIDGE

A lack of good quality public footbridges spanning the canal/river is notable. The bridges accessible by foot are of aesthetic poor quality and do not meet the minimum standards set out in LTN1/20 for cycle access.

The footbridge spanning the A61 is functional but aesthetically poor, is not to LTN1/20 standards in terms of width or gradient, and terminates in an awkward and potentially dangerous interface with the canal and existing footbridge over the Rother..

The current bridge across the Rother between the A16 footbridge and the Tapton Business Park currently only has a freeboard of approximately 2.0m. This is insufficient to allow the safe passage of canal boats along the river to the Canal Basin at the southern end of the site and would prevent the restoration of the river to navigation.

## EXISTING VEHICULAR ACCESS

The site is generally impermeable to motor vehicles, with the exception of the site being developed by Avant Homes at the time of writing, which is served by a modern and recently constructed road bridge. There is limited vehicle access at the southern end from Holbeck Close, an unadopted road. Meltham Lane to the north currently provides access to the DCC Depot site, but this is via an industrial state, making it a poor access to a potential residential development in terms of place making.

## WEAK GATEWAY

The transition areas between the train station/town centre and the proposed redevelopment site are unwelcoming and often dominated by vehicles at the expense of the pedestrian experience.

## WEIRS

The weirs are an essential part of the local canal infrastructure and mark the point at which the Rother and Chesterfield Canal diverge. They currently do not allow for the passage of fish upstream.

## NOISE GENERATOR

The A61 generates a significant level of noise and visual pollution.

## BARRIER (A61 & RAIL LINE)

The site's east-west connectivity to surrounding areas is hindered by the A61 and rail line.

## LOW QUALITY WATERFRONT

The canal and setting is in need of improvement. The river is currently unnavigable and suffers from issues with debris from surrounding and upstream uses. Pedestrian access to the canal is permitted in places, however the majority of footpaths are infrequently used, aesthetically unattractive and sometimes intimidating, especially during quieter times of day.

100YR FLOOD LEVEL The areas marked on the adjacent plan are susceptible to flooding from the River Rother. Flood risk must be considered in the context of any redevelopment proposal.

[LATEST FLOOD MAP FROM ENVIRONMENT AGENCY TO BE ADDED]

## OPPORTUNITIES

The waterside setting and proximity to the town centre present a wide range of opportunities. Its position as a development island (flanked by major road and rail barriers on either side) allows the opportunity to create a type of development new to Chesterfield with its own style and character, whilst still within a scale and proportion suitable for the location. The low lying topography, relative to surrounding areas, and the adjacent college buildings present the opportunity for higher density, larger scale development to the south of the site. The main opportunities are as follows:

### PROMOTE LEGIBILITY THROUGH GOOD DESIGN

The design of a clear way finding strategy, through the use of sight lines, lighting, materials and other streetscape elements, and improvement of access and internal routes to meet LTN1/20 standards, will serve to reconnect the fractures between the train station and town centre, and also the train station and canal side.

### IMPROVE AESTHETIC AND SAFETY OF BRIDGES

The unattractive but functional footbridge spanning the A61 has the potential to become an asset through redesign of the eastern end and improved co-ordination with the wider network.

#### HUMANISE BRIMIONGTON ROAD TO CREATE A PEDESTRIAN FRIENDLY BOULEVARD

Interventions such as raising portions of the carriageway, realignment of kerbs and the application of a quality streetscape equipment would transform a traffic dominant route into an asset gateway corridor to the town centre.

#### URBAN WATERFRONT PARKLAND

There is the opportunity to create a new high quality waterfront setting that respects the proximity and urban character of Chesterfield town centre.

#### NEW FOCAL PUBLIC SPACE AND BASIN

Opportunity to provide a high quality square enclosed by shops, bars, cafes, business and residential uses. The new square and basin will act as the focus for a new neighbourhood and will provide additional water storage to alleviate flooding.

#### 'SOFT' LINEAR PARK

The creation of a soft landscaped linear park would act as a ecological and movement link through the proposed redevelopment and would accommodate the public art and heritage walk.

#### MANAGED WOODLAND ECOLOGICAL PARK

The ecological park seeks to reinforce the natural assets to the existing canal side setting by providing the perfect habitat for wildlife, flora and fauna and people alike.

#### HERITAGE TRAIL

Opportunity to locate the public art and heritage trail alongside the canal within the 'soft' linear park and urban waterfront parkland. The strategy has the potential to encourage exploration by linking together the key components of the proposed redevelopment.

#### CREATION OF NEW GATEWAY TO DEVELOPMENT

The potential exists to create/renovate key gateways to and from the development site. Key opportunities include the proposed redevelopments relationship with the town centre and train station.

#### LANDSCAPE BUND

The creation of a noise and visual barrier between the proposed redevelopment and the A61 is essential to the success of any new scheme and provides the opportunity for habitat and biodiversity creation and enhancement of the highway verge as linear linking habitat.

## INTEGRATION WITH STATION MASTERPLAN

The Council has published a masterplan for the land around Chesterfield Railway Station, immediately to the south of the Waterside development.

Proposals at the southern end of the Waterside site provide an opportunity for improved connectivity between the canal basin and the station, and potentially to relocate land uses around the station more efficiently to allow for the creation of a link road past the station, connected into an improved Brewery Street/Brimington Road junction.



Source: HS2 Station Masterplan, July 2021; Whittam Cox Architects

# Design Framework

In response to the site analysis and opportunities & constraints set out above, the design framework sets out the underpinning principles for the masterplan.

In reviewing these principles the Council has had regard to the latest local and national planning policy, including the newly adopted Local Plan, 'Successful Places' (the Council's residential design SPD), and the ten principles set out in the National Design Guide):

- Context
- Identity
- Built Form
- Movement
- Nature
- Public Spaces
- Uses
- Homes & buildings
- Resources
- Lifespan

Context and Identity are addressed in the previous section. The rest of this section will address the remaining principles.

The key objectives of the design framework are as follows:

- Humanisation of Brimington Road to create a pedestrian friendly Boulevard along the site's main vehicular route, including subtle traffic calming interventions, pedestrian crossing points, improved bus stops and new street tree planting where appropriate.
- Creation of a high street environment and active frontage along the southern section of Brimington Road and around the new canal basin.
- A new waterside walking and cycling route along the western bank of the Rother, constructed to LTN1/20 standards, that will allow the re-routing of both walking and cycling elements of the Trans Pennine Trail onto an improved off road route.
- A new road bridge across the Rother (now complete).
- Upgrade and improvement of the existing A61 pedestrian/cycle bridge.
- New and replacement walking and cycling bridges across the Rother to provide enhanced and extended pedestrian and cycle routes connecting to the existing canal tow paths.
- New pedestrian links from Brimington Road to the waterside.
- New and enhanced links to the railway station.
- New public realm in the form of public squares, a linear riverside park and enhancement of the existing woodland.
- Areas of protected wildlife refuge through management of areas of existing woodland.
- Integration with the Station Masterplan and proposals for the improvement of the southern A61 footbridge and Corporation Street.

## BUILT FORM

### KEY PLANNING POLICY DEPENDENCIES

- SS3 – Chesterfield Waterside
- CLP14 -
- CLP20 - Design
- Successful Places Residential Design SPD

### DENSITY & MASSING

There is natural transition from the south to the north of the Waterside site, from a more urban character around the station and relating to the Town Centre, to a more rural feel at the north, where the site connects to the existing canal towpath.

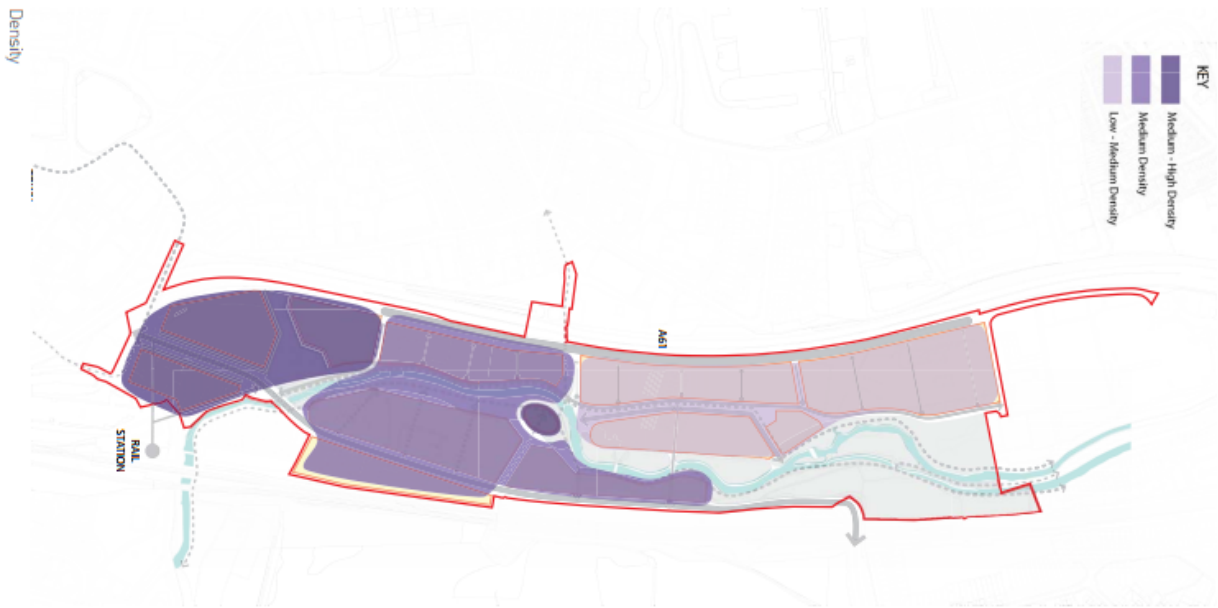
Combined with the natural topography, with the site surrounded by higher ground at the southern end, and more level at the north, this naturally leads to a gradual change in development density and building heights that reflects this.

This was reflected in the BNP Paribas market study, which recommended a graded approach to residential densities as a suitable response to the housing market and build upon the success of the Avant and Great Places developments.

The following density plan sets out the approach to broad zoning of future development density. Highest density development will be located to the southern end of the site, closest to the amenities of the town centre and train station, and adjacent to the tall, large footprint buildings of Chesterfield College. This approach to the maximum density and massing was set out and tested in the previous Outline planning permission and is considered to still be an appropriate envelope for development.

It is proposed that the density should drop away towards the north of the scheme with the lowest density development occupying the northern residential housing plots, adjacent to the main areas of existing woodland and historic canal.





## KEY FRONTAGES & LANDMARKS

Key frontages run along the main pedestrian and vehicle routes. Activity is created along Brimington Road in the form of retail and commercial entrances, while high-quality facades front the Riverside Promenade, hiding surface level parking on plot or to the rear of the commercial blocks buildings wherever possible.

### Primary Facades

- Active frontages in the form of shops, restaurant/cafes and bars
- High quality facade treatments
- Building footprints set back at ground level adjacent to public realm

### Secondary Facades

- High quality facade treatment
- Undercroft parking, on plot parking or parking courtyards hidden behind building frontages where possible

Breaks in the building form to create framed views



## KEY VIEWS AND LANDMARKS

The design and layout of development should retain and frame views of St Mary and All Saints Church on the top of the hill in Chesterfield Town Centre, and views out of the site to surrounding open countryside.

Landmark buildings should be incorporated into development at key nodes within the development, through the use of additional height, detailing and changes of materials, frame in views within and from outside the development. These will assist residents and visitors in wayfinding and bring character to the different parts of the development.



## A61 BARRIER TREATMENT

Where the site bounds the A61 it will be necessary to manage the impact of noise, air quality and visual appearance from the road through:

1. The use of screening buildings that are not sensitive receptors. This would be most appropriate to the south of the Waterside development where more commercial development is likely and densities are higher, allowing for buildings of greater scale and mass. This could include car parking or commercial development.
2. For predominantly residential housing development, a landscape bund on the site's western boundary - 3m in height with an additional 2m high acoustic fence. Wherever possible (ie where no services run beneath), the landscape bund should include native tree and shrub planting to act as a visual barrier and enhance the bund's contribution to habitat and biodiversity.

[BUND SECTION DIAGRAM TO BE ADDED]

## CHARACTER AREAS

The BNP Paribas Market Review undertaken on behalf of the Council in 2022 concluded that the five character areas set out in the 2018 masterplan and 2011 Design and Access Statement remained the most appropriate way to assess the site, with potential to reconsider the boundaries to reflect land ownership.

This masterplan therefore retains the same broad character areas as previous iterations, with the following changes:

- 'The Park' Character area now consists primarily of the Derbyshire County Council Depot on Meltham Lane and associated land, due to the development of the former Lavers Timber yard by Avant and Great Places.
- A small area of land south of the existing A61 footbridge owned by Arnold Laver Ltd, previously part of 'The Park' Character Area, has been reallocated to the 'Riverside Character Area' to more closely align it with similar land south of the footbridge accessed from Holbeck Close.

[CHARACTER AREA DIAGRAM TO BE ADDED]

## LAND USES

### KEY PLANNING POLICY DEPENDENCIES

- SS3 – Chesterfield Waterside
- CLP6 – Economic Growth
- CLP8

The Local Plan Strategic Allocation for the site refers to creating a mix of uses including residential (up to 1550 new homes), office (up to 30,000 sqm), employment, leisure, health and fitness, hotels, creche, doctor's surgery and nursing home; restoring Chesterfield Canal and the River Rother to navigation and creating a new canal terminus, and; creating a high quality urban environment including eco-park and green infrastructure corridor.

Given the evolution of the property market in recent years, including responding to Covid (although noting that other than the initial lockdown period, delivery of the Avant housing development continued to be strong throughout the pandemic), the Council sought advice on the development from BNP Paribas, which is set out in their Market Review from March 2022. This concluded that the large office element is no longer market appropriate for a smaller office market such as Chesterfield and that the greater opportunity for residential development is from targeting the owner occupier market with some potential for build to rent in parts of the scheme.

A revised mix is set out in this masterplan, that aims to deliver smaller number of dwellings, but with a greater mix of houses than the previous masterplan, and a smaller amount of commercial office floorspace. Although this differs from the Local Plan, the amounts in the Local Plan are expressed as

maximums, and the change in land use is likely to have a reduced impact. Therefore it is considered that it remains consistent with the adopted Local Plan.

Character Area	Use and Typology	Estimated Homes/ Floorspace (sqm)
<b>Completed/Under construction (as of June 2023)</b>		
<b>The Park/The Island</b>	<b>Mid Density Housing</b>	
<b>Avant</b>		<b>173</b>
<b>Great Places</b>		<b>19</b>
<b>Basin Square – One Waterside Place</b>	Commercial office	TBC
<b>Future Development (Indicative)</b>		
<b>Basin Square</b>	Mid/High Density housing and apartments Commercial and leisure	72
<b>Waterfront</b>	Mid Density housing and apartments	72
<b>Riverside East</b>	Mid Density Housing	211
<b>Station Place</b>	Higher Density apartments and commercial	162
<b>The Park (DCC Depot site)</b>	Mid Density Housing	164
		<b>873</b>

DRAFT

## MOVEMENT

### KEY PLANNING POLICY DEPENDENCIES

- SS3 – Chesterfield Waterside
- CLP22 – Influencing the Demand for Travel
- Successful Places Residential Design SPD

The allocation of the site in the Local Plan (policy SS3) seeks to improve access to the site including enhancing the footpath and cycle network through the site, and to make links to the wider Trans Pennine Trail and Chesterfield Railway Station. Policy CLP22 of the Local Plan seeks to maximise walking, cycling and the use of public transport through the location and design of development and parking provision, with priority given to measures to encourage more sustainable travel choices. The Local Plan take a priority approach to travel measures, with active travel given greater priority over motor vehicle use.

The Waterside site is ideally placed to achieve this prioritisation, with the proximity of rail and bus services, and the potential to connect into and enhance the strategic walking and cycling network.

The Local Plan requires that development proposals should do this through the use of site specific and area wide travel demand measures to incentivise walking cycling and public transport use. Improvements to encourage active travel should be provided early in the build out period of new developments so as to encourage sustainable modes of travel. As well as provision within new development, it should also deliver the optimisation of the existing highway network to prioritise walking, cycling and public transport such as measures to prioritise the needs of pedestrians. Again, these should be provided early in the build out period of new developments in order to encourage sustainable and active travel.

The following section sets out the specific proposals and measures that should be delivered by development with Chesterfield Waterside in order to achieve these aims. Further guidance is provided within the Character Areas section of the masterplan on measures specific to each Character Area.

The main intended access points to the site are to be from Brimington Road: across the newly provided road bridge across the Rother; and via Holbeck Close to the south.

Brimington Road will remain the primary vehicle route through the site connecting Chesterfield Waterside with the town centre. Improvement works along this stretch of the road should aim to reduce traffic speeds and in turn reduce the road's impact as a barrier to pedestrian movement and improve access to public transport through improved crossing points and the provision of shelters and real time information.

All walking and cycling provision within the Waterside area should be constructed to the standards set out in LTN1/20, which provides national guidance for the design of cycling and walking in frastructure.

A segregated walking and cycling surface spine road and riverside promenade will provide pedestrian, cycle and vehicle access to the western half of Chesterfield Waterside connecting to Brimington Road at a new junction adjacent to the existing road bridge to the south and via the upgraded vehicle bridge running through the current Arnold Laver occupied land. Two main cycle and pedestrian routes run through the site. From east to west a path connects the existing A61

footbridge with Brimington Road. From north to south the existing canal tow path is extended along the new riverside park towards Chesterfield train station.

## CORE PRINCIPLES

The previous iterations of the masterplan set out a series of core place making principles for connections and movement that are still considered appropriate:

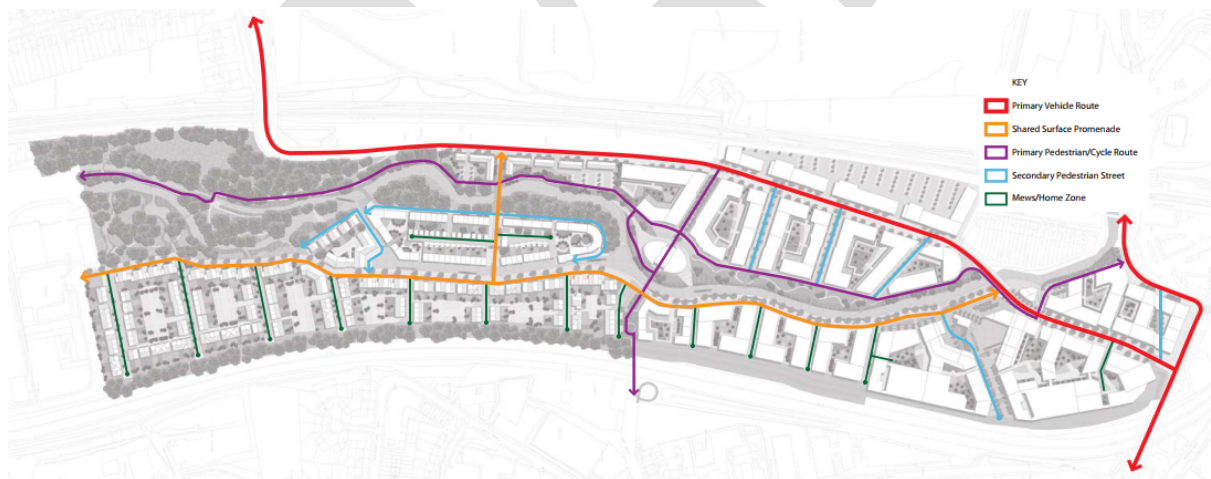
- Promote pedestrian and cycle connections with the town centre and adjacent neighbourhoods by enhancing, extending and linking existing routes such as canal tow paths.
- Emphasis on creation of a hierarchy of pedestrian friendly, pedestrian priority and genuine shared surface routes/ streets.
- Easily accessible public transport through improved links to Chesterfield mainline train station and frequent bus services along Brimington Road.
- Improved public access to existing waterways.

To which the following are added to ensure consistency with the adopted Local Plan

- Maximise walking cycling and the use of public transport
- Ensure timely delivery of new and improved infrastructure

New connections and walking and cycling provision should reflect national standards set out in Local Transport Note 1/20 'Cycle Infrastructure Design' (LTN1/20).

The development of the Waterside site will establish a hierarchy of movement links:



## PRIMARY VEHICLE ROUTE

Generous pedestrian pavements alongside vehicular carriageway. Retaining and replacing (where necessary) the Natural stone and high-quality concrete paving slabs with granite kerbs.

Pedestrian cross-overs within carriageway marked by changes in material and surfacing.

Semi-mature avenue street tree planting where possible.

## SHARED SURFACES

Key internal roads should seek to provide genuine shared surfaces wherever possible with use of changes in materials and paving, parking layout and tree planting creating inherent traffic calming along its route. Riverside terraces provide pedestrian access to the riverside.

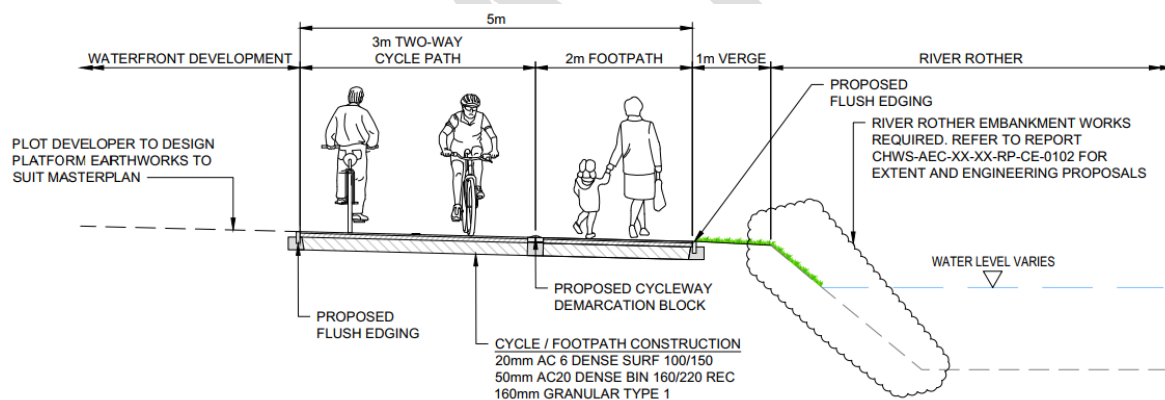
## PRIMARY PEDESTRIAN/CYCLE ROUTE

This route is intended to facilitate both internal and external movement on foot and cycle, linking character areas with Waterside, and Waterside to the wider strategic walking and cycling network, including the Trans Pennine Trail.

It will consist of wide pedestrian/cycle routes running north-south and east-west through the site constructed to LTN1/20- standards, with segregation between walking and cycling provision marked by surfacing and materials.

This will require a 5m width route, consisting of a 2m pedestrian route and 3m cycle route, marked and segregated.

This route is intended to become the future alternative route for the Trans Pennine Trail and should include areas of seating along its length, integrated with public spaces, and Ornamental and natural planting alongside route and as a buffer against adjacent buildings.



Source:

## SECONDARY PEDESTRIAN CYCLE ROUTES

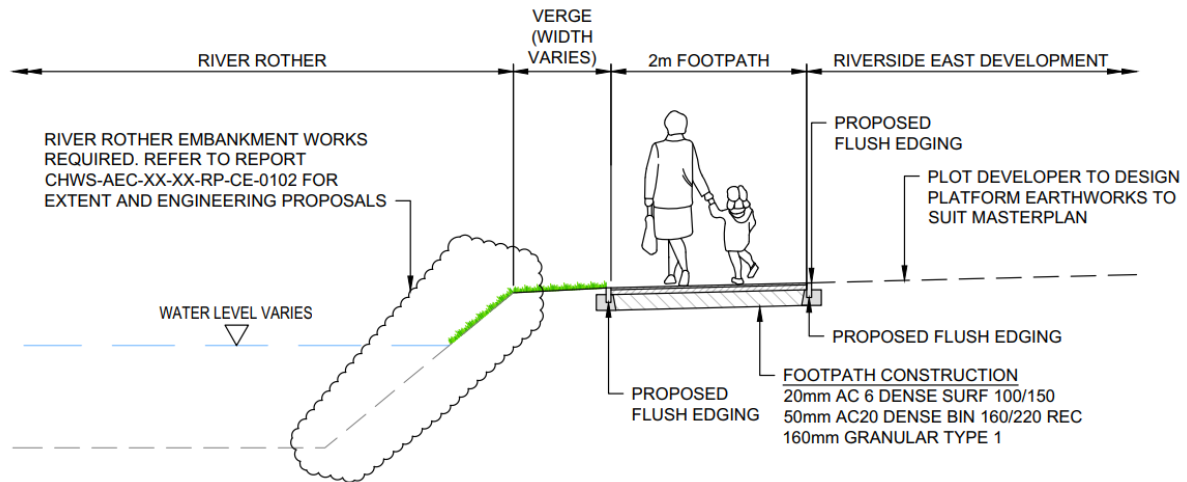
These routes will primarily facilitate movement within and between character areas, and make links into the Primary Pedestrian and Cycle Route.

They should be constructed as shared pedestrian/cycle routes to LTN1/20 standards, marked by changes in surfacing and materials and integrated into public spaces wherever possible.

LTN1/20 sets out that to provide two way cycle movements in locations expected to get between 0-300 cycle movements per hour minimum the minimum width is 3.0m, dropping to an absolute minimum of 2.0m where there are constraints.

## FOOTPATHS

These tertiary routes will be expected to provide for pedestrians only, and primarily provide linkage between areas and access to the riverside. They should be provided to a minimum of 2.0m wherever possible, although it is recognised that there may be some locations where this may not be possible to achieve due to physical constraints including the location of existing retaining walls and other structures.



## PEDESTRIAN STREET

Pedestrian paved surface with access for emergency and maintenance vehicles. Streets contain benches and seating opportunities associated with street trees and changes in paving materials. A planted privacy strip runs alongside residential ground floor windows.

## MEWS/HOME ZONE

Shared surfaceS with block paving surface, on-street parking and planted street trees. Residential buildings are buffered with planted privacy strips or small front garden spaces. Where possible hard edged linear urban swales with marginal planting run along the street collecting rainwater from buildings and surface run-off

## BRIDGES AND CROSSINGS

The masterplan proposals includes the upgrade and/or replacement of, and provision of new walking and cycling bridges over the River Rother and the A61. More detail on specific proposals is given in the sections on individual character areas. However in principle all crossings should be constructed to meet the minimum standards for walking and cycling provision in accordance with LTN1/20.

For a 2 way cycle route with peak flows from 0-300 cycles per hour minimum width is 3.0m, dropping to an absolute minimum of 2.0m where there are existing constraints. Where there are fixed vertical objects over 600mm (such as bridge parapets) an additional 500mm width is required. The bridge therefore requires a minimum deck between parapets of 4.0m. Adding space for parapets and trusses requires that new pedestrian cycle bridges will typically be at least 4.5m in width.



The exception to this is the A61 footbridge, where expansion of the main deck to this standard is impractical due to a combination of cost and engineering issues relating the existing structure.

More detail on specific bridges is provided elsewhere in this masterplan.

## HIGHWAY IMPROVEMENTS

### BRIMINGTON ROAD

The Infrastructure Study provided by AECOM sets out a range measures that could be implemented to improve the experience of users of Brimington Road, particularly pedestrians and cyclists (REFERENCE), by measures to reduce road speeds and shift the ratio of space in favour of non motorised transport.

It is recognised that these measures are an aspiration and will be challenging to deliver through direct development. However development proposals fronting onto Brimington Road will need to demonstrate that they will not compromise the ability to deliver future improvements.

### BREWERY STREET/BRIMINGTON ROAD JUNCTION

Assessment undertaken as part of the Infrastructure Study demonstrates that the Brewery Street, Brimington Road junction will need to be improved before the Waterside site reaches its conclusion.

The Council will seek to secure proportionate contributions from development towards the improvement of this junction through S106 planning obligations.

## Nature

### KEY PLANNING POLICY DEPENDENCIES

- SS3 Chesterfield Waterside
- CLP16 Biodiversity, Geodiversity and the Ecological Network
- CLP18 Chesterfield Canal
- CLP19 River Corridors

The adopted Local Plan seeks to achieve a Net Gain in biodiversity through development. This should be achieved on site wherever practical, with off-site mitigation used only as a last resort. Policy CLP16 also expects proposals to contribute towards the provision of new, restored and enhanced habitats and links between habitats that make a positive contribution to the coherence of ecological networks.

IN particular, policies CLP18 and CLP19 seek to protect and enhance the biodiversity, ecological value and character of the river Rother and Chesterfield Canal, and improve public access to the waterways.

As Waterside is to be delivered as a comprehensive development, the Council will consider off setting from individual developments within Waterside towards delivering an overall gain within the wider development.

### BLUE & GREEN INFRASTRUCTURE

Blue Green Infrastructure is defined by the European Commission as a strategically planned network of natural and semi-natural areas with other environmental features designed and managed to deliver a wide range of ecosystem services<sup>1</sup>. It can include open space, woodlands, wetlands and sustainable urban drainage systems as well as private gardens.

The Chesterfield Waterside Masterplan encourages the incorporation of blue green infrastructure at landscape, neighbourhood, street, and individual building scale and promotes the use of sustainable, multifunctional design choices which benefit future residents as well as biodiversity and the wider ecological network.

### EXISTING ASSETS

The key linear features within the site are the River Rother and the Chesterfield Canal which are part of the River Rother Key Habitat Corridor (which is featured within Chesterfield's Ecological Network<sup>2</sup>). The Rother Corridor includes several important Local Wildlife Sites; Chesterfield Canal, Bluebank Pools and Brearley Park Meadows.

There are no statutory nature conservation designations within 2km of the site, (the closest statutory designation is Brearley Park Wetlands Local Nature Reserve approximately 2.2k to the north) but the Chesterfield Canal Local Wildlife Site (CH064) intersects the Strategic Site boundary.

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<sup>1</sup> [https://environment.ec.europa.eu/topics/nature-and-biodiversity/green-infrastructure\\_en](https://environment.ec.europa.eu/topics/nature-and-biodiversity/green-infrastructure_en)

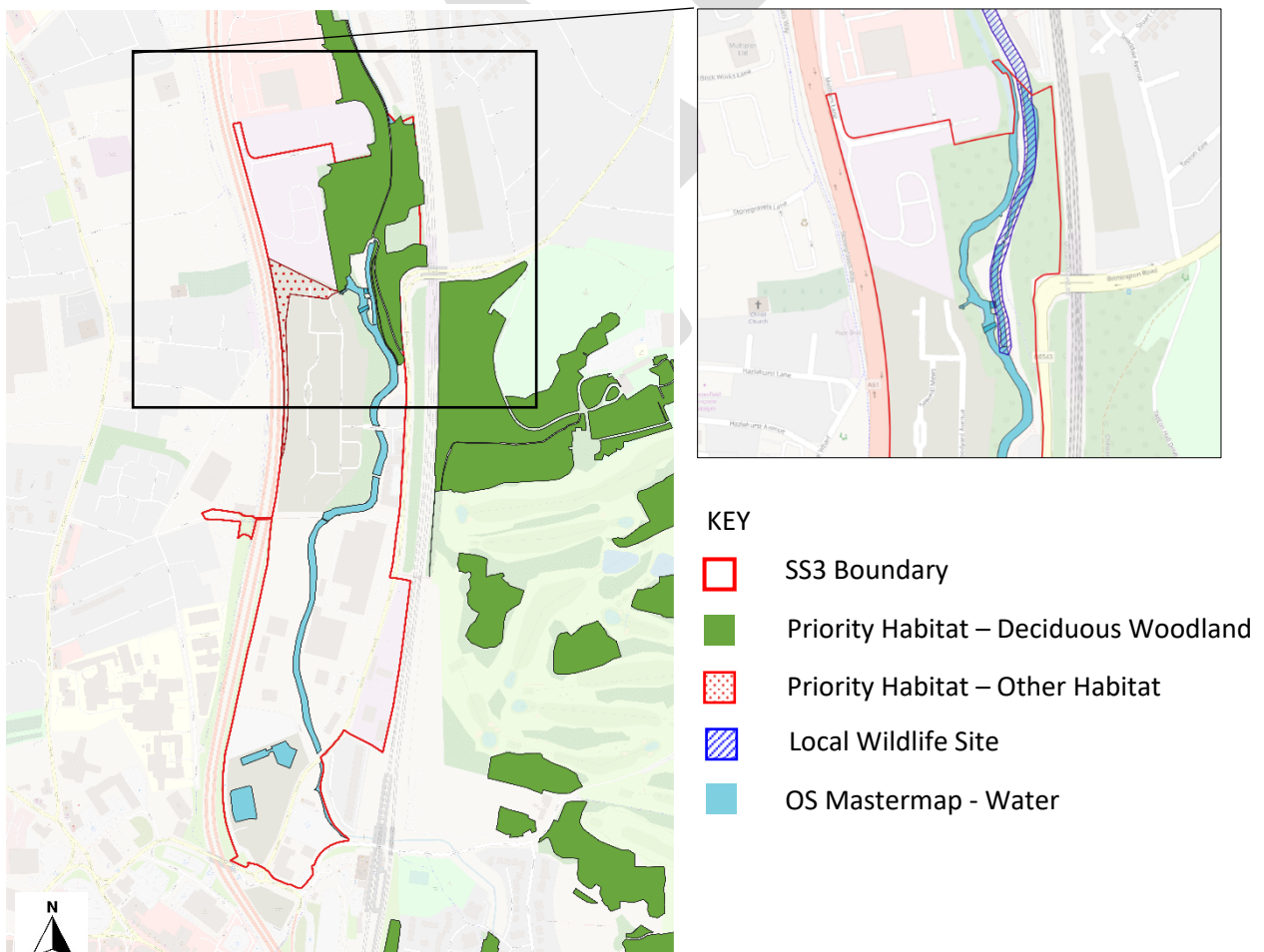
<sup>2</sup> <https://www.chesterfield.gov.uk/media/852281/draft-a-greenprint-for-chesterfield-2nd-edition.pdf>

Within the Waterside strategic site and surrounding area there are a number of UK and local BAP habitats: rivers and streams (River Rother), standing waters (Chesterfield Canal), broadleaved woodland, urban and post-industrial habitats, swamp and tall herb fen.

The canal runs alongside the river in the northern quarter and overflows into the Rother via a weir forming an obvious ecological corridor through the site. The route of the river and canal is recognised as a wildlife corridor in the Chesterfield Greenprint, and the ‘Cuckoo Way’ public footpath runs along the banks. Despite the Rother being heavily canalised and modified it provides a valuable habitat for water vole and crayfish, in particular the northern quarter of the Waterside Strategic site which is less disturbed, with large areas of dense herbaceous vegetation in the riparian zone.

Land adjacent to the river Rother is likely to be of value for wildlife and opportunities for better management, restoration or habitat creation should be investigated. As narrow linear corridors can cease to function where vegetation is removed (e.g. increased run-off from roads). Key priorities for expanding the River Rother Key Habitat Corridor include areas of public open space, green corridors and the Waterside regeneration area.

Evidence of Water Voles has been found in the EIA for the original outline application and an updated survey is required to determine the current level of suitability and specific habitat restoration priorities.



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## PRINCIPLES AND OPPORTUNITIES

### Key Principles for Green /Blue Infrastructure and habitat creation at Chesterfield Waterside:

- Iteratively Designed - blue green infrastructure should be considered at the earliest stage of the planning process to ensure that the mitigation hierarchy is followed and existing assets are core throughout the whole strategic site. An iterative approach ensures that the best possible outcomes are achieved – initial designs that fail to consider green /blue infrastructure assets will likely result in a loss in biodiversity.
- Resilient - development should increase long term resilience to climate change and flooding through sustainable design and the planting of native species with tolerance to changing temperatures. Green infrastructure that is resilient to climate change, provides sun shading, facilitates carbon storage, improves soil and air quality, and reduces noise and light pollution.
- Connected - proposals should seek to deliver a 10% net gain in biodiversity on site whilst recognising the potential to support ecological networks connectivity at multiple scales. In particular BNG and network enhancements will need to follow principles around creating 'bigger better and more joined up<sup>3</sup>' habitats in order to strengthen and support the River Rother Key Habitat Corridor. It is expected that this will mean strengthening the riparian zone and landscape buffer surrounding the Rother and Wildlife Site CH064.
- Multifunctional – green infrastructure should seek to optimise the multifunctionality of spaces in by providing a range of different functions that enhance amenity for residents and create space for nature.
- Integrated – GI should be integrated at all scales, including an increase in tree planting within streets and the incorporation of small scale measures such as bioretention areas on verges, green roofing, stone walls and bird / bat houses.

Accessible - connections between new and existing green/blue infrastructure assets should be safe, well-managed and accessible for all. Links should be created throughout to reduce habitat fragmentation and promote opportunities for people to experience and connect with nature (in particular links to the wider Trans Pennine Trail).

## BIODIVERSITY NET GAIN

Major developments should demonstrate at least a 10% Biodiversity Net Gain and submit the latest iteration of the Defra Metric. The biodiversity net gain requirements of the Environment Act will become mandatory from November 2023 but the council's interim approach requires proposals

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<sup>3</sup> <https://www.woodlandtrust.org.uk/media/43641/the-lawton-review-factsheet.pdf>

submitted before this date to demonstrate a measurable net gain in biodiversity (in accordance with Policy CLP16 of the adopted Local Plan).

Net Gain requirements do not supersede the other policy requirements within Policy CLP16 and the Local Plan, the requirements of the NPPF, ecological best practise and any legal responsibilities with regards to any protected species and habitats.

In line with the mitigation hierarchy impacts on biodiversity must first be avoided, then minimised, and then compensated for on-site. Only as a last resort, and if compensating for losses on-site is not possible through careful design, then biodiversity losses should be offset by gains off-site.

The Metric splits biodiversity net gain into three categories; Watercourses, Hedges and Habitat. Any habitat within a development's red line boundary requires 10% improvement in all categories which are present (accounted for separately). Until secondary legislation comes into force the council will require a justification alongside an explanation of the scheme's benefit to Chesterfield's ecological network where a 10% net gain in biodiversity is not met or exceeded.

Net gain will need to be legally secured for 30 years, with the landowner obligated to follow a Habitat Management and Monitoring Plan for the units to be provided (both on-site and off-site). A typical monitoring schedule for a project will include reports in years 2, 5, 10, 20 and 30 and will include habitat type, extent, and condition.

An indicative biodiversity Metric should be created early on in the design process to ensure that the BNG requirement and mitigation hierarchy are factored in at the earliest stage of the design process.

## WATERCOURSE UNITS

The Watercourse Unit Module is a component of Biodiversity Metric 4.0 that requires a 10% uplift in river units which cannot be traded across other habitat types. It applies to any river or stream that lies within an application's red line boundary, or where the river or stream is located **within 10m of the red line boundary** (as measured from the top of the bank). For canals, ditches and culverts, the Watercourse Unit Module is applied where it is located within 5m of the red line boundary.

Alongside the Watercourse Unit Module applicants will need to submit evidence that the assessor is trained and accredited.

For further information please see the [Biodiversity Metric 4.0 - JP039 \(naturalengland.org.uk\) User Guide](https://naturalengland.org.uk/user-guide/).

## OFF-SITE NET GAIN

The Biodiversity Metric recognises that it is not always possible to secure a sufficient net gain in biodiversity within the red line boundary. The Metric factors in the distance of off-site net gains signifying that any compensatory habitat will need to be larger or have a higher distinctiveness value to achieve a net gain in biodiversity from the baseline position.

The options for off-site at present are:

- **Applicant / Developer using a site within their control:** applicants / developers can provide a net gain contribution on an alternate site provided they have consulted with CBC and DWT to ensure that off-site options in the vicinity of the development site have been considered in full. Habitat creation measures, management and monitoring would be secured by a S106 legal agreement or planning condition to ensure they are delivered in accordance with good practice principles.
- **Purchase of units /credits from an independent habitat provider:** prior to selecting this option the applicant must consult with CBC and DWT to agree the provider's suitability and ensure that off-site options in the vicinity of the development site have been considered in full. The independent provider will be asked to provide assurance habitat delivery as a third party signatory to a S106 agreement.

Any off-site net gain provision should be as local as possible to the development site and Biodiversity Gain Plans relating to the Chesterfield Waterside Strategic Site would be expected to set out how it would contribute to the integrity of the River Rother Key Habitat Corridor.

## SUBMISSION REQUIRMENTS

Where a Biodiversity Metric is to be submitted alongside a planning application the following documents should be provided:

- A Biodiversity Net Gain Plan which demonstrates:
  - how the mitigation hierarchy has been adhered to;
  - details of the suitability qualified ecologist carrying out the Metric calculation and confirmation of their input into the design of the net gain scheme;
  - the pre- and post-development biodiversity value;
  - details of how on-site net gain opportunities have been maximised;
  - where necessary, how an appropriate level of effort has gone into securing an off-site enhancement opportunity that is nearby to the impacts of the proposal;
  - the justification for choice of variables within the Metric e.g., habitat choices, target conditions and strategic significance level;
  - justification where a 10% net gain has not been demonstrated and a description of the benefit of scheme to Chesterfield's ecological network;
  - approach to public access.
- A plan of the development site showing the existing habitats (as classified under the UK Habitat Classification method). The Plan should contain a key and a schedule which shows the size and condition of each habitat parcel.
- A plan of the proposed site layout showing which habitats are to be retained, enhanced and created (as classified under the UK Habitat Classification method). The Plan should contain a key and a schedule which shows the size and condition of each habitat parcel.
- A copy of the completed biodiversity Metric (latest available Metric, submitted in Microsoft Excel format), including calculations that demonstrate: the area, or length (for

Hedgerows and/or Watercourses) and quality of existing biodiversity units. Justifications for multipliers should be included wherever possible (e.g., reasoning behind Strategic Significance scoring).

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## Public Spaces

### KEY PLANNING POLICY DEPENDENCIES

- SS3 Chesterfield Waterside
- CLP15 Green Infrastructure
- CLP16 Biodiversity, Geodiversity and the Ecological Network
- CLP17 Open Space, Play Provision, Sports Facilities and Allotments
- CLP18 Chesterfield Canal
- CLP19 River Corridors

Significant areas of public open space are proposed along the river/ canal corridor consisting, to the north, of enhanced and managed existing woodland and parkland, and in the southern half of the site, of a new riverside linear park.

New squares, incorporating a contemporary approach to the use of local materials, should be provided throughout the scheme – integrated with the primary and secondary pedestrian and cycle routes, and to provide views of water wherever possible. The most significant space will be around the canal basin in the Basin Square Character Area.

New paved pedestrian and shared surface streets should permeate through the masterplan linking together hard and green public open space. These will again incorporate elements of local materials acting to tie the wider scheme together and unify the various areas of Chesterfield Waterside.

Formal and informal play provision for children and young people should be integrated into development.

### PRIMARY PUBLIC REALM

Primary public realm spaces are high quality spaces that will be focal points to the whole site and become the main response to the waterside setting.

### BASIN SQUARE

Basin Square and mooring area is the heart of the proposed redevelopment. The square should offer a community spirit through the many activities that can take place. The space should include shopping, bars, eateries and business accommodation at ground floor and High/Mid Density residential dwellings in a mix of houses and apartments. Around the Basin, residential dwellings at first floor level and above will provide overlooking and activity.

### SECONDARY PUBLIC REALM

The design objectives for the secondary public realm are to create attractive high quality public spaces and streets that become secondary focal points for the whole site. Secondary public realm provides small, human scale environments that are intimate yet key places of interest.

### TERTIARY PUBLIC REALM

The design objectives of the secondary public realm are to create attractive usable hard surfacing, which incorporate street trees and areas of planting. Secondary public realm provides integrated vehicle parking which does not dominate the street and is softened by planting.



## WATERFRONT PROMENADE & LANDSCAPE TERRACING

The Primary Pedestrian and Cycle Route alongside the western bank of the Rother will provide local circulation, fronted by a mix of accommodation and punctuated by a series of squares and spaces that allow for informal relaxation. The street provides a human scale environment with an attractive stepped landscape incorporating a mix between hard and soft treatments and areas for relaxation. Along the water's edge, the hard footway will be broken up with areas of planting incorporating SUDS providing vegetation such as reeds and grasses.

## SHARED SURFACE

It is envisaged that shared surfaces allow all modes of movement yet will encourage other forms of activity, such as children's play, to flourish and foster social interaction in a public environment that prioritises the pedestrian over the vehicle. The use of low level planting creates divides between spaces and reduces the speed of traffic. The use of street trees allows vertical greening.

## URBAN LINEAR PARK

An urban linear park on the eastern bank of the Rother will create a natural and soft landscape contoured to deal with height change and provide a flowing green corridor along the riverside. The linear park provides habitats for existing and new wildlife and will improve the bio-diversity of the scheme. The dispersion of pause spaces offers the opportunity for relaxation, including formal and informal play provision for children and families. The provision of an informal network of paths will provide cycle and pedestrian links using the Secondary Pedestrian and Cycle Routes, and the grass banks offer rest and relaxation. Areas of wildflower meadow and planting produce swathes of colour and seasonal interest.

## MANAGED WOODLAND & ECO PARK

The ecological park builds upon the wealth of wildlife, flora and fauna already found along the banks of the canal. A haven for the numerous waterside species, the park offers a tranquil break for residents and visitors alike in a natural riverside landscape. Design objects are to create a woodland parkland with opportunities for recreation, habitat creation and continuation of the Trans-Pennine trail. The area will benefit from locally produced art, winding pathways and native tree and wildflower planting

## LANDSCAPE BUND

A new landscape treatment of earth works and dense planting along the western perimeter of the site would not only provide a visual/audio buffer but also establish a significant wildlife corridor. Native tree planting mix (whips and standards) with native woodland understory wildflower mix seeding will be supported by a live willow acoustic fence.

## SEMI PRIVATE / PRIVATE SPACE

Private space should be provided for residents. Housing and duplex apartments should have private rear gardens, including through use of podiums and terraces where there are significant changes of levels.

Apartments and commercial blocks should include semi-private open space in the form of communal courtyards and podium gardens.



**WATERWAYS**

The masterplan is designed to capitalise on the site’s most valuable assets, the River Rother and Chesterfield Canal. Development should enhance the river and canal bank and encourage access and visibility of the river, which will become navigable up to the new Canal Basin that has been constructed.

SUDs swales and attenuation ponds will collect, store and filter surface and building run-off, reducing the sites hydrological impact whilst enhancing residential streetscapes and promoting biodiversity



**PLAY PROVISION AND OPEN SPACE**

Chesterfield Waterside will contain large areas of open green space providing numerous opportunities for informal creative play.

A variety of play spaces and open spaces should be provided through the site ranging from larger equipped play ground areas to smaller more informal play opportunities that are accessible to all residents within a reasonable walking distance. Play provision should be made to the standards set out in the adopted Local Plan and taking account of the guidance in the Council's Residential Design Guide in terms of distance to provision.

SPD Category	Local Plan Open Space Typology	Indicative Catchment (meters)
Toddlers play area	Equipped play	100 - 200

Playgrounds and children's play/kick about area	Play (including equipped) Amenity	300 - 400
Local park/natural green space	Parks and Gardens Natural and Semi- natural	400 - 600

Applying the current Local Plan standards to the revised masterplan development proposals would result in the following open space requirements:

Formal Parks	Natural and Semi Natural Green Space	Amenity Green Space	Allotment	Play	Total requirement (hectares)
1.95ha	5.52ha	1.25ha	0.72ha	0.5ha	9.94ha

Even though it is a strategic site, it would clearly not be appropriate for the development to attempt to meet all open space requirements on site. Allotment provision for example is better addressed off site, as is the requirement for higher scale open space such as district parks and country parks, particularly with Tapton Park close to the site.

Based on the evidence and information on losses/gains of POS the recommended minimum on-site provision is as follows:

POS type	Minimum overall Quantity (hectares)	Minimum size of individual areas of provision(hectares)
<b>Amenity Greenspace</b>	<b>1.25</b>	<b>0.4</b>
<b>Natural and semi-natural greenspace</b>	<b>5.52</b>	<b>0.4</b>
<b>Play</b>	<b>0.5</b>	<b>Equipped Play 0.04 Informal Play 0.1</b>

- There is a need for a centrally located, multifunctional open space on site. An area within the zone identified through the buffer overlap work would be accessible from all residential development parcels.
- On-site provision needs to include play areas as given the increase in family housing there needs to be adequate on-site access to equipped play facilities.
- Natural / Semi – Natural requirements can be met by providing multifunctional spaces alongside the river and dedicated space within the eco park area of the site.

Applying the distance requirements to the site identifies the preferred locations for different types of open space provision. These are indicative only.

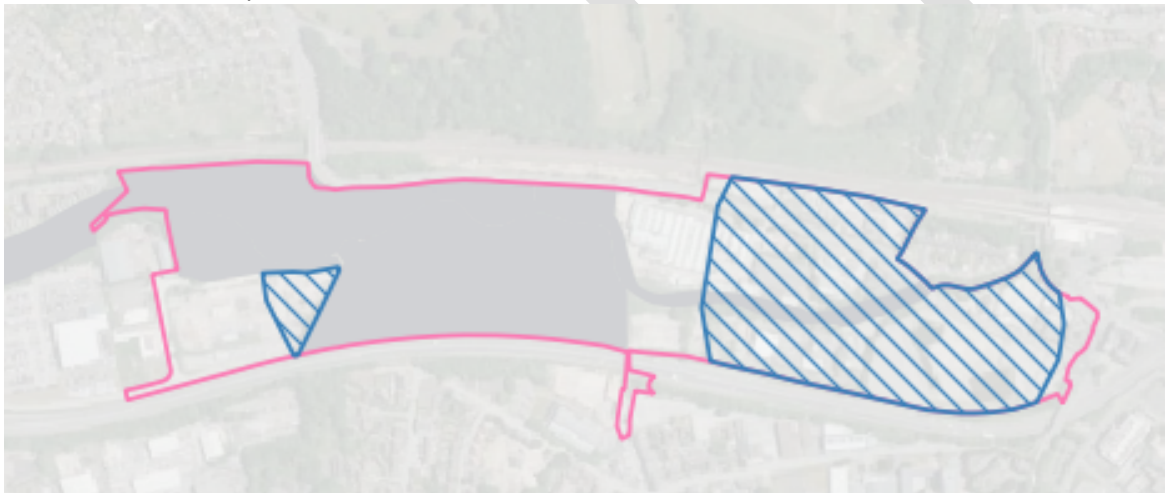
#### **600m Buffer Overlap: Parks and Gardens, Natural & Semi Natural**

This will be mostly met by provision of the linear park within the Riverside East Character Area.



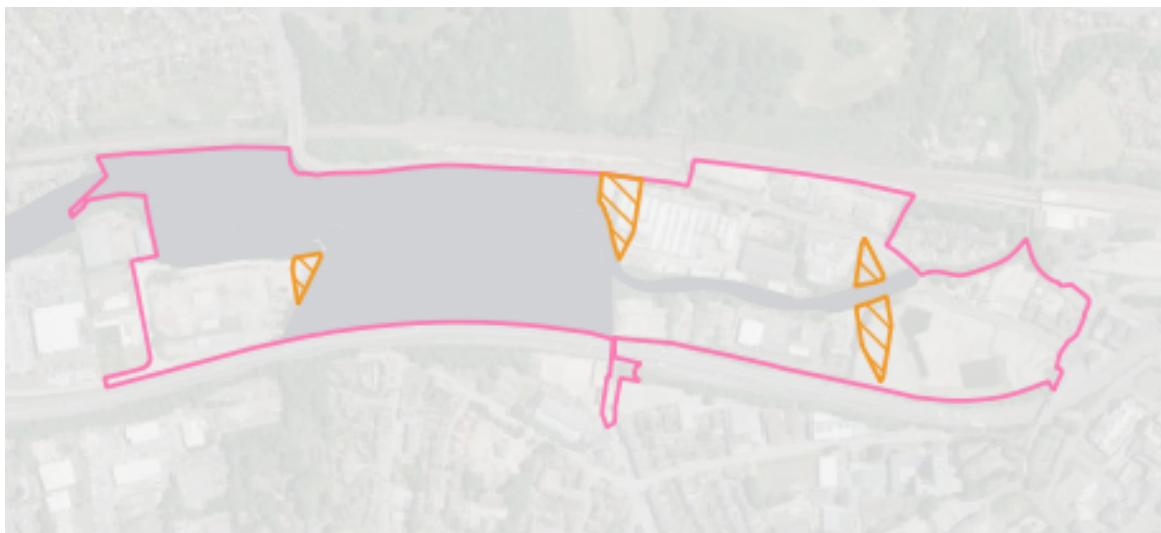
**400m Buffer Overlap: Play (including equipped), Amenity**

At least three areas of play / Amenity greenspace within the Waterside site; provision at the north west of the site and provision towards the south end of the site on either side of the River.



**200m Buffer Overlap: Equipped Play (Toddlers)**

A number of equipped play sites (at least three) will be needed to ensure that each residential development parcel has sufficient access to this type of open space.



Where and individual development is not able to provide the required open space, consideration will be given to using S106 agreements to secure a contribution to provision in another part of the Waterside Strategic Site.

#### **Off-Site Provision**

Improvements to 'higher level' open spaces outside of the Waterside Strategic Site, such as allotments, district and country parks will be managed through the Community Infrastructure Levy (CIL).

## Homes & buildings

### KEY PLANNING POLICY DEPENDENCIES

- SS3 Chesterfield Waterside
- CLP4 Range of Housing
- CLP13 Managing the Water Cycle
- CLP14 A Healthy Environment
- CLP20 Design
- Residential Design SPD

The design and layout of new residential development should take into account the guidance contained in the Council's Residential Design SPD, 'Successful Places'.

### ADAPTABLE AND ACCESSIBLE HOUSING

Planning applications for housing within the Masterplan Areas will be expected to demonstrate that they will deliver a minimum of 25% of units to the M4(2) standard under the building regulations. This will be secured by planning conditions.

### AFFORDABLE HOUSING

With the exception of the Station Place Character Area, Waterside falls into the zone where a minimum of 5% of units will be expected to be affordable. The Station Place Character Area falls into the 'medium zone' where 10% of units should be affordable. The tenure of affordable units in either zone should be split between 90% of affordable units being for affordable rent, and 10% for affordable home ownership.

The type of affordable provision should generally seek to provide a mix of dwelling types that corresponds to the mix across that character area. The Council will not generally accept affordable provision in the form of all or predominantly single or two bedroom apartments. Where it is not possible to make provision for affordable dwellings within a specific character area due to this being the majority housing type, the Council would seek to meet the affordable requirement through a commuted sum instead.

To ensure delivery of affordable housing across the site, as a starting point all planning applications for housing development should seek to deliver 5 or 10% of units as affordable. Given that the development of Waterside may require the provision of specific infrastructure for which further information on costs is required, the submission of a viability assessment will be normally be considered appropriate if an application seeks to deliver a lower level of provision or different type or tenure mix.

# CANAL RESTORATION

A key aim of the regeneration of the Waterside area is the restoration of Chesterfield Canal, specifically the returning of the River Rother to navigation and the connection of the existing basin in the Basin Square Character Area to the wider canal network.

Planning permission was previously granted to dredge the river, but this permission was not implemented and has subsequently lapsed.

AECOM conducted a review into the proposal to extend the navigable section of the Chesterfield Canal southwards/upstream into the River Rother to allow access to boats via a proposed lock into an existing canal basin located in the Basin Square part of the site.

## DREDGING AND BANK WORKS

The review confirmed that dredging would be required, using the conventional dredging method, to achieve the required river profile to accommodate the navigation of boats.

Excessive vegetation growth along the riverbanks and tree branches which overhang the river would need to be removed to enable navigation of the river. In addition to localised repair and slope reinforcement of localised failure/collapse/subsidence of the to stabilise the riverbanks.

A detailed Assessment of the River proposals has been prepared by AECOM, including areas that are likely to require dredging and works to the banks.

## BRIDGES

The restoration of the canal is currently restricted by the existing footbridge over the Rother between the Riverside East and Waterfront character areas, which does not provide sufficient freeboard to allow easy movement of canal boats. This bridge will need to be replaced to enable the restoration of the canal. This is covered in more detail in the sections of the masterplan relating to the Riverside East Character Area and Infrastructure.

## CANAL BASIN AND LOCK

Access to the already constructed canal basin requires a new lock between the River Rother and the basin. AECOM have produced an initial design for this lock and this will need to be taken into account in any development of the Basin Square character area, and is set out in more detail in that section of the masterplan and the section on infrastructure.

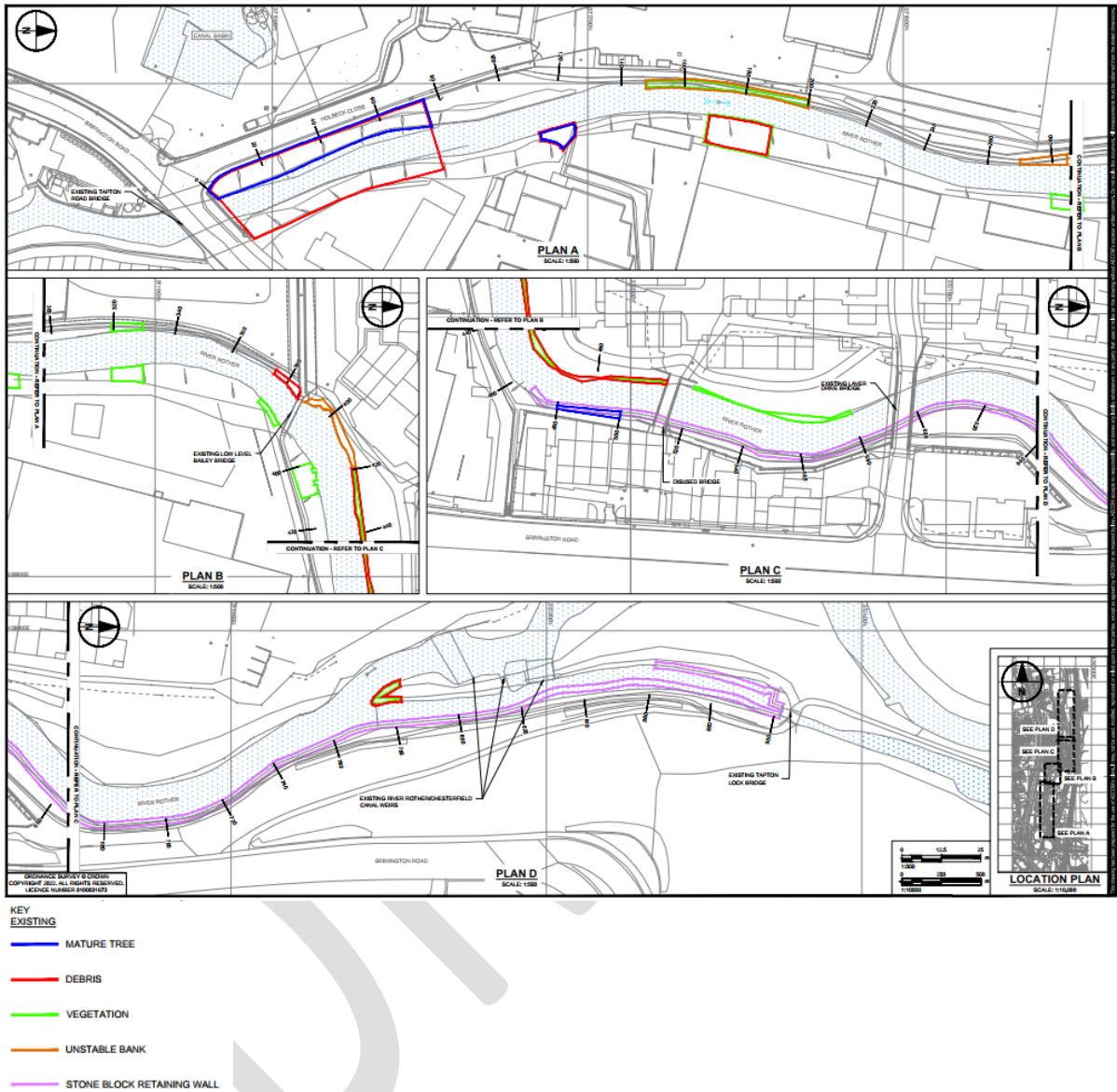
## NAVIGATION AUTHORITY

The long term maintenance and management of the canal will require two elements.

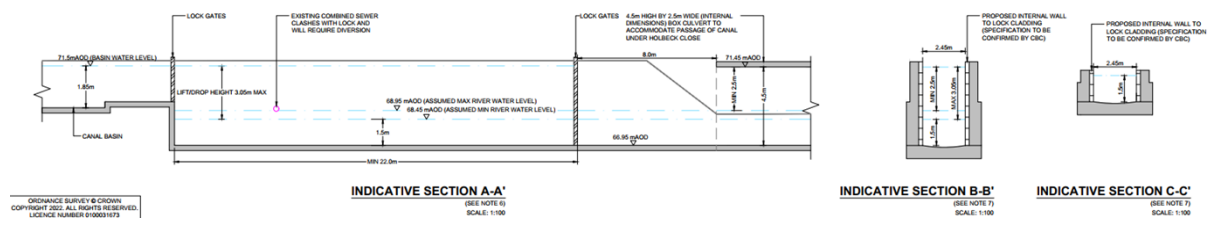
Firstly development should be expected to the long term management through a service charge on development that contributes to ongoing maintenance such as dredging and repairs. A management company has already been set up under the auspices of the previous outline planning permission.

Secondly a body will need to be appointed as Navigation Authority to manage the use of the canal by vessels. This is outside the scope of this masterplan but is the subject of ongoing discussions through the Chesterfield Canal Partnership.

[AECOM PLAN]



[LOCK]





# Delivery and Infrastructure

## KEY PLANNING POLICY DEPENDENCIES

- SS3 Chesterfield Waterside
- CLP11 Infrastructure Delivery

As strategic brownfield regeneration opportunity it is important that the infrastructure needed to support the development, both on and off-site, is delivered in a timely and well co-ordinated manner. As a principle, the cost of infrastructure should be borne by the development as much as possible, although it is recognised that to achieve all of the objectives of the masterplan, some level of public sector support is likely to continue to be necessary.

Policy SS3 of the adopted Local Plan promotes the development of the site on a comprehensive basis in accordance with an approved masterplan. The policy is clear that *“planning applications submitted for development outside of the existing outline planning permission, but which otherwise deliver the objectives of the approved masterplan, will be expected to contribute towards the overall delivery of the infrastructure required for comprehensive development, secured through a section 106 agreement.”*

Infrastructure requirements for Waterside were summarised in the [Infrastructure Study and Delivery Plan](#) which underpinned the Chesterfield Local Plan. The purpose of this was to identify the infrastructure requirements to support future growth resulting from planned growth over the plan period, including Chesterfield Waterside. These infrastructure requirements included transport, flood risk, utilities, education and health facilities, and green infrastructure. The approach focussed on infrastructure requirements which will require capital expenditure. Site specific infrastructure will continue to be addressed and negotiated at the detailed planning stage. Masterplanning is acknowledged to be a key delivery mechanism, ensuring that infrastructure requirements are considered at the outset through engagement with infrastructure providers.

Local Plan Policy CLP11 seeks to secure infrastructure and mitigation for new development. As a comprehensive scheme, the infrastructure to support Waterside needs to be considered in the wider context. The quality and value of development on the application site will be supported by the delivery of other essential infrastructure adjacent to and beyond the site, including the restoration of the river to navigation, the canal basin and associated infrastructure, and the wider network of walking and cycling routes and bridges that will provide connectivity within and beyond the site.

## On-Site Infrastructure

AECOM have review and undertaken initial design work on the physical infrastructure required to support the development – in particular that required to provide connectivity and maximise walking and cycling in and beyond the site.

The Council recognises that there can be challenges around viability in a scheme such as this. To assist with the prioritisation of infrastructure delivery, wherever possible infrastructure is identified in connection with the character area that is expected to deliver it.

Infrastructure has also been prioritised as follows:

- Critical – *Infrastructure that must be delivered in order for the development to take place without causing severe adverse impacts to the local community of Waterside in the short term.*
- Necessary – *Infrastructure that must be delivered in order for the development to take place without causing severe adverse impacts to the wider local community over the plan period..*
- Complementary – *Infrastructure that is required to maximise the benefits of Waterside for local communities.*

Required infrastructure	Critical/ Necessary/ Complimentary	Character Area	Indicative cost*	Delivery & Funding Source
Canal Lock and Culvert beneath Holbeck Close	Complimentary	Basin Square	£945k	CIL and External funding
Holbeck Close – Combined highway and ped/cycle link	Critical	Basin Square	£387k	Integrate into development
Primary Pedestrian and Cycle Route – Holbeck Close to A61 footbridge	Critical	Waterfront	£193k	Integrate into development
A61 Footbridge improvements	Critical	Waterfront	£700k	S106 & CIL
Replacement River Rother footbridge	Critical	Riverside East	£1.7m	S106 & CIL
Improvement of footpath FP100 and FP17	Critical	Riverside East	£131k	S106
Primary Pedestrian and Cycle Route to Station	Necessary	Station Place	£625k	Integrate into development
Bridge over Rother (north)	Critical	The Park	£1.55m	Commitment secured from Waterside Ltd
River Rother improvements, including dredging, repair of riverbanks and slope stabilisation	Complimentary	Site Wide	£1.116m	CIL and external funding to be sought in partnership with Canal Trust
Brewery Street/ Brimington Road junction	Necessary	Site Wide	£2m	Need triggered at 550 (net) new dwellings.  S106 equivalent to £3700 per unit

On site Public Open Space	Critical	By Character Area as set out in masterplan	NA	Secured by condition
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\* Indicative costs are drawn from the Chesterfield Waterside Infrastructure Study, June 2023, produced by AECOM and are for guidance only.

## OFF SITE INFRASTRUCTURE

### EDUCATION

Education is a function of Derbyshire County Council for the borough. Chesterfield Borough Council funds additional school capacity through the Community Infrastructure Levy, as set out in the 2022 Infrastructure Funding Strategy (IFS22).

The borough and county councils liaise regularly regarding school places and development pressure, to identify where additional CIL expenditure may be required.

Abercrombie Primary School is the normal area infant and junior school, although DCC also consider the nearby Christchurch CE school when assessing capacity in this area. The Secondary normal areas covering waterside are split between Whittington Green for the Park character area and Brookfield for the Waterfront, Riverside East, Basin Square and Station Place character areas.

In relation to the revised housing mix at Waterside, Derbyshire County Council as LEA have confirmed that potential demand from the development described in the previous masterplan (which assumed a higher number of dwellings, but with a greater proportion of apartments) in assessing and planning for demand for new schools.

In relation to projections of future pupil numbers, DCC have also indicated that as larger cohort numbers continue to move through the system and with extended lead in times for development and occupation across the site, it is possible that future potential demand could be accommodated within existing capacity.

The situation will continue to be monitored, with the ability to plan for CIL funded expansion should this prove necessary.

### OFF SITE PUBLIC OPEN SPACE

At the time of writing, the council's IFS22 identifies CIL as the source of funding for the provision of improvements in capacity and quality of public open space outside of the Chesterfield Waterside Site.

Individual planning applications for development should provide on site open space in accordance with the guidance in section XX of this masterplan.

In the event that it is not possible or practical for an individual development provide the open space required in a specific character area, consideration may be given to securing a commuted sum towards provision within another suitable part of the Waterside development. This would not be considered as 'off-site' open space in respect of CIL.

## MAINTENANCE OF INFRASTRUCTURE

Development will be expected to contribute to the ongoing delivery and maintenance of the wider Waterside infrastructure from which it will benefit. Policy SS3 sets out clearly that "Planning applications submitted for development outside of the existing [note, now lapsed] outline planning permission, but which otherwise deliver the objectives of the approved masterplan, will be expected to contribute towards the overall delivery of the infrastructure required for comprehensive development, secured through a section 106 agreement".

It is expected that individual developments will put in place funded management arrangements for public areas of those developments, such as landscaping, biodiversity net gain provision, and on-site open space.

In addition, a site management company has already been set up to manage the shared infrastructure that support the Chesterfield Waterside Development. This provides an existing mechanism by which infrastructure on site can be maintained through management fees – a mechanism already being used by the adjacent Great Places and Avant Homes developments.

# CHARACTER AREAS

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# BASIN SQUARE

Basin Square will be the heart of Chesterfield Waterside and main focal point of the development, providing a place to relax, meet friends and pass time.

The square will become one of the town's most important public spaces providing a multi-functional space for activities such as live music and events around the newly built canal basin, and will form the terminus and destination at the southern end of a restore Chesterfield Canal.

## PLACE MAKING PRINCIPLES

### MOVEMENT

- New pedestrian route between Basin Square and Chesterfield Train Station
  - Close proximity to bus routes along Brimington Road
  - New vehicle/pedestrian bridge over proposed canal connection
- Provision of a riverside walking and cycling route along Holbeck Close that will form part of the Trans Pennine Trail

### WATERSIDE

- New canal locks to connect navigable stretch of River Rother with the existing Canal Basin
  - Shops, Cafes, restaurants and bars will create an active frontage around the Canal Basin
- The basin will be the new location for the Barbara Hepworth sculpture, 'Rosewall', currently located in the town centre.

### NATURE

- 'Soft' edges to the river/canal and incorporation of Net Gain into development

### SAFETY

- Active frontages provide natural surveillance around new public spaces
- Appropriate use of lighting and CCTV

### COMMUNITY

- Mixed use development located around central communal space including areas of play provision for younger age groups
- Local amenities including shops and a creche

### VIEWS & LEGIBILITY

- Uninterrupted view of the 'Crooked Spire' will be created from Basin Square
- Views from Brimington Road to the Canal Basin and Basin Square
- Views between train station and Basin Square

### INNOVATION & SUSTAINABILITY

- Use of best available sustainable technology in building designs
- Expansion capacity built into existing Canal Basin to allow surface water attenuation

## PUBLIC REALM

- New high quality public squares (Basin Square and Gateway Square)

## ARCHITECTURE

- Landmark buildings around Basin Square and Gateway Square

## BUILT FORM

Located at the southern end of the site, Basin Square has the greatest potential for buildings to have some scale and mass, as demonstrated by One Waterside Place, which has now been completed. Although generally development across the site should not exceed four stories, landmark buildings could be up to seven (as with the completed office) creating a variation and articulation along Brimington Road and around the canal basin itself, while building heights should drop to two and three stories away from the basin and Brimington Road to protect the view from Basin Square to the Crooked Spire, an element key to tying the scheme together with the identity of the town.

## LAND USE

The Basin Square area is comprised of primarily high/medium density residential development in a mix of apartments and high/medium density housing (Use class C3). At ground (and potentially first floor) level around the canal basin and along the Brimington Road frontage there should be a mix of commercial floorspace (Use Class E, F and Sui Generis), particularly, restaurants, cafes, drinking establishments, and creative workshops located around the canal basin; small retail units and a hot food outlets to create vibrancy and activity.

Commercial office floorspace (E) should be in self contained buildings with the potential for active ground floor uses.

The south western corner of the site has the potential for a hotel of approximately 150 beds (subject to an application for Reserved Matters Approval at the time of writing). The potential amount of development identified for the Basin Square Character Area reflects this. In the event that the hotel does not proceed this part of the site would be appropriate with high/medium density housing, specialist residential accommodation such as a retirement accommodation or an extra care village, or commercial office space.

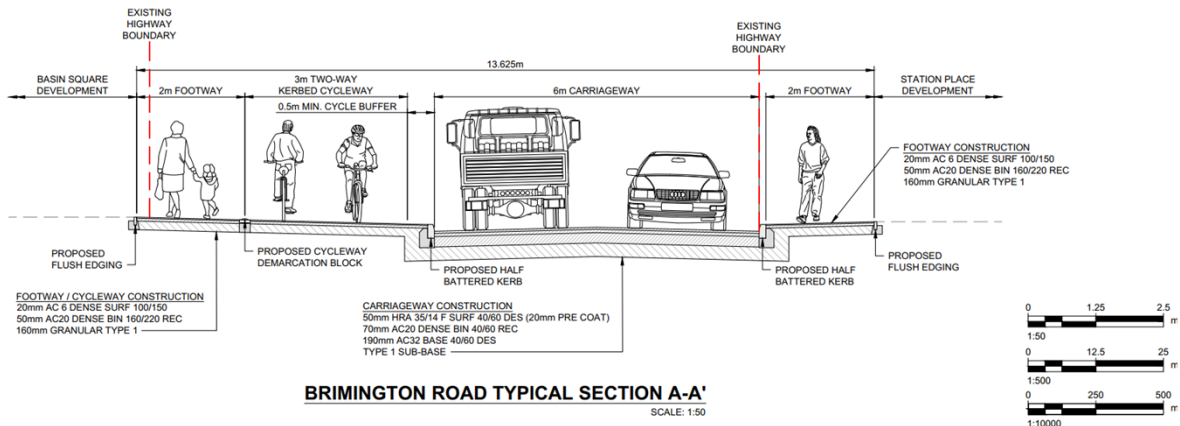
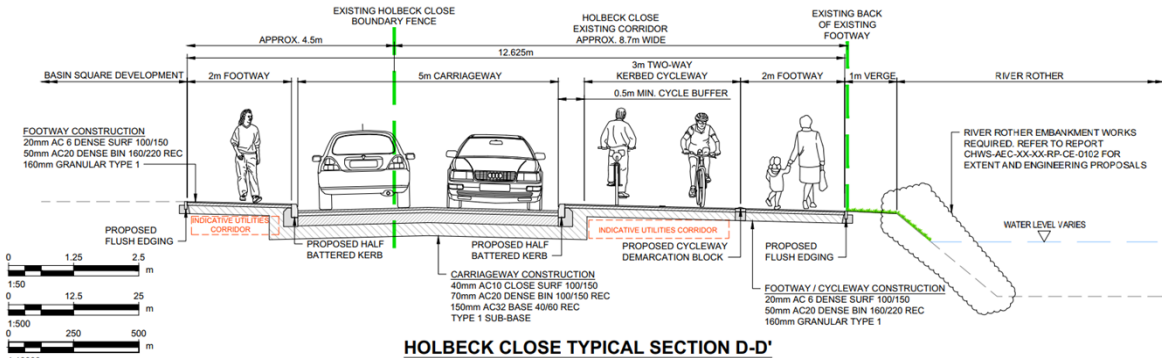
Previous iterations of the masterplan included potential for an MSCP to be built on Basin Square to serve the proposed office accommodation and apartments. With the reduced emphasis on commercial office floorspace and apartments, this MSCP may no longer be required. In this case, the space should be utilised for Mid/High Density housing. As the MSCP would have provided sound protection for uses around the basin, this would likely require the creation of a noise bund adjacent to the A61 (as set out above) as an alternative.

## MOVEMENT

The site should maximise permeability for pedestrians and cyclists. Holbeck Close should be improved to create a dedicated off road walking and cycling route (with segregation between pedestrians and cyclists) alongside the River Rother that will form the Primary Pedestrian and Cycle

Route. This route will be to LTN1/20 standards – an indicative layout has been prepared by AECOM for how Holbeck Close could achieve this standard. Development proposals should either deliver this or demonstrate how equivalent provision would be achieved.

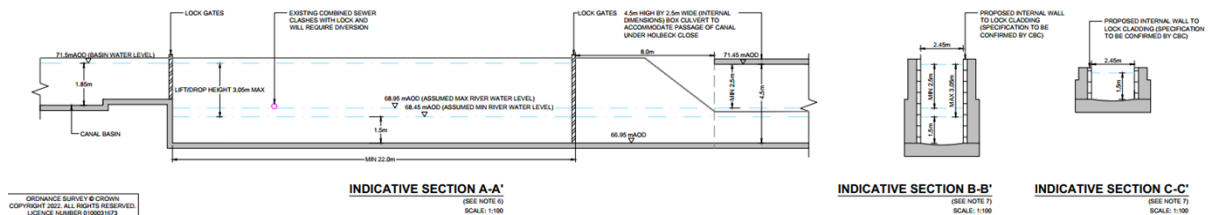
Development proposals should deliver an improved frontage onto Brimington Road, with wider pavements and improved walking and cycling provision.



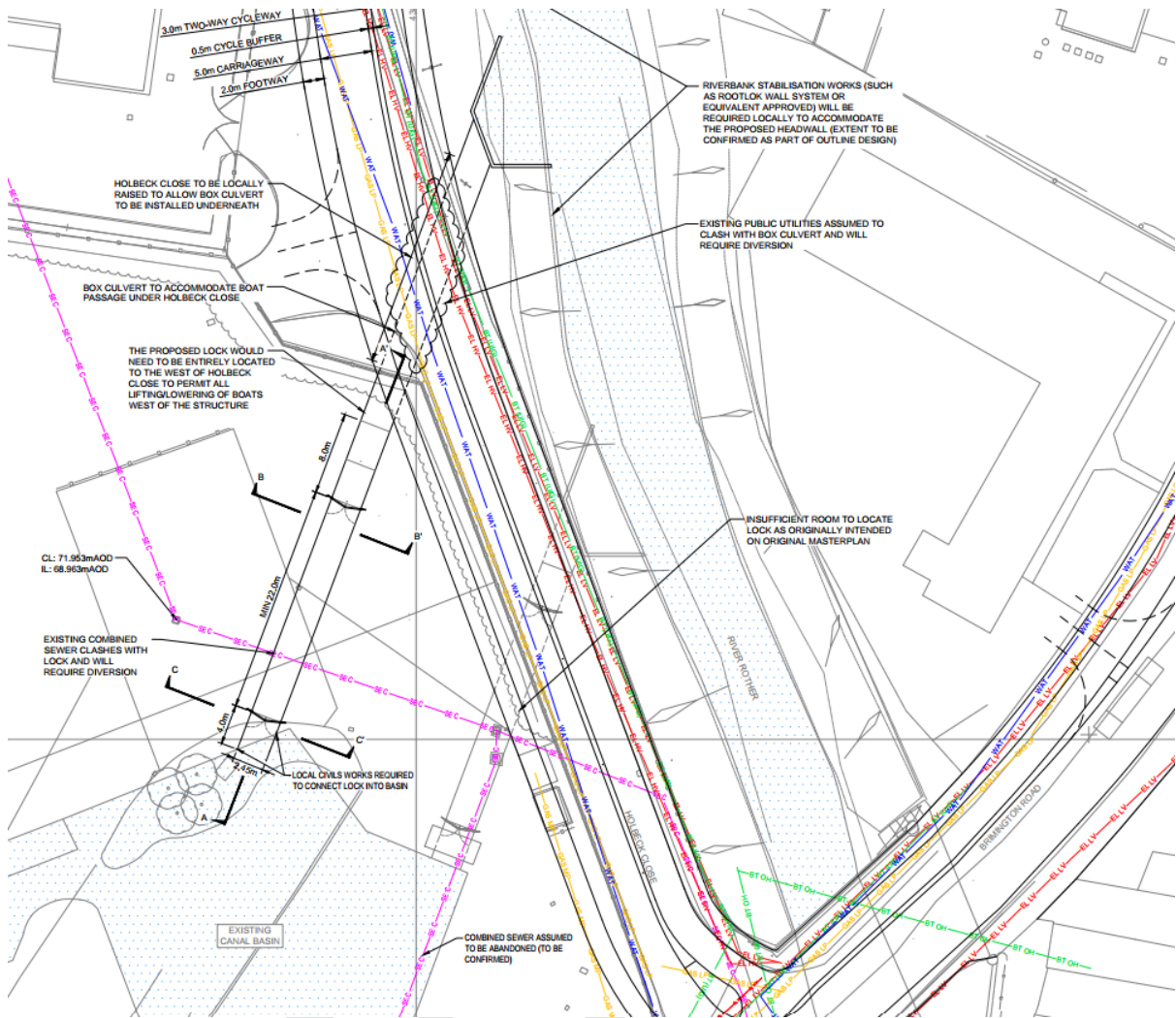
Motor vehicle access should be limited to Holbeck Close and the newly created junction adjacent to One Waterside Place.

## WATERWAYS

Development of Basin Square must accommodate and facilitate where possible the creation of a lock between the existing basin and the river Rother/Chesterfield Canal. Development of Basin Square should deliver the re-routing of utilities and services in advance of the creation of the lock, and include space for water storage and pumping equipment







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# STATION PLACE

The large scale built form of Station Place will provide part of the gateway to Waterside from the town centre. Development along the frontage to Brimington Road will provide a High Street feel with activity on the ground floor.

## PLACE MAKING PRINCIPLES

### CONNECTIONS

- New pedestrian and cycle route between Brimington Road and Chesterfield Train Station
  - Close proximity to improved bus routes along Brimington Road
- High quality pedestrian and cycling connections across Brimington Road to Basin Square

### WATERSIDE

- Views from residential and commercial buildings along the river corridor

### SAFETY

- Active frontages provide natural surveillance along Brimington Road
- Appropriate use of lighting and CCTV

### COMMUNITY

- Mixed use development with communal space including areas of play provision for younger age groups

### VIEWS & LEGIBILITY

- Breaks in building form allow framed views towards St Mary and All Saints Church and Basin Square

### INNOVATION & SUSTAINABILITY

- Use of current sustainable technology in building designs

### PUBLIC REALM

- High quality Pedestrian and cycling links across Brimington Road and between Brimington Road and Chesterfield Railway Station

## BUILDING HEIGHTS

The majority of the buildings in the Station Place Character Area should be no more than four storeys in height, with the potential for some landmark buildings of up to six storeys to provide articulation and features. These heights will ensure that development can make best use of the location in terms of density without interrupting views of the Grade I listed St Mary and All Saints church.

## LAND USE

The high density buildings of Station Place should aim to incorporate a mix of uses.

The main proposed use is High Density residential in the form of apartments (Use Class C3) or specialised residential accommodation such as retirement or extra care village.

Commercial Office floorspace would also be appropriate (Use Class E). Commercial retail and leisure/food and drink uses would be appropriate at ground floor facing onto Brimington Road.

## STATION MULTI STOREY CAR PARK (MSCP)

As part of the masterplan for the adjacent Railway Station area, there is an intention to relocate the existing surface level car parking that serves the station into a MSCP. Although the station masterplan indicated a site south of the Waterside area, there are challenges with this in terms of phasing of development and impact on view of the listed church. The relocation of this car parking to the Station Approach Character Area is being investigated as an alternative.

the Station Masterplan clearly demonstrates the benefits of replacing the current surface level station car parking with a less land hungry form of provision, and the Station Place site is a logical location for this provision given its size and proximity to the station. The low level of the site in comparison to the proposed site in the Station Masterplan would also reduce the impact of such a structure on the Grade I listed St Marys Church.

Wider Local Plan policy does not support the creation of new off street permanent Pay and Display car parks, where they are not serving a specific development or supporting active travel by providing park and ride/park and walk provision.

Therefore the development of an MSCP on the Station Place site would only be supported to the extent that it enabled the relocation (including reasonable enhancement) of the current station car parking, potentially with an additional allowance to provide parking to support One Waterside Place and potentially a hotel on Basin Square. Public pay and display parking beyond this would not be supported.

Access could be from Brimington Road, Crow Lane, or both. The latter could be beneficial in reducing highways impact on both roads, usage of the Brewery Street junction, and provide split level access.

Vertical 'stacking' of uses (eg, other uses above a MSCP) is not considered likely to be an option due to a combination of height and massing, and compatibility of uses. Any separation of different uses in the character area from a MSCP should be horizontal, using the proposed station pedestrian/cycle link to achieve this.

### S106 – achieving replacement provision

The development of an MSCP on the site to serve the station would need to be subject to a S106 agreement requiring the current station car parkin operator to relinquish the permission to use the existing site and cease operating the existing car park once new provision is operational. This would be to ensure the relocation delivers the objectives of the Station Masterplan and to prevent over-provision of car parking in conflict with the adopted Local Plan.

## MOVEMENT

### PRIMARY PEDESTRIAN AND CYCLE ROUTE – CONNECTION TO STATION

As part of the infrastructure study, AECOM reviewed how this connection could be implemented.

The main constraint in this area of the site is the existing topography. Crow Lane has a steep longitudinal gradient (over 6%) and there is a large level difference between Crow Lane and the adjacent land to the west which is currently separated by a large retaining wall. As a result, a connection from Crow Lane to Brimington Road may require major earthworks and/or a retaining structure (subject to final platform development levels).

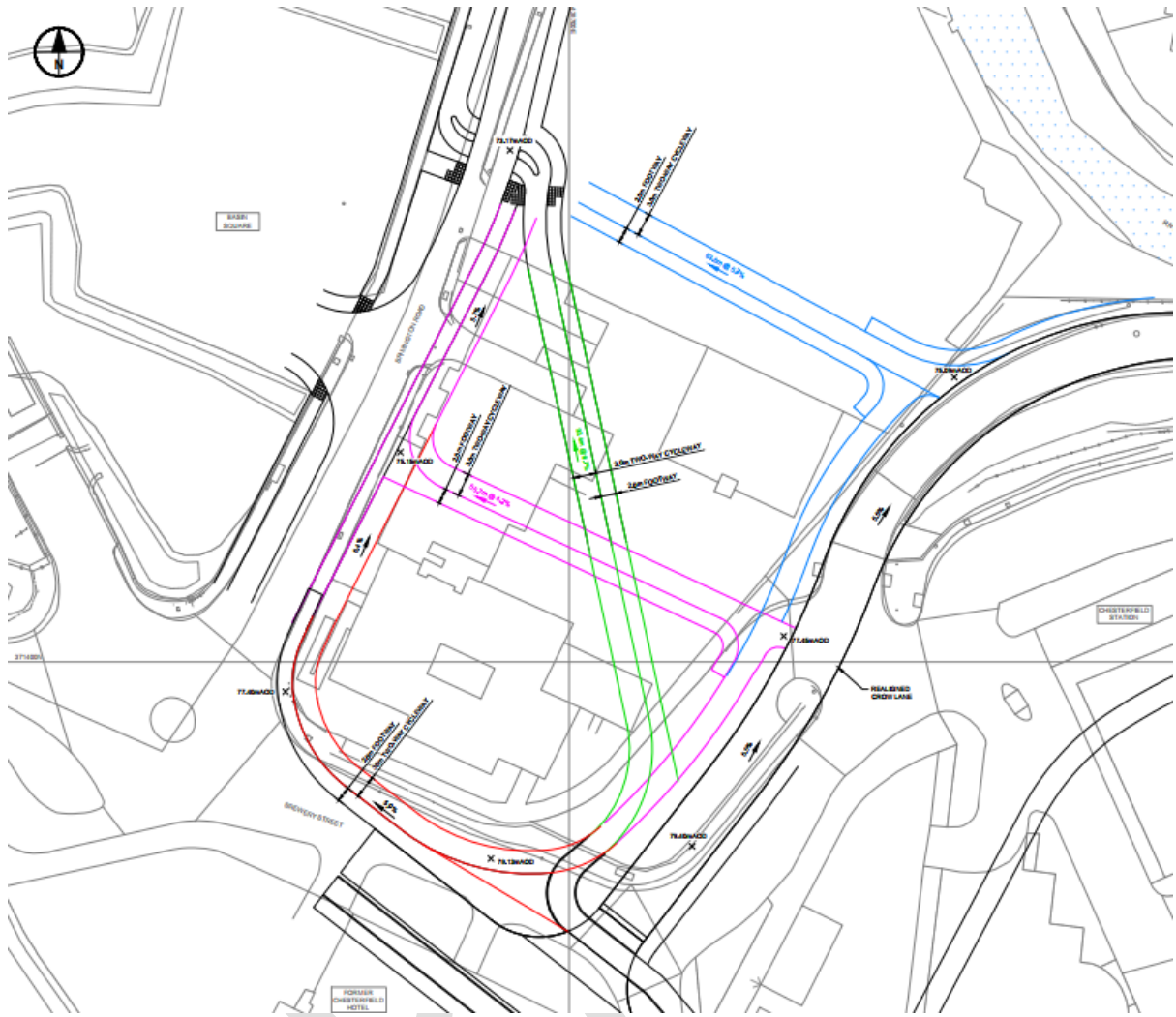
LTN 1/20 specifies maximum lengths for specific gradients depending on severity, including the following.

- 4.0% - 50m
- 4.5% - 40m
- 5%.0 - 30m

Options which connect Crow Lane to Brimington Road perpendicularly are likely to be 50m to 65m in length, at a gradient of 4.0% to 5.5%. This suggests that it may, depending on layout and location of the connection, be feasible to conform with LTN 1/20, subject to a review of up to date topographical survey information.

AECOM developed four options which provide a two-way cycleway and adjacent footway connection between Crow Lane and Brimington Road. 'Option 3' provides the best approach in terms of gradient, although alternative options are likely to create simpler development plots. The Council will consider proposals from developers that can demonstrate they meet the standards set out in LTN1/20 in terms of width and gradient.

Development should also provide a route around the exterior site, as demonstrated in Option 4.



# WATERFRONT

Identified in previous iterations of the masterplan as the main employment area within the scheme, the BNP Paribas report recommends that it should be developed instead for Mid Density housing and apartments, continuing the community that will be established around Basin Square.

The site also now includes land that formerly formed part of The Park Character Area, which is now isolated from the development to the north by the bound at the southern end of the Avant development and the retained A61 footbridge

## PLACE MAKING PRINCIPLES

### CONNECTIONS

- vehicle Access should be from Holbeck Close to the South

Delivery of the Primary Pedestrian and Cycle Route on the western bank of the Rother

Alterations to the A61 footbridge to enhance accessibility and safety

A pedestrian and cycling 'node' at the northern end of the site, linking to the A61 footbridge, the Primary Pedestrian and Cycle Route section already provided on the Avant development, and a replacement bridge over the Rother.

### WATERSIDE

- Public access to the river Rother
- Views from residential buildings and gardens out to the river

### NATURE

- Native riverside planting
- A landscaped noise bund alongside the A61, linked to the river through landscaped public realm

### SAFETY

- Shared surface with on-street parking and street tree planting to reduce traffic speeds
- Appropriate use of lighting

### COMMUNITY

- provision of formal and informal open space including play opportunities for children and young people

### VIEWS & LEGIBILITY

- Breaks in building form allow framed views to the riverside

### INNOVATION & SUSTAINABILITY

- Use of current sustainable technology in building designs
- SUDs terraces along riverside with native planting

## BUILDING HEIGHTS

Buildings should generally not exceed four storeys through this character area, with potential for some taller landmark buildings of up to five storeys in key locations.

## LAND USE

Mid density houses and apartments (Use Class C3).

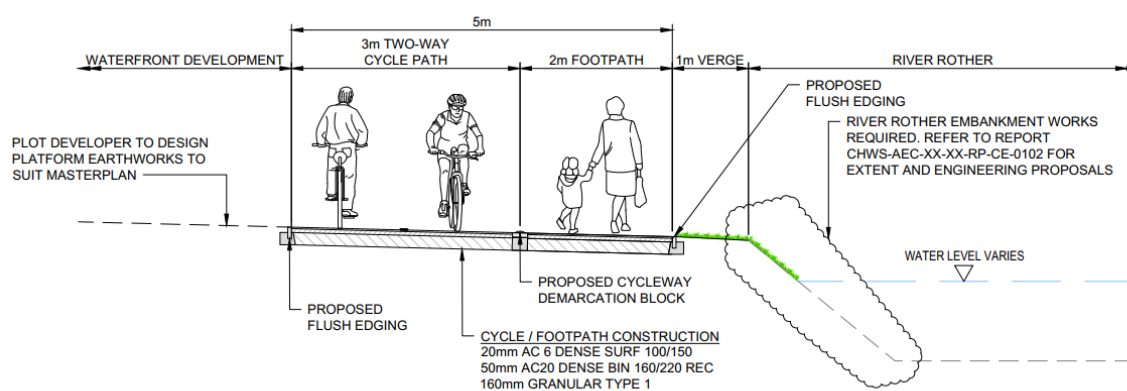
## MOVEMENT

Development should deliver the Waterside development's Primary Pedestrian and Cycling Route alongside the river Rother.

The proposed design corridor for the Waterfront Development cycle and pedestrian route is as follows - west to east:

- Waterfront Development;
- 3.0m wide two-way cycle path;
- 2.0m wide footpath;
- 1.0m min. verge;
- River Rother.

A minimum verge width of 1.0m has been assumed between the proposed footpath and the River Rother. It is anticipated that the cycle path and footpath will need to be set further back from the river than the minimum verge width as existing levels dip down as they reach the river. The proposed development levels suggest (based on Martin Stockley Associates Drawing ref. 376/01 (GA) 1311 P01, dated April 2009) these existing footpath levels may be raised up to a similar level as the adjacent proposed levels. The developer will be responsible for determining what level the cycle / footpath should be set at and the associated earthworks required.



**WATERFRONT DEVELOPMENT CYCLE / FOOTPATH SECTION E-E'**

The existing A61 footbridge currently separate the northern end of this character area from the Avant housing development to the north. The bridge terminates in an awkward and potentially dangerous connection with the existing sub-standard bridge over the Rother.

As part of the supporting work for the masterplan, AECOM were asked to look a variety of options for this bridge, with differing levels of intervention. The preferred option was to restructure the eastern end of the bridge, to switch back along its length via ramp.

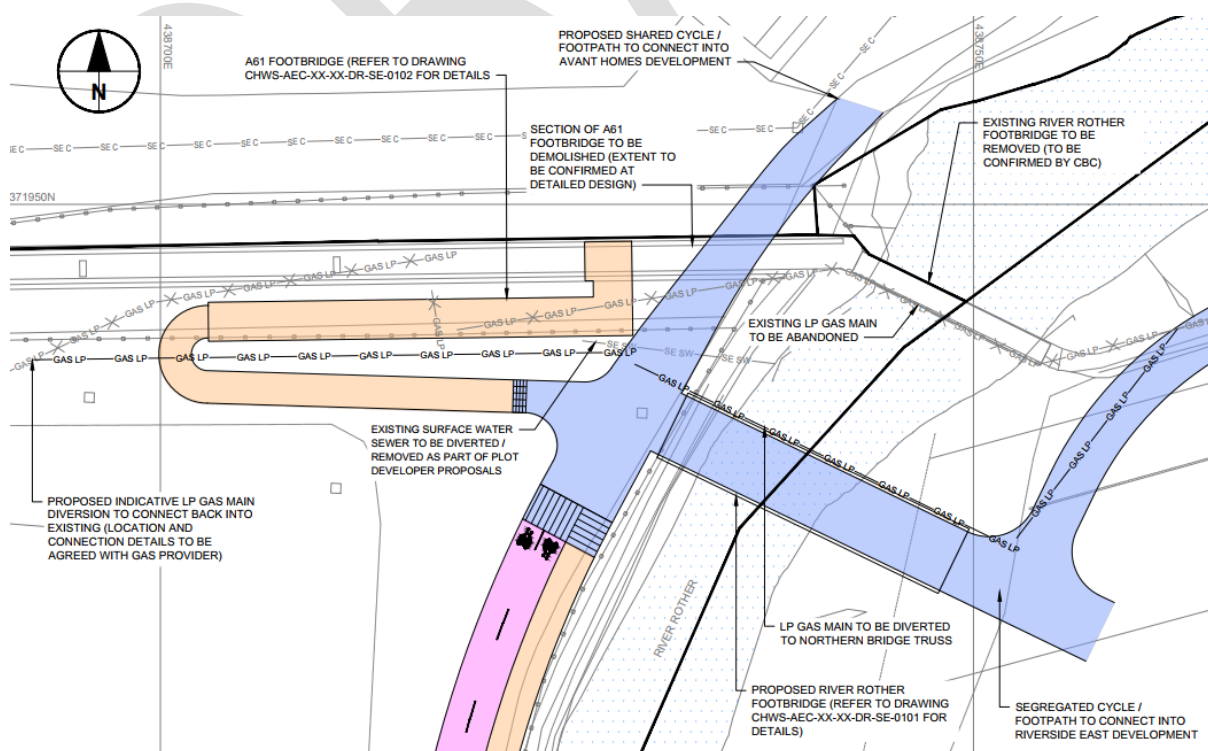
This has the advantage that it does not require altering the stressed concrete part of the structure, keeping construction complexity and cost down – whilst significantly improving safety and accessibility, and creating a ‘nodal point’ at the northern end of the character area where it will join the Primary Pedestrian and Cycle Route, the replacement Rother bridge, and the southern end of the link already provided as part of the Avant development.

### NORTHERN ‘NODE’

This will include the development of a ‘node’ at the northern end of the site, where pedestrian and cycle routes through the development meet, including:

- two-way cycle / footpath from the Waterfront Development to the south;
- existing A61 footbridge to the west;
- proposed cycle / footpath bridge to the east, leading into the Riverside East development and footpath along the east of the River Rother;
- cycle / footpath into the Avant Homes development to the north.

An illustrative layout has been designed to accommodate both the needs of the pedestrians and cyclists by minimising the number of pedestrian crossings over cycleways and avoid the need for cyclists to dismount. The precise design will depend upon discussions with developers/landowners and detailed site investigations.





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# RIVERSIDE EAST

This is a new neighbourhood on the eastern bank of the Rother facing the Waterfront Character Area. The site should be developed for mid-density housing.

The neighbourhood will include a linear green space adjacent to the river that provides opportunities for water and flood management, formal and informal leisure opportunities for Waterside residents, and the enhancement of natural capital.

The character area has been amended to exclude the former Severn Trent Depot, which is now expected to come forward as a standalone site.

## PLACE MAKING PRINCIPLES

### CONNECTIONS

- Secondary pedestrian/cycle route running north-south alongside Riverside Park
- Secondary pedestrian streets connecting Brimington Road with the riverside
- New pedestrian/cycle bridge across River Rother

### WATERSIDE

- Linear Riverside Park with timber jetties providing controlled access to rivers edge
- Views out from residential buildings and communal courtyards to riverside

### NATURE

- Native emergent planting and flood meadow along riverside
- 5m habitat buffer

### SAFETY

- Reduced traffic speeds and pedestrian crossings along Brimington Road to enhances bus provision including introduction of Real Time Information.
- Residential frontage overlooking riverside terraces
- Appropriate use of lighting and CCTV

### COMMUNITY

- Residential development located around central communal space
- Play provision located within the Riverside Park

### VIEWS & LEGIBILITY

- Breaks in building form allow framed views to riverside
- Views from Brimington Road to riverside

### INNOVATION & SUSTAINABILITY

- SUDs provision within scheme

## PUBLIC REALM

- New Linear Riverside Park with opportunities for play, recreation and habitat, including at least one location for equipped play, and up to two areas of equipped play specifically for toddlers.

## BUILDING HEIGHTS

Buildings should generally not exceed four storeys through this character area, with potential for some taller landmark buildings of up to five storeys in key locations.

## LAND USE

The Character Area should be developed for Mid Density housing, predominantly in the form of houses, although some apartments would be appropriate where they can provide a mix of dwellings and support the creation of landmark buildings.

Development should deliver a linear riverside park – this should focus on natural and semi-natural provision that supports the riverside habitat, with inclusion of benches, informal and formal leisure and play provision, including formal provision for toddler, junior and teen play.

## MOVEMENT

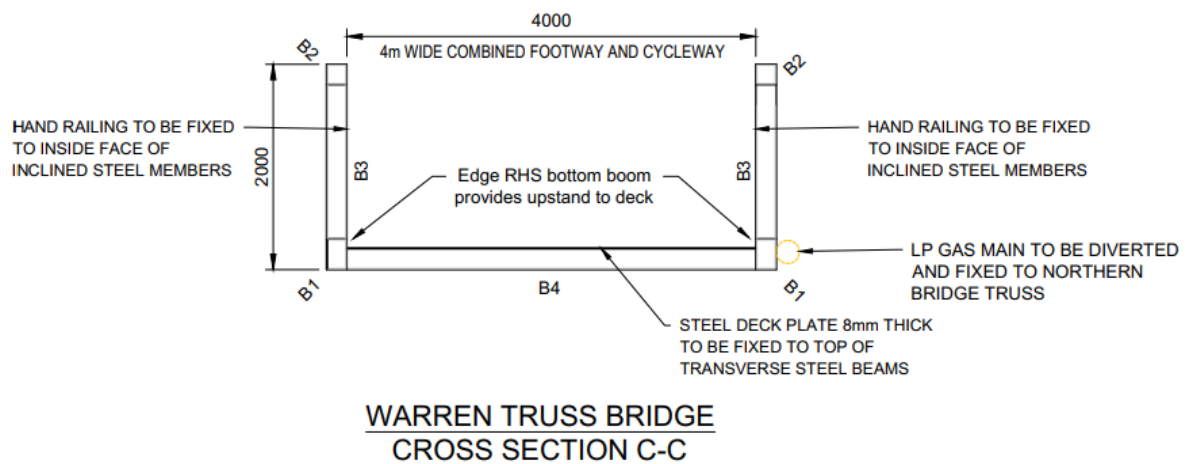
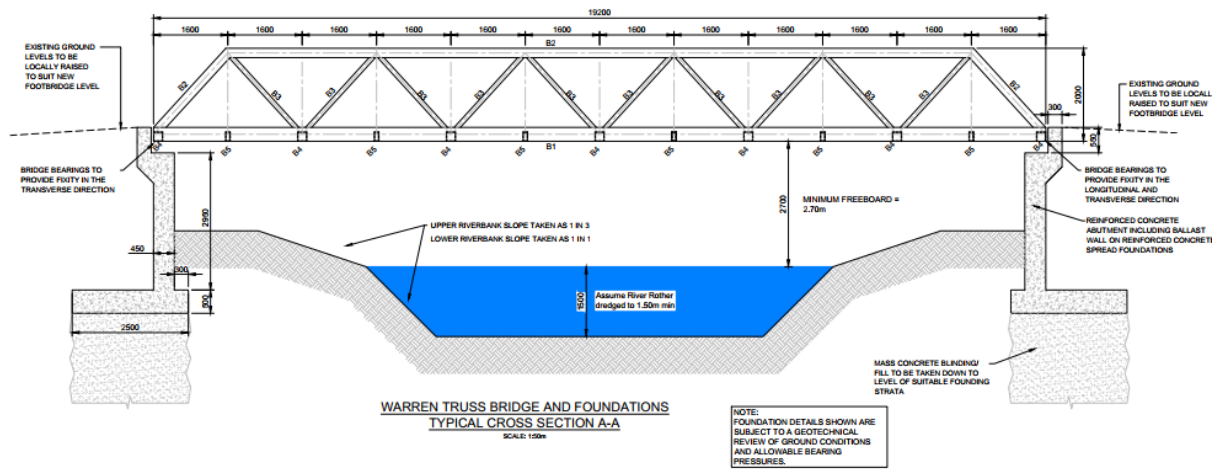
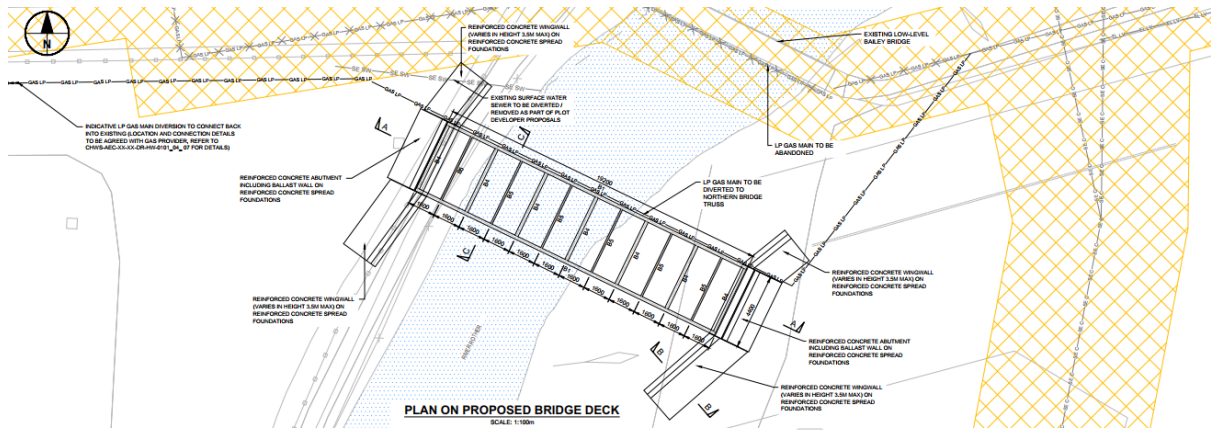
### RIVER ROTHER BRIDGE

As part of the Infrastructure Review, AECOM considered a range of options for the river Rother Bridge, concluding that the provision of a new bridge to the south of the existing sub-standard bridge is the preferred option.

The bridge is anticipated to be approximately 4.5m in width, in order to meet the minimum standards in LTN1/20 for a 3m shared pedestrian/cycle route, with allowance for parapets and associated clearance.

The new bridge should be delivered as part of new development on the site and integrated into the estate streets within new residential development. The existing PROW footpath to the east (FP17 and FP100) should be upgraded to the standard for a footpath set out with a minimum 2.0m width (where possible) and bound surface and connections into development. If practical, the stone steps at the Brimington Road end of FP100 should be removed and replaced with a route at an appropriate gradient, although if development provides a suitable alternative access to Brimington Road without steps for cyclists, this could be reduced to replacing the existing steps to improve safety.

An illustrative design for the bridge has been prepared by AECOM. The precise design will depend upon discussions with developers/landowners and detailed site investigations but should ensure provision to the required specification can be achieved.



## SECONDARY PEDESTRIAN/CYCLE ROUTE

Development of land parcels within the Character Area should include the SPCR within the linear riverside park. This route will provide a link between land parcels within the character area that may be brought forward or development at different times.

## BRIMINGTON ROAD

Development of the Character area should deliver improvements to the bus stops on Brimington Road, including safe crossing points demarcated through use of materials, bus shelters and provision of real time information.

Brimington Road itself should be improved to create a 'boulevard' with wide pavements and the retention of existing stone kerbing wherever possible. In the long term the aspiration is to reduce speed on Brimington Road and reduce carriageway widths to provide segregated walking, cycling and vehicle provision. Development proposals will need to be to demonstrate that they would not prevent the future improvement of the road (see illustrative layout)

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# THE PARK

The park Character Area has already been substantially developed, through a development of 19 affordable homes on Brimington Road and, subsequently, 173 new homes delivered by Avanti Homes (expected to be complete by the end of 2023).

The Character Area is therefore already an established community of medium density contemporary housing, and the development of the remainder of the Character Area will continue this.

A new road bridge over the Rother has already been constructed and Chesterfield Waterside has committed to providing a new pedestrian/cycle bridge over the River Rother.

The remaining part of the Character Area consist of the active Derbyshire County Council highways depot, currently accessed from Meltham Lane.

When complete, contemporary sustainable family housing will sit within and around a riverside parkland including managed woodlands, meadows and informal pathways. Residential streets consist of high quality shared surfaces where the pedestrian is the priority.

## PLACE MAKING PRINCIPLES

### MOVEMENT

- Primary pedestrian/cycle route on western bank of Rother

New pedestrian/cycle bridge across the Rother linking the northern end of Waterside to Chesterfield Canal, the TPT and Cuckoo Way

Network of paths through Eco-Park and woodland

### WATERSIDE

- Public access to the riverside
- Eco-Park set around existing canal, River Rother and new SUDs

attenuation ponds

### NATURE

- Management of existing woodland and riverside to conserve and enhance habitat value
- Native tree and meadow planting along landscape bund

### SAFETY

- Block paved shared surface , on-street parking and street tree planting to minimise traffic speeds
- Overlooking of canalside and riverside by residential frontages

### COMMUNITY

- Shared surface home zone streets with planting and urban swales
- Play and recreation opportunities located within walking distances of houses
- Close proximity to local shop and amenities

## VIEWES & LEGIBILITY

- Views along new canal and existing riverside

## INNOVATION & SUSTAINABILITY

- Sustainable urban drainage systems to collect and attenuate surface water run-off
- Use of current sustainable technology in residential building designs

## PUBLIC REALM

- Primary pedestrian and cycling route overlooking canalside will form part of the TPT
- Managed Eco-Park with network of paths, wayfinding and interpretation.

## BUILDING HEIGHTS

The majority of development will be of two and three storeys, with three storeys particularly emphasised on primary frontages.

## LAND USE

Covering the northern zone of Chesterfield Waterside, The Park offers the main provision of three and four bed family housing, with private gardens and arranged around on plot and semi-private parking courtyards. The majority of development will be in the form of residential houses (Use Class C3). Provision of a single small (less than 200sqm gross) convenience retail unit would be considered appropriate to support resident's day to day needs.

## MOVEMENT

Whilst Meltham Lane to the north currently provides access to the remaining part of the Character Area, this is via a small industrial estate and commercial development. From a place-making point of view this is not considered to be appropriate as the main access to a high quality housing development. Vehicle access to the remainder of the site should therefore be from Brimington Road via the new road bridge, although emergency access from Meltham Lane should be incorporated.

Pedestrian and cycle access to the north of the site should be incorporated as a Secondary Pedestrian and Cycle Route, as it provides connections to the wider strategic network via the underpasses on the Lockoford Lane roundabout.

## RIVER/CANAL BRIDGE

Development of the Park Character Area should deliver a new pedestrian/cycle bridge from the development across the Rother to link into the canal towpath – which is part of the TPT and Cuckoo Way strategic route.

At the time of writing this bridge is expected to cross the Rother at the existing weir from the Avant site and Chesterfield Waterside Ltd are responsible for its delivery. Indicative drawings are set out below. However the council will consider alternative locations that could be delivered through the development of the current Depot and an additional option north of the weir is currently being investigated for feasibility.

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