

# Chesterfield Borough Council Annual Performance Management Report for 2013/14

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## 1.0 INTRODUCTION

- 1.1 Welcome to Chesterfield Borough Council's Annual Performance Management Report for 2013/2014. This report includes our performance outturn information against the Corporate Plan measures and projects for 2013/14 and where possible includes comparisons to previous years.
- 1.2 For the Corporate Plan to 2013/14 we are reporting on 40 measures and 49 projects contributing to six aims:
- A Sustainable Community
  - An Accessible Community
  - A Living Community
  - A Working and Learning Community
  - A Safer, Healthier and Active Community
  - A High Performing Council with Productive Partnerships

These aims in turn contribute to the Council's Vision: Putting our Communities First.

- 1.3 Progress on the measures and projects is monitored via the Council's Performance Management Framework which includes Service Plans, Team Plans and Individual Employee Performance and Development Plans all linking up to the overarching Corporate Plan. Monthly Performance Clinics between the relevant Head of Service and Chief Executive provide a platform to review progress against measures and projects and where necessary develop mitigating action to improve performance.
- 1.4 This report also highlights key public satisfaction data gathered via the "Are You Being Served" resident's satisfaction survey during 2013/14. This survey used a MORI/LGA approved methodology and is both comparable with the 2008/09 Place Survey results and can be used to benchmark against other Local Authorities taking part in the survey.

## **2.0 PERFORMANCE OVERVIEW**






- 2.1 80% of Corporate Plan measures hit or exceeded their target for the period 2013/14 compared to 73% on the 2012/13 Corporate Plan. For 62% of the indicators the direction of travel improved, 14% remained static and 24% experienced a drop in performance levels.
- 2.2 86% of Corporate Plan projects have either been delivered during 2013/14 or remain on target for their final completion date.
- 2.3 Resident satisfaction rates with the Council and the services we provide were a real success story for 2013/14. 91% of the 23 comparable indicators improved from the 2008/09 baseline. 25 Local Authorities in England took part in the Are You Being Served survey during 2013/14 with more signed up for 2014/15. 67% of CBC indicators would fall in the top quartile when compared against other authorities and a further 27% fall within the 2<sup>nd</sup> quartile.

### 3.0 A SUSTAINABLE COMMUNITY

#### Aim

A clean, green and attractive Borough, where our open spaces and built heritage are valued.

#### Measures

Performance Indicator	12/13 Actual	13/14 Target	13/14 Actual	Rag Rating	Direction of Travel	Exception Comments
% sites that are satisfactory for litter	100%	97%	99%			Performance is marginally down from the 2012/13 figure this could partly be due different employees applying the survey methodology slightly differently. This is currently being investigated.
% sites that are satisfactory for detritus	100%	94%	99%			As above.
Number of parks that have Green Flag Status	2	3	4			
Satisfaction with Parks and Open Spaces	74% (2008 Place Survey)	75%	79%			
Number of buildings within the built heritage asset register improved or refurbished	28	25	32			

% Waste recycled	43%	44%	43%		=	Promotional door knocking scheme was launched during 2013/14 mid year to seek to improve this figure. Food waste kerbside collection is being introduced from 2014/15 which will increase the recycling figure.
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## Key Projects

Project	Task Outcome/ Progress	Completion Status	Rag Rating	Exception comments
Review the street cleaning rounds and implement new rounds applying route optimisation software	<p>The new street cleaning route optimisation software is now in place. This will deliver a range of benefits including:</p> <ul style="list-style-type: none"> <li>• Better use of Council resources</li> <li>• Improved customer satisfaction rates</li> <li>• Improved communication</li> <li>• Improved cleansing standards</li> <li>• Cashable efficiency savings (£95,700 per annum)</li> </ul>	Project complete.		
Provide a new Sports Pavilion at Eastwood Park	A range of options have been explored to facilitate the development of a sports pavilion at this key location within the approved cost envelope. One of the options which is currently being explored further is the possibility of the in-house labour force carrying	Project due for completion during 2014/15.		This is an ongoing project with options being developed which meet the needs of the community and are affordable.

	out this project.			
Submit a bid for Green Flag Status at Eastwood Park	The bid has now been submitted for consideration for Green Flag status in 2014/15.	Project complete		
Adopt a revised Parks and Open Spaces Strategy	A draft strategy has been developed and is currently at the consultation stage. The project is on target for completion during 2014/15.	Project on target for completion during 2014/15.		
Develop a scheme for improving King George V playing fields and support the formation of a friends group	A masterplan for the scheme including car parking arrangements is at an advanced stage and will be ready for Cabinet consideration shortly.	Project on target for completion during 2014/15.		
Improve the drainage of football pitches at Holmebrook Valley Park	Improvements at the Park have now been completed. The pitches are now in use by a number of local sports clubs and for informal usage.	Project complete.		
Establish a conservation area for Chatsworth Road	All stages of the project have now been completed including public consultation. The conservation area has now been formally established.	Project Complete.		




## 4.0 An Accessible Community

### Aim

An inclusive Borough, where everyone feels valued and has equal and fair access to local services.

### Measures

Performance Indicator	12/13 Actual	13/14 Target	13/14 Actual	Rag Rating	Direction of Travel	Exception Comments
Number of self service transactions through the Council's website	172,143	60,648	103,804		↓	<p>Several issues have contributed to the reduction in self services transactions between 2012/13 and 2013/14. These include:</p> <ul style="list-style-type: none"> <li>• The Revenues Hall has closed for three months during 2012/13 this increased the number of online transactions during that period</li> <li>• The drive to increase direct debit payments in Ctax/NNDR/rents and move people away from online payments may have contributed to fewer 'transactions'</li> <li>• While the number of overall "transactions" have reduced the value of payment transactions has increased by 15% from 2012/13 to 2013/14</li> </ul>

Reducing avoidable contact	9.5%	9.5%	7.3%			
Customer satisfaction with the Customer Service Centre	99%	95%	99%			
Increased awareness of help and advice available to residents facing financial exclusion	N/A	80%	90%		N/A	
% of people who feel they can influence local decision making	27% (2008 Place Survey)	30%	30%			

## Key Projects

Project	Task Outcome/ Progress	Completion Status	Rag Rating	Exception comments
Refresh External Communications Strategy	Scrutiny have now completed their review of external communications and have made recommendations to feed into the new strategy. This project is making strong progress and is on target for completion in 2014/15.	Project on target for completion during 2014/15		
Deliver Customer Services Strategy	This project forms part of the Great Place: Great Service programme. Significant progress has been made during 2013/14 including: <ul style="list-style-type: none"> <li>Customer service interaction data methodology has been developed and will be rolled out for 2014/15</li> <li>Research has been</li> </ul>	Ongoing project		

	<p>undertaken regarding best practice in customer relationship management</p> <ul style="list-style-type: none"> <li>• Exploration of ICT systems</li> </ul>			
<p>Consolidate the Council's existing equality arrangements through delivery of the Equality, Diversity and Social Inclusion Strategy</p>	<p>Excellent progress made during 2013/14 including:</p> <ul style="list-style-type: none"> <li>• Self assessment against the Local Government Equalities Framework – Excellent level as meeting 26 of the 28 criteria</li> <li>• Compliant with all areas of the Equality Act 2010</li> <li>• Equality and Diversity Forum programme of activity</li> <li>• Wide range of educational and promotional events delivered during 2013/14 with our partners</li> </ul>	<p>Ongoing project</p>		
<p>Review and update service level agreements with the Community and voluntary sector to ensure maximum benefit for our communities</p>	<p>Some funding changes to the Community and Voluntary sector were made during 2013/14 to come into force in April 2014/15 including the closure of several small community grant programmes and the launch of the Community Chest grant programme.</p> <p>Officers are now developing the approach for the 2<sup>nd</sup> stage of the review in 2014/15.</p>	<p>Project on target for completion during 2014/15</p>		



<p>Implement the recommendations of the Community Forum Review</p>	<p>The Community Forum Review recommendations have now been implemented. Activities include:</p> <ul style="list-style-type: none"> <li>• Successfully launching the new Community Assemblies and meeting all savings targets</li> <li>• Launching the Minor Grants Scheme and Community Chest Scheme</li> <li>• Community Assembly Action Planning</li> <li>• Area profiles developed</li> <li>• Community development programme launched including Armed Forces Community Covenant activities, financial inclusion pilot and community litter picking</li> <li>• Community Chairing developed for launch in 2014/15</li> </ul>	<p>Project complete</p>		
<p>Update the Council's State of the Borough Report</p>	<p>The State of the Borough has now been updated with the latest Census and demographic data. The report is available on the CBC website to assist CBC, partner agencies and community and voluntary sector in applying for external funding and prioritising their activities.</p>	<p>Project complete</p>		


## 5.0 A Living Community

### Aim

A place where everyone has fair access to a decent and affordable home.

### Measures

Performance Indicator	12/13 Actual	13/14 Target	13/14 Actual	Rag Rating	Direction of Travel	Exception Comments
Satisfaction with local area as a place to live	87% (2008 Place Survey)	82%	89%		↑	
% decent Council homes	85%	90%	91%		↑	
Satisfaction with Landlord services	79%	79%	87%		↑	
Net additional homes provided	155	188	163		↑	We currently have permissions in place for 570 dwellings, which does not include outline permissions. The housing market is improving, especially for new build properties, with a range of initiatives to assist buyers also having an impact. However, residential developers were still cautious during 2013/14 with regards to the speed that they bring developments forward.
Number of affordable homes delivered	19	35	38		↑	

Empty residential properties brought back into use	103	60	27			During 2012/13 additional resources were available for this programme – funded via the New Homes Bonus. This resource was not available for 2013/14. Housing Services are currently working on a restructure which will boost this area of work for 2014/15.

## Key Projects

Project	Task Outcome/ Progress	Completion Status	Rag Rating	Exception comments
Working with the community to develop a Neighbourhood Action Planning Project	Environmental master planning is now taking place on the London Borough's estate at Barrow Hill. Consultants have been appointed to work with the community to design and then project manage the environmental improvements. The consultation and design phase will run from July to November 2014 and the construction phase during 2015/16.	Project on target for completion during 2015/16.		
Develop a sustainable business plan for our housing stock	There is a sustainable business plan in place for Housing Services which takes into account key changes including self financing. The plan is currently being updated for 2014/15 and will include the latest data e.g. stock condition	Project complete		

	survey, non-traditional survey and updated assumptions.			
Support the development of an "Extra Care" housing scheme at Foolow Court	Derbyshire County Council are managing this project. They are working with Chevin Housing to develop and manage the 55 unit scheme. CBC have secured nomination rights and have a place on the assessment panel for the rented units.	CBC's side of the Project is complete		
Adopt the Local Development Framework Core Strategy	The Core Strategy was adopted in July 2013, first in Derbyshire outside Peak Park.	Project complete		
Submit for public examination the Site Allocations Development Plan Document and Area Action Plan for Staveley Corridor	Extensive progress has been made during 2013/14 on this project including: <ul style="list-style-type: none"> <li>• A draft plan being developed and discussed with the Local Plan Steering Group and Corporate Management Team</li> <li>• Updated Housing Market Assessment</li> <li>• Gypsy and Traveller Accommodation Assessment</li> </ul>	Project on target for completion during 2014/15.		
Adopt a Community Infrastructure levy charging schedule	Draft charging schedule was been published and consulted upon in 2013/14. This draft schedule was approved at full Council in April 2014 and has now been submitted to the Planning Inspectorate for independent examination.	Project on target for completion during 2014/15.		

<p>Continue to deliver the action plan to address barriers to housing supply</p>	<p>The former Newbold School site was marketed and sold for housing development in 2013/14. Further support was given to homebuyers via the LAMS. A New Homes Bonus Group has been established with key CBC services including Housing, Planning and Economic Development. The group is currently updating the action plan to identify further activity to address barriers to housing supply. Homes and Community Agency funding via the Local Infrastructure Fund is also being investigated to support Staveley Works Corridor housing provision.</p>	<p>Project on target for completion during 2014/15.</p>		
<p>Deliver the Affordable Warmth Action Plan</p>	<p>A range of activities have taken place to successfully deliver this plan including:</p> <ul style="list-style-type: none"> <li>• Derbyshire healthy and warm booklet distributed across the Borough</li> <li>• Derbyshire Health and Housing funding obtained to provide temporary heating solutions to low income households in the private housing sector</li> <li>• Affordable warmth grants used to assist families on low incomes in the private housing</li> </ul>	<p>Project complete</p>		




	<p>sector</p> <ul style="list-style-type: none"> <li>• Home Repairs Assistance boiler programme</li> <li>• Financial inclusion pilot in Poolsbrook</li> <li>• Energy efficiency thermometers are being installed for vulnerable households</li> </ul>			
Develop proposals to bring empty commercial property back into residential use	Investigative work has been undertaken at a number of locations notably Theatre Yard. External advice has been sought from the Homes and Communities Agency – so far none of the properties identified have been viable for residential usage. Further sites will be explored as part of the action plan to remove barriers to housing supply.	Project complete for 2013/14		
Develop proposals to build new local authority housing stock and buy back former stock at the time of sale	The budget has been approved to develop 4 new units during 2014/15 and a larger scheme during 2015/16. A number of locations and opportunities have been identified for these schemes.	Project complete for 2013/14		


## 6.0 A Working and Learning Community

### Aim

A thriving Borough, where everyone has access to the jobs, training and the support they need.

### Measures

Performance Indicator	12/13 Actual	13/14 Target	13/14 Actual	Rag Rating	Direction of Travel	Exception Comments
New business registration rate	78	90	96			
New business survival rate	91%	93%	91%			Due to the way this data is collated and released, this data relates to new businesses in 2011 that were still in operation a year later. Although the data indicates that the % survival rate was the same as for the previous year, the survival rates compared to the regional average are at 98%. During 2013/14 there were a number of initiatives introduced including the introduction of innovation support and access to funding which will impact on the ability of new businesses to survive and grow.
% Town centre shops occupied	95%	95%	91%			During the economic downturn Chesterfield town centre has performed very well and

						<p>consistently bucked the national trend for occupancy levels. Town centre retail occupancy has suffered a decline since the beginning of the 2013/14. Whilst demand in small shops (sub £20K/annum) remains relatively strong, it is the larger shops which will continue to prove difficult to let.</p> <p>As leases come to an end we expect to see a constant churn of retail tenants in the town centre as retailing patterns shift to new channels and traditional high street names contract their high street presence nationally. We remain confident that smaller independent traders continue to show interest in new lettings.</p> <p>An action plan for the town centre is being developed.</p>
Market – average stall occupancy	60%	66%	62%			<p>A number of different factors have impacted on this indicator for 2013/14. These include the changing role of town centres and the disturbance to New Square market through the</p>

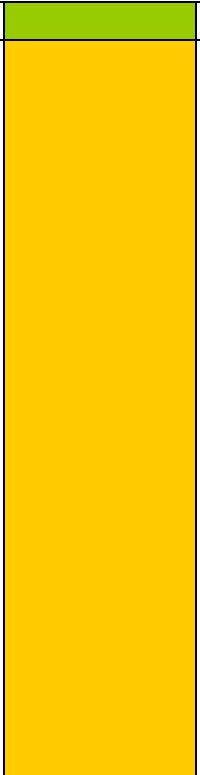
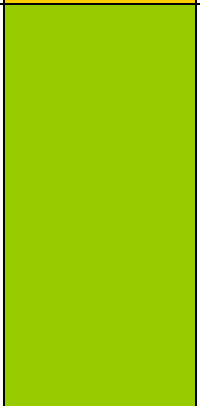



						<p>location of the Market Hall works compound in that area. 20 stalls were taken down during the construction period and a small number of traders reduced the number of days they stood on the market.</p> <p>Plans to improve the trading conditions and shopping experience by reconfiguring the stalls in the Market Place are being considered.</p>
Number of coach visits per annum to Chesterfield Borough	518	525	490			<p>Chesterfield as a destination for coach visits is promoted in a variety of publications, through direct mail and on relevant websites. Although the town continued to attract a large number of coaches from across the country, numbers decreased by 28 on the previous year. No obvious explanation can be given but the good weather in the summer months may have persuaded coach drivers to use more rural locations as their destination of choice, to maximise the benefits of the weather.</p>
Overall number of employment opportunities in the area	48,785	48,785	51,000			

Local labour clauses secured on major developments	100	100	100		=	
Jobs secured by local people on developments with local labour agreements	50	50	60		↑	

## Key Projects

Project	Task Outcome/ Progress	Completion Status	Rag Rating	Exception comments
Commence first phase of Chesterfield Waterside	The building of 19 new affordable homes started during 2013/14. Work is progressing to secure and draw down the GPF loan for the infrastructure required to deliver the main residential development. The Commercial part of the scheme has been approved by the Sheffield City Region LEP for Infrastructure funding – a full business case is currently being developed.	Project on target for completion during 2014/15.		
Complete the refurbishment of the Market Hall and maximise occupancy of retail space	The redeveloped Market Hall was completed to programme and budget during 2013/14. Extensive pre-marketing has secured the take up of 100% of office units and 90% of retail units in excess of anticipated results. Official opening was in May 2014.	Project complete.		

<p>Northern Gateway – complete development agreement, secure planning permission and purchase land</p>	<p>During 2013/14 there were a number of discussions with our preferred development partners as to the deliverability of a comprehensive scheme for Northern Gateway and the ability of Northern Gateway to be a retail led scheme. There have been a number of revisions to the design and studies/modelling, for example traffic modelling in order to ensure the securing of a key anchor tenant. In 2013 CBC submitted a proposal for Northern Gateway into Sheffield City Region Infrastructure Fund. The Northern Gateway scheme was prioritised 9 of 17 schemes with an allocation of grant funding within the programme</p>	<p>Ongoing project</p>		<p>The project has slipped in terms of timescale due to changes in the retail and economic environment. We are currently working with our development partners to identify and develop the scheme for Northern Gateway. This will result in a report to Cabinet in July 2014</p>
<p>Work with the community to deliver a programme of festivals and events for 2013/14</p>	<p>Two major festival programmes delivered during 2013/14 - the Community Arts festival in May 2013 and the Markets festival in October 2013. A range of successful arts and cultural activities delivered throughout 2013/14 including the Medieval Market, 1940's weekend, Day of Dance etc.</p>	<p>Project complete</p>		
<p>Implement the action plan to improve our town centre and local</p>	<p>The Town Centre Action Plan is currently being formulated for July</p>	<p>Project on target for</p>		

centres	2014. Consultation with retailers and businesses is being undertaken through the Town Centre Forum to shape the Action Plan. It will consider opportunities for the evening and nighttime economy and the impact of new development such as the Northern Gateway site and will incorporate a review of the Parking Strategy.	completion during 2014/15.		
Develop proposals to improve the layout of the outdoor market	Consultation has taken place with market traders through the Markets Consultative Committee. A business case for the reconfiguration of the Market Place will be in agreed by June 2014. Hope to appoint consultant in July and agree revised layout by December 2014. Currently investigating opportunities for external funding for project.	Ongoing project.		Decided to defer the start date for this project until the completion of the Market Hall.
Maximise investment and jobs in the borough through our engagement with the Sheffield City Region and Derbyshire and Nottinghamshire Local Enterprise Partnerships and the Derbyshire Economic Partnership	The Council are continuing to work and proactively engage with both Sheffield City Region and D2N2 LEPs on a range of initiatives and groups. This includes the response to HS2, Skills and Training Agendas, SCR future funding direction for EU funding, Markham Vale Enterprise Zone and developments around a Combined Authority (D2N2). We have also	Ongoing project.		

	<p>been successful in securing £2.4m Growing Places Funding for Chesterfield Waterside and SCR Infrastructure Funding Programme Allocations for Chesterfield Waterside and Northern Gateway. We continue to work with both LEPs on Inward Investment and ensuring local labour is considered first with development projects.</p>			
<p>Improve local labour and training provision in new developments and construction contracts</p>	<p>The Council performed well regarding local labour clauses secured by s106 agreements and conditions on our major development schemes with employment generating potential. In addition, local labour clauses are being pursued as part of the Council's major procurements.</p>	<p>Ongoing project</p>		
<p>Work with partners to deliver investment in the enterprise zone</p>	<p>A Planning Performance Agreement (PPA) was developed and all planning applications have been resolved in accordance with the PPA timescales. CBC supported a successful application to Government for funding to further develop the Enterprise Zone.</p>	<p>Ongoing project</p>		
<p>Work with our partners to secure employment and training opportunities for young people</p>	<p>A range of activities have been taking place in the Borough during 2013/14 and more are planned for</p>	<p>Ongoing project</p>		





	2014/15. Lottery funded Talent Match coaches are being recruited in the area to assist young people to access opportunities. Skills made easy as part of the city skills deal continue to assist in recruiting apprentices and training existing staff in small and medium sized companies. A new programme to help start up businesses has been launched by Sheffield City Region.			
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## 7.0 A Safer, Healthier and Active Community

### Aim

A healthy and safe Borough, where the community is free from the fear of crime.

### Measures

Performance Indicator	12/13 Actual	13/14 Target	13/14 Actual	Rag Rating	Direction of Travel	Exception Comments
% people participating in sport and active recreation	24%	24%	25%			
12 month cumulative count of serious acquisitive crime	706	1,088	968			Target has been hit but this type of crime has risen – this is in line with the regional picture.
12 month cumulative count of assault with less serious injury	609	968	699			As above.
% residents feeling safe (during the day)	83% (2008 Place Survey)	85%	95%			

% residents feel safe (after dark)	45% (2008 Place Survey)	50%	77%		↑	
Satisfaction with the Museum	52% (2008 Place Survey)	55%	71%		↑	
Satisfaction with the Pomegranate Theatre	N/A	60%	84%		N/A	
Satisfaction with the Winding Wheel	N/A	60%	84%		N/A	
Satisfaction rates for the Visitor Information Centre	96%	96%	97%		↑	
% of local community engaging in arts and cultural activities	N/A	N/A	46%	N/A	N/A	
Year on year increase in the number of snow wardens	80	80	80		=	

## Key Projects

Project	Task Outcome/ Progress	Completion Status	Rag Rating	Exception comments
Adopt and implement Health Inequalities Plan	<p>Chesterfield Borough Council and our partners continue to deliver services and activities to promote healthy lifestyles including:</p> <ul style="list-style-type: none"> <li>• Two Sport Centres</li> <li>• GP Exercise referral scheme</li> <li>• Active Chesterfield programme including community outreach work</li> <li>• Care home activity programme</li> <li>• Community Assembly workshops and grant programme</li> </ul>	Due for completion in 2014/15.		The Health Inequalities Planning work is led by DCC Public Health (formerly the Primary Care Trust). Extensive reorganisation within the sector has impacted on delivery plans for 2013/14. Work is currently being undertaken in partnership to develop Health inequality and Health locality plans for the Borough.

<p>Develop and deliver a community focused Sport and Physical Activity Strategy</p>	<p>The Facilities element of this work has been prioritised due to the re-development of Queen's Park Sports Centre. Programmes such as Active Chesterfield and Village Games programme launched during 2013/14 will make a major contribution to the new Strategy and action planning.</p>	<p>Due for completion in 2014/15.</p>		<p>The priority for 2013/14 for the Sport and Leisure Service was the Leisure Legacy service improvement programme and re-development of Queen's Park Sports Centre. These resource intense projects have impacted on the development and delivery of this strategy.</p>
<p>Commence the capital project to replace Queen's Park Sports Centre</p>	<p>Significant progress has been made on this project during 2013/14 including:</p> <ul style="list-style-type: none"> <li>• Project plan has been developed to include emerging wildlife and highways issues</li> <li>• An expression of interest to Sport England has been successful which brings the potential of another key partner, funding and additional facilities</li> <li>• Planning permission has now been granted</li> </ul>	<p>Project on target for completion during 2014/15.</p>		
<p>Establish a pilot community health and wellbeing group to address health inequalities within one of our most deprived area</p>	<p>A partnership group has now been established but is at an early stage in terms of project delivery.</p>	<p>Ongoing project.</p>		<p>The Health Inequalities Planning work is led by DCC Public Health (formerly the Primary Care Trust). Extensive reorganisation within the sector has impacted on delivery plans for 2013/14. Work is currently being undertaken in partnership to develop Health inequality and Health locality plans for the</p>



				Borough which respond to health and deprivation issues.
Finalise the Capital Improvement Programme for the Pomegranate Theatre and Winding Wheel	<p>This project is currently on target with significant progress being made during 2013/14 including:</p> <ul style="list-style-type: none"> <li>• Approval of scheme design</li> <li>• Appointment of a contractor Jarvale Construction</li> <li>• Approval of Planning applications</li> <li>• Power supply upgrades arranged</li> </ul> <p>The works started on site in April and are due to complete at the end of August.</p>	Project on target for completion during 2014/15.		
Deliver the first phase of the Museum Improvement Strategy	<p>The Museum Service have been working with the Arts Council to establish a robust and transparent process for rationalising the Museum collection.</p> <p>The work to assess all Museum objects and decide on their future is on target for 2014/15.</p>	Project on target for completion during 2014/15.		
Continue to deliver an improved programme of arts and culture in line with the new Arts and Culture Strategy	The arts and cultural programme at the theatres in 2013/14 included several west end productions – Pitmen Painters, Dreamboats and Petticoats, September in the Rain and The Mousetrap. Overall in the first two years of operation under	Ongoing project		

	the new programme, ticket sales have increased by 20% and the venues have achieved their targets of reducing net cost by 15%.			
Review the Council's arrangements for the management of private sector Anti-social behaviour and support the implementation of E-CIN's	The review has been completed and recommendations accepted at Cabinet. New improved arrangements will be place for the private sector and public open space by October 2014. We have been successful in a bid to the Police and Crime Commissioner to extend the staffing resource for ASB as a two year pilot project.	Project complete.		
Review the Council's arrangements and contributions relating to multi-agency management of domestic abuse	Review was completed during 2013/14. The part-time co-location of services has worked well and led to improved communication and outcomes.	Project complete		
Publish a medium term Parking Strategy and implement the first phase of improvements to town centre parking facilities	The Medium Term Parking Strategy has been reviewed during 2013/14 with a number of key recommendations developed for action during 2014/15. These include: <ul style="list-style-type: none"> <li>• Integration of Parking and CCTV</li> <li>• Co-location of services and more efficient and operationally effective premises use</li> <li>• Research and evaluation of possible upgrades to Beetwell</li> </ul>	Project on target for completion during 2014/15.		

	Street Multi-storey car park and ticket machinery  Strong progress is being made on these activities.			
Continue to successfully train and recruit new snow wardens	80 snow wardens have been recruited and the appropriate training has taken place.	Project complete.		

## 8.0 A High Performing Council with Productive Partnerships

### Aim

An efficient and effective Council.

### Measures

Performance Indicator	12/13 Actual	13/14 Target	13/14 Actual	Rag Rating	Direction of Travel	Exception Comments
% people satisfied with how the Council runs things	48% (2008 Place Survey)	50%	76%		↑	
% people who agree that the Council provides value for money	38% (2008 Place Survey)	40%	60%		↑	
% priority indicators on target	73%	74%	80%		↑	
Deliver the annual savings targets within the Business Transformation Strategy	396,000	1,260,000	1,523,000		↑	

Achieve a balanced budget on 2013/14	-34,000	0	193,000			
Staff satisfaction with the Council as an employer	80% (2010/11 Survey)	80%	60%			During 2013/14 there was a number of change activities that are likely to have affected employee morale and this indicator including the changes to car allowances, restructures and continuing pressures on budgets and services.

## Key Projects

Project	Task Outcome/ Progress	Completion Status	Rag Rating	Exception comments
Refresh Internal Communications Strategy	The Strategy was developed during 2013/14 after an extensive consultation period. The Strategy is now being actioned.	Project complete.		
Deliver the Business Transformation Strategy for 2013/14	The actions for the 2013/14 part of the strategy have been successfully delivered with efficiency targets being exceeded.	Ongoing project		
Develop and deliver the revised Workforce Strategy	This Strategy forms part of the Great Place: Great Service three year programme. Significant progress has been made during 2013/14 including: <ul style="list-style-type: none"> <li>• Delivery of the Lean Belt master training</li> <li>• Managing the change course</li> </ul>	Ongoing project		

	<p>delivered to all senior employees</p> <ul style="list-style-type: none"> <li>• Leadership programme developed for delivery in 2014/15</li> <li>• Mentoring scheme launched</li> </ul>			
Develop and deliver an action plan to improve performance against the current Investors in People Strategy.	This project has been combined with the project above – Workforce Strategy.			
Complete review of local collective agreement relating to local pay, conditions and grading	A working group including the Trade Unions has been established to develop a range of risk assessed and costed options. The research is now at an advanced stage and being prepared for wider discussion and decision making.	Ongoing project		A number of options are currently being costed and these will be presented to the Business Transformation group in early July.

## 9.0 RESIDENT SATISFACTION

The last full scale national local authority satisfaction survey (the Place Survey) was completed in 2008/09. Satisfaction surveys had taken place every two years, but due to a national policy decision the Place Survey was discontinued in 2010/11. Since then there had been no comparable data on resident's satisfaction for Council services.

For 2013/14 the Local Government Association launched its "Are You Being Served" programme with a MORI developed methodology which is comparable to the Place Survey methodology. This is a voluntary approach, designed to suit local circumstances and minimise the cost to Councils of collecting data.











During 2013/14 25 English Local Authorities took part in the "Are You Being Served" programme with more to follow in 2014/15.

The table below shows the "Are You Being Served" indicators for Chesterfield Borough Council compared to the same indicators collected via the 2008/09 Place Survey. Where available benchmarking data has also been highlighted.



*Please note – the data has been weighted using LGA guidelines and excludes respondents who chose the "don't know" option.*

Question	Are You Being Served 2013	Place Survey 2008	Direction of Travel	LGA Average	Quartile position
Overall satisfaction with the area as a place to live (very satisfied + fairly satisfied)	89%	87%	↑	80%	1 <sup>st</sup>
Satisfaction with the way the council runs things (very satisfied + fairly satisfied)	76%	48%	↑	67%	1 <sup>st</sup>
Extent to which you agree that the council provides value for money (strongly agree + tend to agree)	60%	38%	↑	47%	1 <sup>st</sup>
Overall, how well informed do you think Chesterfield Borough Council keeps residents about the services and benefits it provides (very well informed + fairly well informed)	68%	36%	↑	63%	1 <sup>st</sup>
Extent to which people speak positively about Chesterfield Borough Council (I speak positively without being asked + I speak positively if I am asked)	47%	N/A	N/A	40%	1 <sup>st</sup>

Extent to which each statement applies to public services in your local area - working to make the area safer (a great deal + to some extent)	79%	55%	↑	N/A	N/A
Extent to which each statement applies to public services in your local area - working to make the area cleaner and greener (a great deal + to some extent)	76%	55%	↑	N/A	N/A
Extent to which each statement applies to public services in your local area – promotes the interests of local residents (a great deal + to some extent)	70%	32%	↑	N/A	N/A
Extent to which each statement applies to public services in your local area – acts on the concerns of local residents (a great deal + to some extent)	66%	36%	↑	60%	<b>1<sup>st</sup></b>
Extent to which each statement applies to public services in your local area – treat all groups of people fairly (a great deal + to some extent)	85%	50%	↑	N/A	N/A
Whether you agree that you can influence decisions affecting your local area (strongly agree + tend to agree)	30%	27%	↑	N/A	N/A
Extent to which people from different ethnic backgrounds get on well together (Definitely agree + tend to agree)	72%	N/A	N/A	69%	<b>2<sup>nd</sup></b>
Extent to which people feel they belong to their local area (very strongly + fairly strongly)	75%	N/A	N/A	72%	<b>2<sup>nd</sup></b>
Extent to which people agree that people in their local area pull together to improve things (strongly agree + tend to agree)	51%	N/A	N/A	47%	<b>2<sup>nd</sup></b>
Satisfaction with Council services - Keeping public land clear of	62%	53%	↑	N/A	N/A

litter and refuse (very satisfied + fairly satisfied)					
Satisfaction with Council services – Refuse collection (very satisfied + fairly satisfied)	91%	77%		N/A	N/A
Satisfaction with Council services – Kerbside recycling collection (very satisfied + fairly satisfied)	84%	75%		N/A	N/A
Satisfaction with Council services – Parks and open spaces (very satisfied + fairly satisfied)	79%	74%		N/A	N/A
Satisfaction with Council services – Museum (very satisfied + fairly satisfied)	71%	52%		N/A	N/A
Whether would like to be more involved in decisions that affect your local area Yes Depends on the issue	18% 53%	15% 57%		N/A	N/A
How safe or unsafe do you feel in your local area after dark? (very safe + fairly safe)	77%	45%		66%	<b>1<sup>st</sup></b>
How safe or unsafe do you feel in your local area during the day? (very safe + fairly safe)	95%	83%		92%	<b>1<sup>st</sup></b>
Thinking about your local area, how much of a problem do you think the following are – noisy neighbours or loud parties (a very big problem + a fairly big problem)	13%	13%		13%	<b>2<sup>nd</sup></b>
Thinking about your local area, how much of a problem do you think the following are – Vandalism, graffiti and other deliberate damage to property or vehicles (a very big problem + a fairly big problem)	13%	26%		20%	<b>1<sup>st</sup></b>
Thinking about your local area, how much of a problem do you think the following are – People	24%	27%		23%	<b>3<sup>rd</sup></b>



using or dealing drugs (a very big problem + a fairly big problem)					
Thinking about your local area, how much of a problem do you think the following are – People being drunk or rowdy in public places (a very big problem + a fairly big problem)	15%	24%		22%	<b>1<sup>st</sup></b>
Thinking about your local area, how much of a problem do you think the following are – Abandoned or burnt out cars (a very big problem + a fairly big problem)	2%	3%		N/A	N/A