

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

Our Vision:	Putting our communities first
Our Values:	<ul style="list-style-type: none"> <li>Customer focused – delivering great customer service, meeting customer needs</li> <li>Can do – striving to make a difference by adopting a positive attitude</li> <li>One council, one team –proud of what we do, working together for the greater good</li> <li>Honesty and respect – embracing diversity and treating everyone fairly</li> </ul>
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"> <li>Chesterfield Borough – A great place to live, work and visit</li> <li>Vibrant town centres</li> <li>Build a stronger business base</li> <li>Develop an inclusive and environmentally sustainable approach to growth</li> </ul>
Overall Council Plan Commitments 2019/20 – 2022/23	<ul style="list-style-type: none"> <li>Enable the completion of 1000 new homes</li> <li>Deliver the Northern Gateway project to provide:                             <ul style="list-style-type: none"> <li>510 jobs</li> <li>20,000 sq feet space for businesses to grow at a new enterprise centre</li> <li>530 car parking spaces at the new multi-storey car park</li> <li>Environmental improvements</li> </ul> </li> <li>As a partner in Chesterfield Waterside Ltd enable:                             <ul style="list-style-type: none"> <li>Refresh of masterplan</li> <li>314 new apartments</li> <li>30,000 sq.m of space for business and commercial use</li> <li>300 jobs</li> </ul> </li> <li>Bring in a minimum of £2 million in external funding to enable housing, business and commercial space which will maximise the benefits of HS2</li> <li>Support Peak Resort in delivering the first phase of the development providing 400 jobs and maximising the benefit for the wider economy</li> <li>Encourage a co-ordinated approach to the regeneration of the Staveley works Corridor (including the Staveley HS2 infrastructure)</li> </ul>

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

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

**Priority – Improving quality of life for local people**

Objectives for 2019 - 2023	<ul style="list-style-type: none"> <li>• Provide quality housing and improve housing conditions across the borough</li> <li>• Improve our environment and enhance community safety for our communities and future generations</li> <li>• Help our communities to improve their health and wellbeing</li> </ul>
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	<ul style="list-style-type: none"> <li>• Reduce inequality and provide support to vulnerable people</li> </ul>
<p>Overall Council Plan Commitments 2019/20 – 2022/23</p>	<ul style="list-style-type: none"> <li>• Build or acquire a minimum of 100 new Council homes built or refitted to a high environmental standard</li> <li>• Ensure 100% of our Council homes meet the decent homes standard</li> <li>• 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</li> <li>• Improve the quality of private sector housing</li> <li>• Improve access to and the quality of public spaces and parking through the completion estate improvements at Barrow Hill and Grangewood</li> <li>• Have developed a costed climate change action plan for Chesterfield Borough Council and Chesterfield Borough and delivered up to year three of the plan</li> <li>• Maintain high standards by investing in key parks, open spaces and play facilities including increasing biodiversity and carbon capture</li> <li>• 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</li> <li>• Put health and wellbeing at the heart of our decision making</li> <li>• Maintain independent living through the continued support of vulnerable people</li> <li>• Continue to provide advice and support to ensure our residents are accessing the benefits they are entitled to</li> <li>• Develop key partnership activity to support individuals and families that are feeling the effects of material insecurities, such as food, housing, financial hardship</li> <li>• Continue to work with partners to tackle homelessness</li> <li>• Develop and support a range of partnership initiatives to reduce social isolation and improve social connectedness</li> <li>• Enable people to access our leisure and cultural services by maintaining our commitment to a fair and transparent concessions policy</li> <li>• Encourage our young people to become active citizens by engaging over 500 young people in our local democracy programme</li> <li>• 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</li> <li>• Support community engagement and development activities through the allocation of 15% of the community infrastructure levy</li> </ul>

Key activities  
for 2022/23

- Build upon our Covid-19 community recovery approach by embarking on the development of a social investment plan. Key initiatives include:
  - 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:
  - 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:
  - 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:
  - £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
- Launch new health and wellbeing campaign showcasing health and wellbeing opportunities and volunteering

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

## Priority – Providing value for money services

Objectives for 2019 - 2023	<ul style="list-style-type: none"> <li>• Become and stay financially self sufficient</li> <li>• Make our services easier to access, deliver savings and reduce our environmental impact through the use of technology</li> <li>• Improve services and customer interaction by investing in our staff</li> </ul>
Overall Council Plan Commitments 2019/20 – 2022/23	<ul style="list-style-type: none"> <li>• Deliver high quality, value for money services and maintain customer satisfaction ratings</li> <li>• Ensure that social value including maximising the social, economic and environmental benefits forms a key part of our procurement and commissioning arrangements</li> <li>• Maximise value for money and social value from property portfolio, facilities, services, grants and tax collection</li> <li>• Revitalise our leisure and cultural provision to build confidence, provide value for money and increase health and wellbeing</li> <li>• Successfully manage the public private partnership services transition and maintain service standards.</li> <li>• Work with partners to enable more efficient use of the Council's properties and land</li> <li>• Design services so they are available online with an improved customer service offer and support for people who cannot access online services</li> <li>• Using technology, intelligence and customer feedback to have better conversations and engagement with our customers</li> <li>• Achieve £900,000 of savings and reduce our environmental impact through improved use of technology</li> <li>• Maintain our Investor in people status</li> <li>• Invest in a highly skilled workforce to increase productivity</li> <li>• 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</li> </ul>
Key activities for 2022/23	<ul style="list-style-type: none"> <li>• Deliver the Council's Medium-Term Financial Strategy and actions for 2022/23</li> <li>• 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.</li> <li>• Customer services transformation – developing the customer experience and accessibility strategy</li> <li>• New ways of working - re-thinking and modernising our services so that we become more efficient, including maximising the benefits of</li> </ul>

	<p>the new and agile working practises that have been introduced throughout the Covid-19 pandemic</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Asset Management Strategy – establishing both the new Asset Management Strategy and the supporting delivery plan to manage our land &amp; property estate efficiently, effectively and in support of the delivery of the Councils vision and priorities</li> <li>• Through our new approach to procurement activity with procurement teams and services working collaboratively to maximise outcomes for the Council</li> <li>• Maximising value for money and social value via the new waste and recycling contract</li> </ul>
Key measures for 2022/23	<ul style="list-style-type: none"> <li>• Satisfactory opinion from external auditor re VFM conclusion</li> <li>• Void levels on commercial properties</li> <li>• IIP Scores</li> <li>• Number of CBC apprentices</li> <li>• Council tax, rent and NNDR collection rates</li> <li>• MyChesterfield take up</li> <li>• Website hits</li> <li>• Twitter, Facebook, LinkedIn, You Tube and Instagram numbers</li> <li>• Average call response times</li> <li>• Net promoter scores for theatres and leisure (subject to Covid-19 restrictions)</li> </ul>
Additional data we will be using in 2022/23 to inform decision making and priorities	<ul style="list-style-type: none"> <li>• Trend information from complaints</li> <li>• Service level consultation information</li> <li>• Employee survey</li> <li>• Customer service excellence data</li> <li>• Are You Being Served measures</li> <li>• STAR measures</li> </ul>