

Council Plan 2019 – 2023: Year 4 Delivery Plan 2022/23

Our Vision:	Putting our communities first
Our Values:	<ul style="list-style-type: none"> • 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
Review:	All activities will be risk assessed against the latest Covid-19 guidance. Changes may be required to ensure safety.

Priority – Making Chesterfield a thriving borough

Objectives for 2019 - 2023	<ul style="list-style-type: none"> • Chesterfield Borough – A great place to live, work and visit • Vibrant town centres • Build a stronger business base • Develop an inclusive and environmentally sustainable approach to growth
Overall Council Plan Commitments 2019/20 – 2022/23	<ul style="list-style-type: none"> • Enable the completion of 1000 new homes • Deliver the Northern Gateway project to provide: <ul style="list-style-type: none"> ○ 510 jobs ○ 20,000 sq feet space for businesses to grow at a new enterprise centre ○ 530 car parking spaces at the new multi-storey car park ○ Environmental improvements • As a partner in Chesterfield Waterside Ltd enable: <ul style="list-style-type: none"> ○ Refresh of masterplan ○ 314 new apartments ○ 30,000 sq.m of space for business and commercial use ○ 300 jobs • Bring in a minimum of £2 million in external funding to enable housing, business and commercial space which will maximise the benefits of HS2 • Support Peak Resort in delivering the first phase of the development providing 400 jobs and maximising the benefit for the wider economy • Encourage a co-ordinated approach to the regeneration of the Staveley works Corridor (including the Staveley HS2 infrastructure)

	<p>maintenance depot) by working closely with the landowners and partners</p> <ul style="list-style-type: none"> • Increase the number of residents living and working in our town centres by enabling residential conversions and developing town centre sites which will reduce commuter carbon emissions • Support economic recovery within our town centres with a range of events, specialist markets and public realm improvements • Develop an annual spend local awareness campaign to support our independent traders to encourage residents to shop locally and reduce shopping related carbon emissions • Maintain safety within Chesterfield town centre by continuing to enforce the Public Spaces Protection Order • Encourage inward investment and business expansion by providing accommodation advice and support to over 150 businesses • Increase the number of business start-ups, improve local competitiveness and encourage inward investment by providing business support and key account management • Enable 350 apprenticeships via the apprentice town initiative • Provide a range of opportunities for children and young people to engage with industry to prepare for future job opportunities. • Develop improved skills, education and apprenticeships programmes to engage more businesses, employees and young people entering work • Enable local businesses and employees to access a wide range of skills and education opportunities and work with the Chamber of Commerce to support businesses dealing with impacts of Covid-19 • Deliver 100% local labour clauses on eligible developments and maximise local supply chain opportunities reducing commuter and supply chain carbon emissions
Key activities for 2022/23	<ul style="list-style-type: none"> • Progress the Covid-19 economic recovery plan • Review and Refresh the Chesterfield Growth Strategy • Develop action plan for implementation of the wider Northern Gateway Vision • Open and operate new Northern Gateway Enterprise • Continue to support the delivery of Chesterfield Waterside including review of the masterplan and opening of One Waterside Place. • Deliver first phase of station masterplan including the delivery of the Station Link Road (first phase) and demolition of Chesterfield Hotel • Deliver year 1 of the visitor economy strategy and action plan • Deliver and support a programme of borough wide events • Support the development of Peak Resort and Gateway, maximising the benefit for Chesterfield's economy

	<ul style="list-style-type: none"> • Levelling Up – Commence delivery of George Stephenson Memorial Hall and Town Centre Transformation Programme • Commence the delivery of the Staveley Town Deal Investment Plan projects • Develop a strategic approach, with Derbyshire County Council, landowners and key stakeholders, for the development of the Staveley Works Corridor • Refresh the Chesterfield Skills Action Plan • Support business growth and investment through the provision of Enterprise Chesterfield, delivering Innovation Support, Business Enquiry Service and Key Account Management and Inward investment Service
Key measures for 2022/23	<ul style="list-style-type: none"> • Number of new homes in the borough • Number of new homes in the town centre • Planning applications processed within approved timescales • Planning application decisions – quality standards met • Amount of external funding accessed for Economic Growth Programme • Town centre occupancy rates • Enterprise Chesterfield occupancy and performance • Number of businesses supported • Number of business start-ups in the borough • Number of businesses supported to find accommodation • % local labour clauses • % jobs secured by local people on developments with local labour clauses • Number of businesses, learners engaged in skills programmes and external funding levied
Additional data we will be using in 2022/23 to inform decision making and priorities	<ul style="list-style-type: none"> • Unemployment rates • Number of young people not in work, education or training • Key economic Census data • Indices of multiple deprivation • Businesses supported in partnership with Chamber of Commerce as part of a resilience programme • Are You Being Served measures

Priority – Improving quality of life for local people

Objectives for 2019 - 2023	<ul style="list-style-type: none"> • Provide quality housing and improve housing conditions across the borough
----------------------------	-------------------------------------------------------------------------------------------------------------------------------

	<ul style="list-style-type: none"> • Improve our environment and enhance community safety for our communities and future generations • Help our communities to improve their health and wellbeing • Reduce inequality and provide support to vulnerable people
<p>Overall Council Plan Commitments 2019/20 – 2022/23</p>	<ul style="list-style-type: none"> • Build or acquire a minimum of 100 new Council homes built or refitted to a high environmental standard • Ensure 100% of our Council homes meet the decent homes standard • Invest in over 1350 major improvements in our council homes including new kitchens, bathrooms, heating systems, windows and rewiring contributing towards reduced energy usage and costs • Improve the quality of private sector housing • Improve access to and the quality of public spaces and parking through the completion estate improvements at Barrow Hill and Grangewood • Have developed a costed climate change action plan for Chesterfield Borough Council and Chesterfield Borough and delivered up to year three of the plan • Maintain high standards by investing in key parks, open spaces and play facilities including increasing biodiversity and carbon capture • Maintain focus on the quality of our parks and open spaces with the development of five year delivery plans for the Parks and Open Spaces Strategy and Play Strategy • Put health and wellbeing at the heart of our decision making • Maintain independent living through the continued support of vulnerable people • Continue to provide advice and support to ensure our residents are accessing the benefits they are entitled to • Develop key partnership activity to support individuals and families that are feeling the effects of material insecurities, such as food, housing, financial hardship • Continue to work with partners to tackle homelessness • Develop and support a range of partnership initiatives to reduce social isolation and improve social connectedness • Enable people to access our leisure and cultural services by maintaining our commitment to a fair and transparent concessions policy • Encourage our young people to become active citizens by engaging over 500 young people in our local democracy programme • Improve community cohesion, raise awareness of equality issues and celebrate our diverse communities through the delivery of a minimum of four events each year with the Chesterfield Equality and Diversity Forum

	<ul style="list-style-type: none"> • Support community engagement and development activities through the allocation of 15% of the community infrastructure levy
Key activities for 2022/23	<ul style="list-style-type: none"> • Build upon our Covid-19 community recovery approach by embarking on the development of a social investment plan. Key initiatives include: <ul style="list-style-type: none"> ○ Social value in procurement ○ Localism rights ○ Community development and delivery approach ○ Community and voluntary support and funding ○ Community Infrastructure Levy neighbourhood portion review ○ Maximising benefits from community partnership arrangements including integrated care systems • Focus on private sector housing including: <ul style="list-style-type: none"> ○ Bringing empty homes back into use ○ Development and implementation of private sector housing standards • Delivering the Rough Sleeper Strategy to build on the Homelessness Covid-19 response and recovery. Working with key partners to: <ul style="list-style-type: none"> • Develop a Derbyshire wide Homelessness Strategy • Review supported accommodation and increase the supply of targeted accommodation units for vulnerable people with improved 'move-on' services • Increase focus on homelessness prevention via the Rough Sleeper action plan • Developing a multi-agency/ multi-disciplined team with the health sector to improve support available to rough sleepers • Development of the Holme Hall estate improvement plan • Complete the next phase of Council Housing refurbishment and new builds including: <ul style="list-style-type: none"> ○ £7.1 million refurbishment at Pullman Close – Pullman Court, Mallard Court and Leander Court ○ £7 million refurbishment of Dixon/Brierley Court, Tansley/ Birchover Court and Newland Dale ○ £1.6 million new build developments at Middlecroft - Court Place, Paisley Close, Rowsley Crescent and Wensley Way • Deliver year 3 of the climate change plan • Development of the new Climate Change action plan for 2023 – 2030 • Deliver the 2022/23 local democracy campaign – Climate Change theme • Development of costed 5-year delivery plans in line with the Parks and Open Spaces Strategy and Play Strategy • Deliver customer service improvements in Sports Centres through the introduction of new software and operational improvements

	<ul style="list-style-type: none"> • Launch new health and wellbeing campaign showcasing health and wellbeing opportunities and volunteering • Focus on community safety including the strengthening of anti-social behaviour prevention and response, developing a domestic abuse policy and safe space refuge accommodation • Plan and deliver with the Equality and Diversity Forum four equality and diversity events • Deliver the LGBT+ research project to coincide with Census 2021 delivery and develop key actions for service improvement and engagement
Key measures for 2022/23	<ul style="list-style-type: none"> • Number of new Council homes developed • Percentage of Council Homes meeting decent homes standard • Average SAP rating for CBC properties • Number of people supported via Careline and Neighbourhoods teams • Number of homeless preventions per annum • Number and amount spent on disabled facilities grants and adaptations • Additional amount of benefits claimed due to Council support • Number of green flag rated parks and open spaces • Number of people in learn to swim programmes • Number of memberships in sports centres • Number of people engaged in health and wellbeing referrals into sports centres • Number of children engaged in local democracy and civic activity
Additional data we will be using in 2022/23 to inform decision making and priorities	<ul style="list-style-type: none"> • Census data • Indices of multiple deprivation • Health profile • Child poverty measures • Welfare and benefits data • Corporate parenting board data – care leavers • Armed Forces research project (Derbyshire Armed Forces Partnership) • Equality and Diversity public sector duty data • LGBT+ research project • Active lives survey • Sport and leisure surveys • Findings from community and voluntary engagement activity • Are You Being Served measures • STAR measures

Priority – Providing value for money services

Objectives for 2019 - 2023	<ul style="list-style-type: none"> • Become and stay financially self sufficient • Make our services easier to access, deliver savings and reduce our environmental impact through the use of technology • Improve services and customer interaction by investing in our staff
Overall Council Plan Commitments 2019/20 – 2022/23	<ul style="list-style-type: none"> • Deliver high quality, value for money services and maintain customer satisfaction ratings • Ensure that social value including maximising the social, economic and environmental benefits forms a key part of our procurement and commissioning arrangements • Maximise value for money and social value from property portfolio, facilities, services, grants and tax collection • Revitalise our leisure and cultural provision to build confidence, provide value for money and increase health and wellbeing • Successfully manage the public private partnership services transition and maintain service standards. • Work with partners to enable more efficient use of the Council's properties and land • Design services so they are available online with an improved customer service offer and support for people who cannot access online services • Using technology, intelligence and customer feedback to have better conversations and engagement with our customers • Achieve £900,000 of savings and reduce our environmental impact through improved use of technology • Maintain our Investor in people status • Invest in a highly skilled workforce to increase productivity • Help to develop the careers of over 90 apprentices across the Council by ensuring that we provide opportunities for people to develop qualifications, vocational skills and increase employability
Key activities for 2022/23	<ul style="list-style-type: none"> • Deliver the Council's Medium-Term Financial Strategy and actions for 2022/23 • Progress the Council's Organisational Development programme to maximise delivery of the Council Plan and key functions – establishing a medium-term plan, which will deliver improvements to the Council's capability and service delivery, while delivering efficiency savings.

	<ul style="list-style-type: none"> • Customer services transformation – developing the customer experience and accessibility strategy • New ways of working - re-thinking and modernising our services so that we become more efficient, including maximising the benefits of the new and agile working practises that have been introduced throughout the Covid-19 pandemic • ICT/ transformation programme - continuing to deliver the final year of our ICT Improvement Programme so that we can strengthen our ICT infrastructure, cyber security and digital skills and implement our digital platform • Asset Management Strategy – establishing both the new Asset Management Strategy and the supporting delivery plan to manage our land & property estate efficiently, effectively and in support of the delivery of the Councils vision and priorities • Through our new approach to procurement activity with procurement teams and services working collaboratively to maximise outcomes for the Council • Maximising value for money and social value via the new waste and recycling contract
Key measures for 2022/23	<ul style="list-style-type: none"> • Satisfactory opinion from external auditor re VFM conclusion • Void levels on commercial properties • IIP Scores • Number of CBC apprentices • Council tax, rent and NNDR collection rates • MyChesterfield take up • Website hits • Twitter, Facebook, LinkedIn, You Tube and Instagram numbers • Average call response times • Net promoter scores for theatres and leisure (subject to Covid-19 restrictions)
Additional data we will be using in 2022/23 to inform decision making and priorities	<ul style="list-style-type: none"> • Trend information from complaints • Service level consultation information • Employee survey • Customer service excellence data • Are You Being Served measures • STAR measures