

## 2016/17 Council Plan key activity progress – Quarter 2

### 1.1 Our Priority – to make Chesterfield a thriving borough

Activity number	Activity	RAG	Progress
1	Agree local labour clauses in 100% of new eligible major developments and fill at least half of the jobs locally where those clauses are in place		Local labour clauses have successfully been applied to all eligible major developments. Further work is being undertaken by Development and Growth to strengthen the monitoring and implementation of clauses.
2	Working with Sheffield City Region to facilitate business access to apprenticeships and workforce training via the Skills Bank programme to further reduce the number of young people not in education, employment or training.		<p>Significant progress has been made in delivering the Skills Bank programme which facilitates access to apprenticeships and workforce training. As a result of negotiation, publicity and discussion at the Destination Chesterfield Champions event in August we now have five businesses signed up and benefiting from skills deals.</p> <p>These deals benefit 68 learners and have brought in a funding contribution of £40,219 so far. A further 35 businesses have deals in the pipeline which will benefit an estimated 844 learners with an estimated Skills Bank funding contribution of £401,661.</p> <p>We have also had considerable success with the Ambition programme which targets young people not in work, education or training. 102 young people started the programme in 2016/17 32 so far have gained work experience placements and 31 have secured employment.</p>
3	Implementing a growth	✓	The Growth Strategy and Action Plan have been developed and are

	strategy and action plan to achieve planned sustainable growth within the borough and continue to increase business numbers.		being used to guide the work of the Council. The strategy will however potentially require further revision to reflect emerging developments including devolution.
4	To have started work on the infrastructure to the first phase of Waterside Basin Square enabling the development of the Basin Square and Station Approach character areas.	✓	<p>Sheffield City Region Infrastructure Funding agreements are now in place to support the delivery of infrastructure to Waterside Basin Square. Work commenced on the site in September 2016.</p> <p>This activity paves the way for upto 300 apartments, a hotel and 7,500 sqm of commercial floorspace in the Basin Square Character area. Pre-application discussions have also been held with a potential developer for the Station Approach Character area which will provide a mixed use offer.</p> <p>Further information and updates on Waterside area available <a href="#">here</a>.</p>
5	Implementing the delivery plan for the regeneration of the Staveley and Rother Valley Corridor.		<p>We are working with the landowners and the Homes and Communities Agency to prepare a revised masterplan for the Corridor; This will be completed by January 2017 in order to support planning applications.</p> <p>A bid has been submitted to the Government's 'Locally led garden village programme' in July 2016. If successful we will qualify for tailored Government support to deliver on an ambitious and innovative development with approximately 1,500 homes. We have progressed to the second stage of this process and are working with the Department for Communities and Local Government and the Homes and Communities Agency on the next stage,</p> <p>Pre-planning discussions are taking place to prepare for planning applications for up to 1,200 homes.</p>

			There are however risks and uncertainties associated with the site. We are awaiting the results of highway modelling and completion of the Environment Agency flood risk modelling.
6	Increasing the occupancy at the Markham Vale Enterprise Zone.		<p>Work is progressing on a number of developments at Markham Vale including a 220,000 sqft development for Ferinand and Bilstein. Great Bear have started the fit out work on their new 480,000 sqft premises with the opening planned for December 2016. These developments will create up to 400 new jobs.</p> <p>Work is also progressing to complete the Seymour Link Road.</p>
7	Developing an implementation plan for the town centre with a strong focus on town centre management.		An implementation plan has been developed and approved as part of the Town Centre Masterplan. However he plan requires further revision in light of recent town centre developments and the potential for HS2.
8	Refreshing the town centre events programme to maximise footfall.		<p>We have firmly established the monthly Artisan market with an average uptake of 60 stalls, building from 40 stalls initially. This has resulted in an uplift of footfall on these Sundays to the town centre. Feedback from cafes and shops is that trade significantly improves on Artisan Market days.</p> <p>Alongside this we have introduced a quarterly Young Persons Market. We have only had one event so far but this was a success with 20 stalls, we now have 25 young people for the next event. Again this adds to the market and town centre offer and increases footfall.</p> <p>The overall event programme is being strengthened through aligning with the Healthy High Streets Programme, which sees corporate businesses like M&amp;S, Boots, Wilko, Greggs all working with Markets,</p>

			<p>Pavements and Vicar Lane to add value and strengthen the existing offer as well as develop 3 new initiatives, that being the Pumpkin Hunt for halloween, a Santas Grotto in the Market Hall and 2 new potential events being developed for summer and winter 2017.</p>
9	<p>Exploring alternative delivery models for cultural services to ensure quality and sustainability.</p>		<p>The Arts and Venues Manager is currently developing an initial discussion paper for the Senior Leadership Team and Financial Planning Group, this expected to be available in December 2016.</p> <p>The paper will summarise the main options available to the Council including estimated set up costs. The paper will detail indicative financial savings from each of the different options, along with the pros and cons of each option. Timescales, key milestones and the internal/external resources required will also be a key consideration.</p> <p>To develop the paper a large amount of research has been undertaken including in depth exploration of other authorities experiences in this activity and best practice.</p>
10	<p>Working with the market traders and other stakeholders to agree a programme of improvement for the outdoor market to be delivered during the course of this plan.</p>		<p>We are currently working with the markets consultative committee regarding improvement options. There are improvements being piloted at the moment including minor changes to the main square and taking some rows out.</p> <p>Alongside this our policy on street markets has changed and, in agreement with traders and the MCC, we no longer allocate new traders street pitches, only stalls that are vacant on main square. It is our intention to make New Square market a dedicated Event market area, as the Artisan Market has demonstrated by focussing on a smaller area which looks full and busy, rather than trying to fill main square, 45 stalls compared to 151 stalls.</p>

11	Working with private and public sector partners to develop the infrastructure to facilitate the delivery of Peak Resort.		A funding application to Sheffield City Region has now been submitted and approved. This will contribute significantly to the public infrastructure required to access the site. This work is due to be completed in September 2017.
12	Working with private and public sector partners to secure the redevelopment of the Co-Operative building in the town centre and are assisting with securing tenants.		The plan for the Northern Gateway site has been approved by the Council. This includes the delivery and refurbishment works to the multi-storey car park, provision of public realm works on Elder Way and a new enterprise centre on Holywell Cross. A funding bid has been submitted to Sheffield City Region and grant funding has been approved to support the development. We are continuing to work with the developer to secure tenants for the former Co-op building.
13	Continuing to improve digital connectivity within our business and leisure and cultural venues to prepare for future needs and aspirations.		We have improved the digital connectivity within the Innovation Centres and new Queens Park Leisure Centre, and we are currently upgrading digital connectivity at the Pomegranate and Winding Wheel.
14	Developing the delivery mechanism for the priority actions from the Chesterfield Digital Strategy and associated action plans.		A draft digital strategy has been prepared in conjunction with our partners including the University of Derby. We are aiming to develop the delivery mechanism by April 2017.
15	Completing reviews of key transactional services to identify where it is possible, cost effective and customer focused to move services online.		There has been some significant progress on this agenda including: <ul style="list-style-type: none"> <li>• The implementation of a new responsive corporate website with a new suite of online forms</li> <li>• Launch of an improved e-planning service to improve access for customers and consultees</li> </ul>

## 1.2 Our Priority – to improve the quality of life for local people

Activity number	Activity	RAG	Progress
16	Publish a new Local Plan for growth in the Borough.		We are currently on target to publish a draft Local Plan for consultation in December 2016.
17	Launching the Community Infrastructure Levy to help meet the infrastructure needs and priorities necessary for the sustainable development of Chesterfield.	✓	CIL was launched on 1st April 2016.
18	Producing an Affordable Housing Supplementary Planning Document to simplify the mechanisms for securing new affordable housing.		Preparation of the Affordable Housing Strategic Planning Document has been halted pending clarification from the Government on the regulations for starter homes. The latest indication is that there will be a White Paper on this issue after the Autumn Statement.  This activity will need to be deferred to the 2017/18 Council Plan delivery activities.
19	Agreeing a strategic approach to allow the Council to build its own housing for sale and rent and developed a plan for site delivery.		Following a meeting to discuss the options and potential trial sites a paper is being developed by the Development and Growth Manager for Corporate Management Team discussion initially. This will include information on the options available, risks and potential rewards, timescales and an indication of the additional resources required if this activity is taken forward.
20	Investing a further £29million in our Council Housing Stock to ensure that it continues to		This programme is on track with over £4.2 million worth of improvements being made to tenant's homes between April and September 2016. Improvements include:

	meet the Decent Homes Standard and delivers affordable warmth for our tenants.		<ul style="list-style-type: none"> <li>• 298 heating improvements</li> <li>• 233 new roofs</li> <li>• 178 electrical re-wires</li> <li>• 113 external wall insulation works</li> <li>• 105 new kitchens</li> <li>• 98 homes fitted with new windows</li> <li>• 35 bathrooms/cloakrooms</li> </ul> <p>All CBC Council homes currently meet the decent homes standard and we are investing in wall insulation works, roofing and heating systems to improve affordable warmth outcomes.</p>
21	Delivering a further £200,000 of assistance to vulnerable homeowners through the provision of an interest free loan.		So far during 2016/17 we have provided funding of £52,066 to vulnerable home owners and committed a further £44,143. There is a waiting list of referrals which is currently being processed with an estimated value of £92,000. This programme is assisting people to stay in their homes and increasing independent living.
22	Introducing a new affordable warmth strategy reflecting and strengthening partnership working with local authority energy partnership, health and social care and private property owners and voluntary organisations.		The resources originally allocated to undertake this work included a new Energy Officer post and part of the resource allocated to the sustainability function. As a result of financial pressures the sustainability function has ceased and the new post has not been funded therefore options for delivery will need to be reviewed as currently there is insufficient resource.
23	Completing an options appraisal and make recommendations to members with regard to the possible implementation of selective		Following previous consultation the government announced at the end of October 2016 their proposals for extending mandatory licensing. This will now permit a review of options and impacts of both the extended mandatory scheme and selective licensing.

	licensing.		
24	Introducing a new Empty Homes Strategy – reflecting new legislative opportunities and in view of financial incentives currently available from central government.	✓	The Empty Home Strategy has been approved by Cabinet.
25	Reviewing our Private Sector Housing Strategy in light of recent changes in enforcement legislation and changes to benefits regulation and social care legislation.		This activity cannot be delivered until the results of the private sector housing stock condition survey are known. The survey is currently being commissioned.
26	Extensive progress on delivering estate regeneration programme at Barrow Hill.		<p>We now have an approved scheme, an approved budget and planning permission for the scheme.</p> <p>Planning permission for the scheme has recently been approved, there are however a number of conditions attached to the scheme relating to highways which need to be resolved. This activity is expected to take until February 2017.</p> <p>There is currently a review taking place of repairs and maintenance which will inform a five year investment plan for CBC Housing areas.</p>
27	Developing and submitting a funding bid to the BIG Lottery for King George V Playing Fields.		Work is ongoing to develop a BIG Lottery Reaching Communities bid for King George V Playing Fields.



28	Seeking funding to implement the Stand Road Bowls Pavilion project and for a children's play area at Langer Lane.		<p>Stand Road Bowls Pavilion - Our initial funding bid to Sport England was rejected. The final round of Inspired Facilities funding was very competitive with £11million available for £43 million in bids. We are working with the bowls club to look at other ways of securing funding for the scheme in whole or in part. We have secured a small grant from the COOP towards the scheme. We are awaiting a decision on a funding bid submitted to Viridor Derbyshire</p> <p>Langer Lane child's play area = Consultation has taken place and a funding bids developed to seek external funding for this project. Play areas will be part of the Play Area Strategy Review.</p>
29	Adopting a masterplan for improving Staveley Memorial Gardens.		<p>We made a bid to the Heritage Lottery Fund (HLF) for a start-up grant to enable a feasibility study to be undertaken. The bid was unsuccessful. The main issue was ownership of the land. Although we maintain the land the Church Diocese own the site. We were encouraged by the HLF to relook at our bid. The group are currently reconsidering this and also looking into whether other funding sources can be identified to enable the feasibility.</p> <p>Initial work by the group showed that the Start Up Grant has been discontinued by HLF but a new "Resilient Heritage Grant" has opened and we intend to draft an application, addressing the HLF concerns. Consideration is also being given to linking the project in some way to Staveley Hall, or the FOSTA WW1 project in Barrow Hill as this could be an advantage.</p> <p>The issue of land ownership is still a problem as we have now been told</p>

			that we cannot gain access to the relevant conveyance document at the Chatsworth archives until 2018. However, we do have other sources including the original faculty for the cemetery becoming a garden of remembrance and some of the land being sold by the church. We have also met with Angela Lewis from "Centenary Fields.
30	The parks improvement programme will continue with a refurbishment of Thirlmere Road Play area and the development of plans for improvements in Hollingwood.		A scheme has been developed for Thirlmere Road with Housing services. Consultation has now taken place with local residents.  Plans have been developed for a new play space at Private Drive, Hollingwood. We plan to make a bid to Viridor for funding in Q4.
31	Retain the five Green Flags for Queen's Park, Eastwood Park, Holmebrook Valley Park, Poolsbrook Country Park and the Crematorium.	✓	All green flag awards have been retained for 2016/17.
32	Complete a Management Plan as the first step to enable Stand Road Park to achieve Green Flag status by 2020.		Council officers are working with the Friends of Stand Road to support them with the writing of a management plan for Stand Road park.
33	Continue to identify parks where improvements are required and where there is potential to release assets to fund improvements.		There are numerous examples of these across a wide range of sites. Some current projects include: <ul style="list-style-type: none"> <li>• Seeking funding for a skate park for Eastwood Park</li> <li>• We secured funding for and built a petanque piste at Eastwood Park from the Big Local</li> <li>• A new sensory garden and café terrace area at Holme Brook Valley Park</li> <li>• Estates are negotiating land sale at Rother Wetland the proceeds of which would be directed to improvements at Langer Lane</li> </ul>

			The Play Strategy is being developed and will need to consider priority areas.
34	Developing a Health and Well-being strategy and action plan that focuses on community level initiatives and improvements.		The Chesterfield Health & Wellbeing Partnership is continuing to develop actions and plan and it is now proposed to establish an internal working group to further the work of the Partnership and commence the production of a Health & Wellbeing Strategy which can be supported by the wider Partnership.
35	Organising and promoting a wide range of events and activities at our parks with opportunities for the whole community.		<p>Over 90 events have been delivered or supported by CBC in parks and open spaces across the Borough. Activities range from regular events like park run, football tournaments, netball, walking for health, dog clubs and running clubs etc. to large scale events include Chesterfield Pride, Fake Festival and galas.</p> <p>We have also had a large range of activities for children and young people including school holiday activities, diversionary sporting activities mini orienteering, nature safari events etc.</p> <p>Parks across the Borough have also benefitted from support of hundreds of volunteer hours during the year, taking part in activities including bulb and tree planting, dry stone walling, fencing improvements and litter picking to name a few.</p> <p>We estimate that over 17,000 people have been actively engaged in this programme of activity many of them children and young people.</p>
36	Developing plans for an off-road Mountain Bike centre at Pools Brook Country Park to increase park usage for this		The mountain bike track project depended on funding from the Friends of Poolsbrook Country Park to undertake the feasibility study and design. The Friends of Poolsbrook Country Park have dissolved and have not allocated any of their funds to the project. The situation is

	activity.		currently being reviewed.
37	Working with our partners to deliver the Chesterfield Health and Wellbeing Locality Plan and launch the Healthy Workplaces initiative at Chesterfield Borough Council.		<p>The Chesterfield Health and Wellbeing Partnership is making significant progress on the locality action plan to improve health and wellbeing outcomes for our communities. A healthy workplaces action plan has been developed with employees to improve health and wellbeing for our workforce. A range of activities and campaigns across these programmes have been planned for 2016/17. Activities delivered or planned include:</p> <ul style="list-style-type: none"> <li>• Significant improvement in health and wellbeing information available to staff including news and events, mental health, healthy eating, being active, stopping smoking and alcohol and substance misuse</li> <li>• Launched a new weight management group in conjunction with Live Life Better Derbyshire.</li> <li>• Worked in partnership with Chesterfield Equality and Diversity Forum to organise a tea and talk public and staff event for World Mental Health Day</li> <li>• Health and wellbeing focused displays at key locations including the Town Hall, Sports Centres and Chesterfield College</li> <li>• We are actively support the Active Derbyshire Workplace Challenge for January 2017</li> <li>• Working with Dementia Friends to deliver further training on what is like to live with dementia and how we can assist and improve services</li> <li>• We have a number of campaigns planned including Tinnitus Awareness week, National Salt Awareness week and UV safety month to get children playing outside safely</li> </ul>
38	Developing the evidence base and process for designating a Public Space Protection Order for Chesterfield Town Centre		We have liaised with legal and at this moment in time we are looking at letting the current Designated Public Place Order run its course, then in Aug 2017 the order will automatically become a Public Space Protection Order. The urgency for the PSPO in relation to psychoactive

	to reduce problem drinking and the use of psychoactive substances.		<p>substances is no longer an issue as the NPS psychotic Substance act is now in place. The main issues in the Town Centre continue to be alcohol related.</p> <p>Consultation has now started on proposed changes to the dog control powers and in particular the introduction of new dog control offences. We believe these proposed changes will benefit local communities, neighbourhoods and the local economy, as they will help in the creation and maintenance of clean, safe and healthy neighbourhoods, town centres and visitor destinations.</p> <p>The consultation document contains information about the powers that are in force now along with full details of the proposed changes, how the new controls would work and when they might come into force.</p>
39	Exploring with our communities the potential for community asset transfer.		<p>During 2016/17 we have started to build up experience of community asset transfer by investigating best practice from a variety of sectors and starting with small scale transfer projects. We are currently undertaking a community asset transfer scheme for community notice boards across the Borough. Over twenty local community groups and community based organisations have come forward to work with us on this asset transfer scheme.</p>
40	Achieved a reduction in the number of tenancies breaking down.		<p>This information is not currently available. A year end position is however expected.</p>
41	Improved tenant participation activities and events to improve service delivery and encourage further take up of services.		<p>We have made improvements to our 'Get involved – Customer involvement agreement' previously known as the Tenant Compact. This details how customers can influence and shape the delivery of the services they receive from CBC's Housing Service.</p>

			<p>The Customer Involvement Agreement ensures that customers can:</p> <ul style="list-style-type: none"> <li>• have an informed view of housing services</li> <li>• be involved in planning and improving housing services</li> <li>• monitor how the Housing Service is performing</li> <li>• identify problems and take action to make improvements</li> <li>• get involved with relevant support, training and resources</li> </ul> <p>Where appropriate we consult tenant representatives on:</p> <ul style="list-style-type: none"> <li>• any decision we make that will affect homes or neighbourhoods</li> <li>• how we monitor services and improvement plans</li> <li>• how our services can be improved</li> <li>• estate improvement projects</li> </ul> <p>We offer a range of ways for all of our customers to get involved at a level that is comfortable and convenient to them this can include the Our Homes newsletter, service review meetings, tenants challenge, tenants inspections and many more opportunities to get involved.</p>
42	Reviewing and re-prioritising our community and voluntary sector funding.		We are working with key partners including Derbyshire County Council and Derbyshire Clinical Commissioning groups to consider options for place based commissioning of community and voluntary sector funding to maximise outcomes and reduce duplication. This work needs to be completed for March 2018 when contract dates align.
43	Reviewing our Equality, Diversity and Social Inclusion Strategy.		The research stage for developing the new strategy is now complete and we are developing the draft for consultation. The new strategy and action plan is expected to be adopted in early 2017.
44	Extending our partnership financial inclusion project into more key areas.		We completed a project in Barrow Hill in July 2016 which targeted 380 properties in the most deprived area of the village. This led to 10 appointments with Citizens Advice Bureau for debt advice or benefits

			<p>issues, 3 appointments with the health and wellbeing service to improve access to knowledge of health and wellbeing activities, 2 dogs were micro-chipped and advice given about responsible dog ownership to a number of residents and 3 appointments with housing services regarding repairs and affordable warmth.</p> <p>The project has now moved to the Brimington area for October/November 2016 followed by Dunston in January 2017 and Mastin Moor in March 2017.</p>
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### 1.3 Our Priority – to provide value for money services

Activity number	Activity	RAG	Progress
45	Commencing the Town Hall restack which includes freeing up space within the town hall for income generation.		<p>We have achieved significant progress on this activity during 2016/17 including:</p> <ul style="list-style-type: none"> <li>• Relocating Environmental Health to the depot to improve communication and collaboration with key front line services</li> <li>• Undertaken a detailed review of the restack business case in light of new information regarding asbestos</li> <li>• Developed a comprehensive plan for asbestos removal</li> <li>• Developed a comprehensive plan for renovation phases</li> <li>• Extensive Health and safety assessment</li> <li>• Revised scope of work developed to include toilet facilities, kitchen areas, committee rooms and council chamber, corridor flooring, stairwells and 3<sup>rd</sup> floor re-development</li> <li>• Further agile working devices have been issued to appropriate staff to enable more agile and flexible working</li> <li>• Developed a robust communication plan</li> </ul>

			Subject to Cabinet approval works will commence in early 2017 and will run until December 2017.
46	Developed a new operating model for the council so that we are prepared to meet future challenges.	✓	The target operating model for the Council has been approved. Delivery will take place between 2016/17 and 2020.
47	Developing a project management office which will increase the effectiveness and co-ordination of project management and allow us to prioritise resources for maximum benefit.		<p>Significant progress has been made on this activity so far during 2016/17 including:</p> <ul style="list-style-type: none"> <li>• Developing a draft project toolkit – this has been widely consulted on within services</li> <li>• Developing a draft gateway process to establish projects</li> <li>• Developing example reports</li> </ul> <p>A draft Project Management Office Charter has also been developed. This aims to improve the transparency of project management across the organisation. It will also deliver improvements with regards to:</p> <ul style="list-style-type: none"> <li>• corporate direction and control,</li> <li>• project selection and mandated initiation,</li> <li>• communication,</li> <li>• flexibility,</li> <li>• support to service areas,</li> <li>• perceived bureaucracy,</li> <li>• resource alignment,</li> <li>• continual development of Project Managers and Project Boards.</li> </ul>
48	Achieved a balanced budget for 2016/17 and a revised four year plan for financial stability.		<p>This has been a key focus for 2016/17 with activity including:</p> <ul style="list-style-type: none"> <li>• Delivery of the comprehensive savings action plan</li> <li>• Budget challenge sessions in all service areas</li> </ul>



			<ul style="list-style-type: none"> <li>• Examination of previous underspends</li> <li>• Progressing on the commercialisation agenda to grow income streams</li> <li>• Further challenge via Corporate Cabinet/Corporate Management Team away days in November and December 2016</li> </ul>
49	Commenced delivery of a revised Asset Management plan.		The new asset management plan is being progressed.
50	Increased commercial trading to secure a profit to reinvest in council services.		<p>A strategy for commercial working has been agreed by the GPGS. The Council operates a 'business case' approach to reviewing commercial opportunities.</p> <p>The Council has agreed to provide commercial building works and staff have / are being appointed to provide these works. In the last month 4 jobs have been carried out to the value of £6.5K. The service has received 'Trusted Trader' status within Derbyshire. It is planned to promote the service with the Council Tax mail out to all households.</p> <p>The Council has agreed to set-up a commercial café function.</p> <p>Commercial waste has a consistent customer base, it is planned to promote the service with all businesses via the business rates mail out. The facility to pay by instalments rather than an annual charge is also being organised.</p> <p>The environmental service is currently being restructured so that staff work in larger teams to create additional capacity, reduce duplication and use of sub-contractors rather than internal staff.</p>
51	Continued to roll out agile		Over 150 of our staff are now able to work in an agile way. All our

	working practice to reduce processing and travel time.		identified flexible workers have been issued with laptops to facilitate home and agile working. Our field workers are currently trialling tablets to enable them to work whilst out in the field. This will be rolled out to all our field workers when the results of the trail are known.
52	Further improvements to the Council's website to make it easier for residents and businesses to report issues, carry out transactions and to find relevant information they need about our services or the area.		<p>The iDox Public Access system has now been installed and rolled out to the website which provides a modern and responsive facility for the public to search, view, track and comment on planning applications and appeals.</p> <p>Extensive updating and improvements have been made to the website to improve information access.</p>
53	The crematorium will launch a new online booking system for funeral directors, which will improve service access and free up staff time for improved service delivery.		Further ICT support is required in order to progress the project. There have been further discussions on prioritising this work but implementation has been delayed.
54	Planning service improvements via the council's website will allow residents, developers and consultees to submit information online.	✓	This project is now complete. Customers and consultees are now benefitting from improved online access to planning services.