

Council Plan Delivery Plan 2020/21

Delivery progress and COVID-19 impact

Making Chesterfield a thriving borough

Key milestones for 2020/21

	Milestone	Potential Covid-19 impact	RAG for delivery	Progress
TB1	Complete and open the Northern Gateway Enterprise Centre	L		<p>Robert Woodhead Ltd have been appointed as the main contractor to deliver the construction of the Northern Gateway Enterprise Centre. Building work commenced in April 2020. The delivery programme has been impacted by the Covid-19 pandemic mainly through supply chain shortages and challenges around a Covid-19 secure workplace. The latest forecast shows a likely completion date of May 2021, this continues to be regularly reviewed in line with the latest guidance and the availability within the supply chain.</p> <p>Photographs and videos of the build progressing are available via the council's website. A walkthrough video has also been developed to give potential tenants a flavour of what the new enterprise centre will have to offer. Find out more here.</p> <p>A marketing strategy has been developed, with the new Centre</p>

				<p>adding to the Enterprise Chesterfield brand.</p> <p>The new building has been designed to have sustainability principles at its heart, minimising its impact on the environment.</p>
TB2	Progress the land assembly plan for the next phase of the Northern Gateway	M		<p>We continue to work with a range of partners and key stakeholders to explore ways to bring forward sites allocated for housing in the recently adopted Local Plan. This includes land assembly to progress the next phase of the Northern Gateway which includes significant housing numbers. It is too early to understand the full impact of Covid-19 on housing delivery and the housing market but this is being kept under review with plans and actions being adjusted accordingly.</p>
TB3	Continue to support the delivery of the Elder Way development	H		<p>Chesterfield Borough Council and Destination Chesterfield continue to support the developers Jomast to market the development and secure interest. Prior to the Covid-19 pandemic there had been significant interest in the remaining units at the Elder Way development and progress was being made to secure tenants.</p> <p>The Covid-19 pandemic has had a negative impact in converting interest into tenancies due to market confidence particularly in the hospitality and leisure sectors. Our economic recovery plan includes a range of activities aimed at providing support and boosting confidence for both customers and businesses with a particularly focus on town centre recovery.</p>

				<p>The £1.8m investment in public real works on Elder Way and Packers Row will be a big boost to this activity. A Contractor has been appointed and work is due to be completed in Spring 2021.</p>
TB4	<p>Waterside – commence construction of commercial development at Basin Square</p>	L		<p>The first development in the Basin Square area will begin in October 2020, following the securing of the main contractors Britcon. The build period is expected to take nine months, this is however regularly reviewed in line with the latest guidance and availability of supplies.</p> <p>Chesterfield Borough Council is working closely with Britcon to maximise the impact of the local labour clause and to support local supply chains.</p> <p>Other elements of the Waterside scheme also continue to progress. There is interest in the multi-storey car park proposed for the site with terms agreed with an operator. Progress is also being made with a hotel operator.</p>
TB5	<p>Complete consultation, develop and adopt the HS2 station masterplan</p>	M		<p>Key elements of the HS2 station masterplan are now starting to be completed including the strategic review for the transport strategy and the station layout.</p> <p>The masterplan is currently being finalised following an initial consultation phase with key partners and stakeholders. A report will be considered by Cabinet shortly which will enable a further consultation and engagement stage.</p>

				<p>Chesterfield Borough Council has secured external funding to support key strands of the masterplan delivery. This includes £2.4 million from D2N2 LEP to deliver a number of activities including:</p> <ul style="list-style-type: none"> • a transport and accessibility study and preliminary designs for the highway layout • site wide ground investigations • Delivery Strategy for the proposed multi-storey car park and transport hub • A public realm strategy and design work towards the new pedestrian and cycle infrastructure including a new bridge <p>Consultation plans may be impacted by further Covid-19 related restrictions.</p>
TB6	Progress key site acquisition strategy to maximise HS2 benefit	L		<p>The £2.4 million D2N2 LEP funding is also being used to progress the acquisition, demolition and site assembly of the former Chesterfield Hotel. This includes the submission of a planning application for a mixed use development on the site.</p>
TB7	Progress year 2 of the HS2 and you programme	H		<p>The HS2 and you programme was paused from March 2020 due to the impact of the Covid-19 pandemic on school provision. Conversations with schools have indicated that they will require a significant amount of recovery and catch up time for students and that they may not be able to re-join the programme until 2021. Meanwhile work is being undertaken to develop an online provision.</p>

				This activity will need to be deferred until 2021/22.
TB8	Deliver year 1 of the Visitor Economy Action Plan	H		<p>Progress on the preparation of the Visitor Economy Action Plan has been delayed as other projects have been prioritised, most notably in relation to the Council's response to the Covid-19 pandemic. However, work on the Strategy and Action Plan has now restarted and a key project milestone, the preparation of the 'Chesterfield Visitor Economy Audit' was completed in August 2020. The Strategy and Action Plan itself will now be completed in 2020/21, with year 1 delivery in 2021/22.</p> <p>The Covid-19 pandemic has had a major impact on the visitor economy, with sectors such as leisure, hospitality and retail disproportionately affected by lockdown and the continuation of social distancing measures. The delay in preparing the Action Plan provides an opportunity to better understand the potential longer-term impacts of Covid-19 on the visitor economy and appropriately respond to these within the Action Plan.</p> <p>Although the completion of the Strategy and Action Plan has been delayed, there has been substantial progress on a number of projects and initiatives that will support the growth of the visitor economy, including Re-opening the High Street Safely funding, Peak Resort, Northern Gateway and the Revitalising the heart of Chesterfield projects.</p>
TB9	Deliver a programme of Borough wide events	H		The events programme has been critically impacted by the Covid-19 pandemic. Major events for 2020/21 have been cancelled due to

				<p>social distancing requirements including Medieval Fun Day, Walking Festival, 1940s market, Motor Fest, Fireworks extravaganza and the Christmas Lights switch on.</p> <p>Teams across the Council have worked hard to provide alternative digital provision with a range of activities for residents of all ages to try. Social media, print and web campaigns have also been launched to support the key aim of economic recovery of our High streets as part of our economic recovery plan.</p>
TB10	Re-launch the Town Centre Forum to increase engagement and activity to promote and support the Chesterfield Town Centre economy	L		<p>This will form a key part of our economic recovery plan. An engagement officer is currently being recruited to re-launch the forum and increase engagement activity with the business community including town centre traders and retailers.</p>
TB11	Support the development of Peak Resort and Adrenaline World, maximising the benefit for Chesterfield's economy	L		<p>Chesterfield Borough Council continues to support the development of Peak Resort scheme which will provide significant employment opportunities for our communities. The scheme will benefit the local community by providing additional services and facilities as well as providing jobs through construction and operations on the site and opportunities for the wider supply chain and business community.</p> <p>Adrenaline World construction is underway and will provide a variety of activities including zip lines, climbing walls and a ninja course.</p> <p>Another key part of the development is the Gateway at Peak to</p>

				provide environmentally friendly tourism opportunities into Chesterfield, North Derbyshire and the Peak District. The developer Milligan Retail are working in partnership with the Council, University of Derby and the Peak District National Park Authority to develop the gateway proposition and business case.
TB12	Consider the options for the refurbishment of the George Stevenson Memorial Hall and progress to design phase if viable	L		Due to the Covid-19 pandemic the options development stage was paused however this has now re-started and will be completed during 2020/21. This sector has however been significantly impacted by the Covid-19 pandemic and will require significant support to enable recovery. Alongside the options, a robust business case will need to be developed and considered before potentially progressing to the design phase in 2021/22 if viable.
TB13	Develop schemes and initiatives including the town investment plan to maximise the Staveley Town Centre Deal potential	L		<p>A number of Staveley Town Board meetings and workshops have taken place. The key activity has been developing the vision for Staveley. Further stakeholder engagement is taking place to sharpen the vision and start to develop the Staveley Investment Plan.</p> <p>A Staveley Town Deal Manager has been appointed to lead on the development of the Investment Plan and to facilitate the Staveley Town Board. A key early priority was the completion of the bid for £500k of accelerator funding from Government to develop the plans further.</p> <p>The bid was successful with several key projects being identified for funds:</p>

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| | | | <ul style="list-style-type: none">• George V Playing Field – to provide play spaces and outdoor gym equipment• Springwell Community College – installation of a 3G all-weather sports pitch• Staveley Miners Welfare Football Club – to provide drainage for three pitches as part of the Club’s wider pitch redevelopment project• Staveley town centre – to upgrade CCTV equipment in the area• Derbyshire Rail Industry Innovation Vehicle (DRIIVe) project – to support site development for a new rail training and innovation centre at Barrow Hill Roundhouse |
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The Staveley Town Board are preparing and aiming to submit the Town Investment Plan to Government. The plan will include a number of business cases for key strategic projects that will support the delivery of the Staveley Town Deal vision and transform Staveley’s economic growth prospects with a focus on employment opportunities, improved transport, skills and culture.

Stakeholder and public consultation plans are now in place and activities are being developed to ensure that young Staveley residents can also engage in the activities and contribute to future plans.

The Investment Plan will enable the draw down of further funding for the projects and activities.

				In addition, we are actively engaging with D2N2 and the other town deal areas in Derbyshire and Nottinghamshire to collaborate and learn from best practice.
TB14	Further develop the visitor offer at the Pomegranate and Winding Wheel Theatres	H		<p>Focus during 2020/21 so far has been around re-opening the theatres as a Covid-19 secure venue to ensure the safety of customers and staff. The Pomegranate Theatre has returned as a cinema and the Winding Wheel can now accept bookings for meetings and activities. Limited live performance activity is also starting. All activities have to be carefully risk assessed to ensure safety.</p> <p>Expanding the visitor offer will not be possible during 2020/21 due to the social distancing guidance and recovery period required for core provision. This situation will however be kept under review as more is known about the medium and long term impacts for the sector.</p>
TB15	Conduct research and develop options for alternative usage of retail space in the town centres	L		Research has continued alongside scenario planning and mitigating the impact on town centres following the Covid-19 pandemic. This activity is more important than ever as we seek to understand the impact and prospects for the retail, leisure, hospitality, tourism and service sectors.
TB16	Progressing the Heart of Chesterfield programme including commencement of the Market reconfiguration project	M		The revitalising the Heart of Chesterfield programme comprises of three key scheme elements: the reconfiguration of the outdoor market; infrastructure to support events and activities and the provision of enhanced public realm linked to the Northern Gateway development.

				<p>Although the Covid-19 pandemic has adversely impacted on the timescale for scheme completion, progress has continued to be made. Additional funding of £650k from the D2N2 LEP was approved in August 2020. This funding will enable an upgrade of the market reconfiguration works (£350k) and an extension of the public realm works scheduled for Elder Way to be extended to Packers Row (as far as the junction with High St).</p> <p>Bentley Project Management were appointed at the beginning of 2020 to support delivery of the project. The design work will not only consider a scheme in relation to the available project funding (£1.15m) but also a more ambitious proposal that could form the basis of future scheme delivery. The deadline for scheme delivery is November 2021.</p> <p>The public realm element of the scheme has continued to progress with the appointment of the contractor for works delivery and the securing of DCC Highway Authority construction approval. The works will be completed in Spring 2021.</p>
TB17	Develop and adopt a long-term parking strategy including electric vehicle charging	M		<p>Development of the parking strategy is underway, however specific aspects of delivery and improvement have already been progressed.</p> <p>A total replacement of the now obsolete parking equipment is underway. This will deliver new technology (mirroring Saltergate Multi storey car park) enabling customers to purchase weekly,</p>

				<p>monthly and annual permits directly from the pay stations on site as well as online.</p> <p>Pay by phone has also been launched for surface pay and display sites. This allows users to download an App to their smartphone, register and pay for their parking.</p> <p>We are working with Derbyshire County Council and AECOM to assist in the delivery of a vehicle management system for Chesterfield to improve traffic flow into Chesterfield via the A61 corridor and its arterial routes. This will benefit parking end users as the system will detail the available spaces at our 5 key car parks, Saltergate, Beetwell St, Holywell Cross, Rose Hill and Soresby Street). The electronic signs will be placed on strategic routes into the town centre to inform customers of each car parks status and sign post customers better to our facilities.</p> <p>We have installed 23 EV chargepoints throughout the town centre in conjunction with Derbyshire County Council and Chargemaster, using central government funding this has seen around £100K in infrastructure investment at no cost to the Council, with a 10 year agreement in place to maintain and upgrade these at no additional cost.</p> <p>Further work is now planned to utilise additional central government funding to install EV chargepoints in residential areas in Chesterfield where off street parking to charge vehicles is a challenge and barrier</p>
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				<p>to potential purchasers of electric vehicles. The intention will be to identify suitable off street and on street sites where demand is high. This will be a joint project with Derbyshire County Council and Chargemaster and follow a similar model to the town centre scheme. A project Sponsor to manage and take the scheme forward is being sought.</p> <p>Structural repairs to Beetwell Street Multi-Storey car park have been completed and have led to increased capacity.</p>
TB18	Deliver new business units at Calow Lane	H		<p>Progress in the development of the business units at Calow Lane have been impacted by Covid-19 pandemic reprioritisation. Economic Development resources have been focused on economic recovery planning and ensuring key live projects such as the Northern Gateway Enterprise Centre can continue and operate safely within the new health and safety and social distancing guidelines.</p> <p>Progress has however been made including the completion of a full desktop study into the site and its suitability for development. The next stage will include commissioning a design team to prepare a planning application for the proposed units on site.</p> <p>It has also been prudent to pause this project to review the impact of Covid-19 on our commercial property portfolio. Our portfolio is still performing well but it is too soon to know the longer term impacts of the pandemic on commercial lettings.</p>

				This activity will be reviewed and considered for inclusion in 2021/22 plans dependent on commercial lettings impact.
TB19	Refreshing the skills action plan to include harder to reach young people including care leavers, apprentice town and annual skills conference support	M		<p>The Covid-19 pandemic has impacted upon the timescales in refreshing the Skills Action Plan which is now expected in November. The pandemic has significantly impacted young people, the employment landscape and the ability of our training and education partners to deliver. Given the nature of the impact and continuing levels of uncertainty around the opening of schools and other education establishments, it is important that the refresh of the skills action plan is done through a Covid-19 lens and to recognise that we are still assessing the likely outcomes.</p> <p>Alongside this and as part of the economic recovery planning process, activities contained within the skills action plan have been assessed against the Recovery Plan Objectives. This has enabled us to incorporate initial thoughts within the Economic Recovery Plan where we have identified which of the current activities within the skills action plan can positively support the Chesterfield Covid-19 response and where additional value can be added through new activity to support the Council's response.</p> <p>Young people and Careers (including supporting harder to reach) New activities, include the establishment of a Chesterfield provider network (April 20) and the delivery of virtual skills and careers platform My Future (Aug 20). These activities recognise the likely surge in unemployment, in particular amongst 18-24 year olds, the</p>

				<p>impact Covid-19 has had on young people ability to engage with employers, training providers and careers guidance and the need for a co-ordinated response to the challenge presented by Covid-19.</p> <p>Higher Level Skills Covid-19 has highlighted that more highly skilled workforces with strengths in digital, leadership and management are more resilient and better able to adapt to challenging labour market conditions. In recognition of this, the skills action plan will continue to focus on increasing higher level skills in Chesterfield with a commitment to formalise and strengthen our partnerships with our Higher Education partners. This will be achieved through the commissioning of joined up feasibility study to develop a memorandum of understanding with our HE partners.</p> <p>Local Labour Activity A key objective within the skills action plan is to continue to maximise the number of training, employment and supply chain opportunities for local people arising from new development secured through local labour agreements. This will continue to be a priority and an Apprentice Resource is currently being recruited to support the delivery of the skills action plan and strengthen local labour and supply chain activity.</p> <p>Apprentice Town As part of the government's response to the Covid-19 pandemic a number of measures have been announced to incentivise employers</p>
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				<p>to take on apprentices and engage in other work-based programmes for 18 – 24-year olds. Increased marketing resource and new video and social media assets will be used to extend the reach of the Apprentice Town initiative which will be re-launched in September.</p> <p>Annual Skills and Employability Conference Continuing social distancing restrictions mean that it unlikely that the annual skills and employability conference will take place in its usual format in 2020/21 (usually delivered in February). Instead, we are looking at how it could be delivered virtually and how the My Future Virtual Platform could be utilised in a virtual event.</p>
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Improving the quality of life for local people

Key milestones for 2020/21

	Milestone	Potential Covid 19 impact	RAG for delivery	Progress
QL1	Develop, agree and implement the Rough Sleepers Strategy	L		<p>The Rough Sleepers Strategy was agreed March 2020.</p> <p>The Covid-19 pandemic has placed an absolute focus on rough sleeping. The Getting everyone in and Keeping Everyone In requirements have improved access to support and accommodation</p>

				<p>for rough sleepers.</p> <p>Delivery of 'wrap around' intensive support workers to develop a relationship with people and a different offer of accommodation has been developed. Funding has been secured for the "Keeping Everyone In" recovery project to provide wrap around support across Derbyshire.</p> <p>CBC are the lead authority and the SLA with P3 and Pathways. The service will be fully operational from 1st October 2020, although:</p> <p>The Housing First Scheme has been developed and is now becoming operational which will result in 7 units of supported accommodation for people with complex needs.</p> <p>Funding has been acquired to enable the recruitment of a Link Officer with Probation Services to enable a joined up approach to dealing with people being released from prisons and those that have offending history. The post will be recruited by Probation but largely based within the council's homeless prevention team.</p> <p>Funding has been allocated through the Better Care Fund to enable the recruitment of a specialist Mental Health Housing Options worker based within P3 to work alongside the Keeping Everyone In Service.</p> <p>The Next Steps Accommodation funding bid to MCHLG has been successful, £152K awarded to Derbyshire, 72% of what was asked for, which will deliver</p>
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				<ul style="list-style-type: none"> • A contribution to the Housing First scheme • Private Rented Support packages to support access into homes and work with landlords • 2 additional workers for Keeping Everyone in • Winter provision support <p>Critical partnerships have been developed across Derbyshire and with statutory agencies. The prospectus for the next element of the funding is expected in October 2020 and preparations are in place to apply for further funding for accommodation and support services.</p> <p>The focus and investment in services due to Covid-19 have enabled a step change in the delivery of the strategy.</p>
QL2	Assess private sector stock condition survey and develop a costed action plan for improvement	L		<p>Derby City Council have completed the draft stock condition survey on our behalf. The survey has highlighted that there are significant challenges with the private sector stock condition and we are awaiting the county wide overview to consider if there is a similar issue across Derbyshire.</p> <p>To enable us to be as informed as possible in terms of the private sector housing stock in Chesterfield, we have signed up to a further project which naturally leads on from the stock condition survey. This project is a Health Impact Assessment regarding our private sector housing, which should be complete towards the end of this financial year which will inform any correlations between poor housing and ill</p>

				health and from that we will determine investment priorities going forward within the action plan.
QL3	Deliver year 2 of the five-year housing environmental schemes programme	L		<p>The environmental works for phase 1 at Barrow Hill have been completed within the allocated budget. Phase 1 included 15 new roofs, 20 new sets of windows, landscaping around 6 blocks of flats and 30 additional parking spaces. Planning permission for phase 2 of the Barrow Hill project was granted in December 2019. The Principal Designer and Contractor have been appointed for phase 2 and are on site delivering the scheme.</p> <p>The £4.4 million regeneration scheme at Grangewood has now been completed. As part of the project, Birchwood Court, Grangewood Court, Longcroft Court, Thorntree Court and Stockwell Court have all undergone extensive internal and external improvements. This included fully redecorating the communal areas including the upgrade of lighting and electrical installations to make the areas lighter and brighter for residents, fitting new secure entrance doors to all blocks, and the installation of new fire rated doors to each individual flat. The external render and roof coverings on each block of flats have also been replaced and concrete repairs have been carried out on communal stairwells to ensure the safety of all residents and visitors. In response to the climate emergency that was declared last July, the council is committed to ensuring that its existing housing stock is as energy efficient as possible. As part of this commitment, the windows and insulation in each property and all communal areas have also been upgraded to improve the thermal efficiency of the homes.</p>

				<p>Landscaping works have been completed across the whole estate with existing footpaths being renewed to help improve access around the estate and to each property. Improvements have also been made to street lighting to help create a brighter space for residents and visitors. Fencing has been installed to enclose each of the outside communal areas to ensure that local families have an outdoor space that they can enjoy safely. Bike racks are currently being installed to support sustainable travel options.</p>
QL4	Deliver year 1 of the climate change plan	M		<p>We have successfully recruited to the Climate Change Officer role with the postholder starting in October 2020. The postholder will lead and facilitate the Council's response to the Climate Change agenda with a key focus on internal and external stakeholder engagement and collaboration.</p> <p>Homes and buildings</p> <p>The Housing Capital Programme includes significant investment in improving thermal/energy efficiency of existing housing stock which will deliver over £13 million of improvements by March 2023. This will also deliver major benefits for our tenants in terms of warmer homes with lower energy bills and as a result make a significant contribution to tackling fuel poverty.</p> <p>Power and electricity</p> <p>Chesterfield Borough Council is now on a fully renewable energy plan for all our electrical energy needs. The Council is committed to move</p>

to energy efficient LED lighting and installation across premises has started.

Transport

We are developing the brief for the commissioning of a strategic assessment of integrated transport within the borough. Our approach will incorporate the learning during the Covid-19 pandemic. Engagement with taxi firms including City Taxis has started to encourage a move towards electric vehicles and the infrastructure needs to support this. Work continues to inform the transition of fleet vehicles to electric in readiness for contract renewal. Prior to the pandemic testing had been taking place to move from a hybrid mayoral car to fully electric. This work will be picked up again once safe to do so.

Industry and business

Climate Change and sustainability are forming a key part of discussions and actions regarding the wider economic recovery following the Covid-19 pandemic for Chesterfield and Derbyshire as a whole. The council will continue to play a key role in these discussions to help shape the direction of recovery. This is illustrated through the construction of a new enterprise centre on the Holywell Cross roundabout, seeking to put new jobs, with better access by public transport, back into the town centre. Similarly, we are seeking to make the area around the railway station a future focus for a sustainable community, with homes and jobs delivered on rejuvenated former industrial sites, and greater choice for non-car

based travel. Destination Chesterfield and Business Support have been supporting businesses in the transition to increased working from home where possible and have been enabling a host of online seminars to boost sustainable business.

Agriculture and land use

We have and will continue to work with Derbyshire County Council to establish our approach to friendly road verges. Changes are being applied to cutting schedules to reflect these.

Our tree planting programme which will see a minimum of 1000 new trees planted each year for the duration of the current Climate Change Action Plan has started with the next tranche of planting to take place in October 2020. 1000 new trees have already been planted so far in the financial year 2020/ 21.

Waste and consumption

Our new waste contract has inbuilt significant opportunities for securing environmental improvements as technology develops. We are committed to driving improvements in environmental performance across our own fleet and with our contractors. There have been a number of exciting trials taking place around the country to develop and test the technology and practices to enable the electrification of larger fleet vehicles such as bin lorries without compromising the level of service required. Alongside our waste and recycling partners we have been learning from these trials and investing in a range of improvements including newer, more efficient bin lorries with electric mechanisms used to lift the bins to reduce

			<p>miles per gallon and have introduced a number of hybrid vehicles. Investment has also taken place on in-cab technology which improves communication between the Council and Veolia to reduce the number of missed collections and return visits required. Improves route optimisation and fully digitalises the reporting and recording system.</p>
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Engagement and Communication

Last year we engaged over 900 children in our local democracy programme and had planned for more opportunities during 2020/21. The theme for the year was planned around Climate Change. Unfortunately, due to the Covid-19 pandemic we are unable to deliver this programme this year but are in talks with schools, special schools and college to bring it back even bigger and better for 2021. Ours campaigns during the Covid-19 pandemic have included key climate change messaging. Campaigns included shop local, cycle week, reusable face coverings etc. continuing the theme of reduce, re-use and recycle. This will continue into future campaigns.

Policy and general areas

Reports from October 2020 will include climate change impacts for key decisions. The revised Community Infrastructure Levy policy provides a key source of community funding to support local sustainable initiatives and programmes, supporting the building of capacity from within our communities.

CBC continues to work with DCC and all neighbouring districts and

				boroughs, this collaboration and co-operation is seeing the development of a low carbon homes seminar later this year in partnership with low carbon homes, building on the events they are running in areas including Birmingham, Manchester, Leeds and Liverpool. Collective outputs from this are being developed but are likely to include:
QL5	Develop plans to focus housing service investment to improve affordable warmth and contribute to reducing climate change impact	L		The Housing Capital Programme includes significant investment in improving thermal/energy efficiency of existing housing stock which will deliver over £13 million of improvements by March 2023. This will also deliver major benefits for our tenants in terms of warmer homes with lower energy bills and as a result make a significant contribution to tackling fuel poverty.
QL6	Develop and deliver schemes and trials to increase recycling rates	H		Maintaining core services has been key during the Covid-19 pandemic. Despite the challenges waste and recycling services have continued to perform well. However we have not had the capacity to develop new schemes and trials during this period and we expect this to be a challenge for the remainder of 2020/21. We hope to resume recycling improvements during 2021/22 subject to Covid-19 pressures reducing.
QL7	Deliver year 1 of the Parks and Open Spaces Strategy	H		The development of the Parks and Open Spaces Strategy is now at the draft stage. It will then move into the consultation phase, the delivery of which is very dependent on any second wave of the pandemic.

QL8	Plan and deliver the 2020/21 local democracy programme with a climate change theme	H		<p>The local democracy programme was paused from March 2020 due to the impact of the Covid-19 pandemic on school provision. Conversations with schools has indicated that they will require a significant amount of recovery and catch up time for students and that they may not be able to re-join the programme until 2021.</p> <p>The Climate change local democracy programme has however been developed and will only require minor updating for 2021/22.</p>
QL9	Plan and deliver with the Equality and Diversity Forum four equality and diversity events	M		<p>Four face to face events during 2020/21 will not be possible due to social distancing measures.</p> <p>Following successful virtual meetings of the Equality and Diversity Forum, virtual events are now being planned for late autumn and winter 2021/21 as well as a significant research project linked to the 2021 Census.</p>
QL10	Implement the Derbyshire Care Leaver Offer	L		<p>Core elements of the Care Leaver Offer are now in place including council tax support, housing policy changes and key worker activity plus enhanced leisure provision. Further work is currently taking place around the promotion of foster caring opportunities and improving apprenticeship and work experience opportunities for care leavers.</p>
QL11	Deliver year 1 of the Armed Forces Covenant action plan	M		<p>Key elements of the plan have been delivered including:</p> <ul style="list-style-type: none"> • Appointing an Armed Forces Champion • Providing member and officer representation and engagement at

				<p>Derbyshire Covenant Partnership</p> <ul style="list-style-type: none"> • Working with Derbyshire County Council, Derby City Council and Derbyshire Districts to establish an officer working group to progress covenant actions • Promoting services, information, events etc. aimed at or of benefit to the armed forces community via our website and social media accounts • Supporting the Derbyshire Covenant Partnership project aiming to identify the size and needs of the Armed Forces Community within Derbyshire- awaiting Derby University report • Attained the Bronze Award in the Ministry of Defence's Employer Recognition Scheme • Amended annual leave policy to include up to 10 days paid leave days per calendar year to undertake reservist duties • Introduced concessions available at Queen's Park Sports Centre and the Healthy Living Centre, Staveley for active armed forces members and flexible terms for membership <p>The Covid-19 pandemic has however presented some challenges. Prior to the pandemic we had been successfully working with the Department for Work and Pensions and Job Centre Plus to deliver the veterans hub. The veterans hub is open to all members of the armed forces including serving, retired, veterans, and reservists. The regular hub sessions focus on health wellbeing, re-employment, volunteering etc. Due to social distancing and shielding this service has not been possible to undertake safely during the pandemic. Alternative options are currently being considered.</p>
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				Recognition of the Armed Forces Community is also a key part of the plan. The Covid-19 pandemic impacted significantly on our plans for VE and VJ day celebrations with activities moved to digital platforms. Remembrance Sunday was commemorated at the Chesterfield war memorial with a short service and wreath laying.
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Providing value for money services

Key milestones for 2020/21

	Milestone	Potential Covid 19 impact	RAG for delivery	Progress
VFM 1	Deliver the Council's Medium-Term Financial Plan and actions for 2020/21 including the business plans for leisure and venues	H		Medium term financial strategy has been adjusted to reflect impact of Covid-19 pandemic. Analysis for increased costs and income loss to date has been undertaken and all government returns to access additional funding have been completed on time. All business plans and income targets are being reviewed in light of Covid-19 pressures.
VFM 2	Develop the Council's Organisational Development approach	M		Organisational development principles developed to align people, systems and processes, resources, strategy and decision making.

	further to ensure alignment of key strategies, plans, programmes and functions			Officer working group established to develop formal proposals for consideration. Report scheduled for February 2021 consideration by Cabinet.
VFM 3	Review the Council's commercial approach, services and investment portfolios and deliver actions resulting from the review	H		Covid -19 has had a major impact on the Council's commercial activity. As the short, medium and longer terms impacts emerge this will inform the review and help to develop our future approach.
VFM 4	Successfully return Arvato and Kier services	L		This milestone is partially complete with the successful return of Kier services in September 2020 and plan progressing for the return of remaining Arvato services in January 2021.
VFM 5	Deliver the activities identified in the Council's Asset Management Strategy and Plan for 2020/2021	H		<p>A draft Asset Management Strategy has been drafted however this is being reviewed in light of the Covid-19 pandemic impacts.</p> <p>As part of the strategy development an Asset Management Delivery Plan was developed and contained all the ongoing asset related priority actions and outputs. The Covid-19 pandemic has led to a number of these actions being delayed and revised due to capacity and re-prioritisation. This includes the One Public Estate led review of the Depot.</p> <p>A number of key renovation works have been completed and the three year asset disposal programme has also continued with a number of substantial capital receipts being achieved.</p>

				The plan will continue to be co-ordinated and managed through the AMG and will be further updated for consideration / approval once the Asset Mgt. Strategy (2020-23) has been approved.
VFM 6	Complete the second year of the ICT improvement programme.	L		<p>ICT improvement programme continues to deliver at pace and remains on budget and within project timescales despite the challenges of Covid-19. Some key achievements so far this year include:</p> <ul style="list-style-type: none"> • Full Microsoft teams rollout enabling virtual working and collaboration and virtual committee meetings • Office 365 rollout progressing well – improving security , resilience and scalability • COINS system PDA roll out is underway enabling 115 employees to access key systems remotely while out on site, increasing productivity, efficiency and communication • Progressed single sign on across multiple systems - Single sign on improves the end user experience when accessing corporate applications. It removes the need for them to enter multiple different user names and remember different passwords and enter them each time they open a new application • Internet reliance improvements • Cloud migration and the retiring of legacy servers – 4 more servers retired • Telephony upgrade rollout – including soft phones enabling vastly improved agile working • Customer Relationships Management system now live in

				customer services – My Chesterfield account has been launched enabling end to end digital access to services, self service and increased access channels for residents
VFM 7	Develop our future ICT Strategy for 2022/2023 onwards	H		Maintaining the progress on the current ICT programme has been the priority. This has enabled rapid transformation to enable services to keep running during the pandemic. The medium and long-term impacts of the pandemic will have a major influence on the future ICT programme so this activity will need to span into 2021/22.
VFM 8	Further develop the performance management framework to include key organisational health check measures to support service improvement	M		This activity has been paused due to the focus on Covid-19 response and recovery. Plans are in place to provide some focus for this activity in the second half of 2020/21 so that it is in place for 2021/21 delivery.
VFM 9	Achieve customer services excellence accreditation	M		Progress has continued to build on the successful assessment last year. Maintaining core services has however been the priority during the Covid-19 pandemic alongside new demands such as business grants and business rate changes. Progress is currently being reviewed for this project.
VFM 10	Deliver the 2020/2021 activities identified in the People Plan 2019 – 2023	H		The year one action plan of the People Plan outlined 28 activities to be completed in the first year and of these 17 have been achieved and 5 partially achieved despite the impact of Covid-19. Key progress has been made on:

				<ul style="list-style-type: none">• Reviewing and embedding the competency framework• Succession planning• Change management training• Engaging and training staff in new ways of working• Developing a mentoring programme• Managers seminars• Apprenticeship programme• Improving performance metrics• Supporting Arvato/Kier transition <p>The Human Resources/ Learning and Development team have had to respond quickly and effectively to a range of demands during the Covid-19 pandemic in addition to learning plan priorities including:</p> <ul style="list-style-type: none">• Supporting the supply of volunteers to the Proact Stadium to act as marshals for the local testing station• Development and implementation of a suite of guidance notes for managers to support during the pandemic• Development of a communication survey and recommendations to improve communication with employees during the pandemic leading to the implementation of a weekly manager e-bulletin• Close liaison with unions with additional bi-weekly meetings to ensure a collaborative approach taken to all workforce matters• Development and implementation of an average pay scheme to ensure staff were not impacted upon financially due to lack of availability of work• Co-ordination of the claims under HMRC furlough scheme• Support for the rollout of Microsoft Teams and UCOne telephony
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				<p>systems</p> <ul style="list-style-type: none"> Active role on the resources task and finish group ensuring return to work protocols and Covid-19 secure processes in place
VFM 11	Complete the Investor in People Assessment improving silver scores in key areas	H		Full Investors in People assessment was due to take place in January 2021, however due to the impact of the Covid-19 pandemic this has been delayed until 2022. Current Silver IIP status will be extended by a strategic review in January 2021 and also provide focus areas for the full assessment in 2022.