

Chesterfield Borough Council Plan (2015-2019)

Summary

Our vision: Putting our communities first

Our priority: to make Chesterfield a thriving borough. To deliver this, we will focus on four objectives:

1. To make sure that local people benefit from growth in Chesterfield Borough
2. To continue delivering regeneration projects that will make Chesterfield Borough a better place
3. To develop our great town centre
4. To improve access to technology that meets the needs of our residents, businesses and visitors

Our priority: to improve the quality of life for local people. To deliver this, we will focus on four objectives:

5. To increase the supply and quality of housing in Chesterfield Borough to meet current and future needs
6. To increase the quality of public space for which the council has responsibility through targeted improvement programmes
7. To improve the health and well-being of people in Chesterfield Borough
8. To reduce inequality and support the more vulnerable members of our communities

Our priority: to provide value for money services. To deliver this, we will focus on a single objective:

9. To become financially self-sufficient by 2020, so we can continue to deliver the services our communities need.

Our values:

- Customer focused – delivering great customer service, meeting customer needs.
- Can do – striving to make a difference by adopting a positive attitude.
- One council, one team –proud of what we do, working together for the greater good.
- Honesty and respect – embracing diversity and treating everyone fairly.

1. Introduction

This plan describes the priorities for Chesterfield Borough Council over the next four years. We have chosen a four year period as it gives us time to properly plan ahead, without trying to speculate about what our communities will need and expect in the distant future. It does not cover in detail everything that we do as a council (this will be covered by our service plans on an annual basis). Instead it features the activities where we will be focusing our efforts and where we want to see a real shift over those four years.

In putting the plan together, we have been guided by our simple vision:

Putting our communities first

As a council, we are here to serve and support our communities. Those communities include our residents and tenants, our businesses, our visitors, our students and our voluntary groups. It is these communities that make Chesterfield Borough a great place to live, work and visit. And it is these communities that we seek to put first as a council in all that we do.

This vision shows through in the recent work we have done on behalf of our communities, from transforming the historic Market Hall to securing five prestigious Green Flag awards for our parks, from attracting nationally recognised productions to our cultural venues to investing £52 million to achieve the Decent Homes Standard for all council homes. Our commitment to this vision has led to rising levels of resident and tenant satisfaction with our services. It is evident in the many ways in which we regularly engage with our communities about those services.

The plan should be read alongside other key plans for the borough, in particular our Local Plan: Core Strategy (2011-2031) which sets out proposals for the development and use of land in Chesterfield Borough.

2. Context

Our achievements

There is a great deal to be proud of as we look back on the work delivered by the council and its partners in the last few years. We have taken important steps to secure **the future of Chesterfield Borough**, getting the green light from the Planning Inspectorate for our Local Plan: Core Strategy which sets out how land across the borough will be used over the next 20 years. This includes a number of major regeneration schemes, such as Chesterfield Waterside and Peak Resort. We have played an active role in partnership working with other councils in order to bring additional benefits to Chesterfield Borough, for example securing the devolution of powers and funding from Whitehall as a member of the Sheffield City Region Combined Authority and the local enterprise partnership for Derbyshire and Nottinghamshire.

The council has continued to provide services that **improve the environment we live in**. Five of our parks (Queen's Park, Holmebrook Valley Park, Poolsbrook Country Park, Eastwood Park and the Crematorium Grounds) have been awarded the prestigious Green Flag Award. Standards of cleanliness have improved across the borough and many of our parks have benefitted from refurbishment and improved play facilities, including a £1.3m project at Eastwood Park. Our historic Market Hall received a £4m redevelopment and a conservation area has been established for Chatsworth Road.

By embracing growth and attracting investment to Chesterfield Borough, we have been **improving the economy and employment prospects** for our communities. £2.2m of Regional Growth Fund money has been awarded to local businesses and £100m of support provided to attract new businesses to the Markham Vale Enterprise Zone. The Destination Chesterfield partnership has put the town on the map and its 160 business champions promote Chesterfield Borough as a great place to do business.

The council has taken further steps to **provide great leisure and cultural facilities**. The new £11.25m Queen's Park Sports Centre provides high quality accessible facilities, as well as a base for Chesterfield College students. We have invested in the Pomegranate Theatre and the Winding Wheel, upgrading our cultural venues to bring larger and more varied shows to Chesterfield and attracting £495,000 in Arts Council England funding. We have seen our visitor numbers increase, with over three million a year now bringing £140 million into our economy each year.

As the landlord for almost 9,500 homes, we pride ourselves on **providing a responsive housing service**. We made a £32m investment in our housing stock to bring all our council homes up to the Decent Homes Standard in 2015/16 and continue to invest substantial sums in maintaining this standard. Our £3m Parkside Housing Scheme provides high quality homes for older people and new affordable housing has recently been completed at Chesterfield Waterside. The council has

also invested in the Local Authority Mortgage Scheme to help local people make their first step on the property ladder.

The council has delivered these achievements despite a reduction to the funding it receives from central government. We have therefore worked hard to **become more efficient**, investing in a programme of transformation that is improving how we use our offices and depots, how our staff deliver our services and how our customers are able to access our services.

Chesterfield Borough in 2017

Every year we publish a 'State of the Borough' report, which includes a wide range of facts and figures about the borough that we use to help shape the services we provide. The latest report shows that the population of the borough has increased by 5,000 in the ten years between 2001-2011, with 3,400 more households forming in the same period. The proportion of those households that are privately renting has doubled in this time, from 6.2% to 12.4%, reflecting a national shift away from owner occupation. Our population has become more diverse and there are over 900 households with no residents for whom English is their main language.

Our State of the Borough report shows that there remain some particular **challenges** for the council and the communities it serves. The levels of skills and qualifications of our residents remain below the county and national averages. Whilst unemployment has fallen, it remains a particular issues for younger people and those who are long-term unemployed. There are significant variations in the health of those in the borough, with life expectancy in the most deprived areas 10 years lower for men and 7.6 years lower for women when compared with the least deprived areas. Almost a fifth of our year 6 children are classed as obese and alcohol related hospital admissions, smoking related deaths and adult obesity remain key concerns. The borough contains a number of areas that rank among the 10% most deprived in the country and about 3,900 children live in poverty.

Looking to the future

The council is preparing for changes that will affect us and many other councils across the country. We know that the amount of funding we receive from central government will continue to reduce, falling to almost nothing by the end of the period covered by the plan. Therefore we will need to continue to find savings, as well as looking at other ways to bring in income to fund the services we provide. We will need to work even more closely with partners, building on sharing services and joining up with others to have a greater presence and take on more powers that currently sit in Whitehall.

We know that reforms underway to the welfare system will continue to have an impact on our communities and that we will need to continue to respond through our housing and support services. We know that the population will continue to change,

with an increasing proportion of older people with different expectations and service needs. We know that as technology develops, many of our residents, visitors and businesses will expect to engage with our services in different ways and will look for improved access to technology in our towns, villages and business centres.

Our plan sets out how we will be responding to these challenges and we know that doing so will also require some changes to how we work and development in the skills of our staff. Thankfully we already have a highly skilled and committed workforce and a strong record of developing our teams to ensure they provide the quality services our communities expect and deserve.

In the first two years of the Council Plan (2015/16 and 2016/17) we have made significant progress on our priorities. For many of our priority areas we have already put in train the policies, processes and resources needed to deliver for the remainder of the plan, for example achieving local labour clauses on a 100% of eligible developments. These priorities remain important to us and our communities and we will continue to monitor performance and take action to ensure delivery by the end of the plan period. Key highlights of the achievements so far for each priority area are detailed within this 2017/18 update.

There are however other areas that still require further collective effort to deliver. These are the areas we will be concentrating on for the remainder of the plan (2017/18 and 2018/19). These priorities and the delivery actions we intend during the remainder of the plan are clearly detailed within this update.

Our priorities: to make Chesterfield a thriving borough

Chesterfield Borough is already successful in attracting businesses and visitors, bringing income and jobs that benefit our communities. The council has played a lead role in driving growth and regeneration, working closely with the business community and partners in other public sector organisations. We have a diverse and appealing offer for those living and working here and this continues to support a strong visitor economy. However, in an increasingly competitive country and in a global economy, it is vital that Chesterfield Borough continues to thrive. We also need to keep pace with the demands and expectations of those that live, work and visit our Borough and take a long-term view of what needs to be in place to sustain growth in the future.

To deliver this priority, we have set out our key objectives:

1. To make sure that local people benefit from growth in Chesterfield Borough

As we continue to attract businesses and visitors to Chesterfield Borough, it is important that local people are able to benefit from the growth. We will support new and existing businesses, and work with our partners to make sure that local people have the right skills to take the job and training opportunities that are created. As

well as supporting our existing businesses to grow, we want to continue attracting new investors and encouraging new businesses to start up.

We made significant progress towards our aims during the first half of the plan term (2015/16 – 2016/17):

- Agreeing local labour clauses on all eligible major developments
- Working with Peak Resort and other businesses to maximise employment opportunities for local people. The Peak Resort will provide 1,300 jobs when it opens, and hundreds more during the construction phase
- We launched the apprentice town initiative with Chesterfield College, there are now over 5000 apprentices studying with Chesterfield college. We have also had considerable success with the Ambition programme which targets young people not in work, education or training. 105 young people started the programme in 2016/17 and so far 32 have gained work experience placements and 34 have secured employment.
- The new £17million Sheffield City Skills Bank was launched in May 2016, providing a flexible pot of funding for businesses to access and enable delivery of 42,000 qualifications. 12 Chesterfield businesses have already secured skills deals to the value of £92,820 and benefitting 111 individuals. A further 44 Chesterfield companies have skills deals in the pipeline which will upskill 780 individuals to the value of £340,214.
- Skills Bank builds on the previous Sheffield City Region 'Skills Made Easy' programme which completed in July 2016. This programme supported 188 Chesterfield employers to deliver 362 training plans including plans for 170 apprentices.
- We introduced dedicated business support advisers into Chesterfield Borough as part of the Sheffield City Region and D2N2 Growth Hubs to help businesses to survive and thrive and have implemented a growth strategy and action plan to achieve sustainable growth
- In October 2014 there were 2910 businesses in Chesterfield Borough by October 2015 there were 3190 and by October 2016 there were 3275 businesses. This is an uplift of 12.5% compared to the national increase of 8.4%
- In 2015 (October) there were 3190 businesses in Chesterfield, by . This compares to 2910 businesses in 2014, a year on year increase of 280 or 9.6%. This was ahead of the increase seen nationally which was 8.4%.
- Over the last three years the percentage of the working age population out of work has declined from 3% in November 2013 to 1.8% in November 2016. The unemployment rate in Chesterfield has been either at parity or just below the national rate since September 2015.
- The rate of youth unemployment (18 – 24 year olds) has declined significantly over the last three years, from 8% in November 2013 to 3.8% in November 2016.

2. To continue delivering regeneration projects that will make Chesterfield Borough a better place

The council has been leading work across Chesterfield Borough to bring forward sites to create more jobs, housing and growth in the area. We will continue to drive this activity, maintaining momentum on sites where work is underway and building a pipeline of activity for the future.

We made significant progress towards our aims during the first half of the plan term (2015/16 – 2016/17):

- We have made significant progress in the development of Chesterfield Waterside. This includes starting the work on the infrastructure to the first phase of Waterside Basin Square enabling the development of the Basin Square and Station Approach character areas. We have also held pre-application discussions with potential developers with the scope agreed for 300 rented apartments, a hotel and 7,500 sqm commercial floorspace.
- Staveley and Rother Valley Corridor will include up to 2000 houses and 30,000 sqm of new employment land, a new Local Centre accessible to existing residents in the surrounding area and improvements to the River and Canal environments. We have been progressing this by developing a funded delivery plan, pre-application meetings with landowners including detailed design and masterplan reviews. There has also been extension liaison with Derbyshire County Council regarding education and highways and the Homes and Communities Agency on the impact of HS2.
- Occupancy at Markham Vale Enterprise Zone is increasing with several large developments taking place on the site. Major works have started on opening up the northern part of Markham Vale, this will facilitate up to 1 million sq. ft. of development land. We are working with partners to attract new, relocating and expanding businesses to explore the opportunities this will bring to open up the site for development.

3. To develop our great town centre

A vibrant town centre is important for the whole of the Chesterfield area, as it will drive and support our plans for growth. It brings economic benefits and rightly remains a source of pride for our residents. Recent years have shown how challenging it can be to maintain a busy and thriving town centre and it is important we continue to shift and adapt our offer, whilst preserving what is best from our proud history and tradition.

We made significant progress towards our aims during the first half of the plan term (2015/16 – 2016/17):

- We have adopted a revised masterplan and developed an implementation plan for Chesterfield town centre which has a strong focus on town centre management.
- We have continued to develop the cultural programme at our venues including satellite broadcasts. The programming has been extremely successful and well received by repeat and new customers. In our latest satisfaction survey over 95% of our customers were satisfied with the Pomegranate Theatre and Winding Wheel.
- 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.
- 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.
- The overall event programme for the town centre has been strengthened through aligning with the Healthy High Streets Programme, which sees corporate businesses like M&S, Boots, Wilko, Greggs all working with Markets, Pavements and Vicar Lane to add value and strengthen the existing offer as well as new initiatives including the Pumpkin Hunt for halloween, a Santa's Grotto in the Market Hall.
- Our town centre occupancy levels remain at over 90%
- We have worked with the Peak District Destination Management Organisation to increase visitor numbers to Chesterfield.
- The economic impact of tourism in Chesterfield Borough for 2015/16 was £164 million, an increase of 2.7% from 2014/15. Visitors numbers have increased by 2.6% over the same period with 3.5 million visits per annum. This industry now supports 2,116 full time equivalent jobs in the borough.
- Customer satisfaction with the visitor information centre remains extremely high at 93% and one of our key attractions the Museum has a satisfaction rating of 94%. We have also achieved extremely high Visitor Attraction Quality Assurance Scheme results for the Museum 81% overall with 97% for the quality of the welcome. This is an independent assessment by Visit Britain.
- The Northern Gateway site development is underway including improvements to the multi-storey car park and the redevelopment of the former Co-op building. This will include a hotel, bars and restaurants and a gym.

4. To improve access to technology that meets the needs of our residents, businesses and visitors

Our expectations regarding technology have shifted massively over the last ten years. If we wish to continue attracting businesses to locate here and people to visit, it is important that our business parks and our town and district shopping centres reflect these shifting expectations. By increasing our investment in technology, we will also make sure that our residents have greater opportunities to access modern and responsive council services, and our staff are suitably equipped to provide this.

We made significant progress towards our aims during the first half of the plan term (2015/16 – 2016/17):

- We delivered the latest digital connectivity to tenants at our innovation centres and have improved digital connectivity at our leisure centres and cultural venues.
- 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.
- We launched our new website which is accessible on a variety of devices including mobile phones and tablets. The website will focus on improving user experience with significant improvements in navigation and service access.
- We have also launched an improved e-planning service to improve access for customers and consultees

Our focus for 2017/18 to deliver a thriving borough:

During the final two years of the Council Plan we will be focusing our efforts and resources on the following areas:

Aim	Key activities for 2017/18 – 2018/19
Maximise the impact of skills related programmes for the benefit of Chesterfield businesses and residents to enhance the local economy.	<ul style="list-style-type: none"> • Creating a skills action plan for Chesterfield which ensures that local people & businesses have clear advice, signposting and support with regards to the range of programmes available and recognises specific 'skills agenda' activity such as Apprentice Town and activity connected to major regeneration projects (2017/18) • Produce a performance dashboard for all skills and employment schemes that shows how Chesterfield benefits and provides a mechanism to monitor report and influence progress. (2017/18) • Refresh the skills fact card for Chesterfield (2017/18) • Ensure the effectiveness of local labour clauses on 100% of all major planning applications (2017/18 and 2018/19) • Host an annual skills conference aligned with local and regional growth priorities (2017/18 and 2018/19)
Start on site with the regeneration of the Staveley and Rother Valley Corridor and ensure that local benefits are maximised as plans develop for the proposed HS2 maintenance depot.	<ul style="list-style-type: none"> • Developing a HS2 Growth Strategy that includes the maintenance depot (2017/18) • Working with landowners to secure planning permission for the first phase of development (2018/19) • Preparing a major scheme business case for the Regeneration Route (2018/19)
Extend the town centre offer	<ul style="list-style-type: none"> • Delivering a successful healthy high streets

for our residents and visitors.	<p>initiative (2017/18)</p> <ul style="list-style-type: none"> • Reviewing and revising the Town Centre masterplan (2017/18) • Undertaking a feasibility study of developing a business improvement district for Chesterfield, this includes possible enhancement of town centre events. (2017/18) • Significant progress on the Northern Gateway development (2017/18 and 2018/19)
Sustain town centre occupancy levels at 90% or higher and increase occupancy levels at the outdoor market, reaching 90% by the end of the period.	<ul style="list-style-type: none"> • Continuing to support new initiatives including evening markets, young people's markets etc. (2017/18) • Considering the feasibility of creating a single market in the 'square' (2018/19)
Adopt a growth strategy that recognises the impact to Chesterfield's economy from the range significant growth opportunities emerging in Chesterfield, including HS2 and Peak Resort.	<ul style="list-style-type: none"> • Develop a HS2 Economic Impact Study (2017/18) • Develop a HS2 Growth Strategy (2017/18) • Adopt a revised growth strategy for Chesterfield's economy (2017/18)
Increase the value of the visitor economy by at least 5%, bringing in an additional £7m per annum.	<ul style="list-style-type: none"> • Developing a visitor economy action plan (2017/18) • Supporting the development of the Peak Resort gateway (2017/18 and 2018/19) • Supporting the development of Peak Resort Phase 2 (2017/18 and 2018/19)

Our priorities: to improve the quality of life for local people

Satisfaction with services provided by the council is rising and many of our residents enjoy a good quality of life. We continue to provide a clean, safe and green environment and increase the range of leisure services available. More housing is being built to meet the needs of our communities and as the landlord for over a fifth of the homes in Chesterfield Borough; we have recently ensured all of those houses are of a decent standard. However, we know that our communities still look to the council to bring further improvements and to provide for people and places that do not currently enjoy the standards they need and expect.

To deliver this priority, we have set out our key objectives:

1. To increase the supply and quality of housing in Chesterfield Borough to meet current and future needs

We know that access to decent housing is vital for the quality of life and well-being of communities. We will continue to work to support our existing residents and plan for

future growth by providing the right housing offer across Chesterfield Borough. This needs to be housing that meets the changing pattern of the lives and aspirations of our residents, housing that is affordable and housing that will attract people coming into the new jobs created in the area.

We made significant progress towards our aims during the first half of the plan term (2015/16 – 2016/17):

- Published a draft new Local Plan and completed phase 1 of the consultation
- Launched the Community Infrastructure Levy to help meet the infrastructure needs and priorities necessary for the sustainable development of Chesterfield.
- Procured advice on the setting up of a company to enable the Council to build houses for sale and rent. Consideration is taking place on the options available, risks and potential rewards, timescales and an indication of the additional resources required if this activity is taken forward.
- All CBC Council homes currently meet the decent homes standard. We invested £32 million in 2015/16 and £29 million in 2016/17 in our council housing stock to ensure that it continues to meet the decent homes standard and deliver affordable warmth for our tenants
- Carried out an assessment of the number of long-term empty properties within the Borough and prioritised them for appropriate action
- Delivered around £200,000 of assistance to vulnerable homeowners through the provision of an interest free loan. This programme is assisting people to stay in their homes and increasing independent living.

2. To increase the quality of public space for which the council has responsibility through targeted improvement programmes

The council is able to make a significant difference to the quality of people's lives through the way it maintains and improves the estates, buildings and open spaces it owns and manages. Working with communities, it will continue to deliver a rolling programme of improvements that make places across the borough cleaner, safer and greener. We will do this by investing our own resources and attracting additional funding, as well as looking for alternative uses and/or owners for those assets and spaces that are no longer serving communities well.

We made significant progress towards our aims during the first half of the plan term (2015/16 – 2016/17):

- We have made progress on the estate regeneration at Barrow Hill including approved scheme, an approved budget and planning permission for the scheme. The works will start in 2017/18.
- Several of our parks and open spaces have been improved including the development of a £350,000 sports pavilion at Eastwood Park, petanque piste at Eastwood Park, a new sensory garden and café terrace at Holmebrook Valley park and refurbished children's play areas at five local parks. We have also supported many groups with masterplanning for parks and open spaces and attracting funding.

- We now have five green flags for our parks - Queen's Park, Eastwood Park, Holmebrook Valley Park, Poolsbrook Country Park and the Crematorium
- The vast majority of our tenants (82%) are extremely satisfied with their neighbourhood as a place to live and our extensive improvement housing improvement programme has helped us to achieve extremely high satisfaction rates for our services as a landlord (88%).

3. To improve the health and well-being of people in Chesterfield Borough

The life expectancy of Chesterfield Borough residents varies significantly between areas, being 10 years lower for men and almost 8 years lower for women in the most deprived areas compared to the least deprived. We will continue to work with our partners to improve all aspects of health, especially those such as obesity, alcohol abuse and self-harm, where our residents are currently less healthy than the national average. We know that a whole range of factors have an impact on people's health and the objectives we have set to bring additional jobs and better housing will lead to health improvements. As a council, we can also focus on increasing participation in leisure activities through the services we provide and working closely with partners who provide a wider range of services to tackle some of the underlying reasons for poor health.

We made significant progress towards our aims during the first half of the plan term (2015/16 – 2016/17):

- Over 90 events per annum are 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 including Chesterfield Pride, Fake Festival and galas. 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.
- 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.
- We estimate that over 17,000 people per annum been actively engaged in this programme of activity many of them children and young people.
- We opened the new £11.25m Queen's Park Sports Centre and have increased membership rates to over 3000 members at each of leisure centres (Queen's Park and the Healthy Living Centre in Staveley).
- We supported a range of high profile sporting events including the Chesterfield Marathon and the Aviva Women's cycling race, as well as supporting neighbourhood level activities such as walking for health groups and targeted exercise groups.

- 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 also been developed with employees to improve health and wellbeing for our workforce.
- We were successful in our application to become an affiliate member of the Healthy Cities/Communities Network and now benefit from access to peer support, best practice, collaboration opportunities and increased lobbying strength
- We have improved tenant participation activities and events to improve service delivery and encourage further take up of services.

4. To reduce inequality and support the more vulnerable members of our communities

We will build on the support that we have already provided to those members of our communities most in need and work with our partners to make sure our collective resources are used effectively to support vulnerable people across Chesterfield Borough. We will particularly address social exclusion through improving access to financial support, making sure our residents know where to go for additional help and bringing agencies together to target help where it can have most impact.

We made significant progress towards our aims during the first half of the plan term (2015/16 – 2016/17):

- We have continued to support key community and voluntary sector organisations to provide financial inclusion services. We have service level agreements in place with key advice agencies including the Citizens Advice Bureau, Derbyshire Unemployed Workers Centre and Derbyshire Law Centre. The £266,160 funding package is aimed at providing a range of community legal services, employment, sickness, debt and benefits advice.
- With a range of partners we have delivered eight intensive support and advice projects in key areas including Barrow Hill, Brimington, St. Helens, Grangewood, Holemehall and Middlecroft. Bespoke housing, financial, health, benefits, employment and legal advice and support has been offered within a community setting. Over 1,200 households have had access to this scheme during 2015/16 and 2016/17.
- We have reviewed our Equality, Diversity and Social Inclusion Strategy and support to reduce inequality, enhance community cohesion and ensure that factors such as deprivation and health inequalities are fully integrated into decision making processes and policy development
- We introduced an assessment process for an applicant's ability to manage and maintain a tenancy before allocating council housing and provided support to those not yet able to sustain a tenancy
- All our staff are paid at least the living wage.

- We provided increased support for homeless people through additional housing advice workers and a dedicated 'No Second Night Out' worker
- We launched a joint North Derbyshire Homelessness Strategy. This built upon the partnership work already in place across the three authorities and provides a strong platform for accessing external funding for further prevention activities.

Our focus for 2017/18 to improve the quality of life for local people:

During the final two years of the Council Plan we will be focusing our efforts and resources on the following areas:

Aim	Key activities for 2017/18 – 2018/19
<p>Work with our partners to improve the health and well-being of people in the borough and reduce the gap in health outcomes between the most and least deprived.</p>	<ul style="list-style-type: none"> • Continue to develop and deliver the Chesterfield Health and Wellbeing Partnership locality plan (2017/18 and 2018/19) • Adopt a “health in all policies” approach to embed improved health and wellbeing outcomes in all council policies and plans (2017/18) • Produce a Health and Wellbeing Strategy and supporting action plan (2017/18) • Continue to develop with partners local community-led actions for increasing participation in physical activity in our seven most deprived neighbourhoods building on the community asset approach (2017/18 and 2018/19) • Develop an approach for co-commissioning of VCS delivered services with our public health and CCG partners (2017/18) • Develop and deliver programmes with partners to improve health outcomes associated with the following topic areas within target groups <ul style="list-style-type: none"> - Falls prevention (2017/18) - Alcohol (2018/19) - Obesity (2018/19)
<p>Provide and expand our homelessness support and prevention services in partnership with Bolsover and North East Derbyshire councils.</p>	<ul style="list-style-type: none"> • Establish a North Derbyshire Homeless Forum to take the lead role in developing and implementing the North Derbyshire Homeless Strategy (2017/18) • Undertake a review and implement a new IT system to process and monitor homeless presentations with a key focus on homeless prevention (2017/18) • Undertake a review of working practices to ensure the efficient implementation and delivery of the pending Homeless Reduction Bill (2017/18) • Undertake a peer review in preparation for attaining the Homeless Gold Standard to deliver

	further improvements to homelessness services (2018/19)
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Our priorities: to provide value for money services

The council has a strong record in delivering good value for money services. In recent years it has been able to find the savings necessary to balance its budget, whilst still providing a wide range of services with which our communities are increasingly satisfied. It has improved the efficiency of running services and continues to operate to high standards of governance and accountability. It looks to make effective use of the assets that it owns and to develop opportunities for bringing in income in order to fund the services our communities need. However, the financial challenges are growing and we see more and more councils looking to transform into very different types of organisation. Chesterfield Borough Council also needs to change and has been looking at new approaches in response to these financial challenges.

To deliver this priority, we have set out our key objectives:

1. To become financially self-sufficient by 2020, so we can continue to deliver the services our communities need.

This means that we will need to fill the gap that is left as central government funding is reduced. Our RSG will fall from £1.8m in 2016/17 to £0 in 2020/21. In addition we have further pressures from declining New Homes Bonus Income projected to fall from £909,000 in 2016/17 to £0 in 2020/21 due to changes announced by Government in December 2016. Further uncertainty will exist around Business Rates income and a move to 100% retention. (currently around £4.4m per year) reduces to almost zero by the end of this plan period. It is only by prioritising 'balancing the books' that we will be able to continue to serve our communities and deliver the services they need and expect from us.

To do this, we will continue to look at how we provide services more efficiently and to plan for making future budget savings. We will develop those areas where we could generate more income from our services and assets. And we will need to consider whether the council should continue to provide all of the services it does at present, or whether some might be better provided in partnership with others. Doing these things, will mean changing the nature of the council and how it works. Continuing to operate as we do now will not be sufficient given the scale of the financial challenges that face us. It will mean that we need to build on the existing skills of our staff and take some considered risks.

We made significant progress towards our aims during the first half of the plan term (2015/16 – 2016/17):

- We reviewed and strengthened our Great Place: Great Service transformation programme. The business case has been completed providing re-assurance over payback periods and longer term savings (500K per annum by 2020) to contribute towards achieving a balanced budget.
- We developed a new operating model for the council so that we are prepared to meet future challenges.
- The Town Hall restack has been started, this includes freeing up space within the town hall for income generation.
- Developed a project management office which will increase the effectiveness and co-ordination of project management and allow us to prioritise resources for maximum benefit.
- We are undertaking more commercial trading to secure a profit to reinvest in council services. This includes establishing a Trading Board and governance arrangements drafted to allow for adequate planning and scrutiny of all potential trading. Activity so far includes commercial building works for which we now have trusted trader status and we are developing a commercial catering function and with partners across Derbyshire introduced a commercial building control service
- Over 200 of our staff are now able to work in an agile way. All our identified flexible workers have been issued with laptops or tablets to facilitate home and agile working.
- The new Council Intranet has been launched to improve internal communication and collaborative working.
- We rolled out on-line bookings for our cultural and leisure facilities to maximise income generation opportunities.
- A new Housing system went live which has improved the way that housing repairs are managed and jobs are allocated between different teams. A mobile app allows staff to work in an agile way by receiving jobs on a tablet and updating data on the move.

Our focus for 2017/18 to provide value for money services:

During the final two years of the Council Plan we will be focusing our efforts and resources on the following areas:

Aim	Key activities for 2017/18 – 2018/19
Ensure the council has a balanced budget each year, making up the reduction in central government grant through savings and increased income.	<ul style="list-style-type: none"> • Retain budgetary discipline and income maximisation strategy including (2017/18 and 2018/19): <ul style="list-style-type: none"> - Budget challenge and vacancy control - Focusing on maximising core income streams (leisure centres, venues and business units etc.) - Careful investment in new projects and activities that generate a realistic/material

	<p>return – using the business case approach</p> <ul style="list-style-type: none"> - Exploration of external grant funding opportunities - Continuing the focus on operational service efficiencies - Reviewing cost/spend arrangements with service providers <ul style="list-style-type: none"> • Improvements to our risk management strategy and risk management processes to ensure increased awareness and mitigation of potential external financial risks (2017/18)
<p>Develop a rolling five year plan for the use our surplus land assets, investing in opportunities that will bring sustained revenue to the council to use for delivering services.</p>	<ul style="list-style-type: none"> • Continue to work with Derbyshire partners on the “One Public Estate” initiative including ensuring all asset information is available via the project database. (2017/18 and 2018/19) • Revise the Corporate Asset Management Strategy and complete a review of surplus asset disposal plans for 2017 - 2021(2017/18) • Develop detailed asset disposal plans for 2017/18 and 2018/19 (2017/18) and complete an external review of disposal process (2017/18) • Review success of 2017/18 disposal plan (2017/18) and the 2018/19 plan (2018/19)
<p>Take a more commercial approach where appropriate, including developing new services and selling existing services to new customers.</p>	<ul style="list-style-type: none"> • Work with our partners to continue to develop a more commercial approach for Crematorium management (2017/18) • Commercial catering function to go live starting with the Market Hall (2017/18) and moving into other Council facilities (2018/19) • Feasibility study of the potential for developing a property development company (2017/18) • Commercial work programme developed and delivered for next phase of commercialisation activity (2017/18 and 2018/19)
<p>Improve the technology that supports our service delivery and increase the skills and capacity of our staff to work in a more commercial manner.</p>	<ul style="list-style-type: none"> • Commercial skills training for all visitor information centre and cultural venues staff (2017/18) • Procure ICT platform to support service delivery and commercial approach (2017/18) • Implement 1st phase of digital improvements – 5 services online (2017/18) • Implement Microsoft Office 365 (2018/19) • Commercial skills training for all customer services and leisure staff (2018/19) • Implement Assisted Digital customer programme (2018/19) • Achieve 3* SOCITM Better Connected rating for our website (2018/19)

	<ul style="list-style-type: none"> • Implement 2nd phase of digital improvements – 10 services online (2018/19)
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How we will work

The council has four values that describe how we want to work to achieve our vision.

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 and on-line, 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 take a 'public sector first' approach to service delivery, believing in the benefits to our communities that come from a public service ethos. We contribute actively to partnerships with other organisations within Chesterfield Borough and beyond our boundaries. We manage our suppliers and contractors fairly but robustly to make sure we are getting 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. The council has recently restructured, moving away from rigid departments to encourage teams to work more closely together. 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 elected members work well together and individuals are able to express their views openly within their teams and at wider meetings and events.

Our annual employee survey provides a valuable source of feedback on how well we are doing in light of these values. We are committed to taking action in response to the survey each year, working with our staff to improve satisfaction scores and increase employee engagement.

Get in touch

Whether you are a member of staff, a resident, work in a local business or for one of our partner organisations, we welcome your views about this plan. You may want to contribute to its delivery, find out more about what we do or suggest activities that you feel are missing. If so, please contact us at:

Website and Social Media

Website – www.chesterfield.gov.uk

Facebook - <https://www.facebook.com/ChesterfieldBoroughCouncil>

Twitter - <https://twitter.com/chesterfieldbc>

YouTube - <https://www.youtube.com/channel/UC7EjAgwra2iKCwC0YKf7Niw>

Call us

You can telephone us on 01246 345 345.

Visit us in person

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Chesterfield S40 1SN

Opening hours

8.30am to 5pm on Monday, Tuesday and Thursday

10am to 5pm on Wednesday

8.30am to 4.30pm on Friday

9am to midday on Saturdays for payments only